



The Impact of Electronic Records Management on Job Performance and Organizational Effectiveness in Public Service: A Systematic Review and Research Gap Analysis

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Abstract: Effective records management is considered a fundamental component of the administrative structure of public sector organizations. This study aims to examine the shift from traditional paper-based systems to the implementation of Electronic Records Management Systems (ERMS) and its direct effect on employee productivity in the public administration domain. The research aims to present a thorough analysis of the existing empirical research concerning the effectiveness of ERMS implementation in the public administration domain and to highlight the existing research gaps in the relevant scientific community. This study is conducted as a systematic literature review, which is based on the PRISMA 2020 guidelines. The study aims to present the results of the analysis of quantitative empirical research articles retrieved from the most prominent global academic databases, with the search results being relevant to the study period between 2016 and 2026. The results indicate the existence of a statistically significant positive correlation between the implementation of ERMS and employee productivity dimensions such as the speed of task completion, administrative accuracy, and decision-making proficiency. High performance expectancy and perceived usefulness are considered the primary motivating factors of ERMS implementation, as supported by the Technology Acceptance Model (TAM). However, the results indicate the existence of significant barriers to the implementation of ERMS, such as organizational resistance to the implementation of ERMS and the provision of adequate technological training to the workforce. Moreover, the results indicate the existence of critical research gaps concerning the ERMS implementation domain. Thus, these research gaps reveal a relatively limited focus with respect to longitudinal research designs, as well as sub-national administrative units, in developing country contexts. The study concludes that an electronic records management system (ERMS) has the potential to serve as a strategic enabler of efficiency, with the achievement of digital transformation depending on human factors, including management support and employee acceptance.

Keywords: Electronic Record Management; Digital Filing; Employee Productivity; Public Administration, Systematic Literature Review.

Introduction

Records Management (RM) has been recognized as the fundamental foundation of the administrative infrastructure of public sector organizations, which has a vital role to play in governance, decision-making, and accountability (Hendrawan et al., 2025). With the increasing complexity of public service organizations, the transition from conventional paper-based processes to Electronic Records Management Systems (ERMS) is a global imperative for managing voluminous data and adhering to regulatory requirements (Al Salem, 2025; Selane et al., 2025b; Szedmák et al., 2025). The ERMS enable the efficient management of the whole cycle of a record, from its origin and rational organization to

retrieval and disposition (Benmakhlouf & Chouaou, 2024; Gani et al., 2024; Selane et al., 2025b).

ERMS is described as an automated management system that makes it possible for companies to effectively manage their unstructured data lifecycle from emails, word processing documents to spreadsheets. Unlike e-governance projects that focus on streamlining government activities and minimizing bureaucratic paperwork, ERMS is geared towards achieving compliance through document-oriented processes as well as indexing and retaining knowledge within organizations. The limits within which ERMS operates are dictated by certain technical capabilities that include information gathering, versioning and auditing features (Gani et al., 2024; Malekani, 2023). The integration of information technology into governmental processes enables public sector organizations to improve the quality of services and reinforce their institutional memory (Akpa et al., 2025; Hassan Dotto & Mwantimwa, 2024; Hendrawan et al., 2025).

Employee productivity in the field of public administration is also related to the efficiency of the information systems used, as the tasks of the employees in the administration require the reliability of the information used for the proficiency of the tasks (Akpa et al., 2025; Hendrawan et al., 2025; Selane et al., 2025b). Studies have also indicated that ERMS acts as a strategic enabler of the improvement of the job performance of the employees, as it improves the efficiency of the tasks of the employees in the administration (Hendrawan et al., 2025; Selane et al., 2025b). Manual filing systems have also been known to take a considerable amount of time, whereas the proposed electronic system would reduce the search time from hours per week to mere seconds (Benmakhlouf & Chouaou, 2024; Devina Dyah Puspita Sari et al., 2025; Hassan Dotto & Mwantimwa, 2024). In addition, the proposed electronic system would also improve the job satisfaction of the employees, as they would be empowered to do the tasks of the job (Akpa et al., 2025; Rahnjen Wijayadne, 2021; Selane et al., 2025b).

In spite of the aforementioned advantages, the successful implementation of ERMS has been marred by serious challenges, which have significantly affected organizational performance. These challenges include, but are not limited to, widespread resistance to change, lack of technical skills, and limited technology, especially in developing countries (Hassan Dotto & Mwantimwa, 2024; Kaupa & Chisa, 2020; Selane et al., 2025b). Furthermore, many public organizations in different countries have been using a "hybrid approach," whereby electronic transactions have not been properly integrated with manual filing systems, thus causing inefficiencies in organizational performance (Kaupa & Chisa, 2020; Mohamad et al., 2023; Mukred et al., 2019). The acceptance of records management systems by users has been a crucial aspect, whereby users' perceptions of usefulness and ease of use have a great influence on the full use or underuse of the system, thus becoming a "white elephant" (Akpa et al., 2025; Kaupa & Chisa, 2020; Selane et al., 2025b).

Although there has been a rapid increase in the number of publications on the concept of digital transformation, there is a serious gap in the existing literature, especially in the quantification of efficiency gains such as comparison of behavior through actual use and intended behavior (Mukred et al., 2019), together with the impact of centralized ICT implementation, which in some individual cases has been shown to improve efficiency by

90% compared with traditional paper-based systems (Szedmák et al., 2025). The majority of the literature on records management has been seen as a separate aspect of organizational performance, whereby there has been a lack of integration with organizational performance, especially human resource performance (Hendrawan et al., 2025). Furthermore, there is a lack of literature on the study of the long-term effects of digital transformation on public administration processes, especially at the sub-national level (Hendrawan et al., 2025; Szedmák et al., 2025). By strictly adhering to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) approach, the study will extensively examine the current status of ERM, thus identifying the main themes and challenges in the field, which have significantly affected its momentum (Oladejo & Hadžidedić, 2021).

Methodology

The article under review herein entails a systematic literature review that was carried out following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020. This review methodology takes a quantitative approach by focusing on the synthesis of empirical studies that address the relationship between the implementation of ERMS and employee productivity. This methodology extends beyond the regional scope by incorporating a global perspective. This allows for the inclusion of diverse administrative contexts.

Information Sources and Search Strategy. An extensive search of various academic research databases and library resources, such as Scopus, Google Scholar, and the Indonesian SINTA database, was carried out. The search strategy was limited to a ten-year period from 2016 to 2026 to capture contemporary advances in digital transformation. To maintain the global scope of the systematic review, the search strategy employed keywords such as "Electronic Records Management," "ERM," "Electronic Document Records Management System (EDRMS)," "Employee Productivity," and "Public Administration." Exclusion filters were applied to non-relevant domains such as medical or transportation-specific tasks to maintain relevance to administrative contexts.

Eligibility Criteria Studies. The inclusion of studies for this systematic review was carried out based on a stringent set of inclusion and exclusion criteria to maintain data quality and relevance to the research objectives. These are as follows:

1. Document Type: The review only considers peer-reviewed journals and systematic review articles that have synthesized empirical studies.
2. Variables: The review considers studies that have empirically measured an independent variable related to digital filing systems such as EDRMS, EnDMS, or cloud-based record systems. The study should have also measured a dependent variable related to human resource productivity.
3. Setting: The review focuses on public sector organizations, government agencies, and economic institutions.

Data Selection and Synthesis. Data Selection and Synthesis. Consistent with the PRISMA flow diagram for systematic reviews, the records were screened for relevance and duplicates were eliminated. The final list of studies was examined in depth to synthesize

statistical findings that included correlation coefficients (R) and regression weights that determine the impact of digital systems on productivity. This synthesis provides insights into the role of technological readiness and top management support as critical success factors for ERMS adoption under various national-level strategies.

The research gap analysis provides insights into areas that require more research focus within the global electronic records management environment. These areas include the long-term benefits of increased efficiency improvements and the role of social media in records management. This study provides a comprehensive understanding of the current trends of electronic records management research and its strategic value to organizational performance.

Employee Productivity. In this study, the concept of productivity among employees is defined in terms of efficiency in goal achievement in relation to the resources used (Akpa et al., 2025; Rahnjen Wijayadne, 2021). Productivity is measured using three major measures that have been established and validated. These measures include:

1. **Speed/Timeliness:** Large savings in task completion and record retrieval time with processes usually taking a few seconds while it took hours every week previously (Abacı, 2022; Selane et al., 2025b).
2. **Accuracy:** Measure of error reduction compared to previous manual procedures (Ayaz & Yanartaş, 2020; Hendrawan et al., 2025; Selane et al., 2025b).
3. **Administrative Efficiency:** Skills and abilities to handle large amounts of data and to make faster decisions (Abacı, 2022; Kurniadi et al., 2025; Selane et al., 2025a).

Result and Discussion

The process was done in accordance with the PRISMA 2020 flow diagram and is presented in Figure 1. The systematic search resulted in 920 records in total. The Scopus database yielded 110 records, and Google Scholar yielded 810. Before the screening process, 516 studies were excluded. This included 418 records that were deduplicated using Rayyan. Additionally, 98 records were excluded based on reasons such as clearly irrelevant titles that were easily identified at the export stage. The 404 remaining studies underwent the title and abstract screening phase. This phase resulted in 129 studies being excluded based on reasons such as failure to meet the set relevance criteria. The 275 studies that passed the title and abstract screening phase underwent the full-text retrieval phase.

However, 64 studies were excluded in this phase because they were unable to be retrieved in their entirety. This was in spite of reasonable efforts to obtain the studies. The efforts included contacting the corresponding authors via email when institutional access was limited to one email. The 211 studies that were successfully retrieved underwent the full-text screening phase. This phase resulted in 190 studies being excluded based on reasons such as incorrect topic and failure to investigate the relationship between digital filing systems and employee productivity. Additionally, 46 studies were excluded based on reasons such as being outside the 2016–2026-year range. Other reasons included studies that

were not peer-reviewed and studies that had no full text available. The 21 studies that passed all the screening phases were included in the final systematic review. This equates to 21 reports in total.

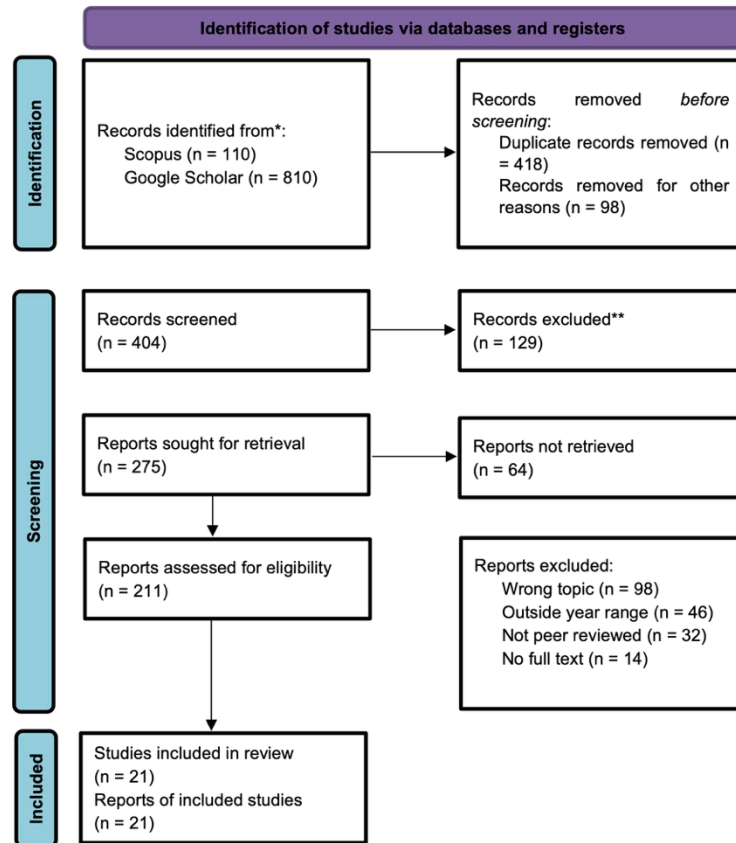


Figure 1. PRISMA 2020 flow diagram of the systematic literature review process.

Results

The research study that aggregates empirical research from multiple international research studies demonstrates a statistically significant relationship between the implementation of electronic records management systems (ERMS) and employee productivity (Agu et al., 2022; Selane et al., 2025b). Results obtained by applying Simple Linear Regression and Multiple Regression analyses reveal that record-keeping is a predictor variable in determining employee efficiency ($t = 7.120$; $p = 0.000$) and administrative efficiency ($t = 2.503$; $p = 0.016$) (Agu et al., 2022). With regard to educational institutions such as TVET colleges, the features of ERMS show a positive correlation with performance indicators such as employee productivity and administrative efficiency (Selane et al., 2025b).

In addition to this, users rate digital filing systems highly in facilitating task efficiency. Standardized coefficients show that there is a significant impact on the execution of tasks (0.915), ease of work (0.884), and performance enhancement (0.871). The study findings related to system quality show that users rated the system highly for reliability and ease of use (Selane et al., 2025b). Net benefits scored the highest ratings by the administrative personnel (Oktarina et al., 2025). With regard to actual benefits in practice,

the shift to digital platforms has facilitated the condensation of retrieval time. While manual filing may take hours per week to retrieve files by the archivists, digital search capability allows the retrieval of the required information in less than one minute. This results in system usefulness ratings ranging from 99.20% (Alade, 2023). Results on information quality show that users rate high on the accuracy (95%) and completeness (96.60%) of information, which is essential in facilitating data-driven decisions in office administration.(Alade, 2023).

Discussion

The findings reveal that ERMS play an important role as a strategic facilitator in organizational effectiveness in terms of workflow and data accessibility (Selane et al., 2025b). The high-performance expectations in different sectors affirm the assumptions of Technology Acceptance Model (TAM) that Focusing on the core components of PU and PEOU, the TAM provides insight into the role that attitude plays in motivating users to adopt information technologies for better task execution. Unified Theory of Acceptance and Use of Technology (UTAUT), where perceived usefulness and social influences are considered to be the key drivers for forming behavioral intention to use the system, UTAUT highlights the significance of performance expectancy and social influence in predicting usage behavior, explaining up to 70% of the variation in the adoption process (Ayaz & Yanartaş, 2020; Selane et al., 2025b). In addition, the characteristics of the system and information quality were identified as the most important factors in accepting Electronic Document Management Systems (EDMS) (Gani et al., 2024).

However, while discussing the findings, it was also revealed that certain challenges are hindering the achievement of increased productivity in organizations. Organizational resistance to change and insufficient technical knowledge are identified as major challenges in increasing productivity (Gani et al., 2024; Selane et al., 2025b). Some employees are frustrated and concerned that they might be replaced by technology in the near future. Therefore, they are not willing to accept the technology. In addition, technical difficulties in using Excel and going online are challenges that can hinder smooth working (Devina Dyah Puspita Sari et al., 2025).

Lastly, the findings show that regulatory compliance and legal frameworks are essential in building trust among users and improving institutional memory (Oladejo & Hadžidedić, 2021; Selane et al., 2025b). In addition, when employees understand that the ERM system is adhering to government regulations and provides security through centralized policy management, they are more likely to use digital records in their daily operations to enhance the overall accountability of the institution (Selane et al., 2025b, 2025a).

The evidence presented in Table 1 suggests that there is a strong positive correlation between the use of ERMS and employee productivity (Agu et al., 2022; Andriansyah & Elmi, 2020; Hendrawan et al., 2025; Rahnjen Wijayadne, 2021). In this regard, findings among Nigerian universities show that effective records management and document management are strong predictors of employee productivity (Agu et al., 2022). In the Indonesian corporate world, findings show that the adoption and use of Electronic

Document Management Systems (EDMS), coupled with organizational commitment and job satisfaction, significantly impact employee productivity (Andriansyah & Elmi, 2020). Furthermore, findings among Indonesian public services show that records management reliability and completeness are strategic enablers that account for 14% of human resource performance effectiveness (Hendrawan et al., 2025).

Table 1 also identifies the theoretical factors influencing system adoption based on existing literature such as the Unified Theory of Acceptance and Use of Technology (UTAUT) and the Technology Acceptance Model (TAM), which have been applied in various studies such as (Ayaz & Yanartaş, 2020; Mukred et al., 2019; Selane et al., 2025b). Studies in Turkish and Yemeni educational settings have shown that performance expectancy and social influence are the primary factors influencing the intention to use EDMS, which in turn leads to improved worker productivity (Ayaz & Yanartaş, 2020; Mukred et al., 2019). Studies in Indonesian provincial government settings have shown that perceived usefulness and satisfaction are significant factors influencing system success in the government setting, which accounts for 65% of the performance measurement system's success (Wantania et al., 2021).

Operational efficiency and speed have been significant outcomes in the global studies presented in Table 1. Studies in global financial institutions and TVET colleges in South Africa have shown that ERMS adoption leads to the management of large data volumes and significant speed in performing tasks. The standardized coefficients in these studies were as high as 0.915 in measuring speed (Benmakhlouf & Chouaou, 2024; Selane et al., 2025b). Studies in Indonesian senior secondary schools have shown that ERMS adoption allows archivists to retrieve digital records within one minute, which strengthens accountability and transparency in the institution (Oktarina et al., 2025). Studies in Hungarian municipalities have shown that ICT integration in these settings leads to a 90% improvement in efficiency compared to traditional paper-based methods (Szedmák et al., 2025).

Finally, table 1 illustrates the impact of specialized systems such as Electronic Human Resource Management (E-HRM) and web-based document systems on institutional outcomes (Akpa et al., 2025; Alade, 2023; Rahnjen Wijayadne, 2021). In the banking sector of Nigeria, e-learning and e-performance management were found to be the most potent determinants of productivity, explaining 66.4% of the total variance in employee productivity (Akpa et al., 2025). Similar global investigations of higher learning institutions across the globe revealed that the use of web-based document systems positively impacts employee commitment, job satisfaction, and research output (Alade, 2023; Rahnjen Wijayadne, 2021). Similarly, a study of government agencies in Malaysia revealed that the acceptance of system characteristics and information quality is the most critical factor for acceptance of e-DMS due to their direct contribution to ease of use (Gani et al., 2024).

Table 1: Literature Review Summarized Table

Author(s) / Year	Context / Setting	Variables Examined	Key Findings
(Agu et al., 2022)	University Staff, Nigeria	Record keeping, handling, and employee effectiveness	Positive significant relationship found; record keeping and handling strongly predict employee performance ($p < 0.05$).
(Alade, 2023)	Higher Education, Global	Web-based DMS, employee commitment, and satisfaction	The adoption of electronic Document Management Systems (DMS) has a significant impact on employee commitment, job satisfaction, and research output.
(Andriansyah & Elmi, 2020)	Corporate Sector, Indonesia	EDMS, organizational commitment, and job satisfaction	The adoption of EDMS along with commitment and satisfaction has a positive impact on employee performance.
(Ayaz & Yanartaş, 2020)	Bartın University, Turkey	UTAUT factors (Performance/Effort Expectancy, Social Influence)	Performance expectancy and social influence are factors that influence the intention to use the system, which in turn enhances worker productivity.
(Benmakhlouf & Chouaou, 2024)	Economic Institutions, Global	Efficiency, accessibility, and business process digitization	The system can handle large volumes of data and enhance efficiency in the management of archives.
(Gani et al., 2024)	Government Agencies, Malaysia	Info quality, system quality, perceived usefulness, and satisfaction	System characteristics are the most important factor for acceptance; perceived usefulness is linked to making the job easier (mean 5.816).
(Hendrawan et al., 2025)	Public Services (Sawahlunto), Indonesia	Records management (reliability, completeness) and HR performance	Records management significantly influences the effectiveness of human resource performance in public service contexts.
(Mukred et al., 2019)	Higher Professional Education, Yemen	UTAUT factors, adoption, and organizational productivity	It is confirmed that performance expectancy and effort expectancy have a significant relationship with organizational productivity.
(Oktarina et al., 2025)	High Schools, Indonesia	ERMS quality (System, Info, Service) and archivist performance	ERMS enables retrieval of records in less than one minute, significantly improving productivity and school accountability.
(Selane et al., 2025b)	TVET College, South Africa	ERMS usage, task accuracy, and accomplishment speed	Found a significant positive relationship between ERMS usage and job performance (Speed coefficient = 0.915).

(Szedmák et al., 2025)	Municipalities, Hungary	Centralized ICT infrastructure and transaction speed	Digital transformation through centralized integration led to a 90% growth in efficiency compared to paper-based processes.
(Wantania et al., 2021)	Provincial Government, Indonesia	Perceived usefulness, user satisfaction, and net benefit	Perceived usefulness and user satisfaction are substantial predictors ($R^2=0.65$) of the success of performance measurement systems.
(Akpa et al., 2025)	Banking Industry, Nigeria	E-HRM components (e-learning, e-performance) and productivity	E-learning and e-performance management are the strongest drivers, explaining 66.4% of the variance in employee productivity.

Conclusion

This study, therefore, shows that ERMS are vital strategic enablers of employee productivity and effectiveness in the administration of public organizations. The implementation of ERMS is significantly related to employee job performances, accuracy in task accomplishment, and the speed of decision-making processes. In this regard, administrative personnel would be able to redirect their attention from retrieving documents, which would take several hours, to mere seconds. Nevertheless, the effectiveness of ERMS is not limited to the technological implementation. In fact, this study shows that the effectiveness is mainly dependent on factors related to employee acceptance, technological readiness, and top management support. Organizational resistance to change and inadequate technical support often result in what is commonly termed a "white elephant," where the organization has implemented a new technological solution but is not benefiting from it. It is evident from the results that the ERMS acts as a strategy to facilitate the performance of HR through the documentation process and reporting process. The empirical evidence reveals that the record management accounts for around 14% of the variance in HR performance effectiveness. Specifically, ERMS facilitates HR through the documentation of training histories, employee performance logs, and institutional memories necessary for performance appraisals. Moreover, existing requirement models set by national archives may actually hinder technological innovation, where vendors are forced to focus on meeting the set requirements rather than incorporating new technological innovations in their products. In conclusion, in order to take advantage of the new digital age, it is important to reframe ERMS in the minds of institutional leaders from being a mere compliance requirement to being a strategic enabler. Moreover, addressing the research gaps identified in this study would be instrumental in ensuring institutional accountability and transparency in future digital transformation processes.

Research Gap Analysis. Despite the vast literature on the subject, the systematic review has identified a glaring gap in the literature on the subject of digital transformation, which has affected a comprehensive understanding of the concept in relation to productivity:

1. Theoretical and Conceptual Gaps: The quantity of literature published on ERM has reduced over the years, which might be ascribed to its integration with other related domains of information systems.
2. Contextual and Sectoral Gaps: The research has primarily been conducted at the national levels of developed countries, with a lack of research at the agency levels of developing countries. In addition, there are major gaps with respect to research carried out at particular domains of administration, including the judiciary, courts, as well as Technical and Vocational Education and Training (TVET) colleges.
3. Methodological Gaps: There has been a major lack of research undertaken to examine the long-term benefits with respect to efficiency/productivity. The majority of research studies carried out on ERM have been based on data collected through self-reports, which might not necessarily correlate with actual performance.
4. Relational and Variable Gaps: The concept of records management has largely been considered an independent aspect of administration. There is a significant gap in empirical studies on the relationship between records management quality and human resource performance outcomes. Additionally, there is a significant research gap in terms of the integration of emerging technologies such as social media, artificial intelligence, and big data in formal records management. There is an urgent need to move from a 'simple system domain' to a 'service paradigm' by focusing on records management in terms of explicit user needs and stakeholder considerations.

In this paper, a new concept referred to as service paradigm is introduced in an attempt to shift the records management focus from treating it as a system domain to taking a service paradigm approach emphasizing stakeholders' needs and perspectives. In addition, there exists a context that is under-represented in information technology literature, and this work attempts to fill in this gap by examining the ERMS within sub-national administrative levels in developing nations. The third contribution in this manuscript is proposing the use of ERMS performance measures in employee evaluations.

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