

The Effect of DRIVE System Acceptance and Organizational Culture on Administrative Service Effectiveness

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Abstract

Administrative service effectiveness is essential to supporting the performance of the Regional House of Representatives (DPRD). However, the implementation of information technology-based administrative systems is not always accompanied by adequate user acceptance and a supportive organizational culture. This study aims to analyze the effect of DRIVE system acceptance and organizational culture on administrative service effectiveness at the DPRD Secretariat of Garut Regency. A quantitative approach was employed using a census survey of 45 respondents. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression with SPSS. The results show that DRIVE system acceptance has a positive and significant effect on administrative service effectiveness ($\beta = 0.361$, $p < 0.05$). Organizational culture also has a positive and significant effect, with a stronger coefficient ($\beta = 0.498$, $p < 0.05$). Simultaneously, DRIVE system acceptance and organizational culture significantly affect administrative service effectiveness, with $R^2 = 0.379$, indicating that 37.9% of the variance is explained by the model. These findings indicate that improving administrative service effectiveness requires not only effective technology adoption but also an organizational culture that supports consistent system utilization and adaptive work practices. The study contributes empirical evidence from a regional legislative institution and highlights the importance of integrating technological and organizational factors in strengthening administrative services.

KEYWORDS

drive; organizational culture; administrative service effectiveness; dprd; information technology.

Introduction

Administrative services play a fundamental role in supporting the effectiveness of governmental organizations, particularly within the Secretariat of the Regional House of Representatives (DPRD), which functions as a supporting unit for legislative, budgeting, and oversight activities. Inadequate administrative service quality can hinder institutional processes and reduce overall organizational performance (Richard et al., 2009; Steers, 1977). As a regional legislative institution, the DPRD also operates within broader institutional and policy-making processes involving representation, policy formulation, implementation, and evaluation (Widaningsih et al., 2025).

In response to rapid technological advancements and increasing demands for bureaucratic reform, public sector organizations are encouraged to adopt digital transformation in administrative systems to improve efficiency, transparency, and accountability (Alalwan, 2020; Cordella & Tempini, 2015; Laudon & Laudon, 2021; Mergel et al., 2019a; Rana, 2020). One form of this transformation is the implementation of information technology-based administrative systems such as DRIVE (Digital Record and Integrated Virtual Environment), which is designed to facilitate integrated and efficient administrative processes. In the Indonesian public sector, the successful implementation of e-government is influenced not only by technological factors but also by organizational and institutional conditions

(Napitupulu, 2017; Napitupulu et al., 2018).

However, empirical conditions indicate that the implementation of such systems has not yet been fully optimized. This is reflected in several observable conditions, such as delays in administrative processing, inconsistent system usage among employees, limited understanding of system features, and occasional user difficulties in accessing or utilizing the system effectively. In addition, variations in technology acceptance among staff and the persistence of conventional work practices suggest that the system has not been uniformly adopted in daily administrative activities. Furthermore, an organizational culture that is not yet fully adaptive to change remains a significant challenge in achieving effective and responsive administrative services (Denison & Mishra, 1995; Schein & Schein, 2017).

The success of information technology implementation is not solely determined by the availability of technological infrastructure but also by the level of user acceptance. According to the Technology Acceptance Model (TAM), user acceptance is influenced by perceived usefulness and perceived ease of use, which ultimately affect individual and organizational performance (Davis, 1989a; Susanto & Aljoza, 2015a; Venkatesh & Davis, 2000a). At the same time, organizational culture plays a critical role in shaping employee values, attitudes, and behaviors in supporting organizational effectiveness.

In this study, administrative service effectiveness is defined as the extent to which the DPRD Secretariat is able to deliver administrative services in a timely manner, in accordance with established procedures, with high quality, and in alignment with user needs. This conceptual definition serves as the basis for further operational measurement using specific research indicators (Richard et al., 2009a).

Previous studies have examined technology acceptance and organizational culture in relation to organizational performance, but often in a fragmented manner. For instance, (Venkatesh & Bala, 2008a) focus on technology acceptance using the Technology Acceptance Model (TAM), primarily in the context of information system usage and individual performance, without incorporating organizational cultural factors. On the other hand, studies by (Schein & Schein, 2017) emphasize the role of organizational culture in shaping employee behavior and organizational effectiveness, yet do not explicitly consider the role of technology acceptance. Furthermore, research in the public sector, such as Dwivedi et al. (2020), highlights digital transformation and e-government implementation, but tends to focus on technological or institutional aspects rather than integrating behavioral and cultural dimensions simultaneously.

Despite these contributions, limited studies have examined the combined effect of technology acceptance and organizational culture within a unified analytical model, particularly in the context of legislative bureaucracy such as the DPRD Secretariat. In addition, the application of the DRIVE system as an innovation in IT-based administrative services has not been widely explored empirically in relation to administrative service effectiveness.

Therefore, this study differs from previous research by integrating TAM-based technology acceptance and organizational culture within a single model to analyze their simultaneous effects on administrative service effectiveness in a legislative institutional setting. This integrative and context-specific approach constitutes the main novelty of the study.

This condition indicates the need for a more comprehensive approach that integrates technological and organizational perspectives in improving administrative service effectiveness. Therefore, this study aims to analyze the effect of DRIVE system acceptance and organizational culture on administrative service effectiveness at the DPRD

Secretariat of Garut Regency, both partially and simultaneously, with particular emphasis on their combined influence within a legislative administrative context.

Based on this background, the research questions are formulated as follows:

1. Does the acceptance of the DRIVE system affect the administrative service effectiveness?
2. Does organizational culture affect the administrative service effectiveness?
3. Do DRIVE system acceptance and organizational culture simultaneously affect the administrative service effectiveness?

The hypotheses proposed in this study are as follows:

- H1: DRIVE system acceptance has a positive effect on the administrative service effectiveness.
- H2: Organizational culture has a positive effect on the administrative service effectiveness.
- H3: DRIVE system acceptance and organizational culture simultaneously have a positive effect on the administrative service effectiveness.

This study provides several contributions to the development of digital-based public administration. Theoretically, it extends the literature by integrating information technology acceptance, based on the Technology Acceptance Model (TAM), and organizational culture within a single analytical framework. Contextually, this study contributes by providing empirical evidence from the underexplored setting of regional legislative bureaucracy, particularly within the DPRD Secretariat. Practically, the findings offer insights for DPRD administrative management to enhance service effectiveness by strengthening both system utilization and adaptive organizational culture.

This article is structured into several sections, namely the introduction, literature review, research methodology, results and discussion, and conclusion.

Literature Review

DRIVE System Acceptance

The acceptance of information technology systems is a key determinant of successful system implementation within organizations, particularly in the context of digital transformation in the public sector. It reflects the extent to which users are willing and able to understand, adopt, and effectively utilize technology in performing their tasks.

The Technology Acceptance Model (TAM), introduced by Davis (1989), explains that user acceptance is primarily influenced by perceived usefulness and perceived ease of use (Venkatesh & Davis, 2000). Subsequent technology acceptance research expanded the analysis beyond TAM by incorporating additional determinants of technology acceptance and use (Venkatesh et al., 2003). These constructs shape users' attitudes and behavioral intentions toward adopting information systems. Subsequent developments of TAM, particularly TAM2, highlight the importance of additional factors such as social influence and cognitive instrumental processes in explaining technology acceptance (Venkatesh & Davis, 2000).

In addition to user acceptance, information system effectiveness can also be considered from the perspective of information system success. The DeLone and McLean model emphasizes system quality, information quality, use, user satisfaction, and individual and organizational impacts as important components of information system success (DeLone & McLean, 1992). The model was subsequently updated to incorporate service quality and further clarify the relationship between system use, user satisfaction, and net benefits (DeLone & McLean, 2003).

Within the context of the DPRD Secretariat of Garut Regency, the DRIVE system as an IT-based administrative platform is expected to enhance efficiency, accuracy, and

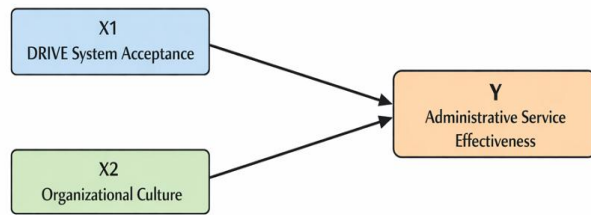


Figure 1. Conceptual Framework of the Study

timeliness in administrative processes. Therefore, the level of user acceptance becomes a crucial indicator in evaluating the effectiveness of system implementation.

Organizational Culture

Organizational culture can be understood as a set of shared values, norms, and beliefs that guide the behavior of members within an organization in achieving its goals. It serves as an internal mechanism that shapes how employees think, act, and

respond to organizational changes, including the adoption of new technologies (Denison & Mishra, 1995; Schein & Schein, 2017).

According to Schein & Schein, (2017) organizational culture consists of three interconnected levels: artifacts, espoused values, and underlying assumptions, which influence how employees respond to organizational changes. These levels influence how employees perceive and respond to changes within the organization, including digital transformation initiatives.

Furthermore, Denison & Mishra, (1995) propose that organizational culture can be analyzed through four key dimensions: involvement, consistency, adaptability, and mission. These dimensions emphasize that a strong organizational culture is reflected not only in shared values but also in employee participation, behavioral consistency, adaptability to change, and clarity of organizational direction.

In the context of the DPRD Secretariat, an adaptive and participatory culture is essential in supporting the successful adoption of systems such as DRIVE. A culture that promotes innovation and openness to change will facilitate technology utilization and improve administrative service effectiveness.

Administrative service effectiveness

Administrative service effectiveness refers to the extent to which an organization is able to deliver services in accordance with its objectives. It reflects the organization's ability to achieve its goals, utilize resources efficiently, and ensure that work processes are carried out effectively (Richard et al., 2009; Steers, 1977).

In addition, organizational effectiveness is considered a multidimensional concept that includes goal achievement, process efficiency, and service quality (Richard et al., 2009). In the context of administrative services, effectiveness can be assessed through indicators such as timeliness, adherence to procedures, service quality, and user satisfaction.

Thus, administrative service effectiveness within the DPRD Secretariat reflects how well administrative functions support the overall performance of the legislative institution.

Previous Studies (State of the Art)

Numerous studies have examined the role of information technology and organizational culture in influencing organizational performance and effectiveness. Previous research indicates that the adoption of digital technologies in public sector organizations can significantly improve efficiency, transparency, and service quality (Eom & Lee,

2022a; Fischer et al., 2021a; Mergel et al., 2019b; Setiadi et al., 2025). However, these studies primarily emphasize technological adoption and its outcomes, with limited attention to how organizational culture interacts with technology in shaping administrative effectiveness.

In addition, studies on digital transformation in public administration emphasize that the successful implementation of information systems is not only determined by Technological infrastructure but also by organizational readiness and the ability to adapt to change (Mergel et al., 2019; Susanto & Aljoza, 2015).

From the perspective of organizational culture, strong and adaptive cultural values have been shown to contribute to improved organizational performance and Innovation. Organizational culture plays a critical role in shaping employee behavior, encouraging collaboration, and supporting organizational change, particularly in dynamic public sector environments (Denison & Mishra, 1995; Schein & Schein, 2017).

Furthermore, recent studies highlight that digital transformation requires an integrative approach that combines technology adoption with organizational culture to ensure effective service delivery. The interaction between Technological and organizational factors is essential in enhancing the performance of public services (Eom & Lee, 2022; Mergel et al., 2019; Pradana et al., 2022).

However, prior studies have largely examined information technology adoption and organizational culture separately, resulting in a limited understanding of their combined effects on administrative service effectiveness. Studies grounded in the Technology Acceptance Model (TAM) primarily focus on user acceptance and system utilization (Venkatesh & Bala, 2008). Empirical research in the local government context has also applied the Technology Acceptance Model to assess the acceptance and readiness of government information systems, (Riani et al., 2021), while research on organizational culture emphasizes behavioral and value-based factors influencing organizational performance (Denison & Mishra, 1995; Schein & Schein, 2017). In the public sector context, digital transformation studies tend to prioritize technological or institutional dimensions without integrating cultural aspects (Eom & Lee, 2022; Fischer et al., 2021). As a result, the interaction between technological acceptance and organizational culture remains insufficiently explored, particularly within the context of legislative bureaucracy such as the DPRD Secretariat. Moreover, the implementation of the DRIVE system as an innovation in IT-based administrative services has not been widely examined empirically in relation to administrative service effectiveness.

Therefore, this study aims to fill this research gap by simultaneously analyzing the effect of DRIVE system acceptance and organizational culture on administrative service effectiveness. This integrative approach is expected to provide a more comprehensive understanding of how Technological and organizational factors interact in shaping administrative service effectiveness within regional legislative institutions.

Conceptual Framework

Based on the theoretical review, this study proposes a conceptual framework that illustrates the relationship between DRIVE system acceptance and organizational culture as independent variables, and administrative service effectiveness as the dependent variable. Both independent variables are hypothesized to have direct effects on administrative service effectiveness, both partially and simultaneously, as presented in Figure 1.

The framework indicates that higher levels of technology acceptance and a stronger organizational culture are expected to enhance administrative service effectiveness.

Table 1. Summary of Literature Review

No	Author(s)	Year	Research Focus	Key Findings	Moderating / Mediating Factors	Context
1	Venkatesh, V., & Bala, H.	2008	Technology Acceptance Model 3 (TAM 3)	Explains technology acceptance through perceived usefulness and perceived ease of use, including factors that influence users' acceptance and use of information technology.	Determinants of perceived usefulness and perceived ease of use	Global
2	Laudon, K. C., & Laudon, J. P.	2021	Management Information Systems	Information systems support organizational efficiency, business processes, information management, and decision-making.	Organizational processes and human-technology interaction	Global
3	Schein, E. H., & Schein, P. A.	2017	Organizational Culture and Leadership	Organizational culture shapes employee behavior, values, assumptions, and organizational practices, including the process of organizational change.	Leadership and underlying organizational assumptions	Global
4	Denison, D. R., & Mishra, A. K.	1995	Organizational Culture and Effectiveness	Involvement, consistency, adaptability, and mission are important dimensions of organizational culture associated with organizational effectiveness.	Organizational culture dimensions	Global
5	Daft, R. L.	2021	Organization Theory and Design	Organizational structure, design, processes, and organizational characteristics influence how organizations operate and achieve their objectives.	Organizational structure and environmental conditions	Global
6	Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G.	2009	Organizational Performance and Effectiveness	Organizational performance should be measured through appropriate multidimensional approaches that reflect organizational goals and performance outcomes.	Organizational goals, resources, and measurement approach	Global
7	Setiadi, A., Mulyaningsih, & Kania, I.	2025	Integrated Administrative Service System (SADASBOR)	Digital administrative systems can support faster, more transparent, accountable, efficient, and effective administrative services and good governance.	Digital technological readiness, infrastructure, employee resistance, and data security	Indonesia
8	Widaningih, W., Pupu, P., & Agustina, N.	2025	Political Institutional Strategy and Political Participation in Policy Formation	Public policy is influenced by public participation and the role of political institutions in representation, policy formulation, implementation, and evaluation.	Public participation and institutional capacity	Indonesia

The acceptance of the DRIVE system and organizational culture are considered two fundamental factors influencing administrative service effectiveness within public sector organizations. Technology acceptance reflects the extent to which users are willing to adopt and utilize information systems to support their work processes. Higher levels of

acceptance are associated with improved efficiency, faster administrative processes, and enhanced service quality (Davis, 1989; Venkatesh & Bala, 2008; Venkatesh & Davis, 2000).

At the same time, organizational culture plays a critical role in shaping employee behavior, values, and attitudes in responding to organizational changes, including digital

transformation initiatives. A strong and adaptive organizational culture encourages collaboration, discipline, and openness to change, which are essential for improving service performance (Denison & Mishra, 1995; Pradana et al., 2022; Schein & Schein, 2017).

In the context of the DPRD Secretariat of Garut Regency, the implementation of the DRIVE system requires not only Technological readiness but also a supportive organizational culture to ensure its effective utilization. The interaction between technology acceptance and organizational culture is expected to create a synergistic effect in enhancing administrative service effectiveness.

Therefore, it can be assumed that higher levels of DRIVE system acceptance, supported by a strong organizational culture, will lead to greater administrative service effectiveness. This conceptual relationship forms the basis for the Development of the research hypotheses.

Hypotheses

Based on the conceptual framework, the hypotheses of this study are formulated as follows:

- H1: DRIVE system acceptance has a positive effect on the administrative service effectiveness.
- H2: Organizational culture has a positive effect on the administrative service effectiveness.
- H3: DRIVE system acceptance and organizational culture simultaneously have a positive effect on the administrative service effectiveness.

The literature review supporting these hypotheses is summarized in Table 1.

Methods

Research Design

This study employs a quantitative approach with an associative research design aimed at examining the effect of information technology-based office administration system acceptance (DRIVE) and organizational culture on the administrative service effectiveness. The research adopts a cross-sectional survey approach, where data are collected at a single point in time through the distribution of questionnaires to respondents.

The conceptual model of this study is formulated using a multiple linear regression equation as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

where:

Y = Administrative Service Effectiveness

β_0 = Constant

β_1, β_2 = Regression coefficients

X_1 = DRIVE System Acceptance

X_2 = Organizational Culture

ε = Error term

This model examines both the partial and simultaneous effects of DRIVE system acceptance (X_1) and organizational culture (X_2) on administrative service effectiveness (Y), in line with the proposed research hypotheses.

Research Location and Object

This study was conducted at the Secretariat of the Regional House of Representatives (DPRD) of Garut Regency, West Java Province. The object of the study includes all employees involved in administrative service activities and the use of the DRIVE system, comprising both civil servants (ASN) and non-civil servant staff.

Population and Sample

The population of this study consists of all employees of the DPRD Secretariat of Garut Regency, totaling 45 individuals. A census sampling technique was employed, in

which all members of the population were included as research respondents. This approach was chosen due to the relatively small population size and to ensure comprehensive data coverage, thereby minimizing sampling bias. However, the limited number of observations may restrict the generalizability of the findings and may affect statistical robustness, particularly in terms of external validity beyond the studied institution.

The respondents in this study have diverse characteristics in terms of job positions, work units, and years of service, as well as experience in using the DRIVE system. This diversity ensures that respondents possess adequate understanding of administrative processes and the system under study.

Variables and Operationalization

This study employs three variables, namely DRIVE system acceptance (X_1), organizational culture (X_2), and the administrative service effectiveness (Y). All variables are measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The research instrument consists of 30 items, with 10 items assigned to each variable.

DRIVE system acceptance (X_1) is measured based on key constructs of the Technology Acceptance Model (TAM), namely perceived usefulness and perceived ease of use (Venkatesh & Bala, 2008), complemented by organizational support to reflect the institutional context of system implementation. Organizational culture (X_2) is measured using four dimensions adapted from Denison's organizational culture model, namely involvement, consistency, adaptability, and mission (Denison & Mishra, 1995; Schein & Schein, 2017). Meanwhile, administrative service effectiveness (Y) is measured using indicators of timeliness, procedural compliance, service quality, and user satisfaction, adapted from organizational effectiveness and public service performance frameworks (Richard et al., 2009).

All measurement items were adapted to the context of the DPRD Secretariat and operationalized into Likert-scale questionnaire statements. Each dimension is represented by several items that capture employees' perceptions of system usage, organizational practices, and service outcomes, ensuring alignment between theoretical constructs and empirical measurement.

Examples of questionnaire items include: "The DRIVE system facilitates administrative work," "The organization supports employees in adapting to change," and "Administrative services are delivered on time according to established standards."

Composite scores for each variable are calculated based on the mean values of respondents' answers, representing the overall perception of each construct.

Instrument and Data Quality Testing

The validity of the instrument was assessed using the Pearson product-moment correlation test between each item score and the total score. The results indicate that all questionnaire items have correlation coefficients (r-values) greater than the critical r-table value of 0.294 at a significance level of 0.05 (n = 45), indicating that all items are valid. This decision rule follows the criterion that an item is considered valid when the calculated r-value exceeds the r-table value.

In addition, the validity assessment ensures that each item adequately represents the underlying construct, supporting the instrument's construct validity.

The reliability test shows that Cronbach's Alpha values are 0.931 for the DRIVE system acceptance variable, 0.946 for organizational culture, and 0.968 for administrative service effectiveness. These values exceed the commonly accepted threshold of 0.70, indicating that all variables have a very high

level of reliability.

Data Analysis Technique

Data analysis was conducted using multiple linear regression with the assistance of SPSS software.

Prior to hypothesis testing, classical assumption tests were performed, including normality, multicollinearity, and heteroscedasticity tests. The normality test results show a significance value of 0.071 (> 0.05), indicating that the data are normally distributed. The multicollinearity test shows that tolerance values are greater than 0.10 and Variance Inflation Factor (VIF) values are less than 10, indicating that there is no multicollinearity among the independent variables.

The heteroscedasticity test, conducted using the Glejser test, indicates that all independent variables have significance values greater than 0.05, suggesting that there is no heteroscedasticity in the regression model. Furthermore, the autocorrelation test was not performed because the data used in this study are cross-sectional rather than time-series, thus minimizing the potential for autocorrelation.

Hypothesis testing was conducted using the *t*-test to examine partial effects, the *F*-test to assess simultaneous effects, and the coefficient of determination (R^2) to evaluate the contribution of independent variables to the dependent variable.

Research Ethics

This study was conducted in accordance with research ethics principles. All respondents were informed about the purpose of the study, and the confidentiality of their data was ensured. Participation was voluntary, and the data collected were used solely for academic purposes.

Result and Discussion

Respondent Profile

The respondents in this study consisted of 45 employees from the Secretariat of the Regional House of Representatives (DPRD) of Garut Regency. The respondents included both civil servants (ASN) and non-civil servant staff who are directly involved in administrative activities and the use of the DRIVE system.

In general, the respondents possess adequate work experience in administrative functions, which supports their ability to provide informed assessments regarding DRIVE system acceptance, organizational culture, and administrative service effectiveness. This is further supported by the respondent profile presented in Table 1, which shows the distribution of respondents based on tenure, position, and work experience.

Descriptive Statistics

The results of the descriptive analysis indicate that the average respondent assessment of the research variables falls within a moderately high category. This categorization is based on the Likert scale interval criteria, where mean scores are interpreted as follows: 1.00–1.80 = very low, 1.81–2.60 = low, 2.61–3.40 = moderate, 3.41–4.20 = high, and 4.21–5.00 = very high (Sugiyono, 2019). The mean and standard deviation (SD) values for each variable are presented as follows:

- DRIVE System Acceptance (X_1): mean = 3.89; SD = 0.52
- Organizational Culture (X_2): mean = 3.91; SD = 0.48
- Administrative service effectiveness (Y): mean = 3.93; SD = 0.50

The relatively low standard deviation values indicate that respondents' answers tend to be homogeneous, suggesting a good level of data consistency.

Data Quality Testing

The validity test results indicate that all questionnaire items have *r*-values greater than the *r*-table value (0.294), meaning that all items are considered valid.

The reliability test results show the following Cronbach's Alpha values:

- DRIVE System Acceptance (X_1) = 0.931
- Organizational Culture (X_2) = 0.946
- Administrative service effectiveness (Y) = 0.968

These values indicate that all variables have a very high level of reliability.

Classical Assumption Tests

The results of the normality test show a significance value of 0.071 (> 0.05), indicating that the data are normally distributed.

The multicollinearity test results indicate that tolerance values are greater than 0.10 and Variance Inflation Factor (VIF) values are less than 10, suggesting that there is no multicollinearity among the independent variables.

Thus, the regression model satisfies the classical assumptions and is appropriate for further analysis.

Regression Analysis Results

The results of multiple linear regression analysis show that:

- DRIVE System Acceptance (X_1) has a regression coefficient of 0.361, with $t = 2.98$ and a significance value of 0.004 ($p < 0.05$), indicating a positive and statistically significant effect on the administrative service effectiveness.
- Organizational Culture (X_2) has a regression coefficient of 0.498, with $t = 4.75$ and a significance value of 0.000 ($p < 0.05$), also indicating a positive and statistically significant effect.

The simultaneous test (*F*-test) shows a significance value of 0.000 ($p < 0.05$), indicating that both independent variables jointly have a significant effect on the administrative service effectiveness.

The coefficient of determination (R^2) is 0.379, which means that 37.9% of the variation in the administrative service effectiveness can be explained by DRIVE system acceptance and organizational culture, while the remaining 62.1% is influenced by other variables outside the model.

Summary of Hypothesis Testing

The following table presents a summary of the hypothesis testing results (see Table 2).

The results indicate that all hypotheses proposed in this study are accepted, as all significance values are below the 0.05 threshold (see Table 3).

The Effect of DRIVE System Acceptance on Administrative Service Effectiveness

The findings of this study indicate that the acceptance of the DRIVE system has a positive and statistically significant effect on administrative service effectiveness. This suggests that higher levels of user acceptance are associated with improved service performance within the DPRD Secretariat of Garut Regency.

From a practical standpoint, effective acceptance of technology enables employees to utilize the DRIVE system more efficiently in carrying out administrative tasks. As a result, work processes become faster, more accurate, and more structured, ultimately contributing to better service outcomes.

However, the relatively smaller coefficient compared to organizational culture indicates that the effect of DRIVE system acceptance on administrative service effectiveness is less dominant. This finding suggests that, although the system contributes positively, other factors particularly organizational culture play a more substantial role in influencing service effectiveness. Variations in employees' levels of

Table 2. Summary of Hypothesis Testing Results

Hypothesis	Statement	Sig. Value	Decision
H1	DRIVE System Acceptance → Administrative Service Effectiveness	0.004	Accepted
H2	Organizational Culture → Administrative Service Effectiveness	0.000	Accepted
H3	DRIVE System Acceptance & Organizational Culture → Administrative Service Effectiveness	0.000	Accepted

Table 3. Summary of Research Results

Variable / Test	Coefficient / Mean	t / F Value	Sig. (p-value)	Interpretation
Descriptive Statistics				
DRIVE System Acceptance	Mean = 3.89	–	–	Moderate
Organizational Culture	Mean = 3.91	–	–	Moderate
Administrative Service Effectiveness	Mean = 3.93	–	–	Moderate
Partial Effect (t-test)				
DRIVE System → Effectiveness	$\beta = 0.361$	t = 2.98	0.004	Significant
Organizational Culture → Effectiveness	$\beta = 0.498$	t = 4.75	0.000	Significant
Simultaneous Effect (F-test)				
DRIVE System & Organizational Culture → Effectiveness	–	F = 13.60*	0.000	Significant
Coefficient of Determination				
R	0.616	–	–	Moderate correlation
R Square	0.379	–	–	37.9% variance explained

Source: Primary Data

understanding, digital competence, and frequency of system use may help explain this difference, although these factors are not directly tested in this study.

These findings are consistent with the Technology Acceptance Model (TAM), which emphasizes that perceived usefulness and perceived ease of use play a key role in influencing user acceptance and system utilization outcomes (Davis, 1989; Venkatesh & Davis, 2000).

From a practical perspective, this result implies the need for strengthening employee capacity through continuous training and technical support, as well as increasing awareness of the benefits of the DRIVE system to ensure its optimal use in administrative services.

The Effect of Organizational Culture on Administrative Service Effectiveness

The results of this study show that organizational culture has a positive and statistically significant influence on administrative service effectiveness, with a stronger effect compared to the acceptance of the DRIVE system. This indicates that organizational culture plays a dominant role in improving service performance.

Substantively, this finding highlights that internal organizational factors are crucial in shaping service effectiveness. A strong organizational culture encourages disciplined, adaptive, and service-oriented behavior among employees, which directly contributes to improved administrative processes.

In the context of the DPRD Secretariat, these results suggest that administrative service effectiveness is closely related to how organizational values are internalized and practiced in daily work activities. Even when Technological systems are available, their effectiveness depends on the presence of a supportive organizational culture that encourages consistent and optimal utilization.

This finding is in line with Schein's theory, which emphasizes that organizational culture shapes employee behavior through shared values and underlying assumptions (Schein & Schein, 2017). It is also supported by the model proposed by Denison & Mishra, (1995), which highlights the importance of involvement, consistency, adaptability, and mission clarity in enhancing organizational effectiveness.

From a practical perspective, these results imply that

Organizations need to strengthen cultural values by encouraging employee participation, improving adaptability to change, and fostering a collaborative work environment to enhance service effectiveness.

The Combined Effect of DRIVE System Acceptance and Organizational Culture on Administrative Service Effectiveness

The findings further indicate that the acceptance of the DRIVE system and organizational culture simultaneously have a significant effect on administrative service effectiveness. This demonstrates that both Technological and organizational factors work together in influencing service performance.

From a broader perspective, these results highlight that the effectiveness of administrative services is not solely determined by Technological availability but also by the readiness of organizational culture to support its implementation. The interaction between technology and organizational culture forms a complementary relationship in improving service quality.

While the DRIVE system provides the necessary Technological infrastructure to improve efficiency and accuracy, organizational culture acts as a driving force that determines how effectively the system is utilized. Without a supportive culture, the benefits of technology may not be fully realized.

However, the coefficient of determination ($R^2 = 0.379$) indicates that a considerable portion of variation in administrative service effectiveness is influenced by other factors outside the model, such as leadership, employee competencies, and organizational structure.

These findings are consistent with previous studies that emphasize the importance of integrating technological and organizational factors in improving public service performance (Eom & Lee, 2022; Mergel et al., 2019; Pradana et al., 2022). Specifically, this study confirms prior research highlighting the positive role of digital technology adoption in enhancing service efficiency and effectiveness. However, this study extends previous findings by demonstrating that organizational culture has a more dominant influence compared to technology acceptance within the context of legislative bureaucracy. This indicates that, while technology adoption is important, its effectiveness is highly dependent on the organizational environment in which it is implemented.

From a practical standpoint, this implies that public organizations must balance technological development with efforts to strengthen organizational culture in order to achieve optimal service effectiveness. Furthermore, the results highlight the importance of aligning technological implementation with organizational readiness, particularly in public sector institutions undergoing digital transformation.

Conclusion

This study examined the effect of DRIVE system acceptance and organizational culture on administrative service effectiveness at the Secretariat of DPRD Garut Regency, with the aim of analyzing both partial and simultaneous relationships among the variables.

The findings indicate that both DRIVE system acceptance and organizational culture have a positive and statistically significant effect on administrative service effectiveness, with organizational culture emerging as the more dominant variable ($\beta = 0.498$). Simultaneously, both variables explain 37.9% of the variance in administrative service effectiveness ($R^2 = 0.379$).

These results highlight that improving administrative service effectiveness is not solely dependent on technological implementation but also on the strength of organizational culture in supporting and optimizing the use of such technology. Practically, this implies that the DPRD Secretariat should implement structured training programs to enhance employees' digital competencies, particularly in utilizing the DRIVE system effectively. In addition, internal policies and standard operating procedures (SOPs) should be strengthened to ensure consistent system usage across all administrative units.

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