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Analysis Of The Effect Of SRIKANDI On Employee Performance Through Document Management Efficiency With Employee Adaptation As A Moderating Variable At BPIP RI

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Abstract

Digital transformation through Indonesia's Electronic-Based Government System (SPBE) has accelerated the adoption of the Integrated Dynamic Records Information System (SRIKANDI) in government institutions. This study examines how SRIKANDI affects employee performance at the Indonesian Pancasila Ideology Development Agency (BPIP RI), with document management efficiency as a mediating variable and employee adaptation as a moderating variable. The study employed a quantitative explanatory design involving the entire population of 80 BPIP RI civil servants relevant to records management, using saturated sampling. Primary data were collected through a five-point Likert-scale questionnaire. The analysis combined Moderated Regression Analysis using SPSS version 26 with validation through Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4. The measurement model met the required validity and reliability criteria. The structural results show that SRIKANDI significantly improves document management efficiency (β = 0.715; p < 0.001) and employee performance (β = 0.455; p < 0.001). Document management efficiency significantly improves employee performance (β = 0.306; p = 0.001) and partially mediates the relationship between SRIKANDI and employee performance (indirect β = 0.219; p = 0.001). Employee adaptation directly improves performance (β = 0.229; p = 0.006) and strengthens the effect of SRIKANDI on employee performance (interaction β

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= 0.231; p = 0.010). The model explains 51.1% of the variance in document management efficiency and 61.2% of the variance in employee performance. These findings demonstrate that the organizational value of SRIKANDI depends not only on system implementation but also on process efficiency and employees' capacity to adapt to digital work practices.

Keywords: SRIKANDI, document management efficiency, employee adaptation, employee performance, digital transformation.

INTRODUCTION

Digital transformation has become a central element of public-sector reform because government organizations are expected to deliver services and administrative processes that are faster, more transparent, more accountable, and less dependent on paper-based procedures. In Indonesia, this direction is institutionalized through the Electronic-Based Government System (Sistem Pemerintahan Berbasis Elektronik/SPBE), including Presidential Regulation No. 95 of 2018. Within records management, the Integrated Dynamic Records Information System (Sistem Informasi Kearsipan Dinamis Terintegrasi/SRIKANDI) serves as a national electronic platform for the creation, use, maintenance, distribution, and control of dynamic records. Its implementation is also supported by national archival regulations, including the National Archives of the Republic of Indonesia guideline on SRIKANDI implementation (ANRI, 2021).

The strategic purpose of SRIKANDI is not limited to converting paper records into electronic files. The system is expected to simplify administrative workflows, accelerate document retrieval and distribution, improve traceability, strengthen access control, and reduce operational dependence on physical archives. From an information-systems perspective, these functions reflect the organizational role of an integrated system in collecting, processing, storing, and distributing information for operational and managerial purposes (Laudon & Laudon, 2024). When such functions work effectively, digital records management can reduce repetitive activities and support faster decision-making.

The relevance of these benefits is particularly strong at the Indonesian Pancasila Ideology Development Agency (Badan Pembinaan Ideologi Pancasila Republik Indonesia/BPIP RI). BPIP RI is a central government institution whose activities generate extensive administrative records, policy documents, meeting records, research

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outputs, correspondence, and national program documentation. The thesis on which this article is based reports that records management at BPIP RI still faces operational challenges, including slow document creation and retrieval, inconsistent digital filing practices, continued use of manual processes in some activities, and different levels of employee readiness in using SRIKANDI. These conditions create a practical need to evaluate whether the system produces measurable improvements in work processes and employee outcomes.

Previous studies have generally reported positive contributions of SRIKANDI and electronic filing systems. Fairuz Azzahra et al. (2025) found that SRIKANDI can improve the efficiency of dynamic records handling by simplifying administrative processes and facilitating records retrieval. Hainul et al. (2025) reported that SRIKANDI supports archival supervision through electronic recording and monitoring, while Hakim (2025) emphasized more systematic and controllable archival processes. Sumaryani et al. (2025) also described the benefits of SRIKANDI implementation in public-sector administration. Earlier work on electronic filing by Nur and Sutarni (2017) linked electronic records systems with employee productivity. These studies support the proposition that digital records management can contribute to both process efficiency and work performance.

Nevertheless, two analytical gaps remain important. First, a direct relationship between technology implementation and performance does not fully explain the process through which value is created. The improvement of employee performance may occur because SRIKANDI makes document management faster, more accurate, less costly, and easier to access. Document management efficiency therefore represents a plausible mediating mechanism between the system and performance. Second, technology alone does not ensure successful use. Employee adaptation—including the ability to understand new procedures, accept digital work practices, learn from technical difficulties, and use the system consistently—may determine whether the potential benefits of SRIKANDI are realized. Studies on employee competence and work adaptation, including Yulia et al. (2025), indicate that individual characteristics can shape performance under organizational change.

The present study addresses these gaps by integrating technology implementation, document management efficiency, employee adaptation, and employee performance in one empirical model at BPIP RI. The novelty lies in testing the process mechanism and human factor simultaneously: document management efficiency is positioned as a mediator, while employee adaptation is examined both as a direct

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predictor of performance and as a moderator of the SRIKANDI-performance relationship. Accordingly, this study aims to determine the direct effect of SRIKANDI on document management efficiency and employee performance, assess the effect of document management efficiency on performance, test the mediating role of efficiency, and evaluate whether employee adaptation strengthens the performance impact of SRIKANDI.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Information Systems and SRIKANDI

Information systems combine people, procedures, data, hardware, software, and organizational routines to produce information that supports operations and decision-making. Laudon and Laudon (2024) explain that integrated information systems can create organizational value when they improve information quality, coordination, and business-process efficiency. In this study, SRIKANDI is treated as an organizational information system whose perceived quality is reflected in four dimensions identified in the thesis: ease of use, speed, security, and reliability. The system is expected to support consistent records creation, storage, retrieval, distribution, and control.

If SRIKANDI reduces the time and complexity required to process records, its strongest immediate outcome should be improved document management efficiency. The thesis operationalizes this efficiency through time, accuracy, cost, and ease of management and access. This relationship is consistent with the findings of Fairuz Azzahra et al. (2025), Hakim (2025), and Hainul et al. (2025), which associate SRIKANDI with faster and more systematic records management. Therefore, the first hypothesis is: H1—SRIKANDI has a positive effect on document management efficiency.

Document Management Efficiency and Employee Performance

Efficiency concerns the optimal use of time, effort, and other organizational resources in completing work. In the thesis, document management efficiency includes speed of work, time savings, data accuracy, error reduction, operational cost efficiency, paper reduction, easier management, and accessibility. When records can be located and distributed quickly, employees can devote less time to administrative searching and correction and more time to substantive tasks. Siagian (2024) associates efficiency with the ability to complete work correctly with appropriate use of resources, while the

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performance perspective used in the thesis emphasizes productivity, quality, timeliness, and effectiveness (Amstrong, 2024).

Electronic records management can therefore contribute to performance by reducing delays and non-value-adding administrative activities. Nur and Sutarni (2017) similarly found that electronic filing can support employee productivity. Based on this logic, H2 states that document management efficiency has a positive effect on employee performance. SRIKANDI may also influence performance directly because a reliable system can support faster information access, more effective coordination, and timely completion of tasks. Thus, H3 states that SRIKANDI has a positive direct effect on employee performance.

Mediating Role of Document Management Efficiency

Technology creates organizational value when its use changes work processes, not merely when the technology is available. In the BPIP RI context, SRIKANDI can influence performance through a sequence in which improved system use accelerates document workflows, which then supports employee productivity, work quality, and timeliness. This process-based logic implies that document management efficiency transmits part of the effect of SRIKANDI to employee performance. Accordingly, H4 states that document management efficiency mediates the effect of SRIKANDI on employee performance.

Employee Adaptation and the Moderating Mechanism

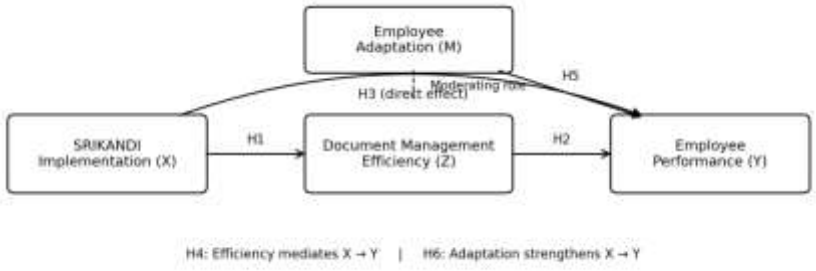
The Technology Acceptance Model perspective used in the thesis emphasizes that the success of a new technology depends on users' willingness and ability to accept and use it. Employee adaptation is reflected in prior digital experience, ability to transition from manual routines, acceptance of the system, enthusiasm for learning, ability to use organizational support such as helpdesk services, learning from technical incidents, familiarity with digital systems, and intensity of SRIKANDI use. Employees who adapt more effectively should be able to incorporate the system into their daily routines with fewer disruptions.

Adaptation may therefore produce two effects. First, employees with stronger adaptive capacity are expected to maintain better performance during technological change; H5 states that employee adaptation has a positive effect on employee performance. Second, adaptation may amplify the organizational value of SRIKANDI. A technically capable system will not produce the same performance gains when users

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resist the system or struggle to integrate it into routine work. Conversely, employees who are more adaptive can use available features more effectively, translating system quality



into stronger performance outcomes. H6 therefore states that employee adaptation strengthens the positive effect of SRIKANDI on employee performance.

Figure 1: Research Model

RESEARCH METHOD

This study used a quantitative explanatory design to examine causal relationships among SRIKANDI implementation, document management efficiency, employee adaptation, and employee performance. The research population consisted of 80 civil servants at BPIP RI who were relevant to the implementation and management of records. Because the population was limited and accessible, the study used saturated sampling (total sampling), so all 80 members of the population were included as respondents. This approach is consistent with the thesis design and was intended to avoid sampling error within the defined population.

Primary data were collected through a structured online questionnaire using a five-point Likert scale. Each of the four constructs was measured with eight statements. SRIKANDI (X) was represented by ease of use, speed, security, and reliability; document management efficiency (Z) by time, accuracy, cost, and ease/accessibility; employee adaptation (M) by ability, attitude, flexibility, and experience; and employee performance (Y) by productivity, quality, timeliness, and effectiveness. The questionnaire items were derived from the operational definitions and theoretical framework developed in the thesis.

The analysis combined Moderated Regression Analysis (MRA) in SPSS version 26 with validation through PLS-SEM in SmartPLS 4. The PLS-SEM procedure assessed the measurement model and structural model. Convergent validity was evaluated using outer loadings and Average Variance Extracted (AVE), discriminant validity using the

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Fornell-Larcker criterion and Heterotrait-Monotrait Ratio (HTMT), and internal consistency using Cronbach's Alpha and Composite Reliability. The structural model was evaluated using R-square, effect size (f^2), multicollinearity diagnostics (VIF), direct path coefficients, the indirect mediation effect, and the interaction term representing moderation. The thesis specifies bootstrapping of at least 5,000 resamples, with significance determined at $p < 0.05$ and t-statistics above 1.96.

The final structural model tested six empirical relationships corresponding to the reported SmartPLS hypothesis table: SRIKANDI → document management efficiency, document management efficiency → employee performance, SRIKANDI → employee performance, the indirect SRIKANDI → efficiency → performance path, employee adaptation → employee performance, and the SRIKANDI × employee adaptation interaction → employee performance.

RESULTS AND DISCUSSION

Descriptive Results

The descriptive results show that respondents evaluated all four constructs positively. Employee performance obtained the highest overall mean (4.09), followed by document management efficiency (4.05), SRIKANDI (3.86), and employee adaptation (3.70). Although adaptation had the lowest mean among the four constructs, it remained above the midpoint of the five-point scale. The pattern suggests that respondents generally perceived the digital records system and the associated administrative outcomes favorably, while human adaptation remained a comparatively more variable element of implementation.

Table 1: Descriptive Statistics of the Main Constructs

Construct	Mean	Average SD
SRIKANDI (X)	3.86	0.765
Document Management Efficiency (Z)	4.05	0.669
Employee Adaptation (M)	3.70	0.700
Employee Performance (Y)	4.09	0.786

The relatively high efficiency mean is consistent with the expected operational role of SRIKANDI in accelerating document handling. At the same time, the lower mean for employee adaptation indicates that system implementation does not automatically

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produce uniform user readiness. This distinction is important because the structural analysis later confirms that adaptation has both a direct and moderating relationship with employee performance.

Measurement Model Evaluation

The measurement model satisfied the validity and reliability requirements reported in the thesis. All indicator loadings were above 0.70, ranging from 0.721 to 0.884. AVE values ranged from 0.604 to 0.633, exceeding the recommended threshold of 0.50. The HTMT values for all construct pairs were below 0.90, and the Fornell-Larcker criterion was also met. Cronbach's Alpha values ranged from 0.906 to 0.917 and Composite Reliability values from 0.924 to 0.932, indicating strong internal consistency.

Table 2: Measurement Model Summary

Construct	AVE	Convergent Validity
SRIKANDI (X)	0.612	Accepted
Document Management Efficiency (Z)	0.604	Accepted
Employee Adaptation (M)	0.633	Accepted
Employee Performance (Y)	0.606	Accepted

Structural Model and Hypothesis Testing

The structural model provided moderate explanatory power. The R-square value for document management efficiency was 0.511, indicating that SRIKANDI explained 51.1% of its variance. Employee performance had an R-square of 0.612, meaning that SRIKANDI, document management efficiency, employee adaptation, and the interaction effect jointly explained 61.2% of performance variance. The model was also free from problematic multicollinearity because all reported VIF values ranged from 1.000 to 2.125, below the threshold of 5.00.

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Table 3: Structural Model Summary

Outcome / Relationship	R^2 or f^2	Interpretation
Document Management Efficiency (Z)	$R^2 = 0.511$	Moderate explanatory power
Employee Performance (Y)	$R^2 = 0.612$	Moderate explanatory power
SRIKANDI → Efficiency	$f^2 = 1.045$	Large effect
SRIKANDI → Performance	$f^2 = 0.251$	Medium effect
Efficiency → Performance	$f^2 = 0.117$	Small effect
Adaptation → Performance	$f^2 = 0.127$	Small effect
Adaptation × SRIKANDI → Performance	$f^2 = 0.121$	Small effect

The hypothesis-testing results are summarized in Table 4. All six tested effects were statistically significant. SRIKANDI had the strongest direct path to document management efficiency (β = 0.715), while the direct effect on performance was also substantial (β = 0.455). The indirect effect through efficiency was significant (β = 0.219), and because the direct SRIKANDI-performance path remained significant, the mediation is partial. Employee adaptation had a positive direct effect on performance (β = 0.229), and the interaction between adaptation and SRIKANDI was also significant (β = 0.231), confirming the moderating role of adaptation.

Table 4: Hypothesis Testing Results

Hypothesis / Path	β	t-statistic	p-value	Decision
H1: SRIKANDI → Efficiency	0.715	13.187	<0.001	Accepted
H2: Efficiency → Performance	0.306	3.190	0.001	Accepted
H3: SRIKANDI → Performance	0.455	4.936	<0.001	Accepted
H4: SRIKANDI → Efficiency → Performance	0.219	3.186	0.001	Accepted
H5: Adaptation → Performance	0.229	2.725	0.006	Accepted
H6: Adaptation × SRIKANDI → Performance	0.231	2.562	0.010	Accepted

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Effect of SRIKANDI on Document Management Efficiency

The positive coefficient for SRIKANDI → document management efficiency (β = 0.715; p < 0.001) is the strongest relationship in the model and has a large f² effect size of 1.045. This result indicates that the quality and use of SRIKANDI are central to improving document-related work at BPIP RI. The system supports electronic recording, distribution, disposition, storage, and retrieval, reducing dependence on physical records and shortening administrative processing time. The finding is consistent with information-systems theory, which views integrated systems as mechanisms for improving process quality and information availability (Laudon & Laudon, 2024). It also supports the empirical findings of Fairuz Azzahra et al. (2025), Hakim (2025), and Hainul et al. (2025), who reported improved efficiency, traceability, and archival control after SRIKANDI implementation.

Effect of Document Management Efficiency on Employee Performance

Document management efficiency significantly improved employee performance (β = 0.306; p = 0.001). The effect is smaller than the direct SRIKANDI-performance path but remains meaningful because efficient document processes remove delays from daily work. When documents are easier to locate, more accurate, and distributed electronically, employees can devote more time to substantive work and meet deadlines more consistently. This relationship supports the thesis framework based on performance dimensions of productivity, quality, timeliness, and effectiveness (Amstrong, 2024). It is also consistent with Nur and Sutarni (2017), who linked electronic filing with employee productivity.

Direct Effect of SRIKANDI on Employee Performance

The direct effect of SRIKANDI on employee performance was positive and significant (β = 0.455; p < 0.001), with a medium effect size of 0.251. This indicates that SRIKANDI contributes to performance not only through efficiency but also through other mechanisms, such as improved coordination, easier access to current information, more structured workflows, and better control of administrative tasks. The result is consistent with the broader logic of management information systems, in which information technology can improve the quality and speed of work by reducing repetitive administrative burdens and supporting timely decisions.

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Mediating Role of Document Management Efficiency

The significant indirect effect (β = 0.219; p = 0.001) confirms that document management efficiency partially mediates the SRIKANDI-performance relationship. Partial mediation means that SRIKANDI retains a direct effect on performance while also creating value through process improvement. This finding provides an important managerial interpretation: measuring technology success only by system availability or user access is insufficient. The organization gains stronger performance benefits when the system actually reduces processing time, minimizes archival errors, improves accessibility, and simplifies administrative routines. In this sense, process efficiency is a mechanism through which digital investment is translated into employee-level outcomes.

Employee Adaptation as a Performance Driver and Moderator

Employee adaptation had a positive direct effect on performance (β = 0.229; p = 0.006). This result demonstrates that the ability to learn new procedures, accept digital working methods, and use SRIKANDI consistently contributes to better performance during organizational transformation. Employees with stronger adaptive capacity are more likely to maintain productivity while work routines change and are better able to resolve minor operational difficulties without reverting to manual procedures.

More importantly, the interaction between SRIKANDI and employee adaptation was significant (β = 0.231; p = 0.010). The positive interaction indicates that the effect of SRIKANDI on performance becomes stronger when employee adaptation is higher. This confirms the human-technology complementarity proposed in the study. Even a technically adequate records system may yield limited benefits when users are reluctant or unable to integrate it into daily work. Conversely, adaptive employees can exploit system functions more fully and convert digital process improvements into higher productivity and work quality. This result reinforces the practical importance of training, user support, and continuous digital competency development alongside technological implementation.

CONCLUSION

This study demonstrates that SRIKANDI has a significant role in improving both administrative processes and employee outcomes at BPIP RI. SRIKANDI positively affects document management efficiency and employee performance, while document management efficiency also improves performance. The significant indirect effect confirms partial mediation, showing that part of the performance benefit of SRIKANDI

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arises because the system makes document handling more efficient. Employee adaptation is also an important performance factor and significantly strengthens the positive relationship between SRIKANDI and employee performance.

From a theoretical perspective, the findings support an integrated view of digital transformation in which technology, process, and human adaptation operate together. SRIKANDI represents the technological resource; document management efficiency represents the process mechanism; and employee adaptation represents the human capability needed to translate technology into stronger performance. The model explains 51.1% of the variance in document management efficiency and 61.2% of the variance in employee performance, indicating that the combined framework has meaningful explanatory power in the BPIP RI context.

For BPIP RI, the findings imply that system optimization should be accompanied by continuous improvement of electronic records governance, infrastructure quality, user assistance, and employee digital competencies. Training and mentoring should focus not only on technical operation but also on building confidence, reducing resistance to new procedures, and encouraging consistent use of digital workflows. Because adaptation strengthens the SRIKANDI-performance relationship, investment in human capability is a direct complement to investment in technology.

The study is limited to 80 employees within BPIP RI, so the findings should not be generalized automatically to all government institutions using SRIKANDI. The model also focuses on four variables and relies primarily on questionnaire-based perceptions. Future research can extend the model by including digital competence, organizational culture, leadership, job satisfaction, or organizational support, and by testing the framework across ministries, agencies, and local governments to improve external validity.

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