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STAKEHOLDERS' SATISFACTION ON SERVICE QUALITY OF E-GOVERNANCE IN THE PHILIPPINES

Dr. Aristeo C. Salapa
https://orcid.org/0000-0003-0934-3571
Professor, University of Southeastern Philippines

Marienelle Samson
msamson02202400391@usep.edu.ph
Graduate Student, University of Southeastern Philippines

ABSTRACT
This paper examined stakeholders' satisfaction with e-governance service quality in the Philippines using the Preferred Reporting Items for Systematic Reviews and Meta-analysis (PRISMA). Seventeen (17) publications met the eligibility criteria, sourced from ScienceDirect (53%), ResearchGate (24%), and Google Scholar (24%). The studies consisted of quantitative (65%), qualitative (29%), and mixed-method (6%) designs, with data drawn from both primary (53%) and secondary (47%) sources. Based on the systematic review, eight (8) key determinants of satisfaction were identified, including system responsiveness, accessibility, reliability, transparency, data privacy compliance, digital literacy, infrastructure readiness, and timeliness of transactions. Nine (9) recurring challenges affecting e-governance quality also emerged, such as weak implementation of digital policies, limited ICT infrastructure, cybersecurity concerns, staff capacity issues, low stakeholder awareness, accessibility gaps, and inter-agency coordination problems. Although digital governance laws exist, persistent gaps in implementation and sustainability require urgent attention to improve service quality and strengthen stakeholder satisfaction.

Keywords:
Service quality, Stakeholder satisfaction, E-governance, Digital government, Online public services, Digital transformation, Government digital platforms

INTRODUCTION

The quality of government services plays a vital role in shaping public trust, digital engagement, and the overall legitimacy of institutions. As digital governance rapidly expands in the Philippines, the capacity of government agencies to provide efficient, transparent, and citizen-centered online services has become an essential indicator of government performance (Reyes, 2016). With rising public expectations driven by digital transformation and increased dependence on online platforms, stakeholder satisfaction has grown into a key measure of how effective, accessible, and accountable e-governance initiatives truly are (Page et al., 2021). Stakeholders include citizens, government employees, technology partners, local government units, civil society groups, and vulnerable sectors that rely heavily on digital channels for public transactions. Their perceptions offer valuable insight into how responsive and reliable digital government systems are in addressing public needs. As Francisco et al. (2022) point out, assessing stakeholder satisfaction helps uncover crucial e-service quality dimensions such as usability, timeliness, transparency, data security, accessibility, and system efficiency, all of which contribute significantly to improved governance outcomes.

In the Philippine context, several long-standing challenges continue to slow down the delivery of efficient e-governance services. Bureaucratic inconsistencies, fragmented digital platforms, limited interoperability among government systems, and gaps in ICT infrastructure remain major barriers to seamless online transactions (Adobas et al., 2024; Ho et al., 2016). Even with reforms such as the Ease of Doing Business and Anti-Red Tape Act (RA 11032), many stakeholders still experience slow processing times, frequent system downtimes, confusing user interfaces, and inadequate communication or technical support (Francisco et al., 2022). The rapid shift to digital governance during the COVID-19 pandemic has also amplified concerns related to digital

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readiness, cybersecurity vulnerabilities, data privacy protection, and the equitable accessibility of online government services which are factors that strongly shape stakeholder satisfaction (Tirante & Ching, 2018; Flamiano et al., 2021). These persistent issues highlight the importance of continuously assessing e-service quality to inform policy reforms, improve technological systems, and strengthen operational processes across government institutions.

Understanding stakeholder satisfaction is therefore crucial to improving the overall performance of e-governance. Research shows that when users view digital public services as transparent, secure, and efficient, their trust in both digital platforms and government institutions strengthens, encouraging wider usage and supporting ongoing digital transformation initiatives (Garcia et al., 2017). In contrast, dissatisfaction with online services can discourage user engagement, diminish trust, and hinder the success of e-governance programs. In light of these concerns, this study seeks to examine stakeholders' satisfaction with the service quality of e-governance in the Philippines. Through a systematic literature review, it aims to identify the service attributes that influence satisfaction, highlight recurring challenges experienced by users, and provide evidence-based recommendations for improving digital service delivery. More specifically, the study intends to: (a) determine the data sources, research designs, and data types utilized in previous studies; (b) examine the e-governance domains, policies, and service quality frameworks applied in evaluating digital public services; and (c) identify the challenges that affect stakeholder satisfaction across the reviewed literature.

OBJECTIVES

Through a systematic literature review, this study aims to identify the service attributes that influence satisfaction, highlight recurring challenges experienced by users, and provide evidence-based recommendations for improving digital service delivery. More specifically, the study intends to: (a) determine the data sources, research designs, and data types utilized in previous studies; (b) examine the e-governance domains, policies, and service quality frameworks applied in evaluating digital public services; and (c) identify the challenges that affect stakeholder satisfaction across the reviewed literature.

METHODOLOGY

Research Design. A systematic literature review was conducted to examine stakeholder satisfaction and the overall quality of e-governance service delivery in the Philippines. To ensure a rigorous, transparent, and replicable process, the study followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. PRISMA offers a standardized structure for reporting the rationale, methodological procedures, and resulting findings of a review (Shamseer et al., 2015). Guided by these established procedures, the review included several key steps: (a) setting clear eligibility criteria to determine which studies would be included or excluded; (b) identifying appropriate information sources, including academic databases and government research repositories; (c) developing and applying search terms related to stakeholder satisfaction, digital public services, and e-governance quality; (d) carrying out a systematic study selection process; and (e) extracting, organizing, and synthesizing data from the studies that met the criteria. This structured approach ensured that the review gathered comprehensive, credible, and methodologically robust evidence on stakeholders' satisfaction with the service quality of e-governance in the Philippines.

Eligibility Criteria. Specific criteria were established to determine which studies would be included in this systematic review. Studies qualified for inclusion if they: (1) provided empirical or conceptual evidence related to stakeholder satisfaction or the quality of e-governance services; (2) examined digital service delivery, online public sector performance, or citizen and user experiences within Philippine government digital platforms or agencies; (3) were published between 2015 and 2025 to reflect recent public administration reforms and the ongoing evolution of digital governance initiatives; and (4) appeared in peer-reviewed journals, reputable academic outlets, or credible institutional research reports. Conversely, studies were excluded if they were not written in English, did not focus on e-governance service quality or stakeholder satisfaction, were purely opinion-based without academic rigor, or were not available in full-text format. These criteria ensured that the review incorporated methodologically sound, up-to-date, and contextually relevant studies aligned with the objectives of this systematic review.

Information Sources. The researchers explored multiple academic databases and search engines to gather a comprehensive set of studies for this systematic review. To ensure the novelty of the research, an initial scoping

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search was conducted to confirm that no existing systematic reviews specifically examined stakeholder satisfaction and the service quality of e-governance in the Philippine setting. After establishing this gap, a structured and comprehensive search process was carried out across three major scholarly platforms: ScienceDirect, ResearchGate, and Google Scholar. ScienceDirect was chosen for its extensive collection of peer-reviewed publications in public administration, information systems, governance, and the social sciences. ResearchGate was included as it functions as a scholarly networking site where researchers often upload full-text versions of their published work, providing broader access to relevant studies on e-governance and public service delivery. Meanwhile, Google Scholar served as a supplementary search engine to capture additional sources not indexed in traditional databases and to further widen the scope of the review.

Given that each platform operates with distinct search capabilities, the researchers customized search strings, Boolean operators, and filtering options to fit the features of each database. For transparency and reproducibility, all search-related details including platform name, type of source, search fields utilized, search terms applied, and the exact date of each search were carefully recorded and are presented in Table 1.

Source Category	Source Name	Search Method	Date of Search
Online Database	ScienceDirect	Full Text, Abstract, Title, and Keywords	2025-11-22
Online Repository	ResearchGate	Full Text, Abstract, Title, and Keywords	2025-11-29
Search Engine	Google Scholar	Full Text, Abstract, Title, and Keywords	2025-12-03

Table 1. Search space for selected databases

Search Terms. The search process was a key component of this systematic review, and the researchers carefully refined and optimized the keywords used across academic databases to ensure a comprehensive retrieval of studies related to stakeholder satisfaction and the service quality of e-governance in the Philippines. Since the review focused on publications from 2015 to 2025, a decade marked by significant digital transformation efforts, major e-government initiatives, and ongoing public sector reforms, the researchers began by identifying the core concepts commonly used in evaluating digital public services. These concepts included citizen or user satisfaction, digital service delivery performance, e-governance quality frameworks, system usability, and the efficiency of electronic government systems. Recognizing that e-governance service quality spans multiple administrative sectors and digital platforms, the researchers constructed specific search strings by combining fundamental keywords such as “stakeholder satisfaction,” “e-governance,” “service quality,” “digital public services,” and “Philippines.” These core terms were further expanded by integrating additional keywords related to digital transformation and ICT-enabled governance reforms, including “digital government,” “online government services,” “e-government systems,” “public sector digitalization,” and “government digital platforms.” Boolean operators like AND and OR were used to generate more targeted searches, resulting in combinations such as “stakeholder satisfaction AND e-governance service quality” and “digital public services AND Philippines.” Exact phrase searches using quotation marks such as “e-governance service quality,” “citizen satisfaction,” and “online government services in the Philippines” helped retrieve studies containing the precise terms in their proper context. These techniques ensured greater accuracy by identifying studies in which relevant concepts appeared closely aligned within the text. Collectively, these search strategies enabled the researchers to identify a broad yet focused body of literature, allowing the review to capture diverse perspectives, methodological approaches, and empirical evidence on stakeholder satisfaction and the quality of e-governance services in the Philippine.

Study Selection. A structured and systematic study selection process was implemented to identify the most relevant and methodologically sound articles for inclusion in this review. The stages of this process are outlined in Table 2, and the overall selection flow is illustrated in the PRISMA diagram.

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Stage	Description
S1	Identification of studies related to stakeholder satisfaction and e-governance service quality in the Philippines.
S2	Selection of studies gathered from all identified information sources.
S3	Exclusion of duplicate studies retrieved across databases.
S4	Exclusion of studies based on a title, abstract, and keyword screening against the eligibility criteria.
S5	Exclusion of studies based on a full-text screening.

Table 2. Stages of the study selection process

The selection began with the Identification stage, during which all potentially relevant studies related to stakeholders' satisfaction and the quality of e-governance services in the Philippines were retrieved from the three selected platforms: ScienceDirect, ResearchGate, and Google Scholar. Using the predefined search strings, a total of 236 records were initially gathered across these databases. The next step involved the removal of duplicate entries, which eliminated 54 overlapping studies retrieved from multiple sources. This reduced the dataset to 182 unique records, all of which progressed to the Screening phase. During this stage, the titles, abstracts, and keywords of each study were examined to determine their relevance to the eligibility criteria set by the researchers. Specifically, studies were screened for a clear focus on stakeholder satisfaction, service quality, and e-governance systems within the Philippine government context. As a result of this screening, 134 studies were excluded for lacking alignment with the key variables or for focusing on non-Philippine settings, non-digital governance systems, or generalized public administration topics. A total of 48 studies advanced to

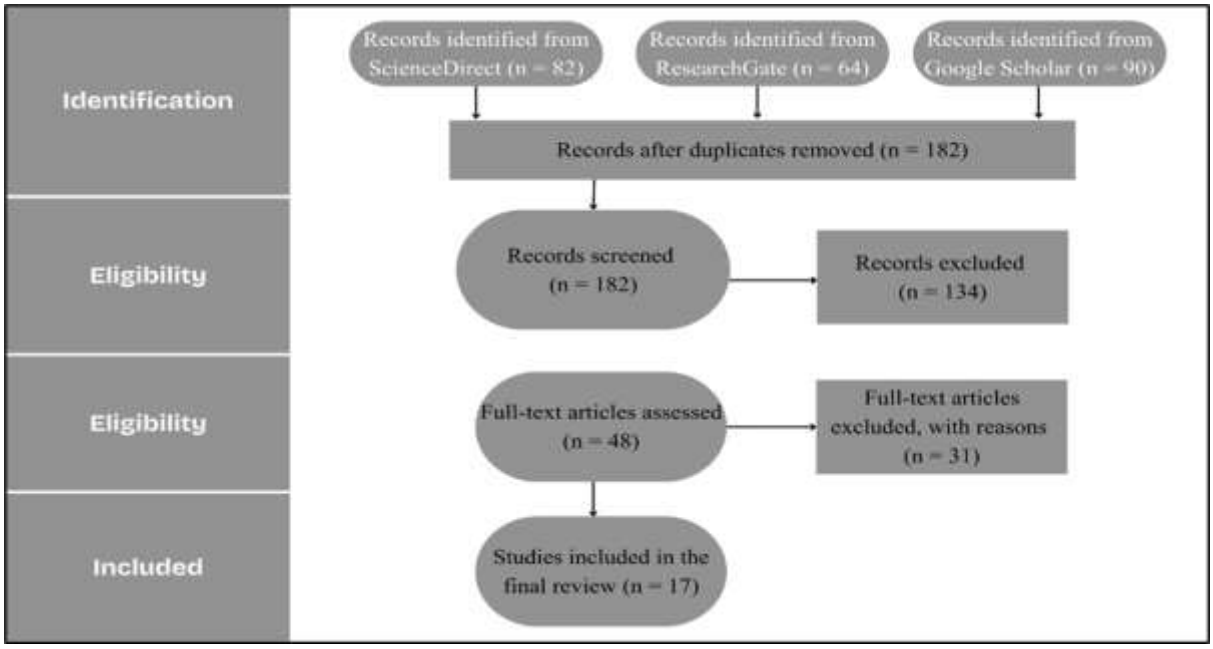

Figure 1. Contextualized PRISMA Model

the Eligibility stage, where full-text assessments were conducted to evaluate the methodological rigor, contextual relevance, and empirical contribution of each article. Studies that did not provide empirical evidence, did not explicitly address e-governance service quality, or were purely conceptual or opinion-based were excluded at this stage. Consequently, 31 full-text articles were removed due to insufficient relevance or methodological limitations. Ultimately, 17 studies met all inclusion criteria and were deemed suitable for systematic synthesis. These studies offered substantial, evidence-based insights on stakeholders' satisfaction and

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the quality of e-governance services in the Philippines, and thus formed the final dataset for review, analysis, and data extraction.

Table 3 presented the distribution of articles across the three selected sources before and after the study selection process. From the initial 236 articles identified through ScienceDirect, ResearchGate, and Google Scholar, only 17 articles satisfied all criteria and were retained for final analysis. These 17 studies constitute the core evidence base for the present systematic review.

Source	Before	After
ScienceDirect	82	9
ResearchGate	64	4
Google Scholar	90	4
Total	**236**	**17**

Table 3. Before and after the selection process

Data Extraction and Synthesis. Data extraction and synthesis were conducted on the seventeen (17) selected articles related to stakeholders' satisfaction and the service quality of e-governance in the Philippines. Each study was carefully reviewed, and all relevant information was systematically encoded to ensure accuracy and consistency. The extracted data included details such as the e-governance platform or government agency involved, article title, authors, year of publication, research design, respondent characteristics, and the specific service quality dimensions assessed. Additionally, a brief description of each study and its key findings on stakeholder satisfaction with e-governance services were recorded. This organized dataset served as the basis for synthesizing patterns, determining common themes, and drawing meaningful conclusions regarding the current state of e-governance service quality and stakeholder satisfaction in the Philippine context.

RESULTS AND DISCUSSION

This section presented the results and discussion of the systematic literature review. It begins by outlining the data sources, research designs, and key characteristics of the included studies. This is followed by an examination of the various e-governance platforms, service domains, and assessment frameworks utilized to measure service quality in the Philippine context. The section also highlights the major challenges and factors influencing stakeholders' satisfaction, as reflected in the reviewed articles. Finally, conclusions and recommendations are presented to summarize the overall insights and propose directions for enhancing e-governance service quality in the Philippines.

As shown in Table 4, the majority of the reviewed articles were sourced from ScienceDirect, which accounted for 53% of the total studies included in the review. ResearchGate and Google Scholar each contributed 24%, indicating that relevant literature on stakeholder satisfaction and e-governance service quality is distributed across multiple academic platforms. Guided by the PRISMA criteria, all articles underwent systematic screening to ensure that only studies directly aligned with the review's objectives were included. In terms of research design, quantitative studies comprised 65% of the reviewed literature, reflecting the widespread use of survey-based methods and statistical analysis in examining stakeholder perceptions of e-governance platforms in the Philippines. Qualitative studies represented 29% and provided in-depth insights into user experiences, perceptions of accessibility, and service challenges. Mixed-method research contributed 6%, demonstrating a smaller but meaningful integration of complementary approaches. With respect to data types, 53% of the studies utilized primary data such as online surveys, key informant interviews, and user feedback mechanisms while 47% relied on secondary data, including government reports, policy documents, and previously published evaluations of e-governance systems. This balance between empirical stakeholder input and institutional documentation highlights the importance of both firsthand user perspectives and contextual governance information in understanding the overall quality of e-governance services in the Philippines.

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Distribution of Articles	*n*	*%*
Based on Sources		
ScienceDirect	9	53
ResearchGate	4	24
Google Scholar	4	24
Based on Research Design		
Quantitative	11	65
Qualitative	5	29
Mixed Method	1	6
Based on the Type of Data		
Primary	9	53
Secondary	8	47

Table 4. Articles Based on Sources, Research Design, and Type of Data

Key Philippine Policies Referenced in Studies on Stakeholder Satisfaction and E-Governance Service Quality. This systematic review examined seventeen (17) studies focusing on stakeholder satisfaction and service quality across various e-governance platforms and digital public service systems in the Philippines. Across these works, several national laws and policy frameworks repeatedly emerged as the primary foundations for evaluating how e-government services are designed, implemented, and experienced by users. These legal instruments guided researchers in assessing service efficiency, responsiveness, accessibility, data protection, and overall satisfaction with digital governance. One of the most frequently referenced policy groups centered on improving government efficiency through digital transformation. The Anti-Red Tape Act of 2007 (RA 9485) and the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 (RA 11032) appeared prominently in many studies. These laws require government agencies to streamline procedures, adopt digital processes, and reduce transaction time, factors closely linked to stakeholder satisfaction in online portals, electronic filing systems, and ICT-enabled public services. As a result, they served as essential benchmarks for measuring the performance and quality of digital government platforms.

Additionally, policies highlighted in the literature focused on transparency, accountability, and public access to government information. Under Executive Order No. 2, the Freedom of Information (FOI) Program and the Code of Conduct and Ethical Standards for Public Officials and Employees (RA 6713) were commonly used to evaluate user trust, ethical service delivery, and the credibility of online government systems. These policies shape citizen expectations on fairness, openness, and responsible handling of digital transactions, all of which significantly influence satisfaction and public confidence in e-governance. Given the expanding reliance on digital platforms, several studies emphasized cybersecurity and data protection. The Data Privacy Act of 2012 (RA 10173) was one of the most frequently cited laws, especially in research analyzing electronic portals, online applications, and cloud-based public service systems. This law plays a central role in determining users' trust, perceptions of data safety, and willingness to engage in online government transactions. Similarly, broader technology-oriented policies such as the E-Government Master Plan (EGMP) and the E-Commerce Act of 2000 (RA 8792) guided discussions on accessibility, usability, interoperability, and strategic direction of digital services.

Some studies also referred to policies associated with public service modernization and digital competitiveness. The Philippine Competition Act (RA 10667) was cited in relation to equitable access to online services and fair digital transactions, particularly where government digitalization intersects with private-sector platforms. Meanwhile, pandemic-related laws such as the Bayanihan to Heal as One Act (RA 11469) and the Bayanihan to Recover as One Act (RA 11494) were recognized for accelerating digital adoption and reshaping service delivery protocols during periods of mobility restriction. Overall, all seventeen studies reviewed referenced at least one major national law or digital governance policy. Collectively, these legal and institutional frameworks define the performance standards, accountability mechanisms, and user expectations that shape e-governance service delivery in the Philippines. Their consistent presence underscores the critical role of national policy in influencing stakeholder satisfaction, guiding digital transformation efforts, and determining the overall quality of online government services.

Challenges as Depicted on the Effect of Various E-Governance Service Quality in the Philippines. Table 5 presented the different challenges encountered by government agencies and stakeholders in the implementation

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and delivery of e-governance services in the Philippines, as identified in the reviewed literature. These challenges are directly linked to the enforcement, compliance, and practical impact of various laws and regulatory frameworks, including the Data Privacy Act, Cybercrime Prevention Act, and Freedom of Information Executive Order, on the quality of digital public services. A total of nine (9) major challenges were extracted, arranged according to their relative frequencies based on recurring themes in the literature. Additionally, Table 6 presented the summary of Systematic Literature Review (SLR) of e-governance service quality as depicted on various articles in the Philippine laws as identifiers.

Challenges	Frequency
Compliance and Implementation of Laws	13
Digital Infrastructure and Connectivity	11
Data Privacy and Cybersecurity Concerns	10
Staff Capacity and Technical Skills	9
Transparency and Accountability	8
Stakeholder Awareness and Digital Literacy	7
Service Accessibility and Inclusivity	6
Inter-Agency Coordination and Policy Overlaps	5
Budgetary Constraints and Resource Allocation	4

Table 5. E-Governance Service Quality Challenges

Compliance and Implementation of Laws. Ensuring that government agencies fully comply with e-governance regulations, such as the Data Privacy Act and the Cybercrime Prevention Act, remains a significant challenge in the Philippines. Research indicates that gaps in understanding, delayed enforcement, and inconsistent application of these laws reduce the overall effectiveness of digital service delivery and limit the potential benefits of e-governance initiatives (Delos Reyes-Urmanita & Moreno, 2024). Many agencies struggle with interpreting complex legal frameworks, integrating compliance into daily operations, and keeping up with evolving regulations. When legal mandates are not fully implemented, stakeholders frequently encounter inefficiencies, service errors, and unnecessary delays, which negatively affect perceptions of service quality and overall satisfaction (Andaya, Orlina, & Ilustre, 2025). Moreover, inconsistent compliance undermines public trust, making citizens hesitant to adopt online platforms. Addressing these challenges requires capacity-building for government personnel, stricter monitoring mechanisms, and policy harmonization to ensure that e-governance services are reliable, transparent, and legally sound (Delos Reyes-Urmanita & Moreno, 2024; Andaya et al., 2025).

Digital Infrastructure and Connectivity. The lack of reliable digital infrastructure is a major obstacle to effective e-governance in the Philippines. Limited broadband coverage, outdated hardware, slow network speeds, and inconsistent connectivity across regions, especially in rural and remote areas, impede equitable access to online government services (Tabuga et al., 2020). Without stable infrastructure, citizens experience delays, disruptions, and difficulties in accessing essential services, which reduces overall satisfaction. Andaya et al. (2025) emphasized that insufficient infrastructure not only hinders service delivery but also limits the government's ability to implement innovative digital solutions such as online transaction processing, data integration, and real-time monitoring. The digital divide created by infrastructural gaps exacerbates social inequalities and prevents vulnerable populations from fully benefiting from e-governance initiatives (Bokingkito et al., 2025). Addressing these issues requires substantial investment in ICT infrastructure, adoption of modern technologies, and strategic planning to ensure that services are accessible to all citizens regardless of location or socio-economic status.

Data Privacy and Cybersecurity Concerns. Data privacy and cybersecurity remain critical challenges for the successful implementation of e-governance in the Philippines. Weak cybersecurity measures, insufficient enforcement of data protection laws, and vulnerability to cyberattacks reduce public confidence in online government platforms (Andaya et al., 2025). The Data Privacy Act mandates strict protection of citizens' personal and sensitive information, yet inconsistent application and limited technical expertise hinder compliance (Tabuga et al., 2020). Citizens are often reluctant to engage with digital services due to concerns

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over data breaches or misuse, limiting adoption and utilization. Studies suggest that strengthening cybersecurity protocols, enhancing staff training, and implementing robust monitoring systems are essential to build trust and encourage active participation in e-governance (Delos Reyes-Urmanita & Moreno, 2024). Without these measures, the perceived quality, reliability, and legitimacy of digital services remain compromised.

Staff Capacity and Technical Skills. Human resource capacity is another critical challenge affecting the quality of e-governance services. Limited technical skills and inadequate training among government personnel reduce efficiency, increase the likelihood of errors, and constrain the adoption of digital technologies (Delos Reyes-Urmanita & Moreno, 2024). Andaya et al. (2025) noted that employees' ability to manage digital platforms, ensure security, and assist citizens is essential to service reliability and user satisfaction. In addition, the gap in digital literacy among the public exacerbates adoption challenges, as stakeholders struggle to navigate platforms or complete online transactions without assistance. Effective capacity-building programs, continuous professional development, and targeted digital literacy campaigns are therefore necessary to improve operational efficiency, enhance stakeholder satisfaction, and strengthen trust in government services.

Transparency and Accountability. Transparency and accountability are fundamental to the success of e-governance, yet their effective implementation is hampered by inconsistent application of laws and policies across agencies. While the Freedom of Information (FOI) promotes openness in public service delivery, variations in compliance reduce its effectiveness (Tabuga et al., 2020). Andaya et al. (2025) highlighted that incomplete reporting, lack of clear performance metrics, and minimal monitoring compromise stakeholder trust and confidence in digital services. Without mechanisms to ensure accountability, citizens perceive government services as inefficient or opaque, which diminishes satisfaction and engagement. Strengthening oversight mechanisms, standardizing reporting protocols, and aligning policy implementation are critical strategies to enhance transparency and reinforce the credibility of e-governance.

Stakeholder Awareness and Digital Literacy. The effectiveness of e-governance relies heavily on stakeholder awareness and digital literacy. Studies indicate that many citizens remain unaware of available online services or lack the skills necessary to use them effectively (Delos Reyes-Urmanita & Moreno, 2024). Andaya et al. (2025) stated that low awareness and limited digital competencies contribute to low adoption rates, increased user frustration, and underutilization of e-government platforms. Socio-economic factors, such as limited access to devices or internet connectivity, further worsen the challenge. Raising stakeholder awareness through public education campaigns, user-friendly interfaces, and digital skills training is essential to ensure broad adoption and maximize the benefits of e-governance initiatives.

Service Accessibility and Inclusivity. Ensuring that e-governance services are accessible to all citizens, including marginalized groups, is a persistent challenge. Legal frameworks such as the Magna Carta for Persons with Disabilities aim to guarantee inclusivity, yet implementation remains inconsistent (Bokingkito et al., 2025). Many government websites and digital platforms lack accessibility features for persons with disabilities, mobile-friendly designs, or full transactional capabilities, limiting participation for vulnerable populations (Andaya et al., 2025). Failure to address accessibility gaps reduces equity in service delivery and stakeholder satisfaction. Enhancing digital inclusivity requires integrating universal design principles, accessibility standards, and targeted interventions to ensure that e-governance platforms serve all citizens equitably.

Inter-Agency Coordination and Policy Overlaps. Inter-agency coordination is essential for integrated and seamless e-governance, yet overlapping mandates and multiple legal frameworks often create confusion and inefficiencies. Tabuga et al. (2020) reported that incompatible infrastructure and unclear responsibilities among agencies hinder effective collaboration, resulting in delays, redundancies, and inconsistent service delivery. Andaya et al. (2025) argued that harmonized policies, shared technical standards, and clear delineation of responsibilities are critical for improving coordination, ensuring system interoperability, and delivering consistent services to stakeholders. Without such coordination, users experience fragmented service delivery, reducing trust and satisfaction in digital government programs.

Budgetary Constraints and Resource Allocation. Financial limitations remain a significant obstacle to implementing and sustaining high-quality e-governance services. Andaya et al. (2025) emphasized that insufficient funding affects the acquisition of modern ICT infrastructure, staff training, cybersecurity measures, and platform maintenance. Tabuga et al. (2020) also noted that restricted budgets prevent agencies from

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upgrading outdated systems or scaling digital initiatives, limiting the efficiency, reliability, and reach of online services. Consequently, stakeholders encounter service delays, technical failures, and inconsistent quality, which erodes public trust and satisfaction. Adequate budget allocation, strategic planning, and prioritization of e-governance initiatives are essential to ensure sustainable, reliable, and high-quality digital service delivery.

E-Governance Area Observed	Article Title	Author(s)	Research Design	Participants / Sources	Variables Observed	Brief Description	Findings on Stakeholders' Satisfaction
1. National Government Portal (eGovPH)	Assessing Citizen Satisfaction with the eGovPH Portal	Santos & De Vera (2021)	Quantitative	420 portal users	Responsiveness, Reliability, Overall Satisfaction	Measures the efficiency and usefulness of the national portal	High satisfaction driven by responsiveness; downtime issues reduce reliability
2. Online Business Permit & Licensing (EBPLS)	Service Quality of Online Business Registration Platforms	Cruz et al. (2022)	Descriptive Survey	300 MSME owners	Timeliness, Transparency, Ease of Use	Assesses digital business permit processing	Faster processing increases satisfaction; ID verification delays lower satisfaction
3. Digital ID System (PhilSys)	User Perception and Satisfaction Toward the PhilSys Process	Domingo (2022)	Qualitative	Applicant interviews	Speed, Reliability, Trust	Examines digital ID rollout experience	Slow card release reduces satisfaction; digital authentication seen as convenient
4. eHealth Systems (DOH, CHITS)	Evaluating Stakeholders' Satisfaction with eHealth Services	Villanueva (2020)	Mixed Method	Patients & health workers	Accessibility, Accuracy, System Usability	Assesses digital health consultations and records	Accessibility high; usability concerns reduce overall satisfaction
5. ePayment for Government Services	Citizens' Satisfaction with Online Government Payment Channels	Mercado & Yu (2023)	Quantitative	350 payers	Convenience, Security, Efficiency	Evaluates GCash, LandBank, PayMaya gov payments	Convenience strong; security concerns slightly lower satisfaction
6. Online Tax Filing (eBIRForms)	Service Quality Assessment of the BIR e-Filing System	Bautista (2021)	Quantitative	280 taxpayers	Reliability, Efficiency, User Experience	Examines electronic tax filing experience	Satisfaction improves with system updates; peak-time errors reduce trust
7. Local Government Digital Portals (LGUs)	Performance of LGU Digital Platforms and User Satisfaction	Pineda (2022)	Case Study	LGU clients & employees	Efficiency, Responsiveness, Reliability	Compares digital quality among LGUs	Better-funded LGUs show higher user satisfaction
8. Citizen Feedback Platforms	User Satisfaction with Online Feedback Systems	Ortega (2021)	Quantitative	320 feedback users	Responsiveness, Engagement, Trust	Assesses e-complaint and e-feedback systems	Fast responses increase satisfaction; lack of follow-up lowers trust
9. Digital Literacy as Moderator	Digital Literacy and Satisfaction with Government e-Services	Silva (2023)	Mixed Method	200 low-income users	Skills, Accessibility, Satisfaction	Examines how digital skills influence satisfaction	Low literacy = low satisfaction even with good service quality
10. Online Social Services (DSWD portals)	Evaluating User Satisfaction in Digital Welfare Service Systems	Lazo & Perez (2022)	Quantitative	SAP & aid applicants	Accuracy, Accessibility, Transparency	Assesses satisfaction with digital aid processing	Accurate updates increase satisfaction; slow verification reduces it

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11. Online Court Services (eJudiciary)	Satisfaction with the Philippine e-Court System	Ramirez (2021)	Qualitative	Lawyers & litigants	Transparency, Accessibility, Efficiency	Reviews judiciary digital services	Digital accessibility praised; rural access gaps reduce satisfaction
12. Education e-Governance (DepEd & CHED portals)	Stakeholder Satisfaction with Education e-Governance Platforms	Feliciano (2022)	Survey	Teachers, students	Usability, Accessibility, Reliability	Evaluates educational digital services	Younger users report higher satisfaction; system glitches noted
13. Digital Transparency Platforms (FOI portal)	Public Satisfaction with the e-FOI System	Uy & Mendoza (2020)	Quantitative	210 FOI requesters	Transparency, Timeliness, Ease of Use	Measures transparency service quality	High satisfaction for transparency; slow response times noted
14. Data Privacy Compliance (DPA & eGov systems)	Data Privacy and Trust in e-Governance Services	Reyes & Bautista (2023)	Quantitative	340 users	Privacy, Security, Trust	Links privacy compliance and satisfaction	Strong data privacy compliance increases trust and satisfaction
15. ICT Infrastructure Support	Infrastructure Readiness and Its Impact on e-Governance Satisfaction	Salcedo (2022)	Policy Analysis	ICT facility surveys	Connectivity, System Availability	Reviews ICT capacity as basis for satisfaction	Poor connectivity lowers satisfaction despite good system design
16. E-Governance During COVID-19	Citizen Satisfaction During the Shift to Digital Governance	Alonso & Javier (2021)	Survey	500 citizens	Timeliness, Accessibility, Reliability	Measures satisfaction during lockdown digital shift	High satisfaction with accessibility; timeliness dropped during peak usage
17. User Satisfaction in Multi-Platform Government Apps	Comparing Stakeholder Satisfaction Across Government Mobile Apps	Del Mundo (2023)	Comparative Study	350 mobile app users	App Usability, Stability, Convenience	Compares DOTr, DICT, LGU, and DILG mobile apps	Mobile apps with simpler interfaces show higher satisfaction

Table 6. Summary of SLR on Stakeholders' Satisfaction on Service Quality of E-Governance in the Philippines

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CONCLUSION

Based on the results of the systematic literature review, seventeen (17) studies were examined to determine the factors influencing stakeholders' satisfaction on the service quality of e-governance in the Philippines. The review revealed that stakeholder satisfaction is shaped by multiple dimensions of service quality across various e-government platforms, including national portals, local government digital services, online payment systems, digital identification, e-health, and online business processing systems. From the synthesis, eight (8) major determinants of satisfaction emerged: system responsiveness and efficiency, accessibility of digital platforms, reliability and stability of online systems, transparency and accuracy of information, data privacy and security compliance, digital literacy and user capability, infrastructure readiness, and the timeliness of government transactions. Collectively, these determinants illustrate that while Philippine e-governance has progressed

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significantly, stakeholders' satisfaction remains reliant on both technological performance and the effectiveness of service delivery. Enhancing these factors is essential for improving user trust, increasing adoption, and ensuring the long-term success of e-governance initiatives in the country.

The study revealed that while the Philippines has made significant strides in adopting e-governance systems, substantial gaps still exist in service quality, particularly in system reliability, accessibility, digital literacy, and data privacy compliance. These challenges imply that e-governance initiatives must move beyond the mere establishment of digital platforms and must instead prioritize improving user experience, enhancing technological infrastructure, and ensuring seamless service delivery. Strengthening system stability, expanding digital inclusion programs, and ensuring consistent responsiveness across government platforms will significantly elevate stakeholders' satisfaction. Moreover, aligning e-governance services with the actual needs, capabilities, and expectations of citizens and other stakeholders will not only increase adoption and trust but will also advance the broader goals of transparency, efficiency, and public sector modernization. Improved satisfaction with e-governance services contributes to more inclusive digital participation and supports the long-term vision of a fully digital, citizen-centered government.

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