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Digital Archive Management and Employee Performance: Evidence from the Banyumas Civil Registry Office

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ABSTRACT

Digital archive management is a crucial requirement in public administration, serving as a basis for decision-making, legal evidence, and a means of accountability. To support digital transformation, the Banyumas Regency Population and Civil Registration Office (Dindukcapil) has implemented the Srikandi application as an electronic archive management system. However, its implementation still faces challenges, including incompletely digitized archive management practices, limited infrastructure, and varying levels of employee digital literacy. This study aims to describe the implementation of digital archive management, analyze its impact on employee performance, identify obstacles encountered, and formulate strengthening strategies. The study uses a quantitative explanatory approach supported by qualitative data through observation, interviews, documentation, and questionnaires. The research sample consisted of 33 employees directly involved in digital archive management and were selected using a purposive sampling technique. Data analysis was conducted using SPSS 23 through validity tests, reliability tests, classical assumption tests, simple linear regression tests, coefficient of determination tests, and t-tests. The results of the study indicate that digital archive management has a positive and significant effect on employee performance ($t = 5.793$; $p < 0.001$). The coefficient of determination ($R^2 = 0.520$) indicates that digital archive management explains 52% of the variation in employee performance. The implementation of the Srikandi application has also been shown to increase work efficiency, as indicated by a decrease in document search time from 10–15 minutes to less than 2 minutes. In addition, this system increases productivity, effectiveness, work accuracy, transparency, and accountability of public services. This study concludes that digital archive management through the Srikandi application plays a strategic role in improving employee performance and supporting e-government implementation. Successful implementation requires adequate infrastructure support and continuous improvement of employee digital competency.

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1. INTRODUCTION

Archives are the result of administrative activities carried out by organizations or institutions, both governmental and non-governmental. Their existence plays a vital role as a basis for decision-making, evidence, and accountability tools that support transparency and organizational accountability (Sukmaraga & Mulyadin, 2021). In the governmental context, archives are not merely administrative documents but also strategic instruments closely related to the quality of public services and the effectiveness of state administration (Nuche et al., 2024). Therefore, proper archive management is a crucial foundation for achieving efficient and accountable governance (Midriyan et al., 2024); (Khalisatun Husna et al., 2024).

Along with the advancement of information technology, archive management has transformed from conventional systems to digital archive management (Yunita et al., 2019); (Nyfantoro et al., 2020). This shift emerged as a response to the limitations of manual systems, such as limited storage space, difficulties in document retrieval, and the high risk of physical damage to records (Leilanie Ann F. Francisco, 2024). The Indonesian government has addressed this need by launching the Integrated Dynamic Archive Information System (*Sistem Informasi Kearsipan Dinamis Terintegrasi* – Srikandi) through the Minister of PANRB Decree No. 679 of 2020. The implementation of this application enables archives to be managed more quickly, efficiently, and in an integrated manner, thereby supporting e-government-based bureaucratic governance (Saepudin & Rusilpan, 2024).

The Population and Civil Registration Office (Dindukcapil) of Banyumas Regency is one of the agencies that has implemented the Srikandi application since 2021. This implementation has encouraged the digitalization of incoming and outgoing mail management and accelerated the document storage and tracking process. Initial observations indicate that document searches that previously took around 10–15 minutes can be completed in less than 2 minutes after the Srikandi application was implemented. However, the system implementation is not yet fully optimized. Some administrative processes are still carried out manually, particularly the disposition and classification of certain documents. Furthermore, limited digital storage capacity, unstable network connections at certain times, and varying levels of employee digital literacy continue to hinder optimal system utilization. This is reinforced by the fact that 36.4% of respondents stated that the letter disposition process is still carried out manually under certain conditions, 42.4% of respondents reported experiencing internet network problems, and 30.3% of respondents still experience difficulties in classifying archive codes. This condition shows a gap between the potential benefits of the Srikandi application as an integrated digital archive system and the reality of its implementation at the organizational level.

Theoretically, this research is based on *the Performance Theory* developed by Campbell (1990) and further developed by Aguinis (2019). This theory explains that individual performance is influenced by the interaction between job knowledge (declarative knowledge), skills and work procedures (procedural knowledge), and work motivation. In the context of modern organizations, information technology support is a factor that can increase the effectiveness of work processes by providing fast, accurate, and easily accessible information. Therefore, the implementation of the Srikandi application as a digital archive management system is expected to improve the quality, quantity, timeliness, effectiveness, and productivity of employee work by simplifying administrative processes and accelerating information access.

Various previous studies have shown that digitalization of archives has a positive impact on organizational performance and employee productivity. (Jasmin JAJČEVIĆ, 2024) and (Berta & Handayani, 2024) found that digital archive management contributes to increased

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organizational efficiency and the achievement of institutional goals. Research by (Nur N. S & Sutarni, 2017), (Sukmaraga & Mulyadin, 2021), and (Irnayani & Hati, 2015) also shows that the use of electronic archives has a positive effect on employee productivity. However, (Lewaherilla et al., 2025) found that archive management does not always have a significant impact on work effectiveness if it is not supported by human resource competency and organizational readiness. These findings indicate that the relationship between digital archive management and employee performance still requires further study, particularly in the context of implementing the Srikandi application in public service organizations.

The novelty of this research lies in the analysis that not only examines the influence of digital archive management on employee performance, but also integrates aspects of technology implementation, identification of operational obstacles, and formulation of strategies to strengthen digital archive management in one comprehensive analytical framework. Unlike previous studies that generally focused on the effectiveness of electronic archives or work productivity partially, this study specifically evaluates the implementation of the Srikandi application in a public service agency with high document management intensity, namely the Banyumas Regency Civil Registration Office.

Based on the description, the research problem is formulated as follows: (1) how is the implementation of digital archive management through the Srikandi application at the Banyumas Regency Civil Registration Office; (2) how does digital archive management affect employee performance; (3) what obstacles are faced in implementing digital archive management; and (4) what strategies can be implemented to optimize the implementation of the Srikandi application. Based on the theoretical framework and previous research findings, the research hypothesis is that digital archive management has a positive and significant effect on employee performance at the Banyumas Regency Civil Registration Office.

This study aims to describe the implementation of digital archive management, analyze its impact on employee performance, identify various obstacles encountered, and formulate strategies to strengthen the implementation of the Srikandi application. Theoretically, this study is expected to strengthen the development of Performance Theory in the context of public sector digital transformation. Practically, the research results are expected to provide input for local governments and public agencies in improving the effectiveness of digital archive management and strengthening e- government implementation in Indonesia.

2. THEORETICAL FRAMEWORK

Performance Theory

The primary theoretical basis of this research is Performance Theory, developed by Campbell (1990) and refined by Aguinis (2019). This theory explains that performance is behavior or actions relevant to organizational goals and can be measured based on the level of contribution to achieving those goals. Campbell (1990) emphasized that performance is determined not only by work outcomes but also by work behaviors that support the achievement of organizational goals.

According to Campbell (1990), there are three main determinants of performance, namely declarative knowledge, procedural knowledge and skills, and motivation. Declarative Knowledge refers to an individual's knowledge of the tasks and work to be done. Procedural knowledge and Skills relate to technical abilities in carrying out work effectively. Meanwhile, motivation reflects an individual's willingness to devote effort and energy to completing a task. These three factors interact to determine an employee's level of performance.

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Aguinis (2019) developed this theory by emphasizing that employee performance is also influenced by organizational factors, including work systems, the work environment, information technology, and managerial support. In the context of modern organizations, information technology functions as an enabler, enabling employees to work more quickly, accurately, and productively. Therefore, the implementation of a digital archiving system can be seen as a form of organizational support that can improve the quality of work processes and ultimately enhance employee performance.

In this study, the Srikandi application is positioned as a technological instrument that supports performance improvement by simplifying administrative processes, accelerating information access, improving document accuracy, and reducing the time required for archives management. Therefore, the more effective digital archives management is, the higher the quality, quantity, timeliness, effectiveness, and productivity of employee work. This argument is supported by findings that digital transformation significantly improves organizational performance through operational efficiency and process optimization (Abdul Rahman et al., 2024).

Digital Archives Management

Digital archive management is the process of managing archives electronically, from creation, storage, use, maintenance, to reduction of archives by utilizing information technology (Jay Kennedy, 2015). The transformation from a conventional archive system to a digital system was carried out to overcome various limitations of manual archive management, such as the high need for storage space, the long process of searching for documents, the risk of archive loss, and low administrative efficiency.

According to (Nyfantoro et al., 2020), digital archive management offers various benefits, including increased information accessibility, accelerated archive retrieval, enhanced document security, and operational cost efficiency. Through digital systems, archives can be accessed in real time, are better documented, and are more easily distributed to those in need (Faizah et al., 2025).

In the public sector, digital archives management not only aims to improve internal organizational efficiency but also supports transparency, accountability, and the quality of public services. Therefore, the successful implementation of digital archives is a crucial indicator of bureaucratic modernization and government administration reform.

Digital Archives in an E- Government Perspective

The implementation of digital archives is an integral part of e- government development. According to (Yunita et al., 2019), e- government is the use of information technology by the government to improve the quality of public services, administrative effectiveness, transparency, and accountability of government administration.

As a follow-up to the public sector digital transformation policy, the Indonesian government issued Ministerial Decree No. 679 of 2020 concerning the Integrated Dynamic Archiving Information System (Srikandi) Application. This application is designed as a national system to support integrated electronic archive management across government agencies. Through the Srikandi application, document creation, disposition, storage, and distribution can be conducted digitally, thus supporting the implementation of the Electronic-Based Government System (SPBE).

(Saepudin & Rusilpan, 2024) explained that digitizing archives through electronic systems can accelerate administrative service processes, improve document management quality, and reduce organizational operational costs. Therefore, the successful implementation of the Srikandi application not only impacts internal administrative efficiency but also contributes to improving the overall quality of public services (Amaliyah et al., 2025).

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The Relationship Between Digital Archives Management and Employee Performance

The relationship between digital records management and employee performance can be explained through the mechanism of increased work efficiency. A digital records system allows employees to obtain information quickly, accurately, and easily, reducing the time spent on routine administrative activities. This efficiency allows employees to focus more on substantive tasks that add greater value to the organization.

Moreover, the utilization of e-archive systems has been found to have a positive and significant effect on employee performance and productivity, with quality management systems acting as a moderating variable (Azzuhri et al., 2025) This finding reinforces the notion that the relationship between digital archive management and performance is multidimensional, influenced by system quality, governance, and organizational practices.

On the other hand, several studies have identified factors that influence the effectiveness of digital archive implementation. Employee competence, work environment, information technology readiness, and motivation have been shown to significantly affect archive management (Abdul Rahman et al., 2024). Similarly, work facilities and employee competencies directly contribute to improving performance through better archive management practices (Abdul Rahman et al., 2024). These findings indicate that human resource readiness is a critical determinant in the success of digital transformation initiatives.

From a broader perspective, research trends indicate that digital archive management in the public sector has gained increasing scholarly attention, reflecting its strategic importance in modern governance systems (Fitriyah & Rosy, 2025). This growing body of literature underscores the relevance of digital archive systems in supporting administrative efficiency and accountability.

Additionally, digital archive management has been found to influence employee performance both directly and indirectly through organizational behavior, highlighting the role of behavioral and cultural factors in mediating the relationship between technology and performance outcomes (Fitriyah & Rosy, 2025).

Empirical findings show that the use of electronic archives has a positive effect on employee productivity and work effectiveness (Irnayani & Hati, 2015; Nur N. S & Sutarni, 2017; Sukmaraga & Mulyadin, 2021). Research by (Faizah et al., 2025) also showed that digitalization of archives can increase document processing speed, strengthen data accuracy, and improve the quality of public services. Thus, digital archive systems serve as organizational resources that support the achievement of higher performance.

This perspective is also in line with Job Demands Resources Model (JD-R Model) developed by Bakker and Demerouti (2007). In this model, information technology is viewed as a job Resources that help employees complete their work more effectively, reduce administrative workloads, and increase engagement and productivity. In other words, the Srikandi application can act as an organizational resource that supports employee performance by increasing efficiency, effectiveness, and work quality.

Based on the theoretical synthesis and empirical findings, this study argues that digital archive management through the Srikandi application has a positive impact on employee performance. This impact occurs through increased information accessibility, accelerated work processes, improved administrative accuracy, enhanced transparency, and enhanced organizational accountability. However, the effectiveness of digital archive system implementation remains influenced by other supporting factors such as employee competence, organizational culture, information technology readiness, management support, and the quality of organizational governance.

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3. METHODOLOGY

This research was conducted at the Population and Civil Registration Service (Dindukcapil) of Banyumas Regency. The research used a quantitative explanatory approach. *Explanatory research* supported by qualitative evidence through observation, interviews, and documentation. This approach was chosen because the main objective of the study was to empirically test the influence of digital archive management on employee performance, while simultaneously gaining a deeper understanding of the implementation constraints and strategies for strengthening digital archive management. The use of qualitative data in this study serves as a complement and a means of triangulation to strengthen the interpretation of the results of the quantitative analysis (John W Creswell, 2009).

The study population consisted of all employees of the Banyumas Regency Civil Registration Office (Dindukcapil). The sampling technique used purposive sampling, selecting respondents directly involved in digital archive management and the use of the Srikandi application in daily administrative activities. Based on these criteria, 33 respondents were obtained. This sample size meets the minimum requirement for simple linear regression analysis, which requires at least 30 observations for adequate parameter estimation (Hair et al., 2019). Furthermore, all respondents were employees directly involved in digital archive management, thus considered representative enough to explain the phenomenon under study. However, this study does not aim to generalize to a broader population, but rather to gain a deeper understanding of the implementation of digital archive management in the context of the organization under study.

The research data consists of primary and secondary data. Primary data were obtained through questionnaires distributed to respondents, while secondary data were obtained through observation, interviews, documentation, and a review of various regulations and documents related to digital archive management. Observations were conducted to identify digital archive management practices and the use of the Srikandi application within the Civil Registration and Civil Registration Office (Dindukcapil). Interviews were conducted with employees involved in archive management to obtain information regarding their experience using the system, implementation constraints, and system development needs. Documentation was used to obtain supporting data in the form of organizational archives, activity reports, and relevant regulations.

The research instrument was a questionnaire compiled based on theoretical indicators that have been tested in previous research. The independent variable, digital archive management, was measured using indicators of storage systems, ease of access, archive security, and time efficiency adapted from (Jay Kennedy, 2015). The dependent variable, employee performance, was measured using indicators of work quality, work quantity, timeliness, effectiveness, and work independence, referring to (Robbins, 2017). All statement items used a five-level Likert scale, ranging from strongly disagree to strongly agree.

Before being used in the research, the instrument was tested for validity and reliability. Validity testing was conducted using Pearson Product Line correlation. Moment with a correlation value criterion greater than the table r value at a significance level of 5% (Ghozali, 2018). The test results indicate that all statement items have correlation values that meet validity criteria, making them suitable for use as research measuring tools. Reliability testing was conducted using the Cronbach's coefficient. Alpha with a minimum value of 0.70 as an acceptable reliability limit (Hair et al., 2019). The test results show that all variables have Cronbach's α values. Alpha is above 0.70 so the instrument is declared reliable.

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Data analysis was conducted using SPSS version 23 software. The first stage was descriptive statistical analysis to describe the characteristics of respondents and the distribution of research answers. The second stage was data quality testing through validity and reliability tests. The third stage was classical assumption testing, including normality and heteroscedasticity tests, to ensure the feasibility of the regression model. The next stage was simple linear regression analysis to examine the effect of digital archive management on employee performance. The significance of the influence of independent variables on the dependent variable was tested using a partial t-*test.* In addition, the coefficient of determination (R^2) was used to measure the magnitude of the contribution of digital archive management in explaining variations in employee performance (Santoso, 2014).

This study also addressed ethical aspects of research. All respondents received an explanation of the research objectives before completing the questionnaire and provided voluntary consent to participate. Respondents' identities were maintained by not including their names or personal information in the analysis and reporting of the research results. The data obtained were used solely for academic and research purposes and were stored in accordance with the principles of confidentiality and research integrity (John W Creswell, 2009)

The research stages include: (1) identification of problems and preparation of a conceptual research framework; (2) literature study on digital archive management, employee performance, and implementation of the Srikandi application; (3) preparation of research instruments and data collection; (4) data processing and analysis using SPSS 23; and (5) interpretation of research results, drawing conclusions, and preparing recommendations related to strengthening digital archive management at the Banyumas Regency Civil Registration Office .

4. RESULTS AND DISCUSSION

Results of Instrument Validity and Reliability Tests

Before hypothesis testing is conducted, the research instrument is first tested for validity and reliability to ensure that all statement items are able to consistently measure the construct being studied. Validity testing is conducted using Product Correlation. Pearson Moment by comparing the calculated r-value and the table r-value (n = 33; α = 0.05 of 0.344). The test results show that all items in the digital archive management and employee performance variables have a calculated r-value greater than the table r-value so that all items are declared valid.

Table 1 Results of the Validity Test of the Digital Archives Management Variable Instrument

No Item	rhitung	rtable 5% Df = (N-2)	Criteria
1	0.760	0.2913	Valid
2	0.627	0.2913	Valid
3	0.587	0.2913	Valid
4	0.653	0.2913	Valid
5	0.606	0.2913	Valid
6	0.674	0.2913	Valid
7	0.674	0.2913	Valid
8	0.712	0.2913	Valid
9	0.744	0.2913	Valid
10	0.391	0.2913	Valid

Source: Processed research data (2025)

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Table 2 Results of the Validity Test of the Employee Performance Variable Instrument

No Item	rhitung	rtable 5% Df = (N-2)	Criteria
1	0.787	0.2913	Valid
2	0.910	0.2913	Valid
3	0.780	0.2913	Valid
4	0.839	0.2913	Valid
5	0.837	0.2913	Valid
6	0.698	0.2913	Valid
7	0.810	0.2913	Valid
8	0.853	0.2913	Valid

Source: Processed research data (2025)

Next, the reliability test was carried out using Cronbach Alpha. According to (Ghozali, 2018), an instrument is said to be reliable if it has a Cronbach's α value. Alpha is greater than 0.70.

Table 3 Reliability Test Results Instrument Variables Management Digital Archives

Cronbach's Alpha	N of Items
.832	10

Source: Processed research data (2025)

Table 4 Reliability Test Results Instrument Employee Performance Variables

Cronbach's Alpha	N of Items
.923	8

Source: Processed research data (2025)

These results indicate that the research instrument has a good level of internal consistency so it is suitable for use in further testing.

The validity test results show that all statement items in the digital archive management and employee performance variables have a calculated r value greater than the table r (0.2913). Thus, all instrument items are declared valid and able to accurately measure the constructs being studied. Meanwhile, the reliability test results show a Cronbach's α value of Alpha values were 0.832 for the digital archive management variable and 0.923 for the employee performance variable. Both values were above the minimum threshold of 0.70, indicating that the research instrument was reliable and had a very good level of internal consistency (Ghozali, 2018; Hair et al., 2019).

Descriptive Statistics

Table 5 Statistical Test Results Descriptive

	N	Minimum	Maximum	Mean	Standard Deviation
X	33	34.00	50.00	41.8788	4.16652
Y	33	27.00	40.00	33.4545	3.32689
Valid N (listwise)	33				

Source: Processed research data (2025)

Analysis results descriptive show that variables management digital archives have average value of 41.87, which indicates implementation digital applications are in the category good. Meanwhile that, variable performance employee obtained an average of 33.45, which reflects performance employee in category high. Indicator performance covering quality, quantity, effectiveness, accuracy time, and independence, as stated (Robbins, 2017). With thus the

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implementation proven digital archives contribute to the improvement productivity employee.

Qualitative Analysis Results and Their Integration with Quantitative Findings

Interviews and observations show that the implementation of the Srikandi application has resulted in significant changes in daily administrative activities. Prior to digitization, document search time took approximately 10–15 minutes because employees had to manually search through physical archives. After Srikandi's implementation, search time was reduced to less than 2 minutes. This reduction in search time represents an increase in work efficiency of over 80%.

These qualitative findings align with the descriptive statistics, which show high scores for digital archive management (mean = 41.87) and employee performance (mean = 33.45). Thus, the qualitative data serves as an explanatory tool. Evidence explaining how performance improvements occur in daily work practices. Digitizing archives not only speeds up access to information but also reduces the risk of document loss, duplication of work, and delays in public services.

According to (Robbins, 2017), work effectiveness is determined by an organization's ability to provide work systems that support fast and accurate task completion. Meanwhile, (Mangkunegara, 2017) explains that improved performance can be achieved through technological support that can reduce operational barriers. Therefore, the findings of this study confirm that archive digitization acts as an enabler. technology that increases the productivity of public sector employees.

Classical Assumption Test

Table 6. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residues
N		33
Normal Parameters [a,b]	Means	0.0000000
	Deviation Standard	2.30527806
The Most Extreme Difference	Absolute	.110
	Positive	.110
	Negative	-0.068
Test Statistics		.110
Asymptomatic. Sig. (2-tailed)		.200 [c,d]

Source : research data , 2025

Table 7. Heteroscedasticity Test Results

Model		Unstandardized Coefficients		Coefficient Standardized	T	Signature .
		B	Error Standard	Beta		
1	(Constant)	0.188	2,675		0.070	0.945
	X	0.037	0.064	0.104	0.582	0.564

a. Variables Dependent : ABS_RES

Source : research data , 2025

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Table 8. Linearity Test Results

			Amount Square	df	Mean Square	F	Signature .
Y * X	Inter grou p	(Combined)	259,765	12	21,647	4,585	0.001
		Linearity	184,124	1	184,124	39,002	0,000
		Deviation from Linearity	75,641	11	6,876	1,457	.224
	In Group		94,417	20	4,721		
	Total		354,182	32			

Source : research data , 2025

Table 9. Autocorrelation Test Results

Model	R	R Square	Adjusted R Squared	Error Standard Estimate	Durbin-Watson
1	0.721 [a]	0.520	0.504	2.34216	1,855

a. Predictor : (Constant), X

b. Variables Dependent : Y

Source : research data , 2025

All tests show that the regression model meets the classical assumptions so that the estimation results can be interpreted validly.

Simple Linear Regression Analysis

Hypothesis testing was conducted using simple linear regression analysis and partial t-tests on the regression coefficients. The linear regression test is presented. as following:

Table 10. Regression Test Results

Model		Unstandardized Coefficients		Coefficient Standardized	T	Signature .
		B	Error Standard	Beta		
1	(Constant)	9,344	4,182		2,235	0.033
	X	0.576	0.099	0.721	5,793	0,000

a. Variables Dependent : Y

Source : research data , 2025

The regression equation obtained is:

$Y = 9{,}344 + 0{,}576X + e$

The regression coefficient of 0.576 indicates that improving the quality of digital archive management will improve employee performance by 0.576 units. The calculated t-value of 5.793 is greater than the t-table of 1.692 with a significance value of 0.000 (<0.05), so the research hypothesis is accepted.

Hypothesis testing was conducted using a partial t-test on a simple linear regression model to determine the significance of the influence of digital archive management on employee performance. The analysis results showed a calculated t-value of 5.793 with a significance level of 0.000 (<0.05), thus the hypothesis stating that digital archive management has a positive effect on employee performance can be accepted.

These quantitative findings were reinforced by observations and interviews. Prior to the implementation of the Srikandi application, the document search process took approximately 10–15 minutes because archives had to be manually searched through physical storage cabinets. After the implementation of the digital archive system, required documents can be found in less than two minutes using the electronic search feature. In addition to speeding up

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the archive retrieval process, employees also stated that the digital system helped reduce the risk of document loss and improved administrative accuracy. Thus, the qualitative results support the quantitative finding that digital archive management contributes to increased employee effectiveness and productivity.

The findings confirm that the implementation of digital records management through the Srikandi application at the Banyumas Regency Civil Registry Office has been carried out in line with modern archival principles. This aligns with (Aslindar et al., 2025), who emphasizes the importance of the archival cycle from creation to disposal. The adoption of Srikandi not only simplifies the processes of recording and retrieving archives but also enhances service efficiency. These results are consistent with the studies of (Nur N. S & Sutarni, 2017) and (Kurnia et al., 2023), which demonstrate that electronic archives play a significant role in supporting bureaucratic efficiency. Thus, the archival theory that highlights the utility value of records has been realized through this integrated digital system.

Empirically, regression analysis and hypothesis testing confirm a positive and significant relationship between digital records management and employee performance. This supports (Mangkunegara, 2017) theory of performance management, which posits that effective information systems improve productivity, as well as (Robbins, 2017) assertion that effectiveness, timeliness, and independence are key performance indicators. The implementation of Srikandi has been shown to increase both the quality and quantity of employee outputs, echoing the findings of (Irnayani & Hati, 2015) and (Sukmaraga & Mulyadin, 2021), who concluded that electronic archives directly contribute to higher work productivity. Accordingly, this study reinforces previous theories and research that highlight the critical role of digital technology in expediting administrative processes and enhancing organizational effectiveness.

Discussion of Other Factors Explaining 48% of Performance Variance

Table 11. Coefficient Test Results Determination

Model	R	R Square	Adjusted R Squared	Error Standard Estimate	Durbin-Watson
1	0.721[a]	0.520	0.504	2.34216	1,855

a. Predictor : (Constant), X

b. Variables Dependent : Y

Source : research data , 2025

The coefficient of determination of 0.520 indicates that digital archive management can explain 52% of the variation in employee performance. However, 48% of the performance variation is influenced by factors outside the research model.

This percentage indicates that employee performance is a multidimensional phenomenon that is not solely determined by digital archiving technology. Based on the performance theory of (Mangkunegara, 2017) and (Robbins, 2017), several potential factors that could explain the remaining variation include:

1. Work motivation, which influences employee enthusiasm and intensity in completing work.
2. Leadership, especially the ability of leaders to encourage technology adoption and changes in work culture.
3. Organizational culture, which determines the level of acceptance of digital innovation.
4. Employee digital competence, especially the ability to operate electronic-based applications.

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5. Availability of technological infrastructure, such as internet network quality and server capacity.
6. Workload and task complexity, which differ between employees.

These findings indicate that archive digitization is an important factor, but not the sole determinant of performance. Therefore, improving organizational performance requires a more holistic approach that integrates technological, human, and organizational aspects.

Although digital archive management can explain 52% of the variation in employee performance, there is still another 48% of variation influenced by factors outside the research model. Based on Performance Theory (Campbell, 1990; Aguinis, 2019), employee performance is not only determined by technological support, but also by individual competence, work motivation, leadership, organizational culture, work environment, reward systems, and managerial support. These findings indicate that the implementation of the Srikandi application is an important factor, but not the only factor that determines the improvement of employee performance. Therefore, efforts to improve performance need to be carried out comprehensively by considering human resources and organizational aspects in addition to technological aspects.

Implementation Challenges from an Organizational Perspective Change Theory

Although the implementation of the Srikandi application provides significant benefits, this study found several obstacles in the form of limited digital literacy, resistance to change, and network infrastructure constraints. In an organizational perspective Change According to (Robbins, 2017), resistance to change is a common phenomenon when organizations adopt new technologies. Employees tend to maintain old work habits because they feel more comfortable and familiar with the systems they have used previously. Therefore, successful digital transformation requires not only technology investment but also a change management strategy through ongoing training, effective organizational communication, and leadership support. This finding is in line with research by (Sukmaraga & Mulyadin, 2021) which shows that the effectiveness of electronic archives is greatly influenced by human resource readiness and organizational support.

Research Limitations

This study has several limitations. First, the number of respondents was relatively limited, as it only involved employees directly handling digital archives at the Banyumas Regency Civil Registration Office (Dindukcapil). Second, the research model used only one independent variable, thus not being able to explain all factors influencing employee performance. Third, the study was conducted at a single government agency, so generalizing the results to other organizations requires caution. Further research is recommended to develop a model that includes variables of work motivation, transformational leadership, organizational culture, digital competence, and technological readiness so that it can provide a more comprehensive explanation of employee performance.

5. CONCLUSION

This study aims to analyze the implementation of digital archive management through the Srikandi application at the Population and Civil Registration Office of Banyumas Regency, measure its impact on employee performance, identify implementation obstacles, and formulate relevant strengthening strategies. Based on the results of quantitative and qualitative analyses, it can be concluded that the implementation of digital archive management has been running effectively and has made a significant contribution to improving employee performance.

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First, regarding the implementation of digital archives, the results of observations, interviews, and descriptive analysis indicate that the Srikandi application has been used as the primary medium for managing electronic letters and documents. This implementation is able to improve ease of storage, accessibility, document security, and efficiency of administrative processes. The criteria for successful implementation in this study are indicated by the high average score of the digital archives management variable (mean = 41.87) which is in the good category, as well as the dominance of respondents who gave a positive assessment of the use of the digital system. Therefore, the term "quite successful" used in this study refers to the achievement of most indicators of effectiveness in digital archives management, although there are still several technical and human resource constraints that require improvement.

Second, the results of a simple linear regression analysis indicate that digital archive management has a positive and significant effect on employee performance. The regression equation obtained is Y = 9.344 + 0.576X + e, with a calculated t-value of 5.793 greater than the t-table of 1.692 and a significance level of 0.000 (<0.05). This finding indicates that improving the quality of digital archive management will be followed by an increase in the quality of employee performance. In addition, the coefficient of determination (R^2) value of 0.520 indicates that 52% of employee performance variation can be explained by digital archive management, while the remaining 48% is influenced by other factors outside the research model such as work motivation, digital competence, organizational culture, leadership style, and organizational technology support (Mangkunegara, 2017; Robbins, 2017)

Third, this study identified several challenges still faced in implementing the Srikandi application. The main obstacles identified include limited digital literacy among some employees, uneven understanding of electronic archive classification and management, unstable internet connection quality at certain times, and the continued tendency of some employees to maintain conventional administrative procedures. These findings demonstrate that the success of digital transformation is determined not only by the availability of technology, but also by the readiness of human resources and overall organizational support.

Fourth, strengthening strategies needed to increase the effectiveness of digital archives implementation include the continuous development of employee digital competencies, improvements to information technology infrastructure, integration of digital archives management into standard operating procedures (SOPs), and regular monitoring and evaluation. These strategies are crucial for ensuring the sustainability of digital transformation while improving the quality of electronic-based public services.

Theoretically, this study strengthens the performance theory which states that effective technology and work systems contribute to increased productivity and work effectiveness (Mangkunegara, 2017; Robbins, 2017). Practically, the results of the study indicate that digital archive management is not only an administrative instrument, but also a strategic factor that supports bureaucratic efficiency, transparency, accountability, and the quality of public services within an e- government framework.

Based on the research findings, several recommendations that can be given are as follows. For the Population and Civil Registration Service of Banyumas Regency to training provided should not only be general in nature regarding the use of the Srikandi application, but should also focus on areas where weaknesses remain, namely electronic archive classification, document indexing, digital data security, and archive retrieval procedures. Training can be conducted periodically through mentoring or practice-based workshops. For Organizational Leaders to Leaders need to strengthen digital transformation policies by integrating the use

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of the Srikandi application into employee performance assessment indicators. This step is crucial for reducing resistance to change and increasing employee commitment to optimally utilizing digital systems. Furthermore, implementation monitoring should be conducted periodically through digital archiving audits and data-driven performance evaluations. For Regional Governments and Archives Supervisory Agencies to Regional governments, along with the National Archives of the Republic of Indonesia (ANRI), need to strengthen technological infrastructure support, particularly server capacity, data security systems, and internet network stability. Research findings indicate that technical constraints remain a major obstacle to optimizing the use of digital archives. For the Development of the Srikandi System to Application developers need to improve user friendliness (user friendly), speed up the document search process, strengthen the automatic classification feature, and develop a help system is more responsive. This feature improvement is important considering that some employees still have difficulty utilizing all of the application's functions to their full potential. For Further research is recommended to develop the research model by including other variables that have the potential to explain the 48% of performance variation that was not explained in this study, such as work motivation, organizational culture, transformational leadership, digital competence, job satisfaction, and organizational technology readiness. Furthermore, the use of a mixed-methods approach methods or explanatory sequential the design will provide a deeper understanding of the relationship between digital archive implementation and employee performance, particularly in explaining the mechanisms of work behavior change during the digital transformation process.

6. AUTHORS' NOTE

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