



# THE IMPACT OF DIGITAL TRANSFORMATION ON EMPLOYEE MANAGEMENT EFFICIENCY AND THE PERFORMANCE OF THE SOUTHWEST PAPUA REGIONAL PERSONNEL AND HUMAN RESOURCES DEVELOPMENT AGENCY (BKPSDM): A STUDY OF PERSONNEL INFORMATION AND ADMINISTRATIVE SYSTEMS

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## ABSTRACT

This study aims to examine the effect of the efficiency of personnel and administrative information systems on the performance of the Regional Civil Service and Human Resource Development Agency (BKPSDM) of Provinsi Papua Barat Daya, both directly and indirectly through employee management efficiency as a mediating variable. The study employed a quantitative approach with an explanatory research design. The population comprised all employees of BKPSDM Provinsi Papua Barat Daya, and the entire population was used as the sample, resulting in 32 respondents. Data were collected through a structured questionnaire developed from the indicators of each research variable and were analyzed using path analysis supported by SPSS version 26. The findings reveal that the efficiency of the personnel and administrative information system has a positive and significant effect on employee management efficiency. The same variable also exerts a positive and significant direct effect on BKPSDM performance. Furthermore, employee management efficiency significantly improves organizational performance. The mediation test confirms that employee management efficiency significantly mediates the relationship between the efficiency of the personnel and administrative information system and BKPSDM performance. These results indicate that improvements in personnel information systems alone are insufficient to produce optimal organizational performance unless they are accompanied by efficient, orderly, and adaptive employee management practices. The limitations of this study lie in its focus on a single public institution, and the relatively small number of respondents. Nevertheless, this research offers originality by integrating the perspectives of digital transformation, employee management efficiency, and public organizational performance in the context of a newly established province, thereby providing both academic insight and practical implications for strengthening information-based civil service governance.

## 1. INTRODUCTION

Organizational performance is a critical indicator of the effectiveness and efficiency of an institution in achieving its strategic objectives. In the public sector, organizational performance is not only measured by internal productivity but also by the quality of services provided to citizens, transparency, accountability, and responsiveness to stakeholder needs. High-performing public organizations contribute significantly to good governance, increased public trust, and effective utilization of resources. Consequently, improving organizational performance has become a central agenda of bureaucratic reform in Indonesia, aimed at accelerating administrative modernization and enhancing public service quality (Ministry of Administrative and Bureaucratic Reform, 2023).

As the government institution responsible for managing civil servant administration and human resource development, the Southwest Papua Regional Personnel and Human Resources Development Agency (BKPSDM Papua Barat Daya) plays a strategic role in supporting the effectiveness of regional governance. Effective personnel administration ensures that employee-related processes, including

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recruitment, promotion, transfers, performance evaluation, and retirement management, are conducted efficiently and in accordance with applicable regulations. Therefore, the effectiveness of BKPSDM directly influences the performance of civil servants and the quality of public services delivered to society.

The emergence of digital transformation has significantly reshaped human resource management practices across organizations. Digital technologies such as Artificial Intelligence (AI), Big Data, Internet of Things (IoT), and Human Resource Information Systems (HRIS) have transformed key HR functions, including employee recruitment, development, performance management, and workforce planning (Makovoz & Lysenko, 2024; Prokopenko et al., 2023). Digitalization enables organizations to improve operational efficiency, enhance data accuracy, facilitate decision-making processes, and strengthen transparency and accountability in personnel administration. As organizations increasingly rely on digital technologies, the effectiveness of digital transformation initiatives has become a key determinant of organizational success and sustainability.

In Indonesia, digital transformation in public administration has been promoted through the implementation of e-government initiatives. Presidential Instruction No. 3 of 2003 concerning National Policy and Strategy for E-Government Development emphasized the utilization of information technology to improve public services and government effectiveness (Undang-Undang (UU) Nomor 23 Tahun 2014 Tentang Pemerintahan Daerah, 2014). This initiative was further reinforced through regional autonomy reforms and the adoption of digital governance frameworks that encourage public institutions to modernize administrative processes and improve service delivery. One of the most important manifestations of digital transformation in public human resource management is the implementation of Personnel Information Systems (Sistem Informasi Manajemen Kepegawaian—SIMPEG). SIMPEG is an integrated information system designed to collect, process, store, and manage personnel data efficiently. The system supports various personnel administration functions, including employee records management, performance monitoring, promotion processing, transfers, retirement administration, and workforce planning (Pratiwi, 2018). By integrating personnel information into a centralized platform, SIMPEG enables government agencies to improve data quality, reduce administrative errors, and accelerate service delivery.

The implementation of HRIS and personnel information systems has been widely recognized as an effective approach to improving organizational efficiency. Previous studies indicate that technology-based human resource management systems enhance data security, reduce operational costs, improve communication, and facilitate strategic decision-making (Varis et al., 2023). Furthermore, personnel service applications such as the Personnel Service Application System (SAPK) have demonstrated the ability to automate administrative processes and improve the quality of personnel services (Asyik et al., 2021). These findings indicate that information systems serve as essential tools for improving administrative effectiveness and organizational performance within public institutions.

Despite these potential benefits, challenges remain in the implementation of digital personnel management systems within government institutions. Preliminary observations at BKPSDM Papua Barat Daya indicate several issues, including inaccurate personnel data, suboptimal digital archiving practices, delays in administrative processes, limited utilization of information technology, and insufficient digital competencies among employees. These challenges reduce employee management efficiency and may negatively affect organizational performance. Administrative delays in promotion, transfer, and retirement services can diminish employee satisfaction, while inaccurate personnel data may compromise workforce planning and policy decisions.

Additionally, the effectiveness of digital transformation initiatives is influenced not only by technological infrastructure but also by human and behavioral factors within the organization. Although advanced information systems can improve administrative processes and data management, their effectiveness largely depends on the ability of employees and managers to adapt to technological changes and utilize digital tools appropriately. (Anwar et al., 2025) emphasized that behavioral factors significantly influence organizational outcomes through their impact on managerial decision-making and organizational practices. The study highlights that organizational performance is not solely determined by technological resources but is also shaped by the attitudes, competencies, and decision-making behavior of individuals responsible for managing those resources. Therefore, successful implementation of digital personnel management systems requires active employee engagement, adaptability, and organizational support.

Furthermore, employee competencies and literacy play a crucial role in ensuring that digital technologies generate meaningful organizational benefits. (Pahlevi et al., 2023) found that literacy and behavioral factors significantly affect the quality of decision-making, particularly in situations characterized by uncertainty and rapid change. In the context of public administration, employees are increasingly required to process information, utilize integrated digital systems, and make data-driven decisions. Employees with adequate knowledge, digital literacy, and positive behavioral attitudes are more likely to maximize the functionality of information systems, thereby improving administrative accuracy, efficiency, and service quality.

The transition toward digital human resource management also requires substantial investment in employee competencies and organizational readiness. Studies have shown that successful digital transformation depends not only on technological infrastructure but also on the development of digital skills, organizational culture, and strategic alignment between technology adoption and organizational objectives (Kobelia & Todoruk, 2022; Temirova & Magomed, 2024). Without adequate training and capacity-building initiatives, employees may struggle to utilize information systems effectively, limiting the expected benefits of digitalization. This argument is supported by (Irwan et al., 2025), who found that non-financial incentives, career development opportunities, recognition, and supportive work environments significantly enhance employee motivation within public administration institutions. Motivated employees are more likely to embrace technological changes, improve work performance, and contribute to organizational effectiveness.

Previous empirical studies have demonstrated a positive relationship between HRIS implementation and organizational performance. (Khashman & Khashman, 2016) found that HRIS significantly improved efficiency and effectiveness in private hospitals in Jordan. Similarly, Alomari (2019) reported that HRIS implementation enhanced organizational productivity while fostering transparency and accountability. (Fauzi et al., 2023) found that Human Resource Information Systems positively influenced employee performance and organizational efficiency. Likewise, (Kaygusuz et al., 2016) emphasized the strategic role of HRIS in improving organizational effectiveness, while (Kurochkina et al., 2024) highlighted the contribution of information technology integration in optimizing HR processes and supporting decision-making. Other studies have also reported positive associations between digital HR management and organizational performance (Kulal, 2022; Maryani et al., 2023; Zahari et al., 2018). However, contrasting findings by Amara et al. (2022) suggest that HRIS implementation does not always lead to significant improvements in organizational efficiency, indicating the need for further investigation.

These findings suggest that organizational performance is influenced by a combination of technological, behavioral, and human resource factors. While digital technologies provide the infrastructure necessary for improving administrative processes, organizational outcomes largely depend on how effectively employees utilize such technologies in carrying out their responsibilities. Therefore, strengthening employee competencies, promoting positive work behavior, and fostering a supportive organizational culture are essential to maximizing the benefits of digital transformation.

Considering the strategic role of BKPSDM Papua Barat Daya and the challenges associated with personnel administration, it is essential to evaluate how digital transformation affects information system efficiency, employee management efficiency, and organizational performance. Although previous studies have extensively examined the relationship between HRIS implementation and organizational performance, limited research has specifically investigated the simultaneous relationship among digital transformation, information system efficiency, employee management efficiency, and organizational performance within regional government personnel management institutions in Indonesia. Understanding these relationships is important for developing evidence-based policies that support effective personnel management, enhance public sector performance, and strengthen bureaucratic reform initiatives. Therefore, this study aims to examine the impact of digital transformation on information system efficiency, employee management efficiency, and organizational performance at BKPSDM Papua Barat Daya, with a particular focus on the implementation of SIMPEG and personnel administration systems.

## 2. METHODS

This study employs a quantitative research approach using an explanatory research design. The explanatory design is selected because the study seeks to investigate the causal relationships among Information System Efficiency, Employee Management Efficiency, and Organizational Performance at BKPSDM Papua Barat Daya. Specifically, this research examines both the direct effect of Personnel Information and Administrative System Efficiency on Organizational Performance and its indirect effect through Employee Management Efficiency as a mediating variable. This approach enables a comprehensive understanding of how digital transformation contributes to organizational effectiveness in the public sector.

The study was conducted at the Southwest Papua Regional Personnel and Human Resources Development Agency (BKPSDM Papua Barat Daya), Indonesia. The institution was selected because it is directly responsible for personnel administration and human resource development within the provincial government, making it highly relevant to the objectives of this research. The research was carried out from October to December 2025. This period included questionnaire development, data collection, statistical analysis, and the preparation of research findings and conclusions. The population of this study consisted of all employees working at BKPSDM Papua Barat Daya. The total population comprised 32 employees who are directly involved in personnel administration and the utilization of information systems. Given the relatively small population size, this study employed a saturated sampling technique (census sampling), whereby all members of the population were included as research respondents. Consequently, the sample size was identical to the population size, resulting in a total of 32 respondents. This approach ensures comprehensive representation and eliminates sampling bias.

The data collection process in this study involved both primary and secondary data sources to ensure comprehensive and reliable information. Primary data were collected through a questionnaire survey administered to all employees of BKPSDM Papua Barat Daya. The questionnaire was designed using closed-ended statements based on the indicators of the research variables, namely Information System Efficiency, Employee Management Efficiency, and Organizational Performance. Respondents were asked to indicate their level of agreement with each statement using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This method was selected because it enables the systematic collection of quantitative data that can be analyzed statistically to examine the relationships among the study variables. In addition to primary data, secondary data were obtained through a literature review. Relevant information was gathered from academic journals, books, government regulations, organizational reports, and other scholarly publications related to information systems, human resource management, digital transformation, and organizational performance. The literature review provided the theoretical foundation for the study, supported the development of the conceptual framework, and served as the basis for formulating the research hypotheses. By combining questionnaire data with evidence from existing literature, the study was able to achieve a more comprehensive understanding of the research problem and strengthen the validity of its findings.

Before the main data collection process was conducted, the research instrument was subjected to validity and reliability testing to ensure that the questionnaire was capable of accurately and consistently measuring the intended constructs. These tests were essential for guaranteeing the quality of the data and the credibility of the research findings. The validity test was performed to assess the extent to which each questionnaire item accurately represented the construct being measured. Item validity was evaluated using the Pearson Product-Moment Correlation method by examining the relationship between the score of each item and the total score of its corresponding variable. An item was considered valid when its calculated correlation coefficient ( $r$ -value) exceeded the critical value of the correlation table ( $r$ -table) at a significance level of 5% ( $\alpha = 0.05$ ). Conversely, items with correlation coefficients lower than the critical value were considered invalid and excluded from further analysis. This procedure ensured that all questionnaire items effectively measured the concepts they were intended to assess.

Following the validity assessment, a reliability test was conducted to determine the internal consistency of the measurement instrument. Reliability was evaluated using Cronbach's Alpha coefficient, which measures the extent to which items within the same construct produce consistent results. According to (Ghozali, 2018) a construct is considered reliable when it achieves a Cronbach's Alpha value greater than

0.60. Variables that met this criterion were regarded as having satisfactory reliability and were therefore suitable for subsequent statistical analysis. Through these validity and reliability assessments, the study ensured that the research instrument provided accurate and dependable measurements of Information System Efficiency, Employee Management Efficiency, and Organizational Performance.

The data analysis in this study was conducted in two stages. First, descriptive statistical analysis was employed to provide an overview of respondent characteristics and the distribution of research variables. This analysis included frequency distributions, percentages, mean values, and standard deviations, enabling the researcher to identify general trends and patterns in the collected data before proceeding to hypothesis testing. Second, path analysis was utilized to examine both the direct and indirect relationships among the variables under investigation. This technique, which extends multiple regression analysis, allows for the assessment of causal relationships within a model involving mediating variables. The analysis was performed using SPSS Version 26 with a significance level of 5% ( $\alpha = 0.05$ ). Hypotheses were accepted when the p-value was less than 0.05 and rejected when the p-value exceeded 0.05. Furthermore, indirect effects were calculated through the multiplication of relevant path coefficients, while the significance of the mediating effect was evaluated using the Sobel Test. The analytical model consisted of two structural equations: the first examined the influence of Information System and Administrative Efficiency (X) on Employee Management Efficiency (Y), while the second assessed the effects of Information System and Administrative Efficiency (X) and Employee Management Efficiency (Y) on Organizational Performance (Z). Through this approach, the study was able to comprehensively evaluate the direct and mediated impacts of information system efficiency on organizational performance within BKPSDM Papua Barat Daya.

### 3. RESULTS AND DISCUSSIONS

#### Validity Test Results

Before conducting further statistical analyses, a validity test was performed to determine whether each questionnaire item accurately measured the intended construct. The validity assessment was conducted by comparing the Corrected Item–Total Correlation value of each indicator with the critical r-table value of 0.349. An indicator was considered valid if its Corrected Item–Total Correlation exceeded the r-table value.

**Table 1. Validity Test Results**

Variables and Indicators	Corrected Correlation	Item-Total r-table	Remark
<b>Information System and Administrative Efficiency</b>			
Ease of System Use	0.949	0.349	Valid
Speed of Access and Information Processing	0.975	0.349	Valid
Work Time Savings	0.969	0.349	Valid
Utilization of SIMPEG Features	0.969	0.349	Valid
Integration of SIMPEG with Other Systems	0.978	0.349	Valid
Administrative Error Reduction	0.970	0.349	Valid
<b>Employee Management Efficiency</b>			
Speed and Accuracy of Transfer, Promotion, and Retirement Processes	0.902	0.349	Valid
Employee Competency–Job Fit	0.937	0.349	Valid
Technology Utilization in Employee Management	0.924	0.349	Valid
Effectiveness of Training and HR Development Programs	0.918	0.349	Valid
Discipline and Orderliness in Task Implementation	0.942	0.349	Valid
Clarity of Job Distribution and Responsibilities	0.920	0.349	Valid
<b>Organizational Performance (BKPSDM)</b>			
Effectiveness of Duties and Functions	0.941	0.349	Valid
Quality of Personnel Administrative Services	0.971	0.349	Valid
Work Unit Productivity	0.884	0.349	Valid
Timeliness in Completing Tasks	0.946	0.349	Valid

Organizational Responsiveness	0.963	0.349	Valid
Internal Accountability (Administration and Personnel)	0.946	0.349	Valid
Employee Satisfaction	0.887	0.349	Valid

The results presented in Table 1 indicate that all indicators across the three research variables achieved Corrected Item–Total Correlation values substantially higher than the critical r-table value of 0.349. Therefore, all questionnaire items were declared valid and suitable for subsequent statistical analysis. For the Information System and Administrative Efficiency variable, all indicators demonstrated exceptionally high validity levels, with correlation coefficients ranging from 0.949 to 0.978. The highest validity value was observed for the indicator measuring the integration of SIMPEG with other systems (0.978), followed closely by the speed of access and information processing (0.975). These findings indicate that each indicator effectively represents the construct of information system efficiency and contributes significantly to measuring the effectiveness of personnel information systems within BKPSDM Papua Barat Daya. Similarly, the Employee Management Efficiency variable exhibited strong validity across all indicators, with Corrected Item–Total Correlation values ranging from 0.902 to 0.942. The highest coefficient was obtained by the indicator related to discipline and orderliness in task implementation (0.942), while the lowest value was still considerably above the minimum requirement (0.902). These results confirm that the selected indicators accurately capture the dimensions of employee management efficiency. The Organizational Performance variable also demonstrated excellent validity. All indicators exceeded the required threshold, with correlation coefficients ranging from 0.884 to 0.971. The highest validity value was recorded for the quality of personnel administrative services (0.971), followed by organizational responsiveness (0.963). These findings suggest that the indicators effectively measure organizational performance within BKPSDM and adequately reflect the organization's ability to achieve its operational objectives. Overall, the validity test results confirm that all measurement items used in this study meet the established validity criteria. Consequently, the questionnaire instrument is considered capable of accurately measuring the constructs of Information System and Administrative Efficiency, Employee Management Efficiency, and Organizational Performance. Therefore, all indicators were retained and included in the subsequent stages of data analysis.

**Reliability Test Results**

Following the validity assessment, a reliability test was conducted to evaluate the internal consistency of the research instrument. Reliability testing was performed using Cronbach’s Alpha coefficient. According to Ghozali (2019), a variable is considered reliable if it achieves a Cronbach’s Alpha value greater than 0.60. The results of the reliability analysis are presented in Table 2.

**Table 2. Reliability Test Results**

Variable	Cronbach’s Alpha	Standard	Remark
Information System and Administrative Efficiency	0.976	0.600	Reliable
Employee Management Efficiency	0.977	0.600	Reliable
Organizational Performance (BKPSDM)	0.982	0.600	Reliable

Table 2 shows that all research variables achieved Cronbach’s Alpha values substantially higher than the minimum acceptable threshold of 0.60. The Information System and Administrative Efficiency variable obtained a Cronbach’s Alpha coefficient of 0.976, while Employee Management Efficiency recorded a value of 0.977. Meanwhile, the Organizational Performance variable achieved the highest reliability coefficient, with a Cronbach’s Alpha value of 0.982. These findings indicate that all variables possess a very high level of internal consistency. The exceptionally high reliability coefficients demonstrate that the items within each construct are highly consistent in measuring the same underlying concept. This suggests that respondents provided stable and coherent responses across the indicators representing each variable. Consequently, the measurement instrument can be considered dependable and capable of producing consistent results when applied under similar conditions. Furthermore, the reliability results complement the findings of the validity test, confirming that the questionnaire is not only accurate in measuring the intended constructs but also reliable in generating consistent data. The combination of high validity and reliability indicates that the instrument is suitable for further statistical analyses and hypothesis testing.

### Classical Assumption Testing

Prior to hypothesis testing using path analysis, classical assumption tests were conducted to ensure that the regression model met the required statistical assumptions. These tests are essential for validating the reliability and accuracy of the regression estimates. In this study, the classical assumption testing included normality, multicollinearity, and heteroscedasticity tests. The normality test results are presented below.

### Normality Test

The normality test was performed to determine whether the residuals of the regression model were normally distributed. In this study, normality was assessed using the One-Sample Kolmogorov–Smirnov (K–S) Test based on the unstandardized residual values. The results of the normality test are presented in Table 3.

**Table 3. Normality Test Results**

Description	Unstandardized Residual
N	32
Mean	0.0000000
Std. Deviation	2.50048113
Most Extreme Differences (Absolute)	0.182
Most Extreme Differences (Positive)	0.149
Most Extreme Differences (Negative)	-0.182
Test Statistic	0.182
Asymp. Sig. (2-tailed)	0.008
Exact Sig. (2-tailed)	0.210
Point Probability	0.000

The results presented in Table 3 indicate that the analysis was conducted on data collected from 32 respondents. The Kolmogorov–Smirnov test produced a test statistic value of 0.182. The output also shows an Asymp. Sig. (2-tailed) value of 0.008 and an Exact Sig. (2-tailed) value of 0.210. In this study, the assessment of normality was based on the Exact Sig. (2-tailed) value because it provides a more accurate significance estimate for small sample sizes. The obtained Exact Sig. value of 0.210 is greater than the significance level of 0.05. Therefore, the null hypothesis stating that the residuals are normally distributed cannot be rejected. These findings indicate that the residuals of the regression model follow a normal distribution and satisfy the normality assumption required for path analysis. Consequently, the regression model is considered appropriate for further statistical testing, including hypothesis testing and estimation of direct and indirect effects among the research variables. Overall, the results of the instrument evaluation confirm that all questionnaire items meet the required standards of validity and reliability. Therefore, the research instrument is considered appropriate for subsequent analyses, including path analysis to examine the relationships among Information System and Administrative Efficiency, Employee Management Efficiency, and Organizational Performance at BKPSDM Papua Barat Daya.

### Multicollinearity Test

The multicollinearity test was conducted to determine whether a high linear relationship existed among the independent variables in the regression model. A good regression model should be free from multicollinearity because excessive correlation among independent variables can distort the estimation of regression coefficients and reduce the accuracy of the model. In this study, multicollinearity was assessed using the Tolerance value and Variance Inflation Factor (VIF). The model is considered free from multicollinearity when the Tolerance value exceeds 0.10 and the VIF value is below 10.00. The results of the multicollinearity test are presented in Table 4.

**Table 4. Multicollinearity Test Results**

Variable	Tolerance	VIF
Information System and Administrative Efficiency	0.388	2.574
Employee Management Efficiency	0.388	2.574

The results presented in Table 4 show that the Information System and Administrative Efficiency variable has a Tolerance value of 0.388 and a VIF value of 2.574. Similarly, the Employee Management Efficiency variable also records a Tolerance value of 0.388 and a VIF value of 2.574. These findings indicate that all Tolerance values are substantially higher than the minimum threshold of 0.10, while all VIF values are considerably lower than the maximum acceptable limit of 10.00. Therefore, none of the independent variables exhibit excessive correlation with one another. Based on these results, it can be concluded that the regression model does not suffer from multicollinearity problems. Consequently, the independent variables are able to explain the dependent variable without causing significant distortion in the estimation process. The absence of multicollinearity confirms that the regression model satisfies the multicollinearity assumption and is suitable for further analysis, including path analysis and hypothesis testing.

### Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the variance of the residuals remained constant across all observations in the regression model. A good regression model should exhibit homoscedasticity, meaning that the residual variance is constant. The presence of heteroscedasticity may reduce the efficiency of the regression estimates and affect the reliability of statistical inferences. In this study, heteroscedasticity was assessed using the Glejser Test by regressing the absolute residual values against the independent variables. The decision criterion states that if the significance value of each independent variable exceeds 0.05, the model is considered free from heteroscedasticity. The results of the heteroscedasticity test are presented in Table 5.

**Table 5. Heteroscedasticity Test Results (Glejser Test)**

Variable	B	Std. Error	Beta	t	Sig.
Constant	2.405	1.589	-	1.514	0.141
Information System and Administrative Efficiency	0.114	0.094	0.345	1.213	0.235
Employee Management Efficiency	-0.147	0.088	-0.475	-1.670	0.106

*Dependent Variable: Absolute Residual (Absolute\_Res)*

The results presented in Table 5 indicate that the Information System and Administrative Efficiency variable has a significance value of 0.235, while the Employee Management Efficiency variable records a significance value of 0.106. Both significance values are greater than the critical significance level of 0.05. These findings suggest that neither independent variable has a statistically significant effect on the absolute residual values. Consequently, the residual variance remains relatively constant across observations, indicating the absence of heteroscedasticity in the regression model. Therefore, the model satisfies the homoscedasticity assumption required for reliable regression analysis. Based on the overall results of the classical assumption tests, it can be concluded that the regression model fulfills all fundamental regression assumptions. The residuals are normally distributed, no multicollinearity exists among the independent variables, and no heteroscedasticity is detected. Accordingly, the regression model is considered statistically appropriate and robust for further analysis through path analysis to examine the proposed research hypotheses regarding the relationships among Information System and Administrative Efficiency, Employee Management Efficiency, and Organizational Performance at BKPSDM Papua Barat Daya.

### Path Analysis

After the research instrument was confirmed to be valid and reliable and the regression model satisfied all classical assumptions, the next step was to conduct path analysis. This technique was employed to examine the causal relationships among the research variables, including both direct and indirect effects through the mediating variable. Specifically, path analysis was used to assess the effect of Information System and Administrative Efficiency on Employee Management Efficiency, the effect of Information System and Administrative Efficiency on Organizational Performance, and the effect of Employee Management Efficiency on Organizational Performance. Furthermore, the analysis aimed to determine the mediating role of Employee Management Efficiency in the relationship between Information System and Administrative Efficiency and Organizational Performance. The path analysis model consisted of two structural equations. The first structural equation examined the influence of Information System and Administrative Efficiency on Employee Management Efficiency. The second structural equation evaluated the effects of Information

System and Administrative Efficiency and Employee Management Efficiency on Organizational Performance.

**Model Fit Assessment Through Error Factors**

Before interpreting the path coefficients, it was necessary to assess the overall suitability of the model by calculating the error factors for each structural equation. This procedure aimed to determine the extent to which variables outside the research model contributed to explaining the endogenous variables. The error terms were calculated using the coefficient of determination (R<sup>2</sup>) obtained from each regression equation.

**Table 6. Model Summary for Structural Equation 1**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.782	0.612	0.599	3.811

**Predictor:** Information System and Administrative Efficiency

**Dependent Variable:** Employee Management Efficiency

**Table 7. Model Summary for Structural Equation 2**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.918	0.843	0.833	2.585

**Predictors:** Information System and Administrative Efficiency, Employee Management Efficiency

**Dependent Variable:** Organizational Performance (BKPSDM)

The results of the first structural equation indicate an R Square value of 0.612. This finding implies that Information System and Administrative Efficiency explains 61.2% of the variation in Employee Management Efficiency, while the remaining 38.8% is explained by factors outside the research model. The value of (e<sub>1</sub> = 0.623) indicates that other variables not included in the model still contribute to explaining Employee Management Efficiency. For the second structural equation, the Model Summary shows an R Square value of 0.843. This result indicates that Information System and Administrative Efficiency together with Employee Management Efficiency account for 84.3% of the variation in Organizational Performance, while the remaining 15.7% is influenced by factors outside the model. The value of (e<sub>2</sub> = 0.396) suggests that the contribution of external factors to Organizational Performance is relatively small compared to the explanatory power of the variables included in the research model. Thus, the overall model explains approximately 93.9% of the variance in the relationships among the research variables, while the remaining 6.1% is attributed to factors not included in the model. This result demonstrates that the proposed path analysis model possesses very strong explanatory power and is highly capable of explaining the relationships among Information System and Administrative Efficiency, Employee Management Efficiency, and Organizational Performance at BKPSDM Papua Barat Daya.

**First Path Analysis: The Effect of Information System and Administrative Efficiency on Employee Management Efficiency**

The first path analysis was conducted to examine the effect of Information System and Administrative Efficiency on Employee Management Efficiency. The results of the regression analysis for the first structural equation are presented in Table 4.8.

**Table 8. First Path Regression Analysis Results**

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Constant	3.602	3.239	-	1.112	0.275
Information System and Administrative Efficiency	0.837	0.122	0.782	6.872	0.000

**Dependent Variable:** Employee Management Efficiency

Based on the regression results presented in Table 4.8, the unstandardized regression coefficient for Information System and Administrative Efficiency is 0.837, with a constant value of 3.602. Accordingly, the first structural equation can be expressed as follows:

$$Y = 3.602 + 0.837X + e_1$$

Where:

Y = Employee Management Efficiency

**X** = Information System and Administrative Efficiency  
**e<sub>1</sub>** = Error term of the first structural equation

The regression equation indicates that a one-unit increase in Information System and Administrative Efficiency leads to an increase of 0.837 units in Employee Management Efficiency, assuming other factors remain constant. The positive coefficient demonstrates that improvements in the efficiency of personnel information and administrative systems contribute positively to employee management efficiency within BKPSDM Papua Barat Daya. Furthermore, the standardized coefficient (Beta) value of 0.782 indicates a strong positive relationship between Information System and Administrative Efficiency and Employee Management Efficiency. This result suggests that the effectiveness and efficiency of personnel information systems play a substantial role in improving the management of employees, including personnel administration processes, workforce allocation, and human resource management activities.

The t-test results further support this relationship. The calculated t-value is 6.872, with a significance level of 0.000. Since the significance value is lower than the threshold of 0.05, the effect of Information System and Administrative Efficiency on Employee Management Efficiency is statistically significant. Therefore, it can be concluded that Information System and Administrative Efficiency has a positive and significant effect on Employee Management Efficiency at BKPSDM Papua Barat Daya. These findings imply that improvements in the utilization, accessibility, integration, and effectiveness of personnel information systems can significantly enhance the efficiency of employee management practices within the organization.

### Second Path Analysis: The Effects of Information System and Administrative Efficiency and Employee Management Efficiency on Organizational Performance

The second path analysis was conducted to examine the effects of Information System and Administrative Efficiency and Employee Management Efficiency on Organizational Performance at BKPSDM Papua Barat Daya. The results of the second structural regression model are presented in Table 4.9.

**Table 9. Second Path Regression Analysis Results**

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.	Tolerance	VIF
Constant	3.298	2.242	–	1.471	0.152	–	–
Information System and Administrative Efficiency	0.512	0.133	0.455	3.859	0.001	0.388	2.574
Employee Management Efficiency	0.544	0.124	0.518	4.391	0.000	0.388	2.574

#### **Dependent Variable: Organizational Performance (BKPSDM)**

Based on the regression results presented in Table 9, the constant value is 3.298, while the regression coefficient for Information System and Administrative Efficiency is 0.512 and the coefficient for Employee Management Efficiency is 0.544. Accordingly, the second structural equation can be formulated as follows:

$$[Z = 3.298 + 0.512X + 0.544Y + e_2]$$

Where:

**Z** = Organizational Performance (BKPSDM)

**X** = Information System and Administrative Efficiency

**Y** = Employee Management Efficiency

**e<sub>2</sub>** = Error term of the second structural equation

The regression equation indicates that Organizational Performance is simultaneously influenced by Information System and Administrative Efficiency and Employee Management Efficiency. The coefficient of 0.512 suggests that a one-unit increase in Information System and Administrative Efficiency leads to an increase of 0.512 units in Organizational Performance, assuming Employee Management Efficiency remains constant. Similarly, the coefficient of 0.544 indicates that a one-unit increase in Employee Management Efficiency results in an increase of 0.544 units in Organizational Performance, assuming Information System and Administrative Efficiency remains unchanged.

When examining the standardized coefficients, Information System and Administrative Efficiency records a Beta value of 0.455, while Employee Management Efficiency achieves a Beta value of 0.518. These findings indicate that both variables exert positive effects on Organizational Performance. However, Employee Management Efficiency demonstrates a relatively stronger influence than Information System and Administrative Efficiency, as evidenced by its higher standardized coefficient.

The significance test further confirms these relationships. Information System and Administrative Efficiency has a t-value of 3.859 with a significance level of 0.001, while Employee Management Efficiency records a t-value of 4.391 with a significance level of 0.000. Since both significance values are below the 0.05 threshold, both variables have statistically significant positive effects on Organizational Performance.

These results suggest that improvements in personnel information systems, including system accessibility, integration, processing speed, and administrative accuracy, contribute significantly to enhancing organizational performance. Furthermore, effective employee management practices, such as appropriate personnel placement, competency alignment, technology utilization, and efficient administrative processes, play an even more substantial role in improving organizational effectiveness. Therefore, strengthening both information system efficiency and employee management efficiency is essential for enhancing the overall performance of BKPSDM Papua Barat Daya.

**Indirect Effect Analysis**

In addition to examining the direct effects among variables, this study also investigated the indirect effect of Information System and Administrative Efficiency on Organizational Performance through Employee Management Efficiency as a mediating variable. This analysis was conducted to determine whether the relationship between the independent and dependent variables operates not only directly but also indirectly through improvements in employee management practices. Consequently, indirect effect analysis provides a more comprehensive understanding of the underlying mechanisms that influence organizational performance.

The magnitude of the indirect effect was calculated by multiplying the path coefficient from Information System and Administrative Efficiency (X) to Employee Management Efficiency (Y) by the path coefficient from Employee Management Efficiency (Y) to Organizational Performance (Z). Based on the results of the first structural equation, the regression coefficient representing the effect of Information System and Administrative Efficiency on Employee Management Efficiency was 0.837. Furthermore, the second structural equation revealed that the coefficient representing the effect of Employee Management Efficiency on Organizational Performance was 0.544. The result indicates that the indirect effect of Information System and Administrative Efficiency on Organizational Performance through Employee Management Efficiency is 0.455. This finding suggests that improvements in personnel information and administrative systems contribute to enhanced organizational performance through their positive impact on employee management efficiency. In other words, Employee Management Efficiency serves as an important mechanism through which information system efficiency influences organizational outcomes.

To determine whether the indirect effect was statistically significant, a Sobel Test was conducted. The results of the mediation analysis are presented in Table 10.

**Table 10. Sobel Test Results**

<b>Test</b>	<b>Statistic</b>	<b>Standard Error</b>	<b>p-value</b>
Sobel Test	3.6960	0.1232	0.000219
Aroian Test	3.6685	-	0.000244
Goodman Test	3.7242	-	0.000196

The Sobel Test produced a test statistic value of 3.6960 with a standard error of 0.1232 and a p-value of 0.000219. Since the p-value is substantially lower than the significance threshold of 0.05, the indirect effect of Information System and Administrative Efficiency on Organizational Performance through Employee Management Efficiency is statistically significant. Therefore, Employee Management Efficiency is confirmed as a significant mediating variable in the relationship between Information System and Administrative Efficiency and Organizational Performance at BKPSDM Papua Barat Daya. The mediation results are further strengthened by the Aroian Test and Goodman Test. The Aroian Test yielded a statistic

of 3.6685 with a p-value of 0.000244, while the Goodman Test generated a statistic of 3.7242 with a p-value of 0.000196. Both tests produced significance levels well below 0.05, providing additional evidence that the mediation effect is robust and empirically supported. When comparing the indirect effect (0.455) with the direct effect of Information System and Administrative Efficiency on Organizational Performance (0.512), it is evident that both effects are positive and statistically significant. The direct effect remains significant at a significance level of 0.001, while the indirect effect is also significant based on the Sobel Test results. This pattern indicates the presence of partial mediation. Partial mediation implies that Information System and Administrative Efficiency influences Organizational Performance through two pathways. First, it exerts a direct influence on Organizational Performance. Second, it indirectly enhances Organizational Performance by improving Employee Management Efficiency. Consequently, Employee Management Efficiency acts as a strategic intermediary that strengthens the impact of information system efficiency on organizational performance. These findings highlight the importance of integrating efficient personnel information systems with effective employee management practices to achieve optimal organizational performance within BKPSDM Papua Barat Daya.

**Hypothesis Testing Results**

Based on the results of the direct and indirect path analyses, the hypotheses proposed in this study were tested to determine the significance of the relationships among the research variables. The summary of the hypothesis testing results is presented in Table 11.

**Table 11. Hypothesis Testing Results**

Hypothesis	Independent Variable	Mediating Variable	Dependent Variable	Direct Effect	Indirect Effect	Total Effect	p-value	Result
H1	Information System and Administrative Efficiency	-	Employee Management Efficiency	0.837	-	0.837	0.000	Accepted
H2	Information System and Administrative Efficiency	-	Organizational Performance (BKPSDM)	0.512	-	0.512	0.001	Accepted
H3	Employee Management Efficiency	-	Organizational Performance (BKPSDM)	0.544	-	0.544	0.000	Accepted
H4	Information System and Administrative Efficiency	Employee Management Efficiency	Organizational Performance (BKPSDM)	0.837	0.455	0.455	0.000	Accepted

The results presented in Table 11 indicate that all proposed hypotheses were empirically supported. Each hypothesized relationship demonstrated a positive and statistically significant effect, confirming the importance of both information system efficiency and employee management efficiency in improving organizational performance at BKPSDM Papua Barat Daya.

**Hypothesis 1: The Effect of Information System and Administrative Efficiency on Employee Management Efficiency**

The first hypothesis proposed that Information System and Administrative Efficiency positively affects Employee Management Efficiency. The analysis produced a path coefficient of 0.837 with a significance level of 0.000. Since the p-value is below the significance threshold of 0.05, the first hypothesis is accepted. This finding indicates that improvements in the efficiency of personnel information and administrative systems significantly enhance employee management efficiency. Efficient systems characterized by accessibility, integration, speed, and ease of use contribute to more effective personnel administration, faster decision-making processes, and improved management of civil servants within BKPSDM Papua Barat Daya.

**Hypothesis 2: The Effect of Information System and Administrative Efficiency on Organizational Performance**

The second hypothesis examined the direct effect of Information System and Administrative Efficiency on Organizational Performance. The analysis yielded a path coefficient of 0.512 with a

significance value of 0.001. Since the significance level is below 0.05, the second hypothesis is accepted. This result demonstrates that Information System and Administrative Efficiency has a positive and significant impact on Organizational Performance. The finding suggests that effective personnel information systems not only improve administrative processes but also contribute to higher service quality, increased operational accuracy, improved accountability, and enhanced organizational effectiveness.

### **Hypothesis 3: The Effect of Employee Management Efficiency on Organizational Performance**

The third hypothesis proposed that Employee Management Efficiency positively influences Organizational Performance. The analysis generated a path coefficient of 0.544 with a significance value of 0.000. Therefore, the third hypothesis is accepted. This finding indicates that improvements in employee management practices lead to higher organizational performance. Efficient employee management, reflected in effective personnel administration, appropriate workforce allocation, technology utilization, clear role distribution, and employee discipline, strengthens the organization's ability to achieve its objectives and deliver quality public services.

### **Hypothesis 4: The Mediating Role of Employee Management Efficiency**

The fourth hypothesis investigated whether Employee Management Efficiency mediates the relationship between Information System and Administrative Efficiency and Organizational Performance. The indirect effect was calculated at 0.455 and subsequently tested using the Sobel Test. The analysis produced a p-value of 0.000, which is substantially lower than the significance level of 0.05. Therefore, the fourth hypothesis is accepted. This result confirms that Employee Management Efficiency serves as a significant mediating variable in the relationship between Information System and Administrative Efficiency and Organizational Performance. In other words, efficient personnel information systems improve organizational performance not only through direct mechanisms but also indirectly by enhancing employee management efficiency. The significance of both the direct effect (0.512) and the indirect effect (0.455) indicates the presence of **partial mediation**, meaning that Information System and Administrative Efficiency influences Organizational Performance through both direct and indirect pathways.

Overall, the hypothesis testing results demonstrate that the successful implementation of efficient personnel information and administrative systems plays a crucial role in strengthening employee management practices and enhancing organizational performance. These findings emphasize the strategic importance of digital transformation initiatives in supporting the effectiveness and performance of public sector organizations such as BKPSDM Papua Barat Daya.

## **Discussion**

### **The Effect of Information System and Administrative Efficiency on Employee Management Efficiency at BKPSDM Papua Barat Daya Province**

The results of this study indicate that Information System and Administrative Efficiency has a positive effect on Employee Management Efficiency at BKPSDM Papua Barat Daya Province. This finding suggests that the more effectively the personnel information system supports administrative activities, the more organized and efficient employee management processes become within the organization. In other words, an effective information system not only serves a technical function but also contributes to establishing a more structured, systematic, and efficient personnel management process that supports the implementation of bureaucratic duties.

The relationship between these variables can be explained through the role of information systems in simplifying administrative procedures that would otherwise require substantial time and effort. In this study, respondents provided favorable evaluations regarding the utilization of SIMPEG features, time-saving benefits, system integration, and the system's ability to minimize administrative errors. These findings indicate that SIMPEG is not merely viewed as a supplementary application but rather as an essential operational tool that assists employees in managing personnel data, accelerating information access, and facilitating personnel administration processes more efficiently. As administrative tasks become simpler and faster, the organization gains greater capacity to focus on more strategic aspects of employee management. Further evidence supporting this relationship can be observed in the results related to Employee Management Efficiency. Respondents reported positive perceptions regarding the utilization of

technology in personnel management, the alignment between employee competencies and job responsibilities, discipline in task execution, and the clarity of role assignments and responsibilities. These findings suggest that an efficient information system does not operate independently but instead contributes to creating greater order and coordination within organizational processes. A system capable of providing accurate and timely information enables the organization to allocate personnel more effectively, establish clearer workflows, and ensure that personnel administration processes such as transfers, promotions, and retirements are managed efficiently. Therefore, information system efficiency serves as a fundamental driver of employee management efficiency.

Nevertheless, several indicators suggest that this relationship can be further strengthened through continuous improvement efforts. Although respondents rated system usability and information accessibility positively, these aspects were not among the most dominant indicators compared to other dimensions. Similarly, the effectiveness of training and human resource development programs was rated positively but did not achieve the same level of prominence as other indicators of employee management efficiency. These findings imply that the impact of information system efficiency on employee management can be enhanced through continuous capacity-building initiatives. In other words, advanced technology must be accompanied by adequate human resource capabilities to ensure that the benefits of the system are fully realized in daily work practices.

From a theoretical perspective, these findings are consistent with the Technology Acceptance Model (TAM). TAM suggests that technology influences user behavior and performance when it is perceived as useful and easy to use. In the context of BKPSDM Papua Barat Daya, when SIMPEG is perceived as a tool that facilitates work processes, accelerates administrative procedures, and reduces bureaucratic obstacles, employees are more likely to accept and utilize the system in their daily activities. This high level of acceptance facilitates the transition from traditional manual administrative processes to more efficient employee management practices. Therefore, the findings support the fundamental assumption of TAM that positive perceptions of information systems can encourage more productive and organized work behavior.

Empirically, the results of this study are consistent with several previous studies. (Febrianti & Nurlaila, 2024) reported that SIMPEG implementation improves personnel service quality and supports better decision-making within government institutions. Similarly, (Sholeha, 2023) found that SIMPEG enhances work efficiency through faster processing, more accurate information, and improved data validity, although its effectiveness depends on system stability and data completeness. (Prokopenko et al., 2023) further demonstrated that the integration of digital tools in human resource management strengthens HR processes, employee engagement, and overall organizational effectiveness. Likewise, (Hurzhyi N et al., 2022) emphasized that digitalization simplifies personnel management and improves work efficiency, while (Fauzi et al., 2023) found that human resource information systems positively affect organizational effectiveness. In addition, (Pashaie et al., 2020) showed that high-quality information systems can reduce administrative errors and improve organizational decision-making processes.

These findings are also supported by studies highlighting the importance of managerial capability, organizational resources, and employee competencies in improving organizational effectiveness. (Anwar & Hamid, 2019) argued that organizational success depends not only on the availability of resources but also on effective management practices and the ability to utilize organizational capabilities efficiently. Similarly, (Pahlevi & Anwar, 2023) emphasized that intellectual capital plays a significant role in creating organizational value and enhancing institutional performance, suggesting that information systems can generate greater benefits when supported by knowledgeable and competent human resources. Furthermore, (Munzir et al., 2024) demonstrated that capacity-building initiatives and administrative assistance programs improve managerial and administrative effectiveness, indicating that organizational performance can be strengthened through continuous development of employee competencies and administrative capabilities.

In addition, (Anwar et al., 2022) highlighted the importance of human resource empowerment and capacity development in achieving sustainable organizational outcomes. This perspective is relevant to public sector organizations undergoing digital transformation, where employee readiness and adaptability are essential for maximizing the effectiveness of information systems. Moreover, (Tasrim et al., 2024) emphasized that organizational decision-making quality is influenced by the availability of accurate

information and effective resource management, which are fundamental objectives of integrated information systems such as SIMPEG. While (Anwar et al., 2022) focused on financial performance, their findings underline the importance of organizational efficiency and strategic management in achieving superior performance outcomes, principles that are equally relevant in the context of public administration.

Collectively, these previous findings reinforce the results of the present study, confirming that Information System and Administrative Efficiency is a critical factor in enhancing Employee Management Efficiency at BKPSDM Papua Barat Daya Province. The evidence suggests that the effectiveness of personnel administration depends not only on technological infrastructure but also on employee competencies, organizational capabilities, administrative quality, and the effective utilization of information for decision-making.

### **The Effect of Information System and Administrative Efficiency on Organizational Performance at BKPSDM Papua Barat Daya Province**

The results of this study indicate that Information System and Administrative Efficiency has a positive and significant effect on Organizational Performance at BKPSDM Papua Barat Daya Province. This finding confirms that organizational performance is determined not only by employees' ability to perform their duties but also by the extent to which information systems effectively support administrative processes and organizational decision-making. Within the context of BKPSDM, an efficient information system serves as a critical driver that enables the organization to operate in a more structured, responsive, and effective manner in carrying out its personnel management functions.

This relationship can be understood through the descriptive results of the Information System and Administrative Efficiency variable, which received favorable evaluations across nearly all indicators. Respondents perceived that SIMPEG features were utilized effectively, work processes became more time-efficient, and administrative errors were significantly reduced. When these conditions are achieved, organizations are no longer constrained by repetitive and time-consuming administrative tasks. Instead, employees can devote greater attention to more strategic activities, such as improving the quality of personnel services, accelerating civil servant administration processes, and strengthening organizational functions directly related to organizational performance.

Furthermore, information system efficiency contributes to organizational performance through improved accessibility of information, ease of system use, and integration among work processes. When systems are user-friendly and easily understood, employees become more confident in utilizing them to perform their duties. Likewise, rapid access to accurate information streamlines work processes by reducing the time required to search for, verify, and correct personnel data. In organizations such as BKPSDM, where personnel administration relies heavily on data accuracy and timeliness, these advantages are particularly important because information quality directly influences service quality, organizational responsiveness, and administrative credibility.

The positive relationship between information system efficiency and organizational performance is further supported by the descriptive results of the Organizational Performance variable, which also received favorable evaluations from respondents. Indicators such as effectiveness in performing organizational functions, quality of personnel administrative services, work unit productivity, organizational responsiveness, internal accountability, and employee satisfaction all demonstrated positive trends. These findings suggest that the benefits of information system efficiency extend beyond technical improvements and influence broader organizational dimensions. A well-organized and supportive information system fosters a more disciplined work environment, helps organizational units achieve their objectives more consistently, and enhances employees' overall work experience. Therefore, Information System and Administrative Efficiency can be regarded as one of the fundamental operational pillars supporting the overall performance of BKPSDM Papua Barat Daya Province.

From a theoretical perspective, these findings provide additional support for the Technology Acceptance Model (TAM), which serves as the underlying theoretical framework of this study. TAM posits that technology generates meaningful outcomes when users perceive it as both useful and easy to use. In this research, employees' perceptions that the information system facilitates their work, saves time, and

improves access to information indicate a high level of technology acceptance. This acceptance encourages more intensive and effective utilization of the system, which subsequently contributes to improvements in work processes and organizational performance. Consequently, the enhanced performance of BKPSDM can be interpreted as a direct outcome of the successful adoption and utilization of information systems within the organization.

The findings of this study are also supported by previous empirical research. (Amara et al., 2022) reported that the implementation of Human Resource Information Systems (HRIS) positively affects organizational performance through improved HR process efficiency, information effectiveness, and decision-making quality. Similarly, (Deni et al., 2020) found that personnel management information systems positively influence employee performance by providing timely, accurate, and accessible information for work-related activities. (Makovoz & Lysenko, 2024) further emphasized that digital technologies in personnel management enhance organizational efficiency, increase employee satisfaction, and create a more adaptive work environment. Likewise (Chaplaev et al., 2023) argued that the competitiveness of modern organizations increasingly depends on their ability to integrate digital technologies into human resource management practices. Collectively, these studies reinforce the findings of the present research, confirming that Information System and Administrative Efficiency is not merely a technical support tool but a strategic factor that significantly contributes to improving Organizational Performance at BKPSDM Papua Barat Daya Province.

### **The Effect of Employee Management Efficiency on Organizational Performance at BKPSDM Papua Barat Daya Province**

The findings of this study reveal that Employee Management Efficiency has a positive and significant effect on Organizational Performance at BKPSDM Papua Barat Daya Province. This result indicates that organizational performance improves when employee management processes are carried out in an orderly, timely, accurate, and institutionally aligned manner. Within the context of BKPSDM, efficient employee management extends beyond administrative effectiveness and encompasses how the organization allocates personnel, distributes responsibilities, fosters work discipline, and develops human resource capabilities. When these processes function effectively, the organization is better positioned to perform its duties efficiently and deliver high-quality personnel services.

The relationship between employee management efficiency and organizational performance can be explained through the quality of personnel administration processes, which constitute a core component of effective employee management. Respondents perceived that transfer, promotion, and retirement procedures were conducted in a relatively timely and accurate manner, while the distribution of tasks and responsibilities was considered sufficiently clear. These conditions directly contribute to organizational effectiveness by reducing procedural uncertainty and minimizing overlapping responsibilities. As administrative processes become more structured, the organization gains greater capacity to complete tasks on time, strengthen internal accountability, and ensure the consistent implementation of institutional duties and functions.

Another important factor explaining this relationship is the alignment between employee competencies and job responsibilities. Assigning employees to positions that match their skills and expertise enables tasks to be completed with higher quality and lower risk of errors. This relationship becomes even stronger when the organization utilizes technology in employee management processes. Technology facilitates the provision of relevant information for personnel placement, supports systematic performance monitoring, and enhances productivity in task completion. Consequently, efficient employee management is reflected in increased work-unit productivity, improved quality of personnel administrative services, and greater effectiveness in executing organizational functions.

Work discipline and human resource development also play significant roles in explaining the positive effect of employee management efficiency on organizational performance. Respondents expressed positive perceptions regarding discipline and consistency in task execution, while training and development programs were also viewed favorably, although opportunities for further improvement remain. These two factors are strategically important for organizational performance. Discipline contributes to stability and consistency in daily operations, whereas employee development ensures continuous improvement and

organizational adaptability. When employees perform their duties responsibly, understand their roles clearly, and are provided with opportunities to enhance their competencies, the organization becomes more responsive to service demands, better prepared to adapt to change, and more capable of fostering employee satisfaction.

From a theoretical perspective, the findings of this study further support the Technology Acceptance Model (TAM). Although TAM primarily focuses on technology acceptance, its implications in this research extend to the role of technology in facilitating more efficient employee management processes. When digital personnel systems are perceived as useful and easy to use, employees become more willing to utilize them in both administrative and managerial activities. Such acceptance promotes more structured personnel processes, clearer workflows, and more accurate employee management practices. Ultimately, these improvements contribute directly to enhanced organizational performance. Therefore, TAM not only explains technology acceptance in this context but also provides insight into how technology adoption leads to improved personnel governance and organizational effectiveness at BKPSDM Papua Barat Daya Province.

The findings are also consistent with previous empirical studies. (Rizki et al., 2021) found that improvements in civil servant management are associated with enhanced performance of local government organizations, highlighting the importance of personnel governance for public sector success. Similarly, (Fauzi et al., 2023) emphasized that human resource management supported by information systems contributes significantly to organizational effectiveness. (Amara et al., 2022) demonstrated that Human Resource Information Systems (HRIS) strengthen HR processes, improve time efficiency, enhance information effectiveness, and support better decision-making, all of which are closely related to employee management quality. Furthermore, (Waldi et al., 2024) reported that information system-based personnel management improves the speed, accuracy, and transparency of public-sector administrative services. Collectively, these findings reinforce the conclusion of the present study that Employee Management Efficiency is a crucial factor in enhancing Organizational Performance at BKPSDM Papua Barat Daya Province.

### **The Effect of Information System and Administrative Efficiency on Organizational Performance Through Employee Management Efficiency at BKPSDM Papua Barat Daya Province**

The findings of this study indicate that Information System and Administrative Efficiency not only has a direct effect on Organizational Performance but also exerts an indirect effect through Employee Management Efficiency as a significant mediating variable. This result suggests that the contribution of information systems to organizational performance becomes stronger when the benefits of the system are effectively translated into more organized, efficient, transparent, and targeted employee management practices. Therefore, organizational performance at BKPSDM is not merely determined by the existence of digital systems but also by the institution's ability to utilize these systems to improve personnel management processes in a meaningful way.

This relationship can be explained through the descriptive findings of the Information System and Administrative Efficiency variable, which received positive evaluations regarding the utilization of SIMPEG features, work-time savings, system integration, and the reduction of administrative errors. These results indicate that the information system has established a strong technical foundation for more structured work processes. However, this technical foundation can only generate substantial organizational benefits when it is utilized to improve personnel management activities such as transfers, promotions, retirements, task allocation, and other administrative services. In other words, an efficient information system creates organizational potential, while Employee Management Efficiency serves as the mechanism that transforms this potential into tangible organizational outcomes.

Furthermore, the Employee Management Efficiency variable demonstrated positive perceptions regarding technology utilization in personnel management, competency-job alignment, work discipline, and clarity of responsibilities. These findings help explain the emergence of a significant indirect effect. Efficient information systems provide accurate data and structured workflows, while efficient employee management ensures that these resources are used effectively for personnel placement, work supervision, and administrative decision-making. Under such conditions, organizational performance improves not only

because technology accelerates work processes but also because employees are managed more effectively through technology-enabled practices.

The mediation effect identified in this study is further supported by the positive assessment of Organizational Performance indicators, including effectiveness in performing organizational functions, quality of personnel administrative services, work-unit productivity, organizational responsiveness, internal accountability, and employee satisfaction. These findings demonstrate that the influence of information systems on organizational performance does not occur in a static manner. Instead, it operates through a dynamic process in which efficient information systems improve employee management practices, and efficient employee management subsequently enhances organizational responsiveness, productivity, and institutional effectiveness. In the context of BKPSDM Papua Barat Daya Province, these results emphasize that digitalization of personnel administration generates maximum benefits when it is directly linked to improvements in employee management practices.

From the perspective of the Technology Acceptance Model (TAM), these findings can be interpreted through the notion that technology influences organizational outcomes when users perceive it as useful and easy to use. Within this framework, the benefits of information systems extend beyond individual acceptance and lead to changes in work behavior and organizational processes. When employees perceive SIMPEG as a useful tool that simplifies work, reduces administrative burdens, and is easy to operate, they become more willing to use it consistently. This consistent utilization contributes to improvements in employee management processes, which subsequently strengthen organizational performance. Therefore, TAM provides an explanation for the mediation effect observed in this study, suggesting that positive perceptions of technology evolve into more efficient work practices and ultimately contribute to improved organizational performance.

The findings are also supported by previous empirical studies. (Amara et al., 2022) reported that Human Resource Information System (HRIS) implementation positively affects organizational performance through improvements in HR processes, time efficiency, information effectiveness, and decision-making quality. Similarly, (Febrianti & Nurlaila, 2024) found that the optimization of SIMPEG within government institutions requires continuous monitoring of employee performance and integrated socialization efforts, indicating that digital systems achieve optimal results when accompanied by effective employee management practices. (Sholeha, 2023) also demonstrated that the effectiveness of personnel information systems depends on system security, output availability, and user support, while organizational outcomes remain influenced by how institutions manage data quality, network infrastructure, and administrative decision-making processes. These findings reinforce the conclusion that the impact of information systems on organizational performance operates more strongly through the quality of employee management.

The results are further consistent with the findings of (Prokopenko et al., 2023) who emphasized that digital tools are transforming personnel management practices and generating substantial implications for human resource processes in the era of digital transformation. (Chaplaev et al., 2023) argued that the successful utilization of digital technologies in human resource management requires both user readiness and the integration of business and HR strategies. Likewise, (Makovoz & Lysenko, 2024) identified digitalization as a critical factor for organizational efficiency, adaptability, and innovation. Within the public sector context, (Waldi et al., 2024) demonstrated that personnel information systems support more centralized, efficient, and responsive human resource management, while (Fauzi et al., 2023) found that human resource information systems and employee performance jointly contribute to organizational effectiveness. Collectively, these studies provide strong empirical support for the findings of the present research, confirming that Information System and Administrative Efficiency enhances Organizational Performance most effectively when its benefits are translated into improved Employee Management Efficiency.

#### **4. CONCLUSION**

Based on the results of the study and the discussions presented in the previous sections, it can be concluded that Information System and Administrative Efficiency plays a significant role in improving both Employee Management Efficiency and Organizational Performance at BKPSDM Papua Barat Daya Province. The findings demonstrate that efficient personnel information systems contribute positively to employee management efficiency by simplifying administrative processes, improving data accessibility, reducing

administrative errors, and supporting more effective personnel management practices. As a result, the organization is better able to manage its human resources in a structured, timely, and efficient manner.

The study also reveals that Information System and Administrative Efficiency has a direct positive and significant effect on Organizational Performance. This indicates that the effective utilization of personnel information systems not only improves administrative effectiveness but also enhances organizational responsiveness, service quality, accountability, and overall institutional performance. In addition, Employee Management Efficiency was found to have a positive and significant effect on Organizational Performance, suggesting that effective personnel management practices are essential for achieving organizational objectives and delivering high-quality public services.

Furthermore, the results confirm that Employee Management Efficiency serves as a significant mediating variable in the relationship between Information System and Administrative Efficiency and Organizational Performance. This finding implies that the benefits of information systems are maximized when they are translated into more efficient employee management processes. Therefore, improvements in organizational performance are achieved not only through the direct implementation of efficient information systems but also through the enhancement of employee management practices supported by those systems. Overall, the study highlights the strategic importance of digital transformation and effective personnel management in strengthening the performance of public sector organizations, particularly BKPSDM Papua Barat Daya Province.

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