

The Influence of Digital Platforms on Operational Performance through Service Process Capabilities with Digital Culture as a Moderation Variable at BPJS Employment Branch Offices

Ardi Baharudin, Dodie Tricahyo

Faculty of Economics and Business, Telkom University, Bandung

Author Email: ardibaharudin.ab@gmail.com

ABSTRACT

Digital transformation has become a major driver in improving organizational efficiency and effectiveness, including in public sector institutions such as *BPJS Ketenagakerjaan*. As a public agency responsible for delivering social security services to workers, *BPJS Ketenagakerjaan* is required to provide services that are fast, accurate, efficient, and accessible at any time. In this context, the implementation of integrated digital service platforms serves as a strategic tool to enhance service quality and strengthen public accountability. This study aims to analyze the influence of digital service platforms on operational performance, with service process capability as a mediating variable and digital culture as a moderating variable. A quantitative approach was employed, using the Structural Equation Modeling–Partial Least Square (*SEM-PLS*) method for data analysis. The unit of analysis is the organization, specifically 121 branch offices (*cabang induk*) of *BPJS Ketenagakerjaan* selected through purposive sampling. The results of this study are expected to provide theoretical contributions to the development of literature on public sector digitalization, and practical implications for *BPJS Ketenagakerjaan* in formulating strategies to strengthen process capabilities and digital culture in support of improved operational performance. The findings may also serve as a reference for similar public organizations in implementing strategic digital transformation initiatives.

Keywords: Digital Service Platform, Service Process Capability, Digital Culture, Operational Performance

INTRODUCTION

In an era of competitive global competition, the success of an organization is largely determined by its ability to maintain operational quality and adapt to technological developments through digitalization strategies. Digitalization is considered capable of accelerating processes, increasing efficiency, reducing costs, and opening space for service innovation, emphasizing that the success of digitalization does not only depend on technology but also on the organization's internal ability to manage change through strengthening process capabilities and digital culture. Many digital transformation failures occur because organizations are unable to change the mindset and work processes of their employees (Pradana et al., 2022). In this case, it is explained that digitalization is the key to realizing competitive advantage and supporting the improvement of overall business performance. Digitalization not only replaces manual processes but also expands market access, drives service innovation, improves customer experience, and optimizes resource utilization. In addition, digitalization enables faster responses to customer needs, real-time data-driven decision-making, and increased transparency. Structurally, digitalization drives process automation, strengthens team collaboration, accelerates access to information, and creates cost efficiency. Nevertheless, history notes that many organizations fail to maximize the benefits of digitalization by ignoring

the readiness of internal processes and the organizational culture that supports change, so technology investments do not always result in significant performance improvements (Kartika Laila & Kusumawardhani, 2022). Digitalization plays an important role in improving operational efficiency through business process automation, strengthening communication and collaboration, improving access to information, reducing costs, and transforming the service industry, including the public sector such as *BPJS Ketenagakerjaan*. This is in line with findings that the implementation of information technology can optimize various operational aspects such as supply chain and human resource management. *BPJS Ketenagakerjaan* has adopted digital innovations such as the *JMO* application and the *LAPAK ASIK* channel to accelerate services and expand access, in line with the vision in the *RJPP 2022–2026* to create an inclusive and agile social security system. However, as stated, the success of digitalization is also determined by a supportive organizational culture. It is noted that only 30% of digital transformations are successful, while the rest fail due to weak process capabilities and an unadaptive organizational culture. Failure occurs when the organization is unable to manage change in an agile manner or faces internal resistance, emphasizing that the success of digital transformation requires a mature digital process and digital culture. Although *BPJS Ketenagakerjaan* has made a transformation, the results of the Customer Satisfaction Measurement (*CSM*) 2022–2023 show that participant satisfaction is still stagnant, with several branches recording a decline in scores in terms of service speed and clarity of information, which indicates that digitalization has not yet had an optimal impact without the support of a strong work culture and processes (Purba et al., 2023; Hayati et al., 2024; Prihandono & Amir, 2024; Forth et al., 2020; Ramantoko et al., 2018).

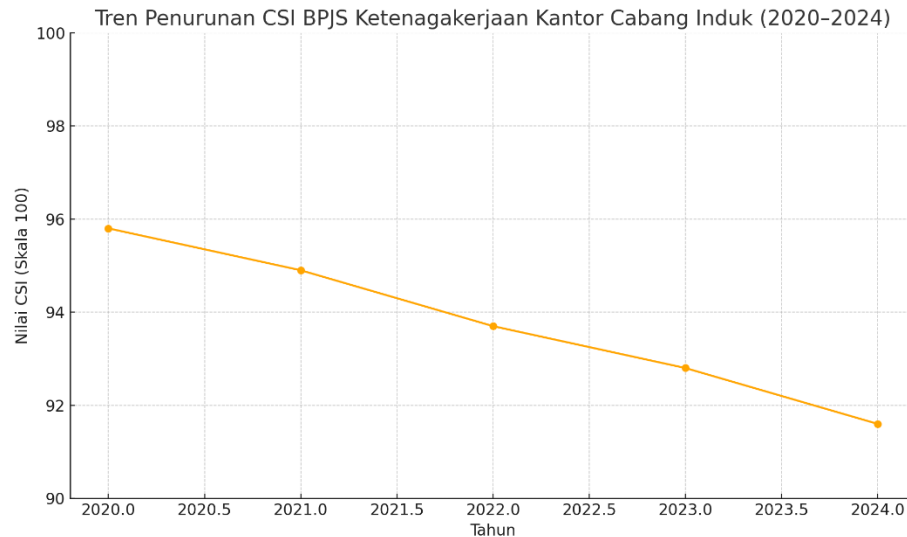


Figure 1. Downward trend of customer satisfaction index (2020-2024)

Source : BPJS Ketenagakerjaan Internal Data

Data on the downward trend of the Customer Satisfaction Index (*CSI*) at the *BPJS Ketenagakerjaan* Main Branch Office during 2020–2024 shows that even though digital infrastructure and systems are available, participant satisfaction has consistently decreased. This indicates that the existence of digital platforms has not had an optimal impact on service quality, especially due to weak process capabilities and a fragile digital culture. Immature service processes, slow adaptation of *SOPs*, and resistance to digital change are the main obstacles to transformation. Participants' complaints revolve around the length of the digital

claim process, the lack of clarity of information in the *JMO/SIPP* application, the lack of socialization of digital features, and the low responsiveness of services outside working hours. Under these conditions, the Main Branch Office is considered an appropriate research object because of its role as a pilot unit of digitalization, the high intensity of digital system use, and its representation of problems and gaps in digitalization implementation at the national and regional levels. This research is relevant to be conducted to understand more deeply how the role of service process capabilities and digital culture can bridge and strengthen the influence of digital platforms on improving operational performance. This situation shows that there is a gap between technological advances and the organization's internal readiness to support the overall digital transformation. In emphasizing that digital maturity must be supported by dynamic capabilities to produce innovations that have an impact on organizational performance (Jie et al., 2025). It has also been found that digital platforms only have a significant impact on operational performance if mediated by supply chain capabilities and moderated by a strong digital culture (Hautala-Kankaanpää, 2022). The 2022 *BPJS Ketenagakerjaan CSM* report and *CSI* data from 2020 to 2024 show that although various digital platforms such as *JMO*, *SIPP*, and *Lapak Asik* have been implemented, participant satisfaction has actually decreased due to slow internal processes, service inconsistencies, and weak process capabilities and digital culture. A conventional work culture, lack of digital literacy, and insufficient training are obstacles to optimizing the use of technology to improve service quality. Although the *RJPP BPJS 2022–2026* affirms its commitment to building adaptive business processes and participants' digital journeys, digital transformation will not be effective without the support of strong process capabilities and a supportive organizational culture. While many studies highlight the importance of digitalization in the public sector, there are still few empirical studies in Indonesia that structurally examine the influence of digital platforms on operational performance by considering process capabilities as mediators and digital culture as moderators. Therefore, this research is important to fill this gap by comprehensively analyzing the relationship between digital technology adoption and operational performance outcomes, understanding the role of process capabilities in bridging digital transformation, and assessing the extent to which digital culture strengthens or weakens the effectiveness of digitalization within *BPJS Ketenagakerjaan*. The purpose of this study is to analyze the influence of digital service platforms on operational performance at *BPJS Ketenagakerjaan* Main Branch Offices throughout Indonesia, as well as examine how process capabilities play a role in improving operational performance. This study also aims to evaluate the influence of digital service platforms on service process capabilities, as well as test whether process capabilities act as a mediator in the relationship between digital platforms and operational performance. In addition, this study seeks to identify the role of digital culture as a moderating variable, both in the relationship between digital service platforms and process capabilities, and between digital service platforms and operational performance. The results of the research are expected to serve as the basis for the formulation of improvement policies, system development, and organizational culture strategies so that digital transformation in *BPJS Ketenagakerjaan* is not only a symbol of innovation but also has a direct impact on the satisfaction and efficiency of public services. Therefore, it is necessary to conduct in-depth research on how digital service platforms impact operational performance, taking into account process capabilities as mediators and digital culture as moderators.

METHOD

This research employs a quantitative approach using the Structural Equation Modeling–Partial Least Square (*SEM-PLS*) analysis technique. The study was conducted on organizational units of *BPJS Ketenagakerjaan* Main Branch Offices across Indonesia, with a sample of 121 branch offices selected purposively. The sole respondent in each unit was the Head of the Branch Office, who is considered to have a deep understanding of organizational conditions. Data were collected through the dissemination of questionnaires compiled based on theoretical indicators from reputable scientific journals. The purpose of this method is to examine the influence of digital service platforms on operational performance, both directly and through the mediating role of service process capabilities as well as the moderating role of digital culture.

RESULTS AND DISCUSSION

Descriptive Analysis

Table 1. Recap % Average Descriptive Analysis

Variable	N	Mean (%)
Platform Digital	122	74,26
Digital Culture	122	72,62
Service Process Capabilities	122	43,93
Operational Performance	122	51,64

Source: Primary Data processed by researchers

Based on the results of data processing in Table 1, it is known that the Digital Service Platform has an average score of 74.26% and is included in the Good category, followed by Service Process Capability with a score of 72.62% in the High category. However, Digital Culture only recorded a score of 43.93% and Operational Performance of 51.64%, both of which are included in the Less category. This inequality shows that although digital infrastructure and service processes have been running well, the success of digital transformation is still hampered by weak digital culture and low performance output. The low digital culture score reflects the lack of employee involvement in training, support for digital innovation, and lack of collaboration between work units. Meanwhile, low operational performance scores indicate that there are still constraints in service accuracy, system response, and technology utilization to effectively manage participant feedback. These findings confirm that digitalization is not enough just by providing platforms and systems, but also requires improving work culture and strengthening implementation capacity in operational lines.

Analysis of Structural Equation Modelling (SEM)

Validity Test

Table 2. Data Loading Factor

	Digital Culture	Process Capabilities	Operational Performance	Platform Digital	Information
BD1	0,798				Valid
BD2	0,784				Valid
BD3	0,808				Valid

BD4	0,827		Valid
BD5	0,797		Valid
BD6	0,812		Valid
BD7	0,832		Valid
BD8	0,796		Valid
BD10	0,807		Valid
BD11	0,712		Valid
BD12	0,794		Valid
BD9	0,811		Valid
KPL1		0,776	Valid
KPL2		0,837	Valid
KPL3		0,778	Valid
KPL5		0,718	Valid
KPL6		0,794	Valid
KPL7		0,712	Valid
KPL8		0,796	Valid
KPL9		0,778	Valid
KPL10		0,809	Valid
KPL11		0,755	Valid
KPL12		0,745	Valid
KO1		0,883	Valid
KO2		0,874	Valid
KO3		0,856	Valid
KO4		0,838	Valid
KO5		0,871	Valid
KO6		0,899	Valid
KO7		0,854	Valid
KO8		0,856	Valid
KO9		0,883	Valid
KO10		0,879	Valid
KO11		0,861	Valid
KO12		0,865	Valid
PD1		0,815	Valid
PD2		0,807	Valid
PD3		0,782	Valid
PD4		0,807	Valid
PD5		0,780	Valid
PD6		0,821	Valid
PD7		0,765	Valid
PD8		0,847	Valid
PD9		0,826	Valid
PD10		0,772	Valid
PD11		0,826	Valid
PD12		0,774	Valid

Source: Author's Data Processing Results, 2025

Based on the table of the results of phase 2 outer loading, all indicators of the four variables in this study have met the criteria of convergent validity with a loading factor value above 0.70, in accordance with the standards set by . The variables of Digital Service Platform (X1), Digital Culture (M), Service Process Capability (Z), and Operational Performance (Y), each consist of 12 indicators with loading values ranging from 0.712 to 0.899. This shows that all indicators are able to represent their constructs consistently and significantly, without any single indicator being eliminated. The Operational Performance variable recorded the highest loading values, reflecting the most robust level of measurement reliability in the model. These findings confirm that the measurement instruments in the study have been well arranged and are suitable for use in the next stage of structural model analysis. (Hair J et al., 2014)

Table 3. Average Variance Extracted (AVE) Validity Test

Construct	Average Variance Extracted (AVE)	Information
Digital Culture	0,638	Valid
Process Capabilities	0,598	Valid
Operational Performance	0,754	Valid
Platform Digital	0,643	Valid

Source: Processed Researcher

Based on Table 3, the results of the convergent validity test through the Average Variance Extracted (AVE) value show that all constructs in this study have met the convergence validity criteria, namely with an AVE value above the minimum threshold of 0.50. The Operational Performance variable has the highest AVE value of 0.754, which indicates that more than 75% of the variance of its indicators can be adequately explained by the construct. Followed by Digital Culture with an AVE value of 0.638, and Digital Platform of 0.643, which also shows the indicator's internal consistency level against a strong construct. Meanwhile, the Process Capability has an AVE value of 0.598, which remains valid because it is above the required minimum value. Thus, all constructs in the research model are declared to be convergently valid and can be used in further structural model testing.(Hair J et al., 2014)

Table 4. Heterotrait-monotrait ratio (HTMT) – Matrix

	Digital Culture	Process Capabilities	Operational Performance	Platform Digital
Digital Culture				
Process Capabilities	0,156			
Operational Performance	0,099	0,597		
Platform Digital	0,113	0,507	0,482	

Source: Results of the author's data processing, 2025

Based on Table 4, all Heterotrait-Monotrait Ratio (HTMT) values between constructs in the model are below the threshold of 0.90, which indicates that the discriminant validity is well met. The highest HTMT values were recorded between Process Capability and Operational Performance at 0.597, while other values, such as between Digital Culture and Operational Performance (0.099) and Digital Platform and Digital Culture (0.113), showed a low correlation. This shows that each construct in the model can be clearly differentiated both

conceptually and empirically. Thus, the validity of this good discriminant supports the reliability and validity of the structural model used in the study.

Table 5. Croos Loading Test Results

	Digital Culture	Process Capabilities	Operational Performance	Platform Digital	Information
BD1	0,798	0,148	0,000	-0,017	Valid
BD2	0,784	0,141	0,098	0,106	Valid
BD3	0,808	0,049	-0,021	-0,041	Valid
BD4	0,827	0,175	-0,026	0,080	Valid
BD5	0,797	0,087	-0,068	0,048	Valid
BD6	0,812	0,079	-0,088	0,044	Valid
BD7	0,832	0,064	-0,085	0,061	Valid
BD8	0,796	0,005	-0,093	-0,036	Valid
BD9	0,811	0,137	0,023	0,120	Valid
BD10	0,807	0,140	-0,048	-0,052	Valid
BD11	0,712	0,062	0,038	0,046	Valid
BD12	0,794	0,131	-0,066	0,122	Valid
KPL1	0,110	0,776	0,424	0,441	Valid
KPL2	0,154	0,837	0,437	0,353	Valid
KPL3	0,011	0,778	0,525	0,447	Valid
KPL5	0,030	0,718	0,349	0,392	Valid
KPL6	0,226	0,794	0,495	0,323	Valid
KPL7	0,194	0,712	0,430	0,342	Valid
KPL8	0,151	0,796	0,430	0,378	Valid
KPL9	0,093	0,778	0,433	0,368	Valid
KPL10	0,072	0,809	0,473	0,363	Valid
KPL11	0,177	0,755	0,432	0,372	Valid
KPL12	0,070	0,745	0,415	0,305	Valid
KO1	-0,011	0,478	0,883	0,436	Valid
KO2	0,036	0,513	0,874	0,400	Valid
KO3	-0,104	0,471	0,856	0,409	Valid
KO4	-0,032	0,475	0,838	0,413	Valid
KO5	-0,061	0,483	0,871	0,395	Valid
KO6	0,046	0,512	0,899	0,370	Valid
KO7	0,004	0,491	0,854	0,367	Valid
KO8	-0,161	0,490	0,856	0,413	Valid
KO9	0,066	0,531	0,883	0,498	Valid
KO10	0,052	0,581	0,879	0,445	Valid
KO11	-0,056	0,448	0,861	0,309	Valid
KO12	-0,088	0,471	0,865	0,432	Valid
PD1	0,045	0,396	0,360	0,815	Valid
PD2	0,025	0,339	0,365	0,807	Valid
PD3	-0,035	0,346	0,447	0,782	Valid
PD4	0,017	0,422	0,447	0,807	Valid
PD5	0,101	0,396	0,407	0,780	Valid

PD6	0,097	0,407	0,328	0,821	Valid
PD7	0,179	0,438	0,312	0,765	Valid
PD8	0,099	0,377	0,449	0,847	Valid
PD9	0,100	0,314	0,260	0,826	Valid
PD10	-0,063	0,393	0,377	0,772	Valid
PD11	0,051	0,424	0,391	0,826	Valid
PD12	-0,007	0,357	0,335	0,774	Valid

Source: Data Processed by researchers through SEM PLS 4

The results of *the cross-loading* analysis showed that all indicators in this study had the highest loading value in their original constructs compared to other constructs, so that the discriminant validity was met. The Digital Culture, Process Capabilities, Operational Performance, and Digital Platform indicators all show a strong correlation with their respective constructs and there is no overlap between constructs. Thus, the measurement model is declared to be discriminatively valid.

Reliability Test

Table 6. Construct Reliability & Validity Test Result

Variable	Cronbach's Alpha	Composite Reliability (rho_c)	Average Variance Extracted (AVE)	Information
Digital Culture	0,949	0,955	0,638	Reliable
Process Capabilities	0,933	0,942	0,598	Reliable
Operational Performance	0,970	0,974	0,754	Reliable
Platform Digital	0,950	0,956	0,643	Reliable

Source: Author's Work Results, 2025

The reliability and validity test of the construct in this study showed excellent results based on three main parameters, namely Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). Based on Table 6, the entire value of Cronbach's Alpha ranges from 0.933 to 0.970, signifying a very high internal consistency for all constructs. The CR value is also very adequate, being in the range of 0.942 to 0.974, which indicates a strong level of construct consistency in the context of PLS-SEM. In addition, the entire AVE value exceeded the threshold of 0.50, which is between 0.598 and 0.754, so the convergent validity has also been met. Thus, the constructs of Digital Culture, Digital Platforms, Process Capabilities, and Operational Performance are declared reliable and valid, and the measurement instruments used are able to produce consistent and reliable data for further analysis.

Table 7. Test Model Fit

	Saturated model	Estimated model
SRMR	0,064	0,064
d_ULS	4,568	4,569
d_G	2,553	2,552
Chi-square	1399,744	1399,983
NFI	0,758	0,757

Source: Results of Researcher Data Processing, 2025

The test results showed that the SRMR value of 0.064 was below the threshold of 0.08, which indicated that the model had a good fit to the SRMR data was assessed as the primary measure for assessing the fit model on the PLS-SEM approach because it measured the mean error between the actual and predicted covariance matrices. Meanwhile, an NFI value of 0.757 indicates the level of fit of models that are in the sufficient category, although they have not reached the ideal threshold of 0.90. This is still acceptable in PLS-SEM-based research, considering that this approach focuses more on prediction-oriented model evaluation than strict goodness-of-fit such as CB-SEM. The d_ULS and d_G values of 4.569 and 2.552 respectively also show relatively small discrepancy values, which supports the claim that the model has an acceptable approximate fit. Although there is no default threshold value for d_ULS and d_G, the lower the value indicates that the more the model matches the data (Henseler et al., 2016) (Hair J et al., 2014) (Henseler et al., 2016)

Inner Model Testing**Table 8. R – Square**

Variable	R-square	R-square adjusted
Process Capabilities	0,247	0,228
Operational Performance	0,401	0,381

Source: Results of Researcher Data Processing, 2025

Based on the results of data processing, it is known that the R-square value for the Digital Platform Variable and Digital Culture together is able to explain 24.7% variation in Process Capability. The rest, which is 75.3%, is explained by other factors outside of this research model. Meanwhile, the combination of Digital Platform, Digital Culture, and Process Capabilities was able to explain 40.1% variation in Operational Performance, which means that 59.9% of the variation was influenced by other variables not included in the model. A low R-square value does not necessarily indicate that the model or research has failed. In social research or public management, this often happens because the reality of organization and human behavior is very complex, and is influenced by many external factors that cannot always be included in the model. According to the context of exploratory and social research, the R-square value of 0.75 is considered substantial, 0.50 moderate, and 0.25 weak, but it is still acceptable if supported by the significance of the path coefficient and the strength of the theory underlying the relationship between variables. (Hair J et al., 2014)

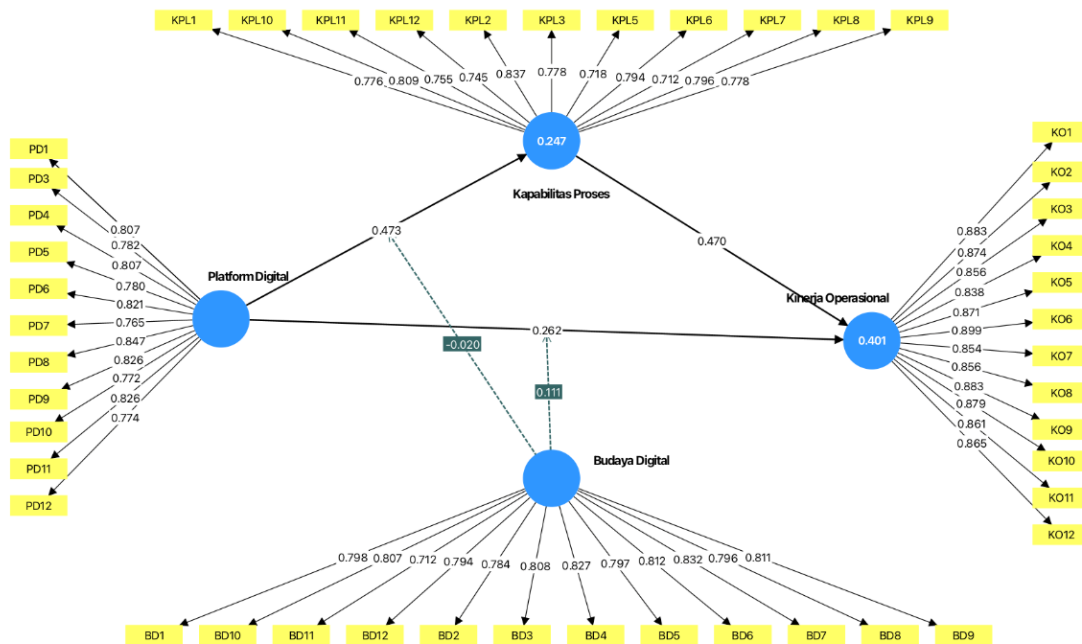


Figure 2. Output model PLS SEM Algorithm
Source : Author's Data Processing Results, 2025

Table 9. F-Square Value

Variable	Digital Culture	Process Capabilities	Operational Performance	Platform Digital
Digital Culture		0,020	0,026	
Process Capabilities			0,278	
Operational Performance				
Platform Digital		0,293	0,088	

Source : Data Processing Results By the author, 2025

The results of the f^2 test showed that Process Capability was the variable with the strongest contribution to Operational Performance ($f^2 = 0.278$), close to the large category, which confirms the importance of strengthening digital-based work processes in improving the efficiency and effectiveness of organizational operations. Digital Platforms also have a significant influence on Process Capability ($f^2 = 0.293$), showing that the proper use of digital technology can improve workflows and speed up services. However, the direct influence of Digital Platforms on Operational Performance ($f^2 = 0.088$) and Digital Culture on Process Capability ($f^2 = 0.020$) and Operational Performance ($f^2 = 0.026$) is still relatively small, indicating that these two aspects have not made a major contribution to the model. Nevertheless, a small f^2 value is still important, especially in the context of public organizations such as BPJS Ketenagakerjaan, because Digital Culture is still needed as a foundation for forming adaptive processes and supporting sustainable service transformation. These findings support the view of Hair et al. (2019) that in exploratory social research, small f^2 values are still acceptable if they are supported by statistical significance and theoretical relevance, thus remaining instrumental in building an organization's comprehensive digital transformation framework.

Table 10. Path coefficients test results

Hypothesis	Relation	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
H1	Digital Platform -> Operational Performance	0,262	0,263	0,081	3,225	0,001
H2	Process Capabilities -> Operational Performance	0,470	0,467	0,068	6,925	0,000
H3	Digital Platforms -> Process Capabilities	0,473	0,478	0,060	7,925	0,000
H4	Digital Platform -> Process Capabilities -> Operational Performance	0,222	0,223	0,041	5,406	0,000
H5a	Digital Culture x Digital Platform -> Operational Performance	0,111	0,104	0,075	1,471	0,071
H6a	Digital Culture x Digital Platform -> Process Capabilities	-0,020	-0,018	0,086	0,228	0,410

Source : Author's Data Processing Results, 2025

Based on the results of *the path coefficients test* in Table 10, a number of important findings were obtained that strengthened the understanding of the relationship between variables in the research model. First, Digital Platforms have been proven to have a positive and significant effect on Operational Performance (H1) with a *t-statistic* value of 3.225 and a *p-value* of 0.001, which shows that the use of digital technology is able to increase the effectiveness and efficiency of public services, in line with *the TOE* and *RBV* theories. Second, Process Capability also has a significant effect on Operational Performance (H2), with a *t-statistic* value of 6.925, which indicates that adaptive digital SOPs and digitized work processes encourage the achievement of organizational performance. Third, Digital Platforms have a strong effect on Process Capability (H3), as evidenced by a *t-statistic* value of 7.925 and a *p-value* of 0.000, confirming that digital technology increases the effectiveness of internal organizational processes. Fourth, Process Capability is proven to mediate the relationship between Digital Platform and Operational Performance (H4), showing that technology only has an optimal impact when supported by internal process readiness, according to the concept of *dynamic capabilities*. However, the test of digital culture moderation on the relationship of Digital Platform to Operational Performance (H5a) and to Process Capability (H5b) showed statistically insignificant results, with *p-values* of 0.071 and 0.410. This means that digital culture is not strong enough to strengthen the effects of digital platforms on processes and performance, although their role remains important in the long run. These results affirm the importance of strengthening process capabilities as the main key to the success of digitalization, while digital culture needs to be built more systemic in order to play an optimal role in supporting the transformation of public services.

Table 11. Hypothesis Test

No	Code Hypothesis	Hypothesis Statement	Statistical Test Results	Results
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1	H1	There is a positive and significant influence between Digital Platforms on Operational Performance	$t = 3.225; p = 0.001$	Accepted
2	H2	There is a positive and significant influence between Process Capability on Operational Performance	$t = 6.925; p = 0.000$	Accepted
3	H3	There is a positive and significant influence between Digital Platforms on Process Capabilities	$t = 7.925; p = 0.000$	Accepted
4	H4	Process Capabilities mediate positively and significantly the influence of Digital Platforms on Operational Performance	$t = 5.406; p = 0.000$	Accepted
5	H5a	Digital Culture moderates positively and significantly the relationship between Digital Platforms and Process Capabilities	$t = 0.228; p = 0.410$	Rejected
6	H5b	Digital Culture moderates positively and significantly the relationship between Digital Platforms and Operational Performance	$t = 1.471; p = 0.071$	Rejected

Source: Results of the author's data processing, 2025

Discussions

There is a positive and significant influence between Digital Platforms on Operational Performance (H1)

The test results showed that the H1 hypothesis was accepted, with a *t-statistic* value of 3.225 and a *p-value* of 0.001 (below the significance threshold of 0.05). The value of the path coefficient (original sample) of 0.262 shows that the Digital Platform has a positive and significant effect on the Operational Performance of BPJS Ketenagakerjaan. This indicates that the higher the utilization of digital platforms in the work environment, the better the organization's operational performance (Zulkifli et al., 2024). Time efficiency, data processing, and digital service processes are the determining factors for increasing productivity and operational accuracy. These results support the findings that digital transformation with application-based platforms speed up processes and improve service satisfaction, and also find that digital innovation significantly improves public organizational outcomes. In the TOE Framework, this proves that the "technology context" plays a major role as a major driver of innovation and public service outcomes (Adade & de Vries, 2025) (Suradi, 2025). then the Resource-Based View (RBV) theory also states that digital capabilities are strategic resources that are able to create a competitive advantage (Barney, (1991).

There is a positive and significant influence between Process Capability on Operational Performance (H2)

The H2 hypothesis was also accepted, with a *t-statistic* value of 6.925 and a *p-value* of 0.000, indicating a positive and significant relationship. The coefficient value of 0.470

reinforces that Process Capability plays an important role in driving Operational Performance. This indicates that the more mature and standardized the service process carried out by the organization, the operational performance also increases significantly. Process readiness, output scalability, and procedural clarity are indicators of success. This result is in line with the emphatic finding that process capability is the most determining organizational factor in the success of digital innovation, this finding is also supported by also emphasizing the importance of agile organizations in public digitalization, in TOE, the "organization context" factor, especially process capability, has proven to be a crucial link towards improving operational performance. In the context of BPJS Ketenagakerjaan, adaptive process capabilities allow organizations to continue to provide high-quality services despite external or internal environmental pressures, such as regulatory changes, demand spikes, or digital transitions. More specifically, this theory supports the idea that an organization's ability to build, update, and optimize service processes is a key foundation for performance improvement. (Marei et al., 2023) (Suradi, 2025)

There is a positive and significant influence between Digital Platforms on Process Capabilities

The H3 hypothesis was accepted, with a t-statistic value of 7.925 and a p-value of 0.000, which shows a positive and significant relationship between Digital Platforms and Process Capabilities. The path coefficient value of 0.473 indicates that the influence is quite strong, showing that the existence and application of digital platforms directly is able to shape and strengthen process capabilities in the organization. The implementation of digital platforms provides a technological foundation that allows service processes to be more efficient, automated, well-documented, and can be monitored in real-time. This helps organizations ensure service consistency, reduce the potential for manual errors, and accelerate the execution cycle of operational activities. Digital platforms also create workflow standardization that facilitates coordination between work units, especially in large-scale organizations such as BPJS Ketenagakerjaan. This result is also strengthened by the statement that digital platforms in public services can accelerate the formation of adaptive, efficient, and responsive processes, especially in the face of changes in public policies and expectations (Zulkifli et al., 2024). In the context of social services such as BPJS Ketenagakerjaan, strong process capabilities are essential to respond to the needs of the community quickly, precisely, and in accordance with applicable regulations.

Process Capabilities mediate positively and significantly the influence of Digital Platforms on Operational Performance

The H4 hypothesis is accepted, with a t-statistic value of 5.406 and a p-value of 0.000, which suggests that Process Capability significantly mediates the relationship between Digital Platform and Operational Performance. In other words, although digital platforms have a direct influence on improving operational performance, they become more optimal when they are intervened by mature and standardized process capabilities. In carrying out its duties, BPJS Ketenagakerjaan has implemented various digital platforms such as *the JMO application*,

These findings support the Technology-Organization-Environment (TOE) Framework which emphasizes that "organizational context" such as process capabilities is key

to the success of digital transformation. Within the framework of TOE, it is not enough for organizations to simply adopt technology, but also to have internal process readiness that aligns with its digital strategy. His research also revealed that process capability is the main mediating variable in public sector digitalization, where a clear process structure strengthens the effectiveness of digital platforms. Furthermore, it also emphasizes the importance of *organizational readiness* and *business process capability* in bridging technology adoption with performance results. Without process readiness, according to Suradi, the use of digital platforms has the potential to result in *service bottlenecks*, procedural gaps, or even service failures (Adade & de Vries, 2025) (Zulkifli et al., 2024) (Suradi, 2025).

Digital Culture moderates positively and significantly the relationship between Digital Platforms and Process Capabilities.

The H5a hypothesis was rejected, with a *t-statistic* value of 0.228 and a *p-value* of 0.410, indicating that Digital Culture does not significantly moderate the relationship between Digital Platforms and Process Capability. These results show that even though digital platforms have been widely implemented in BPJS Ketenagakerjaan, the existence of digital culture in the organizational environment is not strong enough to support the formation of process capabilities optimally. This indicates that the use of digital technology has not been fully accompanied by the readiness of a work culture that is adaptive to digital changes, such as an agile mindset, digital collaboration, and innovative attitudes in the use of service applications and electronic work processes. In some branch offices, the digital transformation carried out is still top-down, and has not touched on the aspects of changing employee mindsets and work behavior as a whole. Employees tend to see digitalization as a mere administrative instrument, not as part of a change in work culture. As a result, digital processes that are supposed to increase efficiency and transparency have not run optimally due to the lack of internalization of digital cultural values.

This result contradicts the findings that digital culture is the main catalyst in strengthening process digitalization and driving organizational change, in his research it is also stated that digital culture can strengthen process change if training and literacy are carried out massively. These findings are also not in line with Organizational Culture Theory from emphasizing that the basic values, norms, and assumptions in organizational culture greatly influence the effectiveness of technology adoption (Fahmi, 2024). In this theory, an adaptive culture that supports technological innovation will accelerate the acceptance of new technologies and strengthen organizational capabilities. However, the failure of digital culture in moderating this relationship can be caused by the weak internal cultural transformation within the BPJS Ketenagakerjaan environment, such as resistance to the new system, lack of training that in stills *digital mindset*, and there has been no strengthening *change management* structured (Schein., 1992).

In its implementation, BPJS Ketenagakerjaan needs to develop a comprehensive digital culture strengthening program, not only at the technological level, but also in the aspect of human resources and leadership patterns. Internal strategies such as *digital behavior* training, socialization of digital work values, and the use of change agents in each work unit can strengthen the effect of digitalization on process capabilities. In addition, support from top

management is needed in the form of digital leadership, as well as a reward and recognition system that encourages technology-based work behavior.

Digital Culture moderates positively and significantly the relationship between Digital Platforms and Operational Performance.

The H5b hypothesis is rejected, shown by a *t-statistic* value of 1.471 and a *p-value* of 0.071, which means that Digital Culture does not significantly moderate the relationship between Digital Platform and Operational Performance at BPJS Ketenagakerjaan. This insignificance reflects that although digital technologies have been systematically available and used through platforms such as JMO and SIPP, an organizational culture that has not been fully adaptive is a major obstacle in optimizing operational performance. Low digital literacy, resistance to change, and lack of internal training cause uneven acceptance of technology at the individual and work unit levels, thus hindering service response, data processing efficiency, and system utilization in decision-making. These findings contradict the theories of the Technology Acceptance Model (TAM), Digital Culture Model, and Organizational Culture (Schein, 1992), which state that culture is an important foundation in supporting the success of technological innovation. In addition to not being in line with the findings of Pradana et al. (2022), this condition confirms that strengthening digital culture must be a strategic priority, through comprehensive digital literacy programs, digital competency training, internalization of digital values, and technology-based work culture transformation. Thus, the use of digital platforms will have a real and equitable impact on improving the operational performance of BPJS Ketenagakerjaan in a sustainable manner.

CONCLUSION

Based on the results of the analysis using the Structural Equation Modeling–Partial Least Square (*SEM-PLS*) method, this study concludes that digital platforms have a positive and significant effect on service process capabilities, but do not have a direct impact on operational performance without being supported by mature internal process readiness. Process capabilities have proven to be a key factor that significantly affects operational performance and mediates the relationship between digital platforms and organizational performance, showing that successful digital transformation relies heavily on the strength of internal processes. However, digital culture has not been proven to moderate the influence of digital platforms on process capabilities and operational performance, which indicates that digital values in the *BPJS Ketenagakerjaan* environment still need to be strengthened. Overall, the research model has weak predictive power with a low R^2 value, which indicates the need to consider other variables such as regulation, human resource capacity, organizational structure, and leadership in designing a more comprehensive digital transformation strategy in the public sector.

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