



ACCEPTANCE AND SUCCESS OF BLOCKCHAIN-BASED PAYROLL INFORMATION SYSTEMS: A SOCIO-TECHNICAL PERSPECTIVE

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Abstract:

This study examines the acceptance and implementation success of a blockchain-based payroll information system among work-from-home professionals in the ICT, BPO, and creative industries in Baguio City, Philippines. Grounded in Social Cognitive Theory and Socio-Technical Systems Theory, the study employed a descriptive-correlational design with 384 respondents selected via convenience sampling. System acceptance was assessed across personal, behavioral, and environmental dimensions, while implementation success was evaluated through social and technical subsystems. Results indicate high levels of both system acceptance (WM = 3.03) and system success (WM = 3.14). A strong positive correlation ($r = 0.742$, $p < 0.01$) was found between acceptance and implementation success, suggesting that user readiness and perceptions significantly influence system performance outcomes. Environmental factors emerged as the strongest acceptance predictor, while the social subsystem scored highest for system success. These findings contribute to information systems literature by demonstrating that blockchain payroll adoption in remote work contexts depends on the joint optimization of human and technical factors. The findings suggest that policymakers should prioritize clear regulatory frameworks and digital finance literacy programs to strengthen user acceptance, while system developers should integrate collaborative features alongside technical reliability to optimize implementation success. Organizations managing distributed workforces can leverage these results by investing in environmental support structures, such as training programs, co-worker peer networks, and accessible IT assistance, that reinforce both user confidence and sustained system engagement.

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1. Introduction

The rapid digitalization of the Philippine economy has created new opportunities and challenges for information systems that support remote and distributed work. By 2023, the country's digital sector was valued at USD 35.4 billion, representing 8.4% of gross domestic product, while digital services employed approximately six million workers across various industries (Buza *et al.*, 2024; Tsang, 2024). This growth has been driven by the expansion of e-commerce, digital banking, and fintech innovations, alongside government initiatives such as the Digital Transformation Strategy and the E-Government Master Plan. The Philippines' young, digitally literate population and widespread smartphone penetration have further accelerated the adoption of digital services, positioning the country as a significant player in Southeast Asia's digital economy.

Within this context, the Philippines has demonstrated notable openness to blockchain and cryptocurrency technologies. Ranked eighth globally in crypto adoption, the country has experienced increasing institutional participation and regulatory engagement, with financial institutions, startups, and public agencies exploring blockchain applications for financial inclusion and cross-border transactions (Mills, 2025). The Bangko Sentral ng Pilipinas (BSP) has supported this trajectory by licensing virtual asset service providers and advancing payment interoperability through the Digital Payments Transformation Roadmap 2023–2025. At the policy level, legislation such as the E-Governance Act (Republic Act No. 12254) institutionalizes digital governance frameworks, further strengthening the environment for blockchain applications beyond traditional finance (Serzo, 2021). These developments reflect growing confidence in blockchain's potential to reduce transaction costs, improve transparency, and address inefficiencies in traditional financial information systems.

Parallel to these technological developments, the Philippine labor landscape has undergone significant restructuring following the COVID-19 pandemic. Hybrid and remote work arrangements have become widespread, particularly in information technology, business process outsourcing (BPO), and digital freelancing sectors, with 52% of Filipino professionals now operating under hybrid work models (Core, 2025). This shift has created increased demand for payroll information systems capable of supporting geographically dispersed and digitally mediated workforces. In response, blockchain-based payroll systems have gained attention for their capacity to automate salary processing, enable real-time payments, and provide transparent audit trails for employers managing work-from-home professionals (Resurreccion, 2023). Recent partnerships between global stablecoin payroll platforms and locally regulated exchanges have further enabled Filipino remote workers to receive wages in stablecoins and convert earnings into Philippine pesos through existing banking rails and e-wallets, addressing persistent delays and high fees associated with cross-border payments (Carreon, 2021).

Despite these advances, the implementation of blockchain payroll information systems remains constrained by regulatory and institutional limitations. Ambiguities

surrounding the tax treatment of digital assets, the absence of clear guidelines on payroll tokenization, and gaps in financial oversight continue to discourage organizations from adopting blockchain-based compensation mechanisms (Caballes & Montenegro, 2025; Lising, 2024). Concerns related to cryptocurrency volatility and data privacy compliance under the Data Privacy Act of 2012 further complicate adoption decisions. Moreover, the limited availability of empirical research focused on blockchain payroll systems within the Philippine context restricts evidence-based policymaking and organizational decision-making. While digital payment adoption in the Philippines has risen sharply, with electronic transactions now accounting for more than 40% of total retail payments (Bangko Sentral ng Pilipinas, 2023), the adoption of more advanced blockchain-based payroll systems remains minimal. This slow uptake is attributed to regulatory uncertainties, limited institutional awareness, and a lack of localized pilot initiatives promoting blockchain integration (Chen & Lloyd, 2025).

From an information science perspective, the challenge is not merely technological but fundamentally concerns how users interact with, perceive, and derive value from information systems in decentralized work environments. Existing literature has examined technology acceptance and information system success as separate constructs, with studies frequently centered on traditional organizational environments rather than remote work settings where system interaction, information flow, and collaboration occur entirely through digital platforms. The financial literacy and legal awareness of remote professionals, competencies that influence perceived acceptance and system success of blockchain applications, remain underexplored (Esfahbodi *et al.*, 2022; Kumar *et al.*, 2021). Consequently, while the Philippines demonstrates strong digital readiness and high blockchain awareness, sustained adoption of blockchain payroll systems requires clearer regulatory direction, strengthened institutional capacity, and localized empirical studies that integrate both acceptance and system success dimensions.

This study addresses these gaps by examining the acceptance and implementation success of a blockchain-based payroll information system among work-from-home professionals in the ICT, BPO, and creative and media industries in Baguio City, Philippines. Grounded in Social Cognitive Theory (Bandura, 1986) and Socio-Technical Systems Theory (Trist & Bamforth, 1951), the study integrates human, organizational, and technical factors into a unified analytical framework.

Specifically, the study seeks to answer the following research questions:

- 1) What is the level of acceptance of the blockchain payroll system among work-from-home professionals in terms of personal, behavioral, and environmental factors?
- 2) What is the level of system success of the blockchain payroll system in terms of social and technical subsystems?
- 3) Is there a significant relationship between the acceptance of the blockchain payroll system and its implementation success among work-from-home professionals?

2. Literature Review

2.1 Technology Acceptance in Digital Financial Systems

Technology acceptance research has consistently identified personal, behavioral, and environmental factors as key determinants of user adoption and sustained engagement with digital financial systems. At the personal level, perceived competence and self-efficacy have been shown to influence users' willingness to interact with new technologies. Miao *et al.* (2024) and Ng *et al.* (2022) reported that individuals who believe they possess the requisite skills demonstrate greater readiness to adopt digital platforms, particularly in remote work contexts where direct technical assistance may be limited. Intrinsic motivation similarly shapes behavioral intention; users who perceive technology as beneficial or rewarding are more inclined to adopt it (Raman *et al.*, 2022), while exposure to training programs and system orientation sessions enhances user adaptability over time (Almutairi *et al.*, 2021). Behavioral intention has been established as a direct predictor of actual technology usage across multiple studies (Saprikis *et al.*, 2022; Kim *et al.*, 2021). When users express strong intention and perceive sufficient control over a system, their likelihood of sustained engagement increases. This relationship is particularly relevant in digital financial systems where routine usage is integral to work processes. Notably, strong initial acceptance has been found to contribute to long-term continuance intention, even when alternative systems are available (Franque *et al.*, 2021; Himel *et al.*, 2021).

Environmental conditions, including facilitating conditions, organizational support, and collaborative digital work environments, further shape technology adoption patterns. Buraimoh *et al.* (2023) and Mustapha *et al.* (2022) documented that access to technical infrastructure, training programs, and IT assistance strengthens employees' willingness to adopt information systems. Collaborative digital environments in remote work settings have also been associated with improved user adaptation and system efficiency (Yasmin & Tanaka, 2022; Yasmeen *et al.*, 2024). However, the influence of environmental factors is not uniform. Oliveira *et al.* (2022) observed that environmental influences may diminish when users already possess strong intrinsic motivation and technical competence, suggesting that the interaction between personal and environmental factors is context-dependent.

2.2 Information System Success Models

The evaluation of information system success has been approached through both social and technical dimensions, reflecting the dual nature of system performance in organizational contexts. From a social perspective, systems designed to promote collaboration and peer interaction tend to generate higher user engagement and stronger perceptions of system effectiveness (Almusharraf, 2024; Schlicher & Maier, 2025). Social support mechanisms within digital platforms enable employees to coordinate tasks and communicate more effectively, contributing to continued usage and satisfaction (Ruiz-Alba *et al.*, 2022). However, the relative importance of social factors varies across contexts. Rahi *et al.* (2021) argued that social influence exerts limited effect on continuance

intention when technical performance is already high, while Gimpel *et al.* (2024) suggested that interpersonal dynamics become less relevant in highly structured technological environments where system reliability dominates.

From a technical perspective, system performance, reliability, and accuracy have been consistently identified as critical determinants of adoption and continued use (Abdelwahed *et al.*, 2025; Elias & Lubua, 2024). Users maintain engagement when systems demonstrate functional consistency, and platforms whose technical capabilities align with user needs generate higher satisfaction levels (Chen & Wang, 2025). Some scholars have argued that technical functionality alone may sustain system usage even in the absence of strong social support mechanisms (Wang *et al.*, 2024), while others emphasize that optimal system success requires the joint optimization of both social and technical subsystems (Lee *et al.*, 2024; Hasan & Akter, 2022). Daggubati (2024) found that digital financial platforms achieve higher user satisfaction when technical functionality aligns with user-centered and collaborative features, and Fuchs and Reichel (2023) concluded that remote work technologies perform more effectively when technical efficiency is reinforced by structured communication channels and peer support. These contrasting perspectives demonstrate that while technical reliability plays a central role in system success, the degree to which social dynamics contribute depends on the technological environment and the nature of user interaction.

2.3 Blockchain Adoption in Organizational Contexts

A growing body of literature has explored the intersection of technology acceptance and information system success, particularly in the context of emerging financial technologies. Halil and Ahmad (2025) reported that behavioral intention and facilitating conditions are strong predictors of both actual system usage and performance outcomes, demonstrating that user readiness and organizational support jointly drive operational effectiveness. Tessema and Cavus (2024) similarly found that user satisfaction and intention to use are closely associated with information system success, while Tetteh and Kwateng (2026) documented that acceptance of financial technologies contributes to perceived system effectiveness and sustained engagement. In remote work environments specifically, Chatterjee *et al.* (2022) observed that higher levels of user acceptance are associated with smoother system implementation and improved operational stability.

However, contrasting findings suggest that the relationship between acceptance and system success may be context-dependent. Al-Amin *et al.* (2023) proposed that system performance alone can sustain continuance intention even when initial acceptance levels vary, and Al-Nuaimi and Al-Emran (2021) reported that in technologically stable environments, technical quality by itself may account for system success regardless of user attitudes. These divergent findings indicate that in mature or predictable technological contexts, system performance may operate independently of user perceptions, whereas in emerging and dynamic digital infrastructures, such as blockchain-based payroll systems, acceptance and system success are more likely to be interdependent. Despite these advances, limited empirical attention has been directed toward blockchain-based payroll systems within remote work contexts. Most existing

studies examine technology acceptance or system performance in isolation rather than exploring their combined influence, and prior research frequently centers on traditional organizational environments rather than work-from-home settings where information flow and system interaction occur entirely through digital platforms. The present study addresses these gaps by integrating acceptance and system success dimensions within a single analytical framework applied to blockchain payroll adoption among remote professionals.

2.4 Research Hypotheses

Based on the reviewed literature and the theoretical foundations of the study, the following hypotheses are proposed:

- 1) There is a significant positive relationship between the overall acceptance of the blockchain payroll system and its implementation success among work-from-home professionals.
- 2) Personal factors of system acceptance are significantly correlated with implementation success.
- 3) Behavioral factors of system acceptance are significantly correlated with implementation success.
- 4) Environmental factors of system acceptance are significantly correlated with implementation success.

3. Theoretical and Conceptual Framework

3.1 Social Cognitive Theory

This study draws on Bandura's (1986) Social Cognitive Theory (SCT) to explain the acceptance dimension of blockchain payroll systems among work-from-home professionals. SCT posits that human behavior is shaped through the dynamic and reciprocal interaction of three factors: personal cognition, behavioral patterns, and environmental influences, a mechanism Bandura termed reciprocal determinism. In the context of technology adoption, personal factors encompass users' self-efficacy beliefs, perceived competence, and adaptability toward new digital systems. Behavioral factors include intention to use, actual usage patterns, and willingness to recommend the technology to others. Environmental factors refer to facilitating conditions such as organizational support, co-worker influence, technical infrastructure, and access to training resources. According to SCT, these three dimensions do not operate independently; rather, they continuously interact such that changes in one factor influence and are influenced by the others. For instance, a supportive organizational environment (environmental) may strengthen a user's confidence in operating a blockchain payroll system (personal), which in turn reinforces consistent usage behavior (behavioral). This triadic framework provides a theoretically grounded structure for examining the acceptance of blockchain payroll systems across personal, behavioral, and environmental dimensions, as operationalized in this study.

3.2 Socio-Technical Systems Theory

The implementation success dimension of the study is anchored in Trist and Bamforth's (1951) Socio-Technical Systems (STS) Theory. STS Theory argues that organizational effectiveness does not emerge from optimizing technical processes alone but from the joint optimization of two interdependent subsystems: the social subsystem and the technical subsystem. The social subsystem encompasses human elements including communication, collaboration, teamwork, and peer support structures that enable users to interact effectively with one another and with the system. The technical subsystem encompasses the functional and operational characteristics of the technology itself, including system reliability, processing accuracy, data integrity, information quality, and service delivery. STS Theory contends that when these two subsystems are aligned, when technically reliable systems are embedded within supportive social structures, organizations achieve optimal performance outcomes. In the context of blockchain payroll implementation for remote professionals, this theoretical lens is particularly relevant because work-from-home environments depend entirely on digital platforms for both technical system interaction and social coordination. A blockchain payroll system that is technically efficient but lacks collaborative features may underperform, just as a socially supportive platform with unreliable technical processes may fail to achieve sustained adoption.

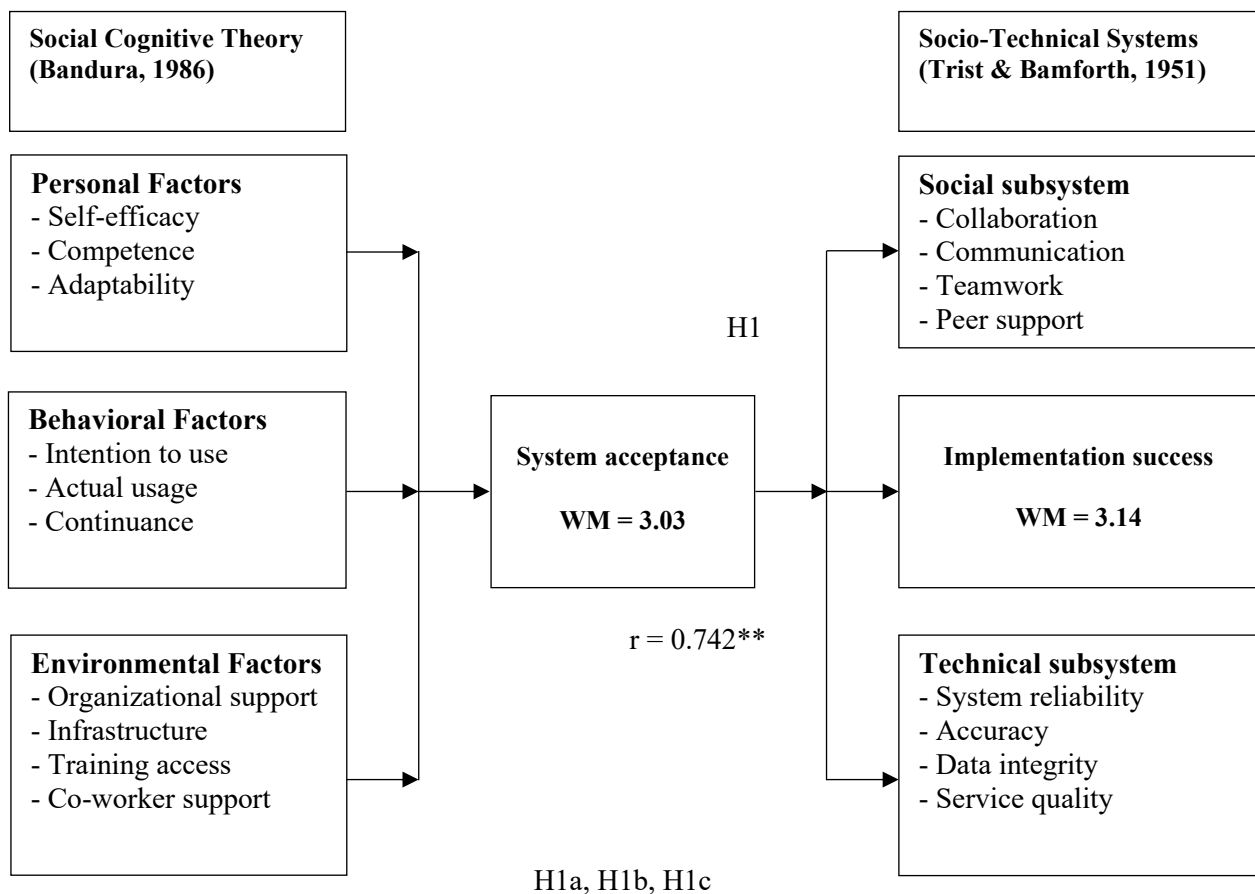
3.3 Integrated Conceptual Framework

The integration of SCT and STS Theory provides a comprehensive analytical framework that links user-side acceptance factors to system-side performance outcomes. SCT explains why users accept or resist the blockchain payroll system through the interaction of personal cognition, behavioral commitment, and environmental support. STS Theory explains how the system succeeds or fails through the joint optimization of its social and technical subsystems. The central proposition of this study is that these two constructs, acceptance and implementation success, are significantly and positively related, such that higher levels of user acceptance are associated with higher levels of system success. This relationship is tested through the hypotheses articulated in figure 1. Figure 1 presents the conceptual framework of the study.

As illustrated in Figure 1, the left side of the framework operationalizes system acceptance through three dimensions derived from SCT: personal factors (self-efficacy, competence, adaptability), behavioral factors (intention to use, actual usage, continuance), and environmental factors (organizational support, infrastructure, training, co-worker influence). The right side operationalizes implementation success through two dimensions derived from STS Theory: the social subsystem (collaboration, communication, teamwork, peer support) and the technical subsystem (system reliability, processing accuracy, data integrity, service quality). The central arrow represents the hypothesized positive relationship between acceptance and implementation success (H1), with sub-hypotheses H1a, H1b, and H1c testing the individual contributions of each acceptance dimension.

The framework assumes that successful implementation depends not only on the technical capabilities of the blockchain-based payroll system but also on how well remote professionals accept and use the system. Personal factors may influence users' confidence and readiness to engage with the system, while behavioral factors reflect their willingness to adopt and continue using it. Environmental factors provide the organizational and technological conditions that can facilitate or hinder system acceptance. Similarly, the social and technical subsystems represent complementary aspects of implementation success, recognizing that system performance is affected by both human interactions and technological functionality. Overall, the framework provides a basis for examining how user acceptance contributes to the effective implementation of blockchain-based payroll information systems among remote professionals.

Figure 1: Conceptual Framework of the Study



4. Methodology

4.1 Research Design

A descriptive-correlational research design was employed to examine the acceptance and implementation success of a blockchain-based payroll information system among work-from-home professionals. This design is appropriate for describing variables and determining relationships among them without manipulating any conditions (Micabalo & Abella, 2022; Devi *et al.*, 2022). The descriptive component assessed the level of system acceptance and implementation success as perceived by the respondents. The correlational component tested whether variations in user acceptance are significantly associated with differences in implementation success, including system quality, accuracy, and service delivery.

4.2 Population and Locale of the Study

The study was conducted in Baguio City, a highly urbanized center in Northern Luzon and the administrative and educational hub of the Cordillera Administrative Region. Baguio hosts a dynamic mix of industries including information technology, business process outsourcing (BPO), public administration, higher education, and the creative sector. The city has been recognized as one of UNESCO's Creative Cities, reflecting its openness to innovation and technology-driven work environments (UNESCO, 2023). The target population consisted of work-from-home professionals employed in the ICT, BPO, and creative and media industries in Baguio City. Due to the absence of publicly available records specifying the exact number of such professionals, the sample size was determined using Cochran's (1977) formula for large or unknown populations, yielding a required sample of 384 respondents. Formula - $n_0 = Z^2 \times p \times q / e^2$; Given: $Z = 1.96$ (for 95% confidence level); $p = 0.5$; $q = 1 - 0.5 = 0.5$; $e = 0.05$; $n_0 = (1.96)^2 \times (0.5) \times (0.5) / (0.05)^2$; $n_0 = 3.8416 \times 0.25 / 0.0025$; $n_0 = 0.9604 / 0.0025$; $n_0 = 384$. Convenience sampling was employed to select respondents, as no centralized database of the target population existed. This non-probability sampling technique was appropriate given the online-based and geographically dispersed nature of the population (Infante, 2025).

4.3 Inclusion and Exclusion Criteria

Respondent selection followed defined inclusion and exclusion criteria to ensure data relevance and quality. Inclusion criteria were: (1) residing or primarily working in Baguio City; (2) employment in ICT, BPO, or creative and media industries; (3) engagement in remote or hybrid work during the study period; and (4) at least one year of remote work experience. Exclusion criteria included: (1) employees working exclusively on-site; (2) purely casual gig workers without formal engagement; and (3) individuals without experience using digital payroll or electronic payment systems.

4.4 Research Instrument and Validity

A structured survey questionnaire was developed as the primary data-gathering instrument. The questionnaire comprised two main sections: (a) system acceptance,

measured across personal, behavioral, and environmental dimensions grounded in Social Cognitive Theory; and (b) implementation success, measured through social and technical subsystem indicators grounded in Socio-Technical Systems Theory. All items were measured using a 4-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree). To ensure instrument validity, the questionnaire underwent content validation by a panel of three experts in information systems, financial technology, and research methodology. The experts evaluated each item for relevance, clarity, and alignment with the study constructs. Items that received inconsistent ratings or were flagged as ambiguous were revised prior to pilot testing. Face validity was also assessed during the pilot phase, where respondents provided feedback on item clarity and comprehensibility. A pilot test was conducted with 30 work-from-home professionals from industries outside ICT, BPO, and creative media sectors, based in Manila City, to avoid response contamination. Bujang *et al.* (2024) noted that pilot samples of at least 30 respondents are acceptable for preliminary reliability assessment and instrument refinement. The analysis yielded a Cronbach's alpha of 0.921, indicating very high internal consistency and confirming the instrument's suitability for the main data collection.

The questionnaire was distributed online via Google Forms. Prior to data collection, formal permission was obtained from the research supervisor to ensure compliance with all ethical and procedural requirements set by the university. The questionnaire was accompanied by a cover letter explaining the study's purpose, the voluntary nature of participation, and the confidentiality of responses, along with an informed consent statement. Data collection was completed within 16 days, from February 10 to February 26, 2026. Upon completion of data analysis, all digital copies of the responses were permanently deleted to ensure respondent privacy and compliance with the Data Privacy Act of 2012.

4.5 Data Analysis

The collected data were analyzed using descriptive and inferential statistics. Table 1 presents the Likert scale interpretation used for assessing weighted mean scores.

Table 1: Likert Scale Interpretation

Scale Range	Verbal Interpretation
3.26 – 4.00	Very High
2.51 – 3.25	High
1.76 – 2.50	Low
1.00 – 1.75	Very Low

The following statistical tools were employed:

- Weighted Mean was used to determine the level of acceptance of the blockchain payroll system (RQ1) and the level of implementation success (RQ2) across their respective dimensions. Weighted mean scores were interpreted using the scale in Table 1.

- Pearson Product-Moment Correlation Coefficient (Pearson's r) was used to determine the significance and strength of the relationship between system acceptance and implementation success (RQ3/H1). The correlation was tested at the 0.01 significance level (two-tailed). Correlation strength was interpreted as follows: 0.00-0.19 (negligible), 0.20-0.39 (weak), 0.40-0.59 (moderate), 0.60-0.79 (strong), 0.80-1.00 (very strong).

All statistical analyses were performed using SPSS (Statistical Package for the Social Sciences).

5. Results

5.1 Level of Blockchain Payroll System Acceptance

Table 2: Level of Payroll System Acceptance

Dimensions	Weighted Mean	Interpretation
Environmental factors	3.07	High
Behavioral factors	3.03	High
Personal factors	2.99	High
Overall	3.03	High

Table 2 presents the level of blockchain payroll system acceptance across three dimensions. The overall weighted mean of 3.03 indicates high acceptance among work-from-home professionals. Environmental factors received the highest rating (WM = 3.07), followed by behavioral factors (WM = 3.03) and personal factors (WM = 2.99). All three dimensions fall within the high acceptance range (2.51; 3.25). These results indicate that respondents perceive a supportive environment for system use, demonstrate behavioral commitment toward adoption, and generally feel personally capable of operating the system. Among the three dimensions, environmental factors, including organizational support, co-worker collaboration, and access to technical infrastructure, were rated most favorably.

5.2 Level of Blockchain Payroll System Implementation Success

Table 3: Level of Blockchain Payroll System Success

Dimensions	Weighted Mean	Interpretation
Social subsystem	3.20	High
Technical subsystem	3.08	High
Overall	3.14	High

Table 3 presents the level of implementation success across the social and technical subsystems. The overall weighted mean of 3.14 indicates high system success. The social subsystem obtained a slightly higher rating (WM = 3.20) than the technical subsystem (WM = 3.08), though both fall within the high success range. These results suggest that

the system performs effectively in terms of both technical functionality and its capacity to support communication, collaboration, and teamwork within remote work settings.

5.3 Relationship Between System Acceptance and Implementation Success

Table 4: Correlation between Blockchain Payroll
System Acceptance and Implementation Success

Variables	Acceptance	Implementation Success
Acceptance	1	0.742**
Sig. (2-tailed)	-	0.000
N	384	384
Implementation Success	0.742**	1
	0.000	-
	384	384

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

Table 4 presents the correlation between system acceptance and implementation success. The results reveal a strong positive correlation ($r = 0.742$) that is statistically significant at the 0.01 level ($p = 0.000$). This indicates that higher levels of system acceptance are significantly associated with higher levels of implementation success. The strength of the relationship suggests that acceptance and system success move closely together, supporting hypothesis H1. The finding confirms that among the 384 respondents, variations in user acceptance, including personal, behavioral, and environmental factors, are closely linked to variations in system performance outcomes across both social and technical subsystems.

6. Discussion

The findings of this study are interpreted in light of the theoretical frameworks and the existing literature reviewed in the previous sections.

6.1 System acceptance and the Role of Environmental, Behavioral, and Personal Factors

The high overall acceptance rating ($WM = 3.03$) is consistent with Social Cognitive Theory's principle of reciprocal determinism, wherein personal cognition, behavioral engagement, and environmental conditions interact to shape technology adoption. The prominence of environmental factors as the highest-rated dimension aligns with prior research demonstrating that facilitating conditions and organizational support are significant predictors of technology usage. Wangdi *et al.* (2023) reported that users who perceived strong organizational infrastructure and control over system use demonstrated higher engagement, and Shahreki and Lee (2024) found that organizational backing strengthens information system acceptance. The present findings extend these observations to the blockchain payroll context, where co-worker support, access to training resources, and organizational policies appear to create conditions that reinforce both behavioral intention and personal confidence.

However, the results diverge from Abu-Salim *et al.* (2021), who reported that users' continuance intention remains high even when alternative systems are available. In the present study, intention to continue using the blockchain payroll system decreased in the presence of competing options, suggesting that acceptance of an emerging technology does not automatically translate into long-term exclusive usage. Similarly, FakhrHosseini *et al.* (2024) found uniformly high personal adaptability in stable technological environments, whereas the current results reveal variability in adaptability, particularly regarding system updates and environmental changes. These contrasts suggest that contextual factors such as system novelty and organizational readiness moderate the relationship between acceptance dimensions in ways that differ from more established technological settings.

6.2 Implementation Success across Social and Technical Subsystems

The high overall system success rating (WM = 3.14), with the social subsystem (WM = 3.20) slightly outperforming the technical subsystem (WM = 3.08), is consistent with Socio-Technical Systems Theory's proposition that organizational performance emerges from the joint optimization of human and technical elements. This finding corroborates Lee *et al.* (2024), who found that facilitating conditions and system performance jointly predict technology effectiveness, and Hasan and Akter (2022), who reported that organizational support combined with technical reliability enhances information system success. The slightly higher social subsystem rating is particularly notable for blockchain payroll systems deployed in remote work environments, where collaboration, communication, and peer support operate entirely through digital platforms. Daggubati (2024) similarly observed that digital financial platforms achieve higher user satisfaction when technical functionality aligns with collaborative features, and Fuchs and Reichel (2023) concluded that remote work technologies perform more effectively when technical efficiency is reinforced by social coordination mechanisms. These findings contrast with Wu and Tian (2021) and Mahmoodi *et al.* (2023), who argued that technical performance alone can sustain system usage and that stable technological environments reduce the influence of social dynamics. The present results indicate that in emerging and digitally mediated work contexts like blockchain payroll, social and technical subsystems are interdependent rather than separable; system sustainability depends on the balanced interaction of both dimensions rather than on technical capability alone.

6.3. The Acceptance-Success Relationship

The strong positive correlation between system acceptance and implementation success ($r = 0.742$, $p < 0.01$) supports hypothesis H1 and reinforces the integrated theoretical framework of this study. This finding is consistent with Halil and Ahmad (2025), who established that behavioral intention and facilitating conditions predict both system usage and performance outcomes, and Tessema and Cavus (2024), who found that user satisfaction and intention to use are directly linked to system success. Tetteh and Kwateng (2026) and Chatterjee *et al.* (2022) similarly reported that technology acceptance significantly predicts perceived effectiveness and smoother implementation in remote

work environments. The finding contrasts with Al-Amin *et al.* (2023) and Al-Nuaimi and Al-Emran (2021), who proposed that system performance alone can sustain continuance intention regardless of user attitudes in technologically stable environments. The divergence is instructive: in mature, predictable systems, technical quality may indeed operate independently of user perceptions. However, in emerging and dynamic digital infrastructures like blockchain payroll, the present study demonstrates that acceptance and system success are closely interconnected and mutually reinforcing. High acceptance enhances implementation success by promoting consistent usage and constructive feedback, while effective system performance reinforces user confidence and engagement. This reciprocal dynamic, grounded in both SCT's reciprocal determinism and STS theory's joint optimization principle, suggests that for novel technologies deployed in decentralized work environments, both system design and user readiness must be addressed together to achieve sustained adoption and operational stability.

7. Implications of the Study

7.1 Theoretical Implications

This study contributes to Social Cognitive Theory by demonstrating that the triadic interaction of personal, behavioral, and environmental factors operates meaningfully in the context of blockchain-based information system adoption among remote professionals. While SCT has been widely applied to technology acceptance in traditional organizational settings, the present findings extend its applicability to decentralized and digitally mediated work environments where face-to-face interaction is absent, and system engagement depends entirely on digital platforms. The prominence of environmental factors as the highest-rated acceptance dimension reinforces SCT's emphasis on reciprocal determinism, showing that environmental conditions such as organizational support and co-worker collaboration do not merely facilitate adoption but actively shape personal confidence and behavioral commitment in remote work contexts. The study also contributes to Socio-Technical Systems Theory by providing empirical evidence that social and technical subsystems are interdependent in determining the success of blockchain payroll systems for distributed workforces. The finding that the social subsystem slightly outperformed the technical subsystem challenges perspectives that prioritize technical performance as the primary driver of information system success. In remote work environments, where collaboration and communication occur exclusively through digital channels, social coordination mechanisms appear to play a particularly critical role in sustaining system engagement and user satisfaction. This finding nuances STS Theory's joint optimization principle by suggesting that the relative weight of social and technical subsystems may shift depending on the degree of physical decentralization in the work environment.

Finally, the strong positive correlation between system acceptance and implementation success contributes to the information systems success literature by demonstrating that in emerging technological contexts, user-side factors and system-side outcomes are closely interconnected rather than independently determined. This

contrasts with findings from studies in mature technological environments where technical quality alone accounts for system success. The present study suggests that for novel and evolving technologies such as blockchain payroll, acceptance and success function as mutually reinforcing constructs, a relationship that existing IS success models may underspecify when applied to emerging digital infrastructures.

7.2 Practical Implications

For system designers and technology developers, the findings indicate that blockchain payroll platforms deployed in remote work contexts should integrate collaborative and communication-enabling features alongside core technical functionalities. The higher rating of the social subsystem over the technical subsystem suggests that users value systems that support teamwork, peer interaction, and coordinated workflows, not merely accurate and efficient transaction processing. Developers should therefore prioritize user-centered design that embeds social coordination tools within the payroll interface, such as shared dashboards, notification systems, and peer verification mechanisms, to sustain engagement among geographically dispersed users.

For policymakers and regulators, the strong association between system acceptance and implementation success implies that regulatory strategies should address not only the technical and legal dimensions of blockchain payroll adoption but also the user readiness factors that drive acceptance. This includes investing in digital finance literacy programs, clarifying the regulatory treatment of payroll tokenization and stablecoin-based compensation, and establishing localized pilot initiatives that allow remote professionals to gain familiarity with blockchain payroll processes before full-scale implementation. The high rating of environmental factors further suggests that policy frameworks should incentivize organizational support structures, such as training programs, IT assistance, and co-worker peer networks, that create enabling conditions for blockchain system adoption.

For organizations managing distributed workforces, the results demonstrate that successful blockchain payroll implementation cannot rely on technical deployment alone. Organizations should invest in environmental support mechanisms that reinforce user confidence and behavioral commitment, including onboarding programs tailored to blockchain-specific competencies, accessible technical support channels, and structured feedback systems that allow users to report issues and contribute to system refinement. The reciprocal relationship between acceptance and success further suggests that early-stage adoption efforts, building user trust, addressing concerns about volatility and data privacy, and demonstrating system reliability, are likely to generate compounding returns as positive system experiences reinforce continued engagement.

8. Conclusions

This study examined the acceptance and implementation success of a blockchain-based payroll information system among work-from-home professionals in the ICT, BPO, and creative and media industries in Baguio City, Philippines. The findings reveal that both

system acceptance and implementation success were rated at high levels by the 384 respondents, with environmental factors emerging as the strongest acceptance dimension and the social subsystem as the highest-rated success dimension. A strong positive correlation ($r = 0.742$, $p < 0.01$) was found between system acceptance and implementation success, confirming that user readiness and system performance outcomes are closely interconnected. These results support hypothesis H1 and are consistent with the integrated theoretical framework grounded in Social Cognitive Theory and Socio-Technical Systems Theory. The study demonstrates that for blockchain payroll systems deployed in remote work environments, acceptance and success function as mutually reinforcing constructs: user confidence and behavioral commitment enhance system performance, while reliable and socially supportive system features reinforce continued adoption.

9. Limitations and Future Research

The study has several limitations that should be acknowledged. First, the use of convenience sampling limits the generalizability of the findings, as the sample may not fully represent the broader population of work-from-home professionals in Baguio City or in the Philippines. Second, the study was confined to a single city, and the unique characteristics of Baguio City; its UNESCO Creative City designation, growing digital infrastructure, and specific industry composition; may not reflect conditions in other Philippine cities or developing-country urban centers where digital readiness and blockchain awareness differ. Third, the cross-sectional design captures perceptions at a single point in time and does not account for how acceptance and system success may evolve as users gain more experience with the technology, as regulatory environments change, or as blockchain payroll systems mature. Fourth, the study relied on self-reported perceptions rather than objective system performance metrics, which may introduce response bias.

Future research should address these limitations through several directions. Longitudinal studies would allow researchers to examine how acceptance and system success evolve over time as blockchain payroll systems move from initial adoption to sustained use. Multi-city or multi-country comparative studies would enhance generalizability and reveal how regional differences in digital infrastructure, regulatory environments, and blockchain awareness shape adoption patterns. Future studies could also employ structural equation modeling (SEM) to test the specific causal pathways among the acceptance dimensions (personal, behavioral, environmental) and the implementation success subsystems (social, technical), moving beyond the correlational approach of the present study. Additionally, integrating objective system performance data; such as transaction processing times, error rates, and audit trail accuracy, alongside user perceptions would provide a more comprehensive assessment of blockchain payroll system success. Finally, qualitative or mixed-methods research could capture the experiential and contextual nuances of blockchain payroll adoption that survey

instruments may not fully reveal, particularly regarding user concerns about cryptocurrency volatility, data privacy, and regulatory ambiguity.

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Conflicts of Interest Declaration

This paper is part of Jeremiah Uyane Ishaya's Master in Development Management research. The author declares no conflicts of interest related to this study.

About the Author

Jeremiah Uyane Ishaya is a Nigerian and a Civil Engineering professional with a multidisciplinary background in software project management and digital marketing consultancy. He is currently pursuing a Master in Development Management at the University of the Cordilleras in Baguio City, Philippines, where he also earned his Bachelor of Science in Civil Engineering. His academic training complements his strong interest in integrating engineering principles with technology-driven business solutions. Professionally, Jeremiah serves as Operations and Marketing Director at Liquid Canvas Art, LLC, where he leads end-to-end digital strategies, manages brand positioning, and oversees creative and marketing teams. His work includes optimizing paid advertising campaigns across major platforms, facilitating influencer collaborations, and enhancing user engagement through data-driven strategies. He also plays a key role as Digital Marketing Director for Waikā Consulting's Power for the People campaign, where he has successfully increased audience engagement and promoted clean energy initiatives through innovative digital campaigns. In addition, Jeremiah works as a Software Tech Project Manager at Ashinity Synergy, where he coordinates cross-functional teams, facilitates agile workflows, and delivers executive-level reports. His earlier experience as a freelance virtual assistant and digital marketing intern further strengthened his expertise in client relations, lead generation, and analytics. With skills spanning SEO, CRM systems, content creation, and engineering tools, Jeremiah combines analytical problem-solving with creative strategy to deliver impactful and sustainable solutions.

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