

Digital Competence, Work-Life Balance, Organizational Commitment and Job Performance of Local Government Units in Northern Mindanao, Philippines

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ABSTRACT

Digital transformation has significantly reshaped public administration, requiring local government employees to develop digital competence while maintaining work-life balance and organizational commitment to sustain high job performance. This study examined the levels of digital competence, work-life balance, organizational commitment, and job performance among 283 regular employees from eight municipalities in the 3rd District of Bukidnon, Philippines. Guided by Social Exchange Theory, Self-Determination Theory, Transformational Leadership Theory, and Meyer and Allen's Three-Component Model, the research further investigated whether significant relationships exist between job performance and the three organizational variables. Using a correlational research design, data were collected from employees through stratified random sampling. A validated 109-item survey instrument measured digital competence (information and data literacy, communication and collaboration, digital content creation, safety information, and problem-solving), work-life balance (autonomy, competence, and relatedness), organizational commitment (affective, continuance, and normative), and job performance. Descriptive statistics and Pearson product-moment correlation were employed for data analysis. Findings revealed high levels of digital competence, work-life balance, and organizational commitment, alongside very satisfactory job performance. Significant positive relationships were found between job performance and digital competence, work-life balance, and organizational commitment ($p < .05$). The results emphasize the strategic importance of digital upskilling, supportive work-life policies, and commitment-building initiatives in strengthening employee performance in local government agencies.

Keywords: Digital competence, work-life balance, organizational commitment, job performance, local government units

INTRODUCTION

Digital transformation is rapidly reshaping the operational landscape of local government agencies worldwide, presenting both unprecedented opportunities and formidable challenges (Anggiwidya & Muafi, 2023). In an era where technology permeates every facet of daily operations, digital competence among public sector employees has become indispensable for delivering quality services, fostering innovation, and ensuring responsiveness to evolving community needs (Ingsih, K., 2024). As local government agencies continue to adapt to this digital paradigm, they must simultaneously address critical human resource factors such as work-life balance and organizational commitment, which are inextricably linked to employee well-being, and job performance (Ashfiyah, A., 2025).

These elements assume particular significance as government workers face mounting pressures from accelerating digitalization and shifting public expectations. Research has consistently demonstrated how digital competence positively impacts work-life balance, which in turn is closely associated with organizational commitment and overall job performance within public institutions (Fauzi, et al., 2025). Moreover, establishing supportive work environments that integrate flexible practices and professional development not only enhances employee satisfaction but also contributes to achieving broader societal objectives, particularly those enshrined

in the United Nations Sustainable Development Goals (SDGs) (United Nations, 2015). This study is anchored on SDG 8: Decent Work and Economic Growth, which emphasizes the imperative for productive employment and decent work for all, as well as SDG 16: Peace, Justice and Strong Institutions, which underscores the importance of effective, accountable, and inclusive institutions (International Labour Organization, 2023).

Fauzi et al. (2025) conducted research among industrial employees in Indonesia, confirming that digital competence, organizational culture, and flexible work arrangements exert significant positive effects on employee productivity, with job satisfaction acting as an important mediator. These findings align with studies in both the technology and public sectors, where leadership and digital training further enhance effectiveness and job satisfaction (Lee, et al., 2023). Additionally, Ashfiyah, A. (2025) have shown that work-life balance significantly increases loyalty and productivity among employees, with flexible work policies and mental health-considerate leadership identified as key factors supporting employee well-being and commitment.

In the Philippine setting, recent investigations among government employees reveal that work-life balance is not only achievable but also critical for career satisfaction and organizational commitment, particularly within Local Government Units (LGUs) (Concepcion & Cruz, 2024). Esguerra, D. (2020) suggests that emotional competence, social support, and adaptive workplace policies foster resilience, engagement, and sustained performance among public sector workers. While, Genuba and Dura, (2024) has identified a strong sense of commitment among employees, with effective human resource strategies linked to higher performance and job satisfaction.

Despite these advances, significant research gaps persist. Soriano, F. (2021) have examined various dimensions of digital transformation in LGUs, but few have comprehensively investigated how digital competence and work-life balance causally influence job performance through the mediating lens of organizational commitment in local government agencies, particularly within the Philippine context. Given the ongoing transformation efforts and the unique organizational culture characterizing the public sector, understanding these interrelationships is crucial for designing evidence-based policies and interventions that drive sustainable performance improvements (Dolor & Dolor, 2023).

Statement of the Problem

This study aims to bridge existing gaps by examining the relationships among digital competence, work-life balance, organizational commitment, and job performance among local government employees in Southern Bukidnon. The research specifically addresses the following questions:

1. What is the level of participants' digital competence in terms of information and data literacy, communication and collaboration, digital content creation, safety information, and problem-solving?
2. What is the level of participants' work-life balance in terms of autonomy, competence, and relatedness?
3. What is the level of participants' organizational commitment in terms of affective commitment, continuance commitment, and normative commitment?
4. What is the participants' level of job performance in the organization?
5. Is there a significant relationship between participants' job performance and digital competence, work-life balance, and organizational commitment?

Hypothesis

H0: There is no significant relationship between participants' job performance and digital competence, work-life balance, and organizational commitment in local government units.

Through this integrated approach, the research aims to generate actionable insights for enhancing institutional effectiveness and fostering sustainable public service delivery in Philippine local government agencies.

METHODOLOGY

Research Design

This study employed a correlational research design to explore the nature and strength of associations between digital competence, work-life balance, organizational commitment, and job performance (Nurhas, et al., 2021; Benavides, et al., 2020; Marks, et al., 2021). This approach enables researchers to reveal important insights into how these factors interact and influence one another in the context of local government units. The correlational design is particularly appropriate for this investigation as it allows for the examination of complex interrelationships between multiple variables without manipulation, reflecting the naturalistic setting of public sector employment (Creswell & Plano Clark, 2018).

Research Setting

The research was conducted in the municipalities of the 3rd Congressional District of Bukidnon Province, Philippines. This district is located in the southern part of Bukidnon, bordering the Davao and Soccsksargen regions, and encompasses eight municipalities: Damulog, Danggagan, Don Carlos, Kadingilan, Kibawe, Kitaotao, Maramag, and Quezon. The district is characterized by a diverse population primarily engaged in agriculture, with many families relying on farming as their main source of income (Quijano-Pagutayao, 2024).

The geographical characteristics of Bukidnon's 3rd Congressional District, ranging from infrastructure challenges to agricultural reliance, play a crucial role in shaping the operations and effectiveness of local government agencies. These factors necessitate adaptive strategies that address both the unique challenges posed by geography and the needs of the communities served. The unique socioeconomic landscape of this district provides an ideal setting for research focusing on digital competence, work-life balance, organizational commitment, and job performance in local government settings.

Participants and Sampling Procedure

The study comprised 283 regular employees from the local government units of the eight municipalities in the 3rd District of Bukidnon. The sample size was determined using the Raosoft application, with a margin of error of 5%, from a total population of 1,065 regular LGU employees. To ensure balanced representation across municipalities, stratified random sampling was employed (Setia, 2016). This technique ensures that each subgroup of the population is adequately represented within the whole sample.

Participants were required to meet the following criteria: (1) regular employment status with at least one year of service, ensuring sufficient experience to provide informed insights; (2) voluntary participation with signed informed consent; and (3) access to digital tools, including email or online platforms, for survey engagement purposes. The distribution of participants across municipalities was proportional to their population sizes, ranging from 8.13% (Kadingilan, n=23) to 17.67% (Don Carlos, n=50).

Research Instruments

Data were collected through a researcher-developed descriptive survey questionnaire comprising 109 items measured on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The questionnaire consisted of four parts. The first part is on the level of Digital Competence consisted of 49 items that assessed five dimensions based on the European Commission's Digital Competence Framework (DigComp) (Vuorikari, et al., 2022): information and data literacy (10 items), communication and collaboration (10 items), digital content creation (10 items), safety information (10 items), and problem-solving (10 items). The second part is on the level of Work-Life Balance consisted of 30 items that measured three dimensions derived from Self-Determination Theory (Deci & Ryan, 2000), which composed of the autonomy (10 items), competence (10 items), and relatedness (10 items). The third part is on the level of Organizational Commitment that consisted of 29 items which is assessed three types of commitment based on Meyer and Allen's Three-Component Model (Meyer & Allen, 1991): affective commitment (10 items), continuance commitment (10 items), and normative commitment (9 items). The last part of the instrument is on the Job Performance utilized the Individual Performance Commitment and Review (IPCR) ratings for the January to June 2025 rating period.

Validity and Reliability

The questionnaire underwent validation procedures. Content validity was established through expert review by five human resource management and organizational behavior specialists. Construct validity was assessed through exploratory factor analysis, confirming the theoretical structure of each variable. Reliability analysis yielded Cronbach's alpha coefficients exceeding 0.80 for all subscales: digital competence ($\alpha = 0.94$), work-life balance ($\alpha = 0.91$), and organizational commitment ($\alpha = 0.89$), indicating excellent internal consistency (Cronbach, 1951).

Data Gathering Procedure

Prior to data collection, ethical clearance was obtained from the university's research ethics committee, and official permission was secured from the municipal mayors and human resource management offices of the participating LGUs. The researcher coordinated with the Human Resource Management Office of each municipality to distribute invitations to participate in the study.

Participants received an informed consent form detailing the study's objectives, their rights, confidentiality provisions, and the voluntary nature of participation. No incentives were offered to avoid coercion; however, participants were informed of the potential contribution of the study to developing institutional strategies in digital competence development and organizational effectiveness.

Data collection was conducted over a period of three months. The questionnaires were distributed through paper-based formats, while the researcher was available to clarify instructions and address questions. Completed questionnaires were collected and systematically coded for data entry. Job performance ratings were obtained from official IPCR records with proper authorization from relevant authorities.

Data Analysis

Data were analyzed using SPSS version 26.0. Descriptive statistics such as the means, standard deviations, frequencies, and percentages were calculated to describe the levels of digital competence, work-life balance, organizational commitment, and job performance. The interpretation of mean scores followed a standardized scale: 4.51-5.00 (Very High), 3.51-4.50 (High), 2.51-3.50 (Moderately High), 1.51-2.50 (Low), and 1.00-1.50 (Very Low).

Pearson product-moment correlation coefficient was computed to examine the relationships between job performance and the three predictor variables, namely: digital competence, work-life balance, and organizational commitment.

Ethical Considerations

Ethical approval was obtained from the appropriate institutional review authority prior to data collection. Formal permission was also secured from the participating local government units. Participation in the study was voluntary, and informed consent was obtained from all respondents. Participants were informed of the purpose of the study, their right to decline or withdraw at any time, and the intended academic use of the data. The survey did not collect names or employee identification numbers, ensuring anonymity. All data were reported in aggregate form to prevent identification of individual respondents or specific institutions.

The study complied with the Data Privacy Act of 2012 (Republic Act No. 10173) of the Philippines. Collected data were used solely for research purposes, securely stored, and accessible only to the researcher. Electronic files were password-protected, and hard copies were kept in secure storage. Data will be retained only for academic publication purposes and disposed of appropriately thereafter.

RESULTS AND DISCUSSION

Level of Digital Competence

Table 1 presents a comprehensive summary of respondents' digital competence across five dimensions. The overall mean score of 4.05 (SD = 0.438) falls within the "Agree" range, indicating a high level of digital competence among local government employees in the 3rd District of Bukidnon.

Table 1. Summary of Digital Competence Levels

Dimension	Mean	SD	Interpretation
Information and Data Literacy	4.16	0.526	High
Communication and Collaboration	4.03	0.497	High
Digital Content Creation	3.95	0.563	High
Safety Information	4.04	0.551	High
Problem-Solving	3.79	0.530	High
Overall Digital Competence	4.05	0.438	High

Among the five dimensions, Information and Data Literacy obtained the highest mean score ($M = 4.16$, $SD = 0.526$), indicating that LGU employees demonstrate strong capabilities in searching for, evaluating, organizing, and managing digital information. This finding aligns with the study of Condon and Pothier (2025) demonstrating that information literacy is fundamental to digital competence in public administration. Employees reported high proficiency in effectively searching for and locating relevant information using various online resources, evaluating the credibility and reliability of information sources, and organizing information effectively. This competency is crucial in the context of local governance, where evidence-based decision-making and transparent information management are essential for public service delivery (Abhari, et al., 2025).

The Safety Information ($M = 4.04$, $SD = 0.551$) and Communication and Collaboration ($M = 4.03$, $SD = 0.497$) demonstrated similarly high levels, suggesting that employees are proficient in protecting digital devices and personal data while effectively interacting and collaborating through digital technologies. The emphasis on digital safety reflects growing awareness of cybersecurity concerns in government operations (Institute for Citizen-Centred Service, 2023). Research indicates that digital safety competence is increasingly critical as public sector organizations adopt cloud-based systems and digital citizen services (DICT, 2024).

Moreover, the Digital Content Creation received a mean score of 3.95 ($SD = 0.563$), indicating that employees possess solid skills in creating, editing, and managing digital content in various formats. While still rated as high, this dimension scored slightly lower than information literacy and safety, suggesting potential areas for targeted professional development. Baterna, H. (2020) have shown that content creation skills are essential for modern public servants who must produce digital documents, presentations, and multimedia materials for various stakeholders.

On the other hand, the Problem-Solving obtained the lowest mean score among the dimensions ($M = 3.79$, $SD = 0.530$), though it still falls within the high range. This indicates that while employees demonstrate good problem-solving abilities using digital tools, there is room for enhancement. Specific areas of relative weakness include adapting to changing circumstances and adjusting problem-solving strategies accordingly ($M = 3.60$, $SD = 0.723$). Afrizal, et al., (2025) suggests that digital problem-solving competence, particularly adaptability in dynamic situations, requires continuous upskilling and targeted capacity-building interventions.

The relatively modest standard deviations across all dimensions (ranging from 0.438 to 0.563) indicate consistency in digital competence levels across the employee population, suggesting that digital training initiatives have been relatively uniform in their reach and effectiveness. These findings align with broader studies demonstrating that systematic digital competence development positively influences organizational performance in public sector contexts (Puliwarna, et al., 2023; Garini, et al., 2023).

Level of Work-Life Balance

Table 2 summarizes the respondents' perceptions of work-life balance across three dimensions based on Self-Determination Theory. The overall mean of 4.10 ($SD = 0.386$) indicates that LGU employees generally experience a high level of work-life balance.

Table 2. Summary of Work-Life Balance Levels

Dimension	Mean	SD	Interpretation
Autonomy	4.12	0.549	High
Competence	4.12	0.543	High
Relatedness	4.08	0.517	High
Overall Work-Life Balance	4.10	0.386	High

The Autonomy and Competence obtained the highest mean scores ($M = 4.12$), emphasizing that employees feel they have considerable freedom in organizing their work and personal responsibilities, as well as confidence in their ability to meet both role demands effectively. This pattern aligns with Self-Determination Theory, which posits that satisfaction of basic psychological needs for autonomy and competence is associated with optimal functioning and well-being at work (Van den Broeck, et al., 2026; Ryan, & Deci, 2017). In the study of Vandenaabeele, and Schott (2020) demonstrates that higher autonomy support and competence development contribute to better work-life outcomes and employee well-being, especially in government and public service settings.

The high autonomy scores suggest that LGU policies allowing flexible scheduling, participatory decision-making, and discretion in work methods are effectively supporting employees' balance of professional and personal roles. Specific indicators receiving strong agreement include having control over work schedules ($M = 4.18$, $SD = 0.647$), the ability to take breaks when needed ($M = 4.17$, $SD = 0.682$), and organizational respect for personal time ($M = 4.15$, $SD = 0.671$). These findings are consistent with studies showing that autonomy-supportive work environments enhance employee motivation, reduce work-family conflict, and improve overall job satisfaction in public sector organizations (Feeney & Stritch, 2019; Garcia (2022).

Meanwhile, Relatedness ($M = 4.08$, $SD = 0.517$), while slightly lower, still exhibits a high level of agreement, indicating that employees perceive strong social support from supervisors, colleagues, family, and the organization itself. The supportive relationships and organizational culture that values employees' non-work roles are critical for maintaining work-life balance and reducing stress (Putra, et al., 2023). In Philippine local government setting, high levels of work-life balance have been associated with positive career outcomes and organizational satisfaction (Concepcion & Cruz, 2024).

The relatively low standard deviations (ranging from 0.386 to 0.549) of the indicator in work-life balance suggest a shared and consistent perception among respondents, implying that positive work-life balance conditions are not limited to specific subgroups but are broadly experienced across the organization. This consistency may reflect systematic HR policies and organizational culture that prioritize employee well-being (Licudan-Credo & Naparota, 2022). Rukmana and Zuriana (2025) and Susanto, et al. (2022) indicates that organizations fostering all three dimensions of work-life balance (autonomy, competence, and relatedness) tend to exhibit lower turnover intentions, higher employee engagement, and superior organizational performance.

Level of Organizational Commitment

Table 3 presents the summary of organizational commitment across three types based on Meyer and Allen's Three-Component Model. The overall mean of 3.99 ($SD = 0.476$) indicates a high level of organizational commitment among LGU employees.

Table 3. Summary of Organizational Commitment Levels

Type of Commitment	Mean	SD	Interpretation
Affective Commitment	4.11	0.511	High

Normative Commitment	4.00	0.556	High
Continuance Commitment	3.82	0.609	High
Overall Organizational Commitment	3.99	0.476	High

On the Affective Commitment, it obtained the highest mean score ($M = 4.11$, $SD = 0.511$), indicating strong emotional attachment, identification, and involvement with the organization. This suggests that employees genuinely want to remain with their organizations due to positive work experiences, shared values, and a sense of belonging (Meyer & Allen, 1997). Specific indicators receiving the strongest agreement include being inspired to give best effort ($M = 4.25$, $SD = 0.711$), feeling strong loyalty toward the organization ($M = 4.15$, $SD = 0.614$), and perceiving the organization as having personal meaning ($M = 4.09$, $SD = 0.629$).

These findings align with research demonstrating that affective commitment is the most desirable form of commitment from an organizational perspective, as it is consistently associated with positive outcomes including higher job performance, organizational citizenship behaviors, and lower turnover intentions (Todorović, et al. 2024; Morin, et al. 2025). In Philippine LGU setting, high affective commitment has been linked to effective leadership practices, supportive organizational cultures, and meaningful work that aligns with public service motivations (Bantilan, et al., 2024).

Meanwhile, Normative Commitment received a mean score of 4.00 ($SD = 0.556$), reflecting employees' sense of moral obligation to remain with the organization. This form of commitment is particularly relevant in public sector contexts where employees often possess strong public service motivation and perceive their work as contributing to societal welfare (Xin, et al., 2025). The findings suggest that LGU employees feel a sense of duty and loyalty that transcends purely economic considerations, which is consistent with research on public service motivation in Philippine government contexts (Orpiada & Tamayo, 2024).

On the other hand, the Continuance Commitment obtained the lowest mean score ($M = 3.82$, $SD = 0.609$), though still within the high range. This indicates that employees recognize both tangible and intangible costs associated with leaving their current organization, including financial loss, personal sacrifices, and foregone investments. While continuance commitment is essential for retention, Wang, Z. (2022) suggests that over-reliance on this form of commitment may be problematic if not accompanied by affective and normative commitment. The current balance across all three types suggests a healthy commitment profile where employees stay because they want to (affective), feel they ought to (normative), and also perceive costs in leaving (continuance) (Villanueva & Caluya, 2025).

The relatively low standard deviation for overall organizational commitment ($SD = 0.476$) indicates consistency across the employee population, suggesting that commitment-building organizational practices and culture are experienced similarly by employees regardless of their specific roles or municipalities. This finding has important implications for human resource management, as it suggests that existing organizational practices are effectively fostering multiple forms of commitment simultaneously (Mariano & Andam, 2024).

Level of Job Performance

Job performance was assessed using the Individual Performance Commitment and Review (IPCR) system, the official performance evaluation tool mandated by the Civil Service Commission of the Philippines for all government employees. Table 4 presents the frequency distribution of job performance ratings.

Table 4. Distribution of Job Performance Ratings

Performance Rating	Frequency	Percentage	Interpretation
Outstanding (4.50-5.00)	127	44.9%	Very High

Very Satisfactory (3.50-4.49)	142	50.2%	High
Satisfactory (2.50-3.49)	14	4.9%	Moderate
Unsatisfactory (1.50-2.49)	0	0.0%	Low
Poor (1.00-1.49)	0	0.0%	Very Low
Total	283	100.0%	

The results reveal that the majority of LGU employees (95.1%) achieved performance ratings of "Very Satisfactory" or higher, with 50.2% (n=142) rated as "Very Satisfactory" and 44.9% (n=127) achieving "Outstanding" performance. Only 4.9% (n=14) received "Satisfactory" ratings, and notably, no employees were rated as "Unsatisfactory" or "Poor." These findings indicate generally high job performance levels among regular employees in the local government units of Bukidnon's 3rd District.

The concentration of ratings in the upper performance categories suggests that LGU employees are effectively meeting and often exceeding their job requirements and performance standards. This pattern is consistent with the study of Maravilla and Tuble (2024) on public sector performance in the Philippines, which has shown that government employees, particularly those with regular status, tend to demonstrate strong commitment to their duties and responsibilities. The IPCR system's comprehensive assessment of both output accomplishment and behavioral competencies provides a holistic measure of employee effectiveness (Civil Service Commission, 2023).

Several factors may contribute to these high-performance levels. First, the selection and retention of regular employees in Philippine LGUs typically involves rigorous screening and probationary periods, resulting in a workforce that has demonstrated sustained competence. Second, the public service motivation characteristic of government workers, combined with job security and stable employment conditions, may foster consistent performance (Perry & Vandenabeele, 2023). Third, as the subsequent correlation analysis will demonstrate, the high levels of digital competence, work-life balance, and organizational commitment observed in this study likely contribute to enhanced job performance (Thu Hong, et al., 2025).

Relationships Between Job Performance and Digital Competence, Work-life Balance and Organizational Commitment

Table 5 presents the Pearson product-moment correlation coefficients examining the relationships between job performance and the three main predictor variables: digital competence, work-life balance, and organizational commitment.

Table 5. Correlation Between Job Performance and Predictor Variables

Variables	1	2	3	4
1. Job Performance	--			
2. Digital Competence	.301**	--		
3. Work-Life Balance	.321**	.582**	--	
4. Organizational Commitment	.389**	.547**	.628**	--

Note. **Correlation is significant at the 0.01 level (2-tailed)

The results demonstrate that all three main variables exhibit statistically significant positive relationships with job performance. Organizational Commitment showed the strongest correlation with job performance (r = 0.389,

$p < 0.01$), indicating a moderate positive relationship. This finding supports the study of Allen and Meyer (1990) and Ricketta, M. (2002) demonstrating that committed employees are more likely to exert discretionary effort, persist in the face of obstacles, and align their behaviors with organizational objectives, thereby enhancing their job performance. In the Philippine LGUs setting, this relationship may be particularly salient given the public service orientation and stability-seeking motivations characteristic of government employees (Jaron, et al., 2015).

Work-Life Balance demonstrated a significant positive correlation with job performance ($r = 0.321$, $p < 0.01$). This finding aligns with Self-Determination Theory, which suggests that satisfaction of basic psychological needs (autonomy, competence, and relatedness) enhances motivation, well-being, and performance (Gagné & Deci, 2005). Research has consistently shown that employees who experience better work-life balance report higher job satisfaction, lower stress levels, and improved performance outcomes (Chan, et al., 2017; Haar, et al., 2019). In government specifically, work-life balance has been identified as a critical factor in maintaining sustained productivity and preventing burnout (Wong, et al., 2020).

Moreover, Digital Competence also exhibited a significant positive relationship with job performance ($r = 0.301$, $p < 0.01$). As public sector organizations increasingly rely on digital technologies for service delivery, internal operations, and stakeholder communication, employees' digital skills become progressively more important for effective performance (Abella, 2023; European Public Administration Network, 2025). This relationship is particularly relevant in the Philippine context, where the government has prioritized digital transformation initiatives across all levels of administration (DICT, 2024).

Notably, the correlation matrix also reveals significant interrelationships among the predictor variables themselves. Digital competence is significantly correlated with both work-life balance ($r = 0.582$, $p < 0.01$) and organizational commitment ($r = 0.547$, $p < 0.01$). Similarly, work-life balance and organizational commitment are strongly correlated ($r = 0.628$, $p < 0.01$). These intercorrelations suggest complex, potentially mediating relationships among the variables, supporting the theoretical framework that positions these factors as interconnected determinants of organizational effectiveness (Zhao, et al., 2025; Awang, et al., 2025).

The significant positive correlations provide strong evidence to reject the null hypothesis (H_0) that there is no significant relationship between participants' job performance and digital competence, work-life balance, and organizational commitment. These findings have important theoretical and practical implications. Theoretically, they support the integration of Social Exchange Theory, Self-Determination Theory, and organizational commitment models in understanding public sector performance. Practically, they suggest that LGU management should adopt holistic approaches to human resource development that simultaneously address digital skill enhancement, work-life balance policies, and commitment-building organizational practices (Rini, et al., 2020; Zhang, et al., 2025).

CONCLUSIONS

This study examined the relationships among digital competence, work-life balance, organizational commitment, and job performance among 283 employees in eight local government units in Bukidnon's 3rd Congressional District, Philippines. The findings provide significant insights into the factors that influence performance in Philippine public sector contexts during an era of rapid digital transformation.

The Local Government Unit (LGU) employees in the 3rd District of Bukidnon demonstrate high levels of digital competence ($M = 4.05$), with particular strength in information and data literacy, safety information practices, and communication and collaboration. While competencies are generally strong across all five dimensions, there remains room for enhancement in digital problem-solving skills, particularly in adapting to rapidly changing technological circumstances. This finding suggests that digital transformation initiatives in Philippine LGUs have achieved measurable success in building foundational digital skills among the workforce, though continuous professional development remains essential.

Employees experience high levels of work-life balance ($M = 4.10$) across all three dimensions of autonomy, competence, and relatedness. The particularly strong ratings for autonomy and competence indicate that LGU

policies and organizational culture effectively support employees' needs for control over their work arrangements and confidence in managing multiple roles demands. This positive work-life balance environment represents a significant organizational strength that likely contributes to employee well-being, retention, and sustained performance.

Organizational commitment among LGU employees is high ($M = 3.99$), with affective commitment (emotional attachment) being the strongest component, followed by normative commitment (sense of obligation) and continuance commitment (perceived costs of leaving). This commitment profile is particularly favorable from an organizational perspective, as affective commitment is most consistently associated with positive work behaviors and outcomes. The presence of all three forms of commitment suggests a stable, engaged workforce with multiple psychological bonds to their organizations.

The majority of employees (95.1%) achieve high job performance levels, with approximately half rated as "Very Satisfactory" and 45% achieving "Outstanding" ratings. This exceptional performance distribution reflects the effectiveness of current human resource systems and the quality of the regular employee workforce in these LGUs.

The study confirms significant positive relationships between job performance and all three predictor variables: digital competence ($r = 0.301$), work-life balance ($r = 0.321$), and organizational commitment ($r = 0.389$). Organizational commitment emerged as the strongest correlate of performance, suggesting that psychological attachment to the organization plays a particularly important role in driving employee effectiveness in LGU contexts. These relationships demonstrate that job performance in local government settings is multifaceted, influenced by technological capabilities, work-life integration, and emotional connections to the organization.

The significant intercorrelations among digital competence, work-life balance, and organizational commitment further suggest that these factors operate in an interconnected system rather than as independent influences. This systemic view has important implications for understanding and managing public sector performance.

RECOMMENDATIONS

Based on these findings and conclusions, the following recommendations are offered for practice, policy, and future research:

For **LGU Administrators** that they may consider to implement comprehensive digital competence development programs that go beyond basic training to include advanced problem-solving, adaptability to emerging technologies, and innovative application of digital tools to public service challenges. Also, they are encouraged to sustain and enhance work-life balance policies by institutionalizing flexible work arrangements, promoting autonomy in work design, and creating supportive organizational cultures that recognize the importance of employees' non-work roles and responsibilities. Regular assessment of work-life balance perceptions may be conducted to identify areas for improvement.

For **Human Resource Managers/ Offices** that they may develop targeted commitment-building interventions that strengthen organizational commitment. It is also encouraged to adopt integrated human resource strategies that recognize the interconnected nature of digital competence, work-life balance, and organizational commitment. Rather than addressing these factors in isolation, design comprehensive programs that leverage their synergistic effects on performance.

Policy Makers are encouraged to develop national standards and guidelines for digital competence in local government, aligned with international frameworks such as the European Commission's DigComp, but adapted to Philippine contexts and public service needs. It may also be considered to institutionalize work-life balance policies across all levels of Philippine government through legislation or executive orders that mandate flexible work options, establish clear boundaries around working hours, and provide family-friendly benefits.

Employees may fully actively participate in digital competence development activities and continue improving their digital skills to meet evolving work demands. Employees may also practice healthy work routines, manage

digital workload responsibly, and strengthen workplace relationships to support both personal well-being and organizational commitment.

For **Future Research** may considered to conduct longitudinal studies to examine how the relationships among these variables evolve over time and to establish clearer causal sequences. They may also expand the research scope to include other Philippine regions with different economic, cultural, and infrastructural characteristics to assess the generalizability of these findings. Lastly, they may investigate potential negative consequences of high-performance expectations and organizational commitment, such as workaholism, burnout, or work-life conflict, to ensure that performance enhancement strategies do not inadvertently compromise employee well-being.

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