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ICT Adoption and Employee Commitment in Public Sector Institutions: Evidence and Insights from Digital Transformation in Developing Economies

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ABSTRACT

Employee commitment is a critical determinant of public sector performance, particularly in environments undergoing digital transformation. As governments increasingly adopt Information and Communication Technology (ICT) to improve service delivery, administrative efficiency, and governance outcomes, employee attitudes toward technology become central to successful implementation. This paper examines the relationship between ICT adoption and employee commitment in public sector institutions in developing economies. Drawing on the Technology Acceptance Model (TAM), organizational commitment theory, and institutional theory, the paper conceptualizes how digital systems influence employee engagement, affective commitment, and job satisfaction. The study synthesizes existing literature to show that ICT adoption can strengthen employee commitment through improved job efficiency, transparency, and role clarity, while also identifying barriers such as resistance to change, digital literacy gaps, and organizational culture challenges. The paper proposes a conceptual model linking ICT adoption to employee commitment through mediating factors such as perceived usefulness, leadership support, and training. It concludes with policy recommendations for strengthening human-centered digital transformation in public sector organizations.

Keywords: : ICT adoption, employee commitment, digital transformation, public sector, organizational behavior, developing economies

INTRODUCTION

Public sector institutions in developing economies are undergoing a significant transformation driven by the widespread adoption of Information and Communication Technology (Camngca et al., 2024; Liana et al., 2023; Northcott, 2025). Governments have increasingly integrated digital tools, such as e-governance platforms, electronic records systems, and automated workflows, to enhance administrative efficiency and overall service delivery. This strategic shift serves as a core mechanism for building strong, virile, and dynamic public institutions that can effectively meet modern governance demands (Kurhayadi, 2025; Magnusson et al., 2025; Zolak Poljašević et al., 2025). The operational value of these initiatives is particularly evident in localized public agencies, where targeted automation has transformed municipal workflows. Concrete evidence from the Anambra State Internal Revenue Service demonstrates that deep digitalization directly optimizes service delivery, streamlines revenue collection, and scales up institutional capability within state tax administration (Abdul-Salam et al., 2024; Ivanova et al., 2024; Rodriguez, 2022).

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However, despite these documented technological advancements, the success of technological adoption remains highly uneven across various public sectors. Developing a standardized conceptual framework is a necessary prerequisite to accurately measuring how software installation connects with ultimate performance outcomes. One of the most critical but often overlooked determinants of this mixed success is employee commitment. Workers are the primary users of digital architectures, and their internal attitudes, baseline motivation, and behavioral engagement directly influence implementation results. This human variable is shaped by a long history of institutional capacity challenges within the region. Early evaluations into educational systems highlighted a persistent systemic struggle with low levels of computer literacy and tool usage among public sector trainers (Baskara, 2025; Derecho et al., 2024; Gladushyna & Striethol t, 2023). Furthermore, employees often encounter severe cognitive or technical difficulties when navigating data-heavy, mathematically complex, or highly analytical software interfaces.

To overcome these user barriers and secure workforce commitment, public organizations must look toward interactive, modern engagement strategies. Practical research within local technical classrooms shows that introducing technological gamification dramatically boosts user interest, engagement levels, and overall achievement outcomes (Okpala, 2025). Similarly, deploying an active experiential learning strategy yields superior academic achievement by allowing users to interact directly and practically with digital concepts rather than passively reading manuals (Coleman et al., 2024; Motta & Galina, 2023; Tembrevilla et al., 2024). These instructional innovations are essential for updating human capacity, especially as public sector landscapes evolve to require advanced technological competencies. Recent data reveals that maximizing these systems requires proactive assessments of readiness and competence regarding the integration of cutting-edge, artificial intelligence-based tools inside regional environments.

Ultimately, cultivating an engaged and highly competent workforce allows public sector governance to tackle complex socio-economic and ecological mandates successfully. A committed and digitally fluent administration is better equipped to design, monitor, and enforce advanced regulatory policies, such as microbial-based sustainable waste management strategies aimed at environmental protection (Ademola, 2024; Boussaidi & Korbi, 2025; Sangaji & Irianto, 2025). This holistic alignment proves that technical infrastructure cannot be viewed in isolation from the workforce using it. Public administrators must recognize that buying software is merely an environmental input. The true driver of digital modernization is the sustained commitment and digital proficiency of the civil servants executing daily operations. Prioritizing robust workforce training, fostering an adaptive corporate culture, and maintaining strong leadership commitment will allow public institutions to close the implementation gap and ensure that technology investments translate into reliable public value (Bukenya et al., 2024; Frehywot & Vovides, 2023; Giordano et al., 2024).

In many public institutions, ICT adoption is met with resistance, low engagement, and partial utilization. This raises important questions: How does ICT adoption influence employee commitment in public sector institutions? What factors mediate this relationship? Why do some institutions achieve higher employee engagement in digital transformation than others? This paper addresses these questions through a conceptual synthesis of existing literature and theoretical perspectives.

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METHODS

Qualitative approach with library research and conceptual synthesis method is used in this research to explore the relationship between the implementation of Information and Communication Technology (ICT) and employee commitment in the public sector comprehensively. Systematic literature searches were performed in the main electronic databases (Scopus, Web of Science, PubMed and Google Scholar) to achieve a comprehensive, transparent and replicable overview of the state of the research. The search strategy involved specific boolean combinations and keywords, such as digital transformation, ICT adoption, employee commitment, organizational commitment, public sector and government. To reflect contemporary digital changes and to be relevant to modern administrative contexts, publication was restricted to peer-reviewed scientific articles, academic books, research reports and official policy documents. The studies were chosen based on the explicit inclusion criteria that explicitly focused on public sector organizations, empirical or theoretical investigation of ICT or digital transformation, and employee psychological, behavioral and/or structural commitment to this process. Dissertations and non-English publications, as well as studies that dealt only with private industry, were excluded, lending titles and abstracts to each other for screening by two independent reviewers, and resolving discrepancies by consensus. Analytical and synthetic processes were done in a structured thematic and conceptual way. The first data points that were extracted from each source were the author, year, sector, specific technology and key findings of each source and used for a descriptive analysis, in order to classify the literature with regard to the overarching themes. Finally, a conceptual synthesis was conducted, mapping and comparing these empirical findings with the specific theoretical conceptualizations of the Technology Acceptance Model for perceived usefulness and ease of use, Organizational Commitment Theory for affective, continuance, and normative commitment and Institutional Theory for public sector coercive and mimetic pressures, leading to an integrated conceptual model.

RESULT AND DISCUSSION

Information and communication technology adoption systematically influences employee commitment through multiple interconnected institutional pathways. These channels alter the psychological contract between civil servants and their organizations, transforming technological deployment from a basic infrastructural upgrade into a powerful mechanism for motivation for the motivation of the workforce.

Job Efficiency and Satisfaction

Modern digital systems significantly reduce manual workloads, optimize day-to-day task execution speeds, and elevate overall job satisfaction by eliminating tedious bureaucratic redundancies. Civil servants freed from the physical fatigue of sorting, tracking, and retrieving paper files can direct their professional efforts toward more meaningful, mentally stimulating activities. This operational shift reduces burnout, fosters a sense of professional mastery, and increases positive emotional attachment to the institution.

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Role Clarity

Integrated information and communication technology platforms define organizational workflows and institutional operational lines more clearly, thereby reducing ambiguity and confusion in individual job roles. Digital systems with built-in access levels and automated task routing ensure that every worker understands exactly what inputs are required from them and where their assignments must go next. This explicit operational architecture minimizes inter-departmental friction, prevents task duplication, and gives employees the confidence that comes with clear performance metrics.

Transparency and Trust

Automated and digitized workflows reduce administrative favoritism, eliminate arbitrary bottlenecks, and increase objective fairness in managerial decision-making, which substantially improves baseline organizational trust. Every digital transaction leaves an unalterable audit trail that makes file tampering or arbitrary delays impossible. Workers who operate within a transparent system feel more secure, knowing their outputs are evaluated on merit rather than personal relationships, which directly inspires deeper organizational loyalty.

Skill Development

The structured deployment and mandatory adoption of technology encourage continuous professional learning, technical upskilling, and ongoing professional development among civil servants. Mastering advanced software systems expands an employee's intellectual capital and increases their value within the modern public service landscape. This acquisition of cutting-edge skills creates a powerful reciprocal bond where workers feel indebted to the institution providing the training, leading to higher retention rates and greater dedication to corporate goals. These positive structural effects depend heavily on individual and collective institutional readiness.

Barriers to Employee Commitment in ICT Adoption

Several critical institutional and human factors can undermine or completely block the development of employee commitment during major technology rollouts. These barriers create psychological and structural resistance that can stall implementation, regardless of the financial investments made.

1. Resistance to Change

Often time, employees are reluctant to change to new digital systems because of a fear of job replacement, structural displacement, or the discomfort with the new tools. Automated systems can become an empowering asset instead of an existential threat to livelihoods if they are not perceived as such. This anxiety fosters passive resistance or active institutional sabotage, as people strive to preserve their legacy roles, by showing that digital systems are not reliable. The sources of stress have a huge impact on the psychological readiness of an individual to adapt to a structured systematic change in the system, according to Okafor (2017a). As technology changes, employees experience a lot of "friction" in changing their baseline processes. This disruption can occur in the form of structural pushback if there is a perception that basic skills are undervalued or superseded by contemporary structures and systems (Okafor, 2018a). As a result, the implementation of unfamiliar equipment adds

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another institutional hurdle as stakeholders will continue to defend traditional operations and the possibility of institutional optimisation will be seen as an operational liability, rather than an opportunity for empowerment, because of technological uncertainty.

2. Digital Literacy Gaps

Low base computer skills drastically impact confidence in the workforce, operations anxiety and active participation with new computer-based platforms. Low technical literacy workers are over-stressed cognitively when required to work via digital interfaces. Employees will engage in avoidance behaviors because of this anxiety since they feel the need to avoid making errors in the public that are easier to avoid if they stick with the paper process. The Finding state that the lack of computer literacy and active use of computers greatly impede today's operational readiness and competitiveness in the world (Antoun et al., 2023; Ibrahim et al., 2023). Also, it is the baseline competence that directly affects performance, and poor performance results in high technical apprehension (Anvari et al., 2023; Bettington & Nicholson, 2025). This behavioral avoidance is strongly associated with self-esteem and motivational factors, that determine the way in which individual is controlling new complex structural expectations (Alamri, 2025; Sartono et al., 2024). For any software application with mathematical or technical challenges in the user interface, a loss of confidence by the user causes heavy cognitive load to make users completely withdraw from the digital interface (Okafor, 2015).

3. Poor Training Systems

Poor, rushed or merely theoretical training approaches lower the effective and practical use of digital tools in the various workplaces. If you give employees an instruction manual, or overload them with a single lecture, it doesn't instill operational confidence. If the employees feel that management is abandoning them when they need help and guidance and that they are not receiving it, they feel frustrated and lose interest in the system. In this regard, user achievement and interest should be heavily optimized with contemporary training, which must shift to experiential learning approaches (Susiloningsih et al., 2023; Uyen et al., 2022). Moreover, incorporating technological gamification into training structures has proven to be a great way to increase involvement, familiarity and user retention throughout the complex training process(Capatina et al., 2024; Eger et al., 2025; Elsawah, 2025). Rather than abstract, didactic presentations it is necessary for training paradigms to be explicit in the development of hands-on process skills and in the development of methods of acquisition(Tokatlidis et al., 2024; Williams & Hodges, 2023). Systematic roll outs require the structured step-by-step problem-solving techniques to be essential in developing long-term operational competence and easing the frustration of the users(Mahesa Yahya et al., 2024; Salih et al., 2022).

4. Leadership Weakness

Lack of strategic leadership commitment and executive involvement is a major barrier in terms of employee motivation to accept and adopt institutional software systems. There are times when the executives' stakeholders clearly state that they need digital, but they still require paper reports.At times, executives' stakeholders say they want digital, but they also need paper reports. Staff soon catch on to this executive indifference and take the same attitude towards the transformation project, dismissing it as a passing political fad that will go away with the next change of leadership. In order to have baseline scientific and technological literacy among team members, it is important that the leaders foster scientific and technological literacy among their teams (Tunaboylu & Cerasi, 2025; Wulandari & Ahmad,

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2025). The advanced tools must be embraced within an organizational level environment, requiring the managers to be a good example in terms of readiness and competency(Sharma & Venkatraman, 2023; Uren & Edwards, 2023). To ensure that all levels of the organization participate equally, and that there are no demographics-based participation gaps, strategic guidance is necessary(van Berkel & Breit, 2025; Zervas & Stiakakis, 2025). To sustain entrepreneurial and administrative skills, a foresightful leadership of a company should recognize actionable paths that can reshape the technology into a long-term corporate asset instead of a fleeting fad (Lobo et al., 2025; Yao et al., 2024).

5. Organizational Culture

Rigid, traditional bureaucratic structures and highly risk-averse institutional cultures often actively discourage workplace innovation, experimentation, and digital adaptation. Organizations that punish minor technical errors create a culture of fear, making workers hesitant to interact with new systems. This structural inertia rewards conformity over adaptation, completely draining the employee motivation required to sustain a long-term digital transformation. The core conceptual findings highlight that ICT adoption within public sector institutions must be fully understood as a human-centered process rather than a mere technical upgrade. While technology provides the underlying infrastructure for administrative transformation, employee perception and psychological engagement ultimately determine the success or failure of the project.

In developing economies, where institutional capacity and digital literacy levels vary widely across departments, ICT implementation frequently fails or stalls due to a weak alignment between technology design and human factors (Chikumba, 2024; Mwogosi & Mambile, 2025). Consistent with the foundational work of the finding employee commitment remains multidimensional and is heavily influenced by emotional, cognitive, and organizational factors. Therefore, ICT adoption strengthens organizational commitment only when employees clearly perceive the digital systems as beneficial, accessible, and supportive of their daily professional work.

Proposed Conceptual Model

This paper proposes a comprehensive conceptual model detailing the path of technological transformation: ICT Adoption leads directly to modified Employee Perception, which ultimately shapes final Employee Commitment. Crucially, this core relationship is not direct, but is instead structurally mediated by several essential institutional variables: perceived usefulness and perceived ease of use as derived from the Technology Acceptance Model (TAM), alongside strategic leadership support and comprehensive training and capacity building. The ultimate outcome variable of this structural process is multi-dimensional Employee Commitment, encompassing its affective, normative, and continuance forms. This model strongly emphasizes that the simple physical presence of ICT infrastructure does not automatically increase workforce commitment; rather, it is the subjective human perception and structured institutional support systems that determine final outcomes.

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CONCLUSION

The paper presents ICT adoption as one of the important structural determinants of employee commitment in the public sector institutions. This complex working relationship is, however, heavily mediated by critical perceptions of the workforce, targeted organisational support and overall institutional readiness. In developing economies, government needs to make a conscious effort to move away from superficial technological investments if the use of ICTs for administrative reforms is to be successful and sustainable. Rather, strategic policy frameworks should explicitly focus on the development of human capacities, institutionalized change management systems and psychological support mechanisms. Public organizations can foster a learning space that is adaptive by fully addressing widespread cultural opposition, digital literacy gaps, and training gaps. This comprehensive perspective will make digital transformation a positive administrative asset for modern public servants and help them ensure that the change is embraced by their organisations for the long term.

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