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PERCEIVED ORGANIZATIONAL CULTURE ATTRIBUTES AND ELECTRONIC RECORDS MANAGEMENT SYSTEM EFFICIENCY IN THE PUBLIC SECTOR

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ABSTRACT

This study investigates the relationship between perceived organizational culture attributes and the efficiency of Electronic Records Management Systems (ERMS) within the public sector, focusing on the Local Government Unit (LGU) of Bambang, Nueva Vizcaya, Philippines. Utilizing a descriptive-correlational research design, data were collected from 51 government employees across eight municipal offices through a structured questionnaire. The study assessed organizational culture attributes—leadership support, employee engagement, and innovation and adaptability—and ERMS efficiency indicators, including operational speed, cost efficiency, and reliability and security. Findings revealed that both organizational culture attributes and ERMS efficiency were perceived at a satisfactory level. Significantly, a strong relationship was observed ($r = 0.87$, $p < 0.05$) was identified between organizational culture attributes and ERMS efficiency, indicating that enhancements in organizational culture could lead to improved ERMS performance. The study underscores the significance of cultivating supportive and adaptable organizational culture to optimize the efficiency of electronic records management in public sector institutions.

KEYWORDS: *Organizational Culture, Electronic Records Management System (ERMS), Public Sector Efficiency, Digital Transformation, Leadership Support*

RATIONALE

In the digital era, the efficiency of public sector operations increasingly hinges on the effective management of electronic records. Electronic Records Management Systems (ERMS) have emerged as pivotal tools in streamlining data handling, ensuring compliance, and enhancing service delivery. The successful implementation of ERMS, however, is not solely a technological endeavor; it is profoundly influenced by the underlying organizational culture.

Organizational culture refers to the collective values, beliefs, and practices that influence how employees think, behave, and interact within the workplace. Attributes factors such as leadership support, employee engagement, and openness to innovation play vital roles in determining how effectively new systems like ERMS are adopted and utilized. For instance, strong leadership can champion the adoption of ERMS, while engaged employees are more likely to embrace and proficiently use new technologies. Conversely, a lack of support or resistance to change can hinder the potential benefits of ERMS, leading to suboptimal performance and inefficiencies.

Despite the recognized importance of organizational culture in technology adoption, there remains a gap in empirical studies examining the specific relationship between organizational culture attributes and ERMS efficiency within the public sector. Understanding this relationship is particularly crucial for local government units (LGUs) in the Philippines, where digital transformation is essential for improving transparency, accountability, and public service delivery.

This study seeks to address this gap by exploring how perceived organizational culture attributes—specifically, the focus is on leadership support, employee engagement and adaptability to innovation—impact the efficiency of ERMS in public offices within the Municipality of Bambang, Nueva Vizcaya. By identifying the cultural factors that facilitate or impede ERMS efficiency, the research seeks to provide actionable insights for policymakers and administrators aiming to enhance digital governance practices.

INTRODUCTION

As the world continues to evolve, with development and modernization becoming inevitable, we see noticeable changes in our surroundings. An Electronic Records Management System (ERMS) refers to the management of electronic files and documents as official records within a digital business process. This specialized software is designed to preserve original digital records, rather than relying on physical paper copies stored in boxes or warehouses. ERMS plays a crucial role in digital transformation initiatives and is a fundamental element of effective information governance.

The advent of Information and Communication Technology (ICT) brought multifaceted changes in local governance. The shimmering goal of advancing in accelerated pace to meet the public's needs were ignited because of the modern technologies and latest ICT applications. Digital transformation is the process of using digital technologies to establish a new, or modify existing organization processes, culture, and customer/client experiences to meet constantly changing business and market requirements. This is reconceiving in the digital age.

The power of digitalization is slowly conquering public administration. The spotlight is squarely on the hands of the national and local leaders. Currently, local governments are in dire need of expertise, initiators, and implementers to connect the dots and be on guard. Whatever the future holds in terms of digitization, everyone in the government sector must not rest their laurels as they pursuit for excellence, and the most effective way to begin this journey is by implementing an electronic records management system.

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To gain this deeper understanding, data was collected through questionnaires administered to selected government employees. The research examined how well-implemented Electronic Records Management System (ERMS) program influences perceived efficiency and organizational costs. The analysis of the collected data revealed that respondents benefited from the use of ERMS in completing their daily tasks. It also highlighted the system's impact on the operations of organizations/ institutions in terms of perceived efficiency and whether it provided financial advantages (Konstantinos Manikas, 2015).

This is to ensure that electronic records are created, managed, circulated, and their preserved or disposed of in accordance with established governance provisions of Republic Act No. 9470 – National Archives of the Philippines (NAP) Act of 2007, NAP General Circulars 1, 2 (2009), and 3 (2011), as well as related legislation and issuances, such as the E-commerce Act of 2000 or RA No. 8792, Data Privacy Act of 2012 or RA No. 10173, and Executive Order No. 2 s of 2016 or Freedom of Information. While shifting to electronic records is a necessity, agencies have the option of retaining hybrid records management systems involving both paper and electronic records. It is foreseen that such hybrid systems will be the norm up to the near future, based on the Memorandum Circular No. 210401 dated April 21, 2021 of National Achieves of the Philippines. (ERM-Policy_1628243555.pdf)

Khavee Agustus Botangen et al. (2025) aimed to design and develop a web-based Electronic Records Management System (ERMS) for the Office of Senior Citizens Affairs (OSCA) in the Philippines. The study focused on centralizing record-keeping and streamlining the processes of collecting, storing, and managing member information. By incorporating web and data capture technologies, the system is intended to enhance record management workflows, allowing for faster and more accurate information retrieval at OSCA. This integration offers an innovative and comprehensive solution to improve existing record-keeping practices within the organization.

This approach led to low job satisfaction ratings from clients of Leyte Normal University's Office of the Registrar, particularly following their experience with Typhoon Haiyan—locally known as Yolanda—the strongest typhoon ever recorded (Las Johansen Balio Caluza, 2017). The researcher employed an embedded single case study design, using thematic analysis to identify key issues and coping strategies. The study highlighted the critical role of information systems in the digital era, revealing that digitalized processes offer numerous benefits, including faster operations, increased productivity, improved monitoring, greater accuracy, and enhanced consistency of information.

This study is anchored on the Nueva Vizcaya State University (NVSU) College of Arts and Sciences (CAS) Agenda on Effective delivery of basic services/e-governance. This enables the research to contribute directly to the improvement of governance electronic records, which are essential for institutional development and capacity-building efforts in the public administration field. Therefore, all types of organizations are compelled to adapt to this advancement

Moreover, the research is aligned with the 16th Sustainable Development Goal (SDG), peace, justice, and strong institutions, which aims to promote the appearance and the evolution of technology. Specifically, in today's organizational environment where demands continue to grow, technology plays a crucial role in supporting daily tasks essential to operational success. By evaluating and enhancing the management processes responsible for the efficient and systematic control of record creation, receipt, maintenance, use, and disposal, organizations can significantly improve their workflows. The purpose, value, and goal of records management remain consistent: to strengthen and streamline business processes, ultimately contributing to organizational improvement and becoming an integral part of its culture.

STATEMENT OF THE PROBLEM

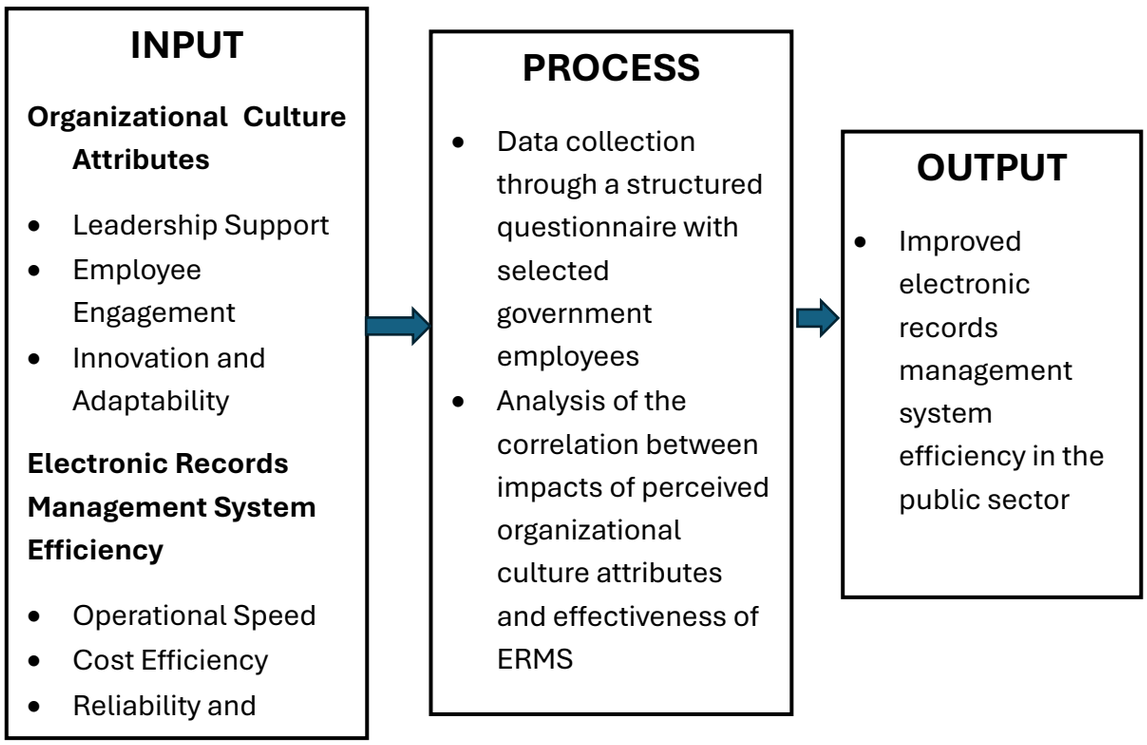
This research aims to study the impact of perceived organizational culture attributes on the effectiveness of Electronic Records Management Systems in public offices in the Municipality of Bambang, Nueva Vizcaya. Specifically, it aims to address the following questions:

1. What is the level of perceived organizational culture attributes of the respondents in terms of leadership support, employee engagement, and innovation and adaptability?
2. What is the level of electronic records management system efficiency in terms of operational speed, cost efficiency, and reliability and security?
3. Is there significant relationship between the perceived organizational culture attributes and electronic records management system efficiency?

FRAMEWORK PARADIGM

This study is guided by the Input-Process-Output (IPO) framework. Under input, perceived organizational culture attributes were identified as the independent variable of the study. The variables under these are: leadership support, employee engagement, and innovation and adaptability. The process will use data collection through questionnaire from respondents followed by an analysis of the correlation between impacts of perceived organizational culture attributes and effectiveness of electronic records management system. The study's output will consist of an evaluation of how perceived organizational culture attributes influence the effectiveness of electronic records management systems in the public sector.

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METHODOLOGY

This study aimed to explore the impact of perceived organizational culture attributes on the efficiency of electronic records management system within the public sector. It utilized quantitative design specifically descriptive correlational. The time frame of the study was April – May, 2025 involving fifty-one (51) government employees of the Local Government Unit of Bambang, Nueva Vizcaya.

The number of respondents corresponds to the number of permanent employees using Electronic Records Management System (ERMS) under eight (8) offices: Municipal Treasury, Municipal Budget, Municipal Accounting, Municipal Civil Registrar, Municipal Planning and Development Coordinator, Municipal Engineering, Business Permit License, and Bambang Water District.

Purposive Sampling Technique was employed as part of non-probability sampling. This approach is frequently used in studies where researchers intentionally choose participants for their knowledge, relevance, or expertise related to the research topic (Hassan, 2024).

The researchers utilized a questionnaire assessed using Cronbach Alpha reliability test result of 0.973 for the perceived of organizational culture attributes variable and 0.969 on electronic records management system efficiency variable. Overall, the questionnaire has excellent reliability. The researcher-made questionnaire was distributed through print outs and google form. The researchers ensure the confidentiality and anonymity of the data collected and responses of the respondents.

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This section presents the findings on the Perceived Organizational Culture Attributes and Electronic Records Management System Efficiency in the Public Sector, highlighting their relationship in Organizational Culture Attributes and Electronic Records Management System Efficiency, as well as the relationship between these variables. As well as the analyzation and discussion of the findings of this study from conducted survey.

Furthermore, the researchers seek to know the efficiency of the system among organizational culture attributes which established new, or modify existing organization processes.

Problem 1. What is the level of perceived organizational culture attributes of the LGU Bambang, Nueva Vizcaya in terms of leadership support, employee engagement, and innovation and adaptability?

This section shows the level of perceived organizational culture attributes of the LGU Bambang, Nueva Vizcaya in terms of leadership support, employee engagement, and innovation and adaptability, the set of collected data were measured with Mean as the statistical tool. The results are presented in table 1.

Table 1. ***The level of perceived organizational culture attributes of the LGU Bambang, Nueva Vizcaya in terms of leadership support, employee engagement, and innovation and adaptability.***

Variables	Mean	Qualitative Description
Leadership Support	4.03	Satisfactory
Employee Engagement	3.89	Satisfactory
Innovation and Adaptability	3.91	Satisfactory
Total	**3.94**	**Satisfactory**

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The findings of the study indicated that the Leadership Support of Organizational Culture Attributes was rated as satisfactory, with a mean score of 4.03. This indicates that while the respondents demonstrate adequate support in the leadership, leaders must be able to effectively communicate the benefits of the Electronic Records Management System (ERMS) implementation. Meanwhile, Employee Engagement rated as satisfactory, with a mean score of 3.89, highlighting the respondents adequate used the system to keep a workforce connected, motivated and productive. On the other hand, Innovation and Adaptability was also rated as satisfactory, with a mean score of 3.91, indicating that innovation fuels the development of new products, services, and business models, while adaptability allows organizations to quickly respond to new technologies and evolving customer needs. However, uncertainties remain—particularly regarding sustainability and its potential impact on the firm or organization in the future, as noted by Alyssa Marie B. Almacen et al. (2021).

Overall, the total mean score of 3.94 indicates that the organizational culture attributes is at a satisfactory level. This implies that the organizational culture embraces change, innovation, and digital skills is essential for successful digitalization.

The analysis of the collected data showed that respondents benefited from the ERMS in carrying out their daily tasks. It also highlighted the system's impact on the operations of organizations or institutions in terms of perceived efficiency, as well as its potential financial benefits (Konstantinos Manikas, 2015). Moreover, the researchers studied that the implementation of the new system may improve organizational performance; however, uncertainties remain—particularly regarding sustainability and its long-term effects on the firm or organization according to Alyssa Marie B. Almacen, et.al. (2021).

Problem 2. What is the level of electronic records management system efficiency of the LGU Bambang, Nueva Vizcaya in terms of operational speed, cost efficiency, and reliability and security?

Table 2. ***The level of electronic records management system efficiency of the LGU Bambang, Nueva Vizcaya in terms of operational speed, cost efficiency, and reliability and security***

Variables	Mean	Qualitative Description
Operational Speed	3.85	Satisfactory
Cost Efficiency	3.96	Satisfactory
Reliability and Security	4.04	Satisfactory
Total	**3.95**	**Satisfactory**

The result of the study revealed that the Operational Speed were rated as satisfactory, with a mean score of 3.85. This indicates that the respondents are significantly impacts operational speed. Similarly, Cost Efficiency received a slightly higher mean score of 3.96, also categorized as satisfactory, reflecting the driving down overall expenses that improved productivity. Meanwhile, Reliability and Security received a satisfactory as well, with a mean score of 4.04, reflecting that both are vital for ensuring digital systems perform as expected and withstand potential threats.

Overall, the total mean score of 3.95 highlights the satisfactory level of electronic records management system efficiency of the LGU Bambang, Nueva Vizcaya in terms of operational speed, cost efficiency, and reliability and security. This demonstrates that respondents increasingly rely on digital systems, ensuring that this system is vital for maintaining trust and preventing disruptions.

This study highlights the advantages of a digitalized process, including faster operations, increased productivity, improved monitoring, greater accuracy, and a higher level of information consistency (Las Johansen Balio Caluza, 2017).

Problem 3. Is there significant relationship between the level of perceived organizational culture attributes and the level of records management system efficiency of the LGU Bambang, Nueva Vizcaya?

Table 3. ***Significant relationship between the level of perceived organizational culture attributes and the level of records management system efficiency of the LGU Bambang, Nueva Vizcaya***

Variables	Computed R values	Degree of relationship	p value	Remarks
Perceived Organizational Culture Attributes and Electronic Records Management System Efficiency	0.87	High	0.00	significant

The results of the correlational analysis revealed a strong positive relationship between the level of perceived organizational culture attributes and the level of electronic records management system efficiency of the LGU Bambang, Nueva Vizcaya, as indicated by the Multiple R value is 0.87. The degree of relationship is high based on the Calmorin (1994), meaning a supportive and adaptable culture facilitates successful digital transformation of records management. Furthermore, significance F value of 0.00 is well below the 0.05 threshold, indicating a statistically significant relationship between the two variables. This confirms that the observed correlation is unlikely to be due to random chance, emphasizing the critical role of perceived organizational culture and the electronic records management system are intertwined, influencing each other. In turn, can reshape organizational structures, processes, and how people interact, ultimately impacting the culture.

By leveraging this synergy, the system streamlines and improves the existing records management workflow, offering a comprehensive and innovative approach to record-keeping practices (Khavee Agustus Botangen et al., 2025).

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This study reveals the benefits of having a digitalized process were fast and increased productivity, better monitoring, high level of accuracy, and high level of consistency of information (Las Johansen Balio Caluza, 2017).

CONCLUSIONS

Based on the key findings of this study, the following conclusions and implications were derived:

1. The findings revealed that Employee Engagement demonstrated the lowest mean score, implying that being involved in the decision-making processes, employee motivation, and proper training to utilize the ERMS can be improved further to ensure efficiency.
2. Reliability and security gathered the highest mean score, signifying that ERMS consistently functions without breakdown and provides adequate protection, as these may be the result of positive organizational culture in the organization.
3. Overall, the study confirmed a strong positive correlation between perceived organizational culture attributes and the efficiency of the ERMS. The correlation between these two variables suggests that improving organizational culture attributes can gear toward better ERMS efficiency.

RECOMMENDATIONS

In light of the significant findings, the following recommendations were proposed:

- In the present digital age, it is recommended that government agencies continue finding ways to upgrade its manual systems into electronic records management systems or computerized systems.
- Future researchers are encouraged to include or focus on researching in the private sector and other government agencies since there is limitation in this study as this study was limited to eight (8) offices in LGU Bambang, Nueva Vizcaya.

REVIEW OF RELATED LITERATURE (RRL)

1. *Development of Web-based records management system: an ERMS initiative fort the Office of Senior citizen Affairs in the Philippines, dated January 2025*
   Authors: Khavee Agustus Botangen, Monira Libadia, Pauline Joy Lucero, Jolene Tecson
   (PDF) Development of a Web-based records management system: an ERMS initiative for the Office of Senior Citizen Affairs in the Philippines
2. *Electronic Document Management System (EDMS) implementation: Implications for the Future of Digital Transformation in the Philippine Healthcare, dated December 2021*
   Authors: Alyssa Marie B. Almacen, Alan Cabaluna
   (PDF) Electronic Document Management System (EDMS) Implementation: Implications for the Future of Digital Transformation in Philippine Healthcare
3. *Records Management and Electronic Records Management, dated June 16, 2015*
   Author: Konstantinos Manikas
   FULLTEXT01.pdf
4. *Development of Electronic Document Archive Management System (EDAMS): A Case Study of a University Registrar in the Philippines, dated January 2017*
   Authors: Las Johansen Balios Caluza
   (PDF) Development of Electronic Document Archive Management System (EDAMS): A Case Study of a University Registrar in the Philippines