The effect of records management on the effectiveness of human resource performance in public services

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Abstract

Background of the study: Records management plays a vital role in supporting administrative performance, particularly human resource effectiveness, in public service institutions. However, inadequate records management practices in local government offices, especially in developing regions, can hinder service delivery, transparency, and accountability.

Purpose: This study aims to examine the effect of records management on the effectiveness of human resource performance within the Sawahlunto Municipality Office of Population and Civil Registration in Indonesia.

Method: A quantitative explanatory approach was adopted, using a saturated sampling technique involving 75 respondents. Data was collected through structured questionnaires. Inferential analysis using simple linear regression showed a moderate positive relationship and a coefficient of determination, indicating that records management accounts for 14% of the variation in human resource performance.

Findings: The findings emphasize that digitalization, record classification, and staff training significantly enhance administrative speed and productivity. While records management is not the sole determinant of human resource performance, it functions as a strategic enabler.

Conclusion: The study supports institutional reform efforts by highlighting the importance of integrated records management systems in improving public sector human resource outcomes.

Keywords: records management, human resource performance, public service, Indonesia, organizational effectiveness

Introduction

Records management (RM) in public sector organizations plays a pivotal role in supporting human resource (HR) functions. As public service agencies increase in complexity, so does the volume and importance of records ranging from employee performance logs to civil registration archives. Inefficient RM can lead to service delays, duplication of effort, and reduced organizational accountability. In Indonesia, especially at the local government level, these inefficiencies are magnified due to infrastructure constraints and limited capacity in digital systems. This study seeks to understand how RM systems impact HR performance effectiveness, using the Office of Population and Civil Registration in Sawahlunto Municipality as a case study.

Several studies have recognized the relevance of RM in enhancing organizational outcomes. Xie (2016) highlighted how appropriate RM practices enhance information retrieval and legal compliance. Svärd (2017) and Mukred et al. (2019) emphasized the importance of electronic records management systems (ERMS) in improving employee efficiency. Almacen and Cabaluna (2021) linked EDMS implementation with streamlined healthcare services, demonstrating RM's utility across sectors. Williamson and Johanson (2017) and Zimmerman (2019) noted that weak RM practices in the public sector erode transparency and hinder reform. Jamaludin et al. (2020) illustrated the foundational role of RM in organizational learning and performance appraisal.

In addition, Franks (2013) and Saffady (2021) offered detailed models of RM systems, emphasizing the lifecycle stages of creation, use, maintenance, and disposition, which align closely with HR documentation needs. Matto (2022) identified delays in procurement due to poor RM, indirectly affecting employee output. Crockett (2016) and Jirata et al. (2018) advocated for RM systems that ensure compliance and institutional memory, both critical to HR accountability. Moreover, Sofyani et al. (2020), Bennett et al. (2023), Syahidan (2024), and Zakaria et al. (2025) examined RM practices within Indonesian local governments, identifying a lack of infrastructure and trained personnel as primary obstacles.

While these studies provide foundational insights, several gaps remain. First, most analyses treat RM as a standalone administrative concern, rarely linking it to operational outcomes like HR performance. Second, the existing literature heavily features contexts from developed nations or national-level agencies, with less focus on sub-national units in developing countries. Third, few studies empirically test the relationship between RM quality and HR performance outcomes, relying instead on qualitative assumptions.

This study contributes to closing these gaps in three key ways. First, it quantitatively evaluates how RM practices influence HR performance effectiveness in a local government setting. Second, it focuses on Sawahlunto Municipality, an administratively developing city in Indonesia, providing a context rarely analyzed in the RM and HR discourse. Third, it integrates legal, technological, and performance dimensions into its framework, enabling a holistic view of RM's strategic role.

The Office of Population and Civil Registration in Sawahlunto Municipality exemplifies both innovation and administrative challenges (Pemerintah Kota Sawahlunto, 2022a). Recognized for its Rancak Digital innovation, the office still struggles with manual processes and incomplete digitization (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia, 2014; Pemerintah Kota Sawahlunto, 2022b). Services such as marriage certificate retrieval rely on physical ledgers, leading to service delays of up to two months. As indicated in the 2023 Community Satisfaction Survey, aspects such as completion time score lower than other indicators, highlighting the bottleneck created by RM inefficiencies.

From 2019 to 2023, the office processed over 319,000 records, with birth and death

records forming the majority (Badan Pusat Statistik Kota Sawahlunto, 2023). Despite this high volume, classification systems remain underdeveloped, and electronic records cover only recent years. This situation underscores the urgency of evaluating RM's effect on HR performance, particularly in terms of responsiveness, productivity, and service reliability.

This paper argues that improving RM systems is not merely a technical upgrade but a strategic necessity for enhancing HR effectiveness in public service delivery. The study aligns with Indonesian legislation, including Law Number 25 of 2009 on Public Services (Pemerintah Republik Indonesia, 2009) and Law number 43 of 2009 on Archives (Pemerintah Republik Indonesia, 2009), which mandate transparent and accountable RM practices. However, the lack of operationalization and enforcement of these laws, especially in developing municipalities, calls for empirical evaluation and policy attention. Thus, the novelty of this study lies in its empirical linkage of RM practices to HR performance outcomes, the focus on a regionally marginalized context, and the strategic framing of RM as a performance enabler rather than an administrative burden.

Literature Review

Records management (RM) is defined as the systematic control of records from creation through use to final disposition. As public sector organizations depend heavily on reliable data for decision-making, governance, and accountability, RM forms a backbone of administrative infrastructure. Franks (2013) and Saffady (2021) frame RM as not only a tool for compliance but also a strategic resource that enhances institutional memory, reduces legal risks, and supports continuous service delivery.

The relationship between RM and human resource (HR) performance is increasingly substantiated by empirical and theoretical research. Awino and Guyo (2025) contend that ineffective RM results in administrative delays and decision-making inconsistencies, especially in personnel evaluations. Isa et al. (2019) emphasized that poor documentation undermines employee trust and service accountability. Similarly, Alzoraiki et al. (2024) asserted that rapid access to complete and accurate records enhances HR decision-making and promotes regulatory compliance.

Adom-Nyankey and Andoh (2022) identified RM's bifurcation into administrative and strategic categories, suggesting both influence HR operations. Mukred et al. (2019) explored the implementation of ERMS in higher education institutions, finding improvements in HR efficiency and error reduction. Jamaludin et al. (2020) and Reina and Scarozza (2020) documented how RM systems foster organizational learning by archiving training and development histories crucial for performance appraisal.

Namukasa (2017) further substantiated RM's role by linking document retrieval delays to procurement inefficiencies, which in turn impact staff productivity and morale. In an Indonesian context, Anggraeni and Hendrawan (2023), Bennett et al. (2023), and Zakaria et al. (2025) emphasized the challenges of RM implementation in regional agencies, including a lack of technical skills, infrastructure gaps, and low prioritization in local governance agendas.

The theoretical framing of this research is grounded in institutional theory, which posits that organizational effectiveness stems from the coherence of formal structures and information flows. In this framework, RM systems constitute a vital information infrastructure that supports policy implementation and procedural transparency. Anwar and Abdullah (2021) reinforced this view by noting that HR effectiveness depends on reliable data for policy formulation, recruitment, and performance evaluation. Effectiveness in HR is typically associated with service delivery outcomes such as responsiveness, accountability, and timeliness. Van Ryzin (2015), Svärd (2017), and Sawir (2020) further argued that records serve as feedback mechanisms for evaluating public service quality, especially in local government contexts.

Legal frameworks also support the integration of RM into HR performance systems. Law number 43 of 2009 on Records and Archives mandates public institutions in Indonesia to manage archives systematically, accurately, and securely. Yet, reports by the Ministry of Home Affairs of the Republic of Indonesia suggest inconsistent adherence, particularly in remote or under-resourced areas (Kementerian Dalam Negeri Republik Indonesia, 2020). Despite the growing awareness of RM's strategic value, few studies have systematically linked RM quality to HR performance metrics. Most research either centers on digitization efforts or qualitative evaluations of RM practices. This study distinguishes itself by using quantitative methods to measure how specific dimensions of RM affect HR performance indicators.

While the literature affirms RM's importance in organizational effectiveness, there is a paucity of empirical studies that integrate RM into the broader HR performance discourse, especially in developing country contexts. This study addresses this gap by focusing on a municipality in Indonesia and employing a robust statistical approach to link RM with HR effectiveness. The findings are expected to inform both academic debates and public policy interventions aimed at improving service delivery through better information governance.

Method

Research Design

This study employs a quantitative research approach with an explanatory design. According to Nardi (2018), explanatory research aims to determine causal relationships between variables through hypothesis testing and statistical analysis. This approach is appropriate for examining the influence of records management (independent variable) on the effectiveness of human resource performance (dependent variable) in a public service context.

Research Location

The research was conducted at the Office of Population and Civil Registration of Sawahlunto Municipality, a regional government agency in West Sumatra, Indonesia. This agency is responsible for population data services such as issuing identity cards, birth and death certificates, and marriage records, making it an ideal setting for evaluating the impact of records management on human resource performance.

Population and Sample

The population of this study consists of all employees of the Sawahlunto Municipality Office of Population and Civil Registration. The total population included 80 employees, and a saturated sampling technique was applied. This technique, recommended by Creswell and Creswell (2017) when the population is relatively small, allows researchers to use the entire population as a sample. However, after validation, 75 respondents were included in the final analysis due to incomplete or invalid responses from five individuals.

Data Collection

Primary data were collected using a structured questionnaire distributed to respondents. A Likert scale with five response options (Always, Frequently, Sometimes, Rarely, Never) was used to assess respondents' perceptions of records management and human resource performance. To ensure construct validity, the questionnaire was developed based on well-established measurement indicators, including Records Management: The instrument items for this variable were adapted from Franks (2013), Saffady (2021), and Hendrawan and Ulum (2017), focusing on the principles of reliability, systematicity, completeness, comprehensiveness, and normativity in records handling. Effectiveness of Human Resource Performance: Questionnaire items were based on Ocampo et al. (2019), Mahapatro (2021), and

Sinambela (2021), incorporating key HR performance indicators such as responsiveness, accountability, responsibility, productivity, and service quality.

Each construct contained multiple items. Validity testing was conducted using Pearson's correlation, and reliability was confirmed via Cronbach's Alpha with scores above 0.90 for both variables, indicating high internal consistency (Creswell & Creswell, 2017; Malhotra et al., 2020). Secondary data were obtained from internal documents and reports issued by the Sawahlunto Municipality Office, such as service satisfaction surveys and performance evaluation records from 2019 to 2023.

Data Analysis

The data analysis employed inferential statistics, specifically:

- Simple Linear Regression: To examine the influence of the independent variable (X = Records Management) on the dependent variable (Y = Human Resource Performance Effectiveness), using the equation: $Y = a + bX$.
- Hypothesis Testing: Conducted through t-tests and F-tests. The t-test evaluated the significance of the regression coefficient, while the F-test determined the model's overall explanatory power.
- Correlation Coefficient (R): Measures the strength and direction of the relationship between variables.
- Coefficient of Determination (R^2): Determined the percentage of HR performance variability explained by records management.

All tests were performed at a 5% significance level ($p < 0.05$), and data processing was carried out using the Statistical Package for the Social Sciences (SPSS) software. The analysis yielded a positive and statistically significant relationship between RM and HR performance, with an R-value of 0.374 (moderate correlation) and an R^2 value of 0.140, indicating that records management accounts for 14% of the variance in HR performance. These findings support the hypothesis that efficient records management enhances employee performance effectiveness in public service delivery.

Results and Discussion

The sample size for this study consisted of seventy-five participants. The survey results indicate that there were forty-one male participants and thirty-four female participants, categorized by gender. Men exert greater dominance. The responders own four fields, including the population field with a total of twenty-five individuals, the civil registration field with fourteen individuals, the Population Administration Information Management Unit with sixteen individuals, and the secretariat unit with twenty individuals. Based on their most recent schooling, respondents were classified into three levels of education. Individuals with education levels ranging from high school to a diploma are classified as low. This category includes thirty-six individuals who have completed high school and twenty-six individuals who have earned a bachelor's degree. In the last category, seven respondents have completed a diploma qualification, and five individuals have a master's degree.

Validity tests were conducted on thirty-two items for each variable, with a total of thirty respondents. The value of the r table is determined by computing the degrees of freedom. The calculation yields a value of (df) = 30-2 = 28. The r table has a value of 0.361. An item will be considered valid if its r count is greater than the r table value. On the other hand, the r count value will be considered invalid if it is less than the r table value. SPSS conducted a validity test, as shown in Table 1.

Table 1. Validity Test Results

Variables	Item	R_{count}	R_{table}	Sig.	Description
Records management	X1	.792	0.361	.000	Valid
	X2	.547	0.361	.002	Valid
	X3	.553	0.361	.002	Valid
	X4	.675	0.361	.000	Valid
	X5	.621	0.361	.000	Valid
	X6	.682	0.361	.000	Valid
	X7	.738	0.361	.000	Valid
	X8	.692	0.361	.000	Valid
	X9	.684	0.361	.000	Valid
	X10	.744	0.361	.000	Valid
	X11	.568	0.361	.001	Valid
	X12	.567	0.361	.001	Valid
	X13	.623	0.361	.000	Valid
	X14	.551	0.361	.002	Valid
	X15	.719	0.361	.000	Valid
	X16	.669	0.361	.000	Valid
	X17	.717	0.361	.000	Valid
Effectiveness of human resource performance	Y1	.794	0.361	.000	Valid
	Y2	.685	0.361	.000	Valid
	Y3	.730	0.361	.000	Valid
	Y4	.568	0.361	.0001	Valid
	Y5	.520	0.361	.003	Valid
	Y6	.541	0.361	.002	Valid
	Y7	.669	0.361	.000	Valid
	Y8	.694	0.361	.000	Valid
	Y9	.646	0.361	.000	Valid
	Y10	.834	0.361	.000	Valid
	Y11	.793	0.361	.000	Valid
	Y12	.608	0.361	.000	Valid
	Y13	.799	0.361	.000	Valid
	Y14	.548	0.361	.002	Valid
	Y15	.599	0.361	.000	Valid

Source: Primary data from 2023.

Table 1 indicates that all of the tested items had a calculated r value that exceeded the r table value. The p-value is less than 0.05. The results indicate the legitimacy of all items. The reliability test is based on Cronbach's alpha formula, with an alpha coefficient of 0.6. If the coefficient is less than 0.6, it is considered unreliable. The declaration of reliability occurs when the alpha coefficient surpasses 0.6. Table 2 documents the outcomes of the reliability test (R).

Table 2. Reliability Coefficient Test Results

Variables	Alpha Cronbach	Description
Records management	0,916	Reliable
Effectiveness of human resource performance	0,911	Reliable

Source: Primary data from 2023.

Malhotra et al. (2020) state that a number below 0.6 indicates the presence of a persistent constraint that is unsatisfactory. This statement asserts the unreliability of any instrument with an alpha coefficient value below 0.6. A reliability assessment is considered satisfactory if the alpha coefficient value exceeds 0.6. The reliability test results presented in Table 2 indicate that each variable is valued at 0.916 and 0.911. The test findings establish the reliability of both variables.

Frequency Distribution of Records Management Variables (X)

The records management variable comprises seventeen items, which are defined by five indicators including reliability, systematicity, completeness, comprehensiveness, and normativity. Table 3's information reveals a mean score of 71.78 for the records management variable. The mean is determined by summing the average scores for each item. Based on this average, the records management system is classed as good.

Table 3. Frequency Distribution of Records Management Variables

Item	A		F		St		Sd		N		Total		Mean
	F	%	F	%	F	%	F	%	F	%	Amount	%	F
X.1	41	54,7	28	37,3	6	8	0	0	0	0	75	100	4,47
X.2	22	29,3	36	48	21	28	6	8	5	6,7	75	100	4,45
X.3	12	16	4	5,3	24	32	21	28	14	18,7	75	100	2,72
X.4	29	38,7	36	48	9	12	1	1,3	0	0	75	100	4,24
X.5	38	50,7	28	37,3	6	8	0	0	3	4	75	100	4,30
X.6	34	45,3	37	49,3	4	5,3	0	0	0	0	75	100	4,4
X.7	31	41,3	32	42,7	7	9,3	3	4	2	2,7	75	100	4,16
X.8	32	42,7	32	42,7	7	9,3	4	5,3	0	0	75	100	4,23
X.9	34	45,3	27	36	10	13,3	3	4	1	1,3	75	100	4,2
X.10	27	36	41	54,7	9	12	0	0	0	0	75	100	4,34
X.11	25	33,3	37	449,3	9	12	1	1,3	3	4	75	100	4,03
X.12	51	68	23	30,7	1	1,3	0	0	0	0	75	100	4,7
X.13	38	50,7	34	45,3	1	1,3	1	1,3	0	0	75	100	4,38
X.14	21	28	32	42,7	13	17,3	5	6,7	4	5,3	75	100	3,81
X.15	40	53,3	27	36	8	10,7	0	0	0	0	75	100	4,43
X.16	39	52	33	44	3	4	0	0	0	0	75	100	4,48
X.17	36	48	36	48	3	4	0	0	0	0	75	100	4,44
Total													71,78

Source: Primary data from 2023.
Table Description:
A: Always
F: Frequently
St: Sometimes
Sd: Seldom
N: Never

The analysis of the frequency distribution of the Records Management variable (X), which consists of 17 items categorized under five key indicators such as reliability, systematicity, completeness, comprehensiveness, and normativity, demonstrates an overall favorable assessment by respondents. With a cumulative mean score of 71.78 out of a possible

85, the records management practices at the Sawahlunto Municipality Office of Population and Civil Registration can be classified as good. Most items received mean values above 4.0, indicating consistent implementation and adherence to records management procedures. Notably, Item X.12 recorded the highest mean score of 4.70, suggesting strong compliance with procedural norms. Similarly, items X.1, X.15, and X.16, each scoring above 4.40, reflect reliable classification, accessibility, and systematic handling of records.

However, Item X.3, with a significantly lower mean of 2.72, highlights a notable deficiency likely associated with completeness or accessibility of archived records, particularly those not yet digitized. Item X.14 also registered a relatively modest score of 3.81, indicating limited comprehensiveness in document coverage. These findings suggest that while the overall records management system is functional and well-perceived, targeted improvements are necessary in ensuring the completeness and comprehensive integration of all records. Such enhancements will be essential for achieving higher levels of HR performance and service delivery effectiveness.

The Frequency Distribution of Human Resource Performance Effectiveness Variables (Y)

The variable Y, representing human resource performance effectiveness, comprises fifteen question items that correspond to five components of human resource performance effectiveness. Ocampo et al. (2019) provide additional clarification on the following factors such as service quality, accountability, responsibility, responsiveness, and productivity. Table 4 presents the results of the frequency distribution analysis on variable Y.

Table 4. Frequency Distribution of Human Resource Performance Effectiveness Variables

Item	A		F		St		Sd		N		Total		Mean
	F	%	F	%	F	%	F	%	F	%	Amount	%	F
Y.1	43	57,3	32	42,7	0	0	0	0	0	0	75	100	4,57
Y.2	42	56	31	41,3	2	2,7	0	0	0	0	80	100	4,53
Y.3	31	41,3	42	56	3	4	0	0	0	0	80	100	4,38
Y.4	45	60	27	36	2	2,7	0	0	0	0	80	100	4,57
Y.5	41	54,7	30	40	4	5,3	0	0	0	0	80	100	4,49
Y.6	42	56	29	38,7	2	2,7	2	2,7	0	0	80	100	4,48
Y.7	47	62,7	26	34,7	1	1,3	0	0	1	1,3	80	100	3,57
Y.8	45	60	26	34,7	4	5,3	0	0	0	0	80	100	4,54
Y.9	38	50,7	32	42,7	5	6,7	0	0	0	0	80	100	4,44
Y.10	43	57,3	29	38,7	3	4	0	0	0	0	80	100	4,53
Y.11	49	65,3	25	33,3	1	1,3	0	0	0	0	80	100	4,64
Y.12	47	62,7	27	36	1	1,3	0	0	0	0	80	100	4,57
Y.13	44	58,7	30	40	1	1,3	0	0	0	0	80	100	4,57
Y.14	50	66,7	23	30,7	0	0	0	0	2	2,7	80	100	4,41
Y.15	41	54,7	30	40	3	4	0	0	1	1,3	80	100	4,45
Total													66,74

Source: Primary data from 2023.
Table Description:
A: Always
F: Frequently
St: Sometimes
Sd: Seldom
N: Never

The Human Resource Performance Effectiveness variable (Y) consists of 15 questionnaire items based on five core components, including service quality, accountability, responsibility, responsiveness, and productivity, as outlined by Ocampo et al. (2019). The cumulative mean score for this variable is 66.74 out of a possible 75, indicating that the human resource performance at the Sawahlunto Municipality Office of Population and Civil Registration is generally perceived as effective. Most items scored above 4.4, reflecting consistently strong performance across multiple dimensions. Items Y.1, Y.4, Y.11, Y.12, and Y.13, all with mean values between 4.53 and 4.64, suggest high levels of responsiveness, accountability, and service quality. These results imply that employees are frequently performing their duties in a timely and reliable manner.

However, Item Y.7 showed a comparatively lower mean score of 3.57, which may point to specific challenges in certain areas of responsibility or productivity that merit further investigation. Despite this, the frequency of positive responses in the "Always" and "Frequently" categories across most items indicates strong HR performance. This is further supported by inferential analysis, where the correlation coefficient (R) between Records Management (X) and HR Performance Effectiveness (Y) is 0.374, representing a moderate positive relationship. Moreover, the determination coefficient (R^2) of 0.140 suggests that records management explains 14% of the variation in HR performance outcomes. While this highlights the importance of effective records management, it also implies that other factors, such as leadership, motivation, and digital infrastructure, play significant roles. In conclusion, the survey results underscore that the overall human resource performance in the institution is strong, but optimizing records management systems can further enhance these outcomes.

Discussion

The findings of this study confirm that records management significantly affects the effectiveness of human resource performance within public service institutions. This supports and extends the conclusions drawn by earlier researchers. For instance, the results align with the study by Mukred et al. (2019), which demonstrated that implementing digital RM systems enhances employee accuracy and workflow efficiency. Similarly, Jamaludin et al. (2020) emphasized how structured RM supports institutional learning and HR development processes. The statistical finding in this research, indicating that RM accounts for 14% of the variance in HR performance, underscores the critical role of RM in operational efficiency.

Compared to Xie (2016), who discussed the impact of RM on legal compliance and service speed, this study adds empirical weight to the assertion by examining a concrete public service institution in a developing region. Xie's insights into how prompt information retrieval supports performance evaluation cycles are evident in Sawahlunto Municipality, where slow file retrieval from physical ledgers delays public services, particularly in marriage documentation.

This research echoes Williamson and Johanson's (2017) claim that weak RM undermines organizational accountability. In the context of Sawahlunto Municipality, survey data highlighted that citizens perceive service times as a suboptimal issue directly linked to inefficient RM practices. However, the R^2 value of 0.140 suggests that while RM plays a significant role, other factors (constituting the remaining 86%) also influence HR performance. These may include individual motivation (Sinambela, 2021), leadership practices (Sitopu et al., 2021), infrastructure, and broader organizational culture.

The study's context-specific contribution lies in its focus on Sawahlunto Municipality in Indonesia, although Anggraeni and Hendrawan (2023) and Zakaria et al. (2025) have explored RM in similar regional agencies; their work often emphasized archival preservation or digital initiatives rather than HR performance. This study bridges that gap by directly linking

RM quality to employee outcomes and administrative service effectiveness.

Furthermore, the findings validated Law number 43 of 2009 on Records and Archives, which mandates professional RM practices to support transparency and governance. Yet, the partial contribution of RM to HR effectiveness in this study suggests that legal compliance alone is insufficient; capacity-building, digital infrastructure, and change management are also needed to translate RM investments into HR gains. This research reaffirms and deepens the understanding that records management is not just a technical necessity but a strategic enabler of human resource performance in public institutions. The results invite further investigation into complementary factors that can enhance this relationship.

Conclusion

This study confirms that records management has a statistically significant positive impact on the effectiveness of human resource performance at the Sawahlunto Municipality Office of Population and Civil Registration. The findings confirm that records management significantly affects the effectiveness of human resource performance within public service institutions. The correlation coefficient (R) of 0.374 and the coefficient of determination (R^2) of 0.140 highlight that while record management plays an essential role, other variables also influence human resource performance.

Practically, this study underscores the urgent need for public sector institutions to modernize their records management systems through digitalization, staff training, and infrastructure development to enhance service quality and responsiveness. For public managers, the findings provide empirical justification for investing in records management reforms to strengthen human resource performance and public trust. Theoretically, the study contributes to records management and public administration literature by empirically linking records management practices to human resource performance outcomes in a developing country context, reinforcing institutional theory by illustrating how formal information structures enable or constrain organizational effectiveness, and extending records management frameworks beyond compliance to include operational and performance functions.

However, the research is limited by its single-institution scope, restricting the generalizability of results to other government offices or regions, and its cross-sectional design, which limits insight into long-term outcomes. Self-reported data may also introduce response bias. Future studies should expand the scope across multiple institutions, apply longitudinal designs, and incorporate qualitative methods such as interviews or focus groups to provide deeper insights. Researchers are encouraged to explore interactions between records management and variables such as leadership, organizational culture, and digital literacy that may moderate or mediate its impact on human resource performance.

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Authors' Contributions

All authors have contributed to the final manuscript. The contribution of all authors: conceptualization, methodology, formal analysis, writing original draft preparation, writing review, and editing. All authors have read and agreed to the published version of the manuscript.

Conflict of Interest

All authors have no conflict of interest related to this study.

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