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PAPER

Advancing Sustainable Archival Management through Cloud-Based Mobile Architectures: A Digital Transformation Perspective

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ABSTRACT

The present study examines the key factors that influence the implementation of mobile-accessible systems for sustainable knowledge preservation in archival institutions. A quantitative approach was employed, with data collected through stratified random sampling from N = 248 archival professionals and analysed using partial least squares structural equation modelling (PLS-SEM). The structural model confirms that technological factors Perceived Usefulness ($\beta = 0.18$, $p = 0.004$) and Perceived Ease of Use ($\beta = 0.24$, $p < 0.001$)—alongside institutional drivers—Top Management Support ($\beta = 0.31$, $p < 0.001$) and GPS ($\beta = 0.26$, $p < 0.001$)—are significant antecedents to Organizational Readiness. Furthermore, Organizational Readiness significantly drives Competitive Pressure ($\beta = 0.55$, $p < 0.001$), which directly impacts the institutional adoption of Sustainable Knowledge Preservation systems ($\beta = 0.17$, $p = 0.008$). Mediation analysis identified indirect-only mediation for technological paths and complementary mediation for institutional paths via readiness. Theoretically, this study integrates the technology-organization-environment (TOE) framework with institutional theory to clarify the catalytic role of readiness in public sector digital transformation. In practical terms, the findings offer a strategic roadmap for managers, demonstrating that developing internal structural readiness is equally as important as addressing external pressures.

KEYWORDS

mobile access, sustainable knowledge preservation, organizational readiness, technology-organization-environment (TOE) framework

1 INTRODUCTION

The digital age has initiated a paradigm shift in the management of collective memory [1], as archival institutions increasingly move from a custodial focus toward dynamic, knowledge-intensive centres [2]. Information and communication

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technologies (ICTs) are central to this transformation, enabling archival operations that not only ensure the availability of records without loss [2] but also facilitate their preservation, dissemination, and integration into the global knowledge system [3]. For emerging economies, this digital imperative presents a dual challenge: combating the physical deterioration of cultural data while simultaneously providing an opportunity to bypass legacy infrastructures and establish sustainable, future-oriented knowledge bases [4].

Indonesia has launched cloud-based, mobile-friendly archival systems nationwide. With initiatives such as the "*Sistem Informasi Kearsipan Dinamis Terintegrasi*" (SRIKANDI), the government aims to create a flexible, digitally connected society with easy access to well-preserved digital records [5]. This major effort offers valuable lessons for other developing countries facing similar technology changes. The current literature on digital archives shows a significant gap in understanding what defines the success and sustainability of these systems in the socio-technical environments of emerging economies. Earlier research has focused on specific technical topics, such as digital preservation metadata standards or repository software platforms [6]. These works are valuable, they often miss how institutional, resource, and outside pressures interact, which can be hard to understand when studying technology adoption in developing countries.

As an example, some of the most seminal technology adoption models, such as the technology acceptance model (TAM) and the unified theory of acceptance and use of technology (UTAUT) [7], are perfect in explaining the behaviour of individual users but provide a very narrow perspective on the organizational and macro-level forces that are essential to public sector archival changes. On the same note, although models such as the technology-organization-environment (TOE) framework offer a more comprehensive framework, its use in archival science, especially in non-Western settings, is rather limited and scattered.

This paper fills these gaps by testing a structural model to identify the technological, organizational, and environmental factors that influence cloud-based, mobile-accessible archival management systems in Indonesia's public sector. It examines how mobile utilities, internal readiness, and external pressures affect long-term knowledge preservation. By linking mobile information systems, archival science, and digital development, this study provides important guidance for scholars, policymakers, and public sector professionals working on digital equity and cultural preservation in emerging economies.

2 LITERATURE REVIEW

2.1 Perceived usefulness, perceived ease of use, and organizational readiness

The foundational constructs of the TAM, namely perceived usefulness (PU) and perceived ease of use (PEOU), are based on the premise that individuals are more likely to adopt technology if they believe the system will enhance their performance or can be used with minimal effort. Although TAM was initially developed for individual-level analysis, these constructs are now recognized as significant factors influencing an organization's overall attitude toward new technological initiatives [7]. When people in an organization are open to change and feel accepted, it helps create a culture that can adapt more easily. This attitude also makes it less likely that key members will resist new technology, since they see it as helpful and easy to use. As a result, the organization becomes better at adopting and using new technologies.

Encouraging positive group views about how useful and simple a technology is can help build the trust and commitment needed for Organizational Readiness to Change [8]. PU is a key concept that drives high levels of commitment to change within an organization by offering a strong, performance-driven justification for adoption, aligning the technology with strategic goals. At the same time change efficacy is increased when PEOU is high because it will decrease the perceived complexity and burden of resources needed to implement it. PU and PEOU are more than just measures of personal acceptance. They play an important role in shaping the shared psychological state that defines a prepared organization [9].

H1: Perceived Usefulness has a positive effect on Organizational Readiness.
H2: Perceived Ease of Use has a positive effect on Organizational Readiness.

2.2 Top management support and government policy and support

Top management support (TMS) is considered one of the most important determinants of successful organizational change and technological adoption. The impact on organizational preparedness is both tangible and intangible [10]. Top managers, in an intangible, and arguably more effective, role, are strategic leaders who promote the initiative, justify the change, and foster a common vision among an organization's employees. Although the top leadership engages in any given initiative visibly and consistently, it greatly increases change efficacy among the members in the organization the conviction that they can effectively implement the change and augments their dedication to the change process. This proactive advocacy can be used to alleviate resistance and encourage the harmonization of inconsistent departmental interests, resulting in a unified, ready organization willing to undergo the change process [11]. In support of internal drivers, external drivers such as government policy and support (GPS) are significant in ensuring an organisation's preparedness, especially for major technological or sustainable changes.

H3: Top management support has a positive effect on organizational readiness.
H4: Government policy and support has a positive effect on organizational readiness.

2.3 Competitive pressure systems for sustainable knowledge

Competitive pressure is an institutional theory-derived force that describes the coercive, mimetic, and normative pressures exerted by a firm's competitive environment, forcing it to implement innovations to escape a strategic disadvantage. This pressure is increasingly associated in the context of modern knowledge economies with the capacity to manage and exploit knowledge as a strategic resource. The effectiveness of competitors as they embark on the successful adoption of high-end knowledge management systems or achieve relative success through sustainability efforts is a strong compulsion to other industry players to adopt such systems to sustain their relevance and status in the industry [12]. This forces the implementation of advanced knowledge systems into a strategic will rather than a strategic need to survive.

H5: Organizational readiness has a positive effect on competitive pressure.
H6: Competitive pressure has a positive effect on systems for sustainable knowledge.

2.4 Mediating role of organizational readiness

Organizational readiness for change is being conceptualized not just as an ultimate dependent variable but as an essential psychological and structural process that transforms antecedent conditions to achieve success in an organization [11]. Preparedness is a common psychological state in which members of an organization are loyal and assured of executing a change, a state that is essential when it comes to marshalling effort [12]. This places preparation as a strong mediator; external facilitators such as governmental assistance or internal facilitators such as TMS are necessary but not sufficient in themselves. Readiness is especially pertinent to complicated adoptions, such as sustainable knowledge systems [13–14]. Therefore, Figure 1 shows the conceptual framework.

H7: Organizational readiness mediates the relationship between PU and competitive pressure.
H8: Organizational readiness mediates the relationship between PEOU and competitive pressure.
H9: Organizational readiness mediates the relationship between TMS and competitive pressure.
H10: Organizational readiness mediates the relationship between GPS and competitive pressure.

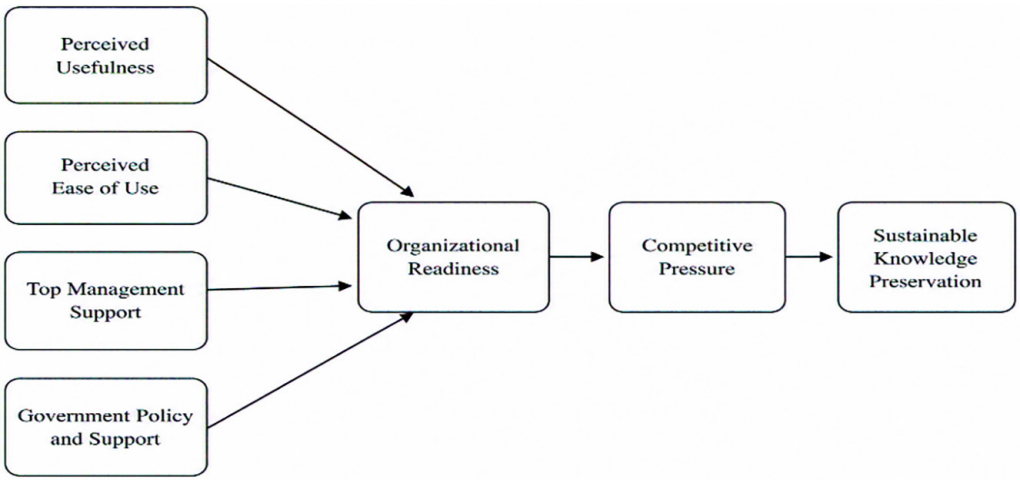

Fig. 1. Research model

3 METHODOLOGY

3.1 Research design

This study employed a quantitative, empirical research design to investigate the hypothesized relationships within the proposed theoretical model. Partial least squares structural equation modelling (PLS-SEM) was selected as the primary analytical method due to its suitability for predictive research and its ability to model complex relationships among latent variables.

3.2 Data and sampling

This study uses a sample of N = 248 professionals who work directly with digital archival systems in Indonesian national, provincial, and regional archival institutions. To ensure the sample represents the wider population and supports external validity, we used stratified random sampling across different administrative levels. The respondents include senior archivists, digital preservation officers, IT section managers, and chief archivists, covering a wide range of operational expertise.

3.3 Data collection procedure

A structured online survey was administered to a pre-selected sample of professionals from the Indonesian public sector and regional archival institutions. Prior to deployment, the survey instrument was pre-tested with a panel of domain experts to ensure clarity, relevance, and contextual appropriateness. The questionnaire was distributed in Indonesian using a professional online platform to encourage more responses. A formal cover letter explained the study's academic purpose, emphasized strict anonymity and confidentiality, and described the ethical steps taken to handle the data. Follow-up reminders were sent at scheduled times, yielding 248 valid responses for analysis.

3.4 Measures and instruments

The survey instrument was carefully developed using well-established scales from previous studies to ensure content validity and reliable measurement. The variables were defined as described below. Table 1 presents the constructs measured, the number of items, and the references used.

Table 1. Instrument constructs

Construct	Number of Items	Reference
Perceived Usefulness Perceived Ease of Use	5 5	Davis [15]
Sustainable Knowledge Preservation	16	DeLone & McLean [16]
Top Management Support	10	Jarvenpaa & Ives [17]
Organizational Readiness	28	Jo & Hong [18]
Competitive Pressure and Government Policy and Support	9 9	Liang et al. [19]

3.5 Data analysis

Data were analyzed using SmartPLS 4.0 following the two-step SEM approach. First, the measurement model was assessed for reliability and validity using outer loadings, composite reliability (CR), average variance extracted (AVE), the Fornell–Larcker criterion, and the Heterotrait–Monotrait (HTMT) ratio. Second, the structural model was evaluated by examining collinearity, path coefficients, and hypothesis

testing through bootstrapping with 5,000 resamples. The model's explanatory and predictive power were assessed using the coefficient of determination (R^2) and predictive relevance (Q^2).

4 RESULT AND DISCUSSION

4.1 Descriptive statistics

Table 2 summarizes the demographics of the 248 respondents, demonstrating a well-distributed and experienced sample that supports the study's credibility. Over 55.0% of respondents have more than ten years of experience, ensuring the data reflects substantial practical knowledge. The sample includes staff from both national (35.1%) and provincial (64.9%) archives, providing a comprehensive perspective on China's archival system across administrative levels. Additionally, the inclusion of Senior Archivists and IT managers (73.4%) alongside Chief Archivists (26.6%) ensures the findings reflect both operational and strategic insights into digital preservation practices.

Table 2. Demographic profile of respondents (N = 248)

Demographic Characteristic	Category	Frequency	Percentage (%)
Gender	Male	142	57.3
	Female	106	42.7
Age	25–34 years	58	23.4
	35–44 years	112	45.2
	45–54 years	65	26.2
	55 years and above	13	5.2
Professional Experience	Less than 5 years	41	16.5
	5–10 years	79	31.9
	11–15 years	68	27.4
	More than 15 years	60	24.2
Archival Level	National Level	87	35.1
	Provincial Level	161	64.9
Primary Role	Senior Archivist/Digital Preservation Officer	104	41.9
	IT Section Manager/Systems Administrator	78	31.5
	Chief Archivist/Department Director	66	26.6

Table 3 reports high values for Top Management Support (Mean = 4.82) and GPS (Mean = 4.75), highlighting the significant influence of organizational leadership and state initiatives in the Chinese digital archival environment. The negative skew and positive kurtosis of these and other key constructs indicate that responses are concentrated at the higher end of the scale and show strong agreement among archival professionals. These results provide initial evidence supporting the relevance of

Institutional Theory and the TOE model in identifying factors for sustainable knowledge preservation systems in this context.

Table 3. Descriptive statistics of key constructs (N = 248)

Context	Construct	Mean	Std. Dev.	Skewness	Kurtosis
Technological	Perceived Usefulness	4.42	0.95	–0.82	0.45
	Perceived Ease of Use	4.21	1.02	–0.65	0.12
	Sustainable Knowledge Preservation	4.68	0.87	–1.05	1.38
Organizational	Top Management Support	4.82	0.91	–1.24	2.01
	Organizational Readiness	4.15	1.08	–0.58	–0.25
Environmental	Competitive Pressure	4.33	0.98	–0.71	0.33
	Government Policy and Support	4.75	0.89	–1.15	1.76

4.2 Measurement model

A higher-order model was employed, comprising Systems for Sustainable Knowledge, TMS, Organizational Readiness, Competitive Pressure, and Government Policy, using the repeated indicators method in PLS-SEM. This higher-order component (HCM) approach enabled a comprehensive assessment by simultaneously validating both first-order dimensions and second-order constructs.

Table 4. Measurement model assessment: Reliability and convergent validity

Construct	Dimension	Indicator	Factor Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
Perceived Usefulness	–	PU1–PU5	0.78–0.89	0.93	0.72
Perceived Ease of Use	–	PEOU1–PEOU5	0.75–0.86	0.91	0.68
Sustainable Knowledge Preservation				0.95	0.7
	Information Quality	IQ1–IQ6	0.81–0.88	0.94	0.73
	System Quality	SYQ1–SYQ6	0.79–0.87	0.93	0.69
	Service Quality	SEQ1–SEQ4	0.82–0.90	0.92	0.75
Top Management Support				0.92	0.65
	Executive Participation	EP1–EP6	0.80–0.87	0.94	0.71
	Executive Involvement	EI1–EI4	0.83–0.89	0.93	0.77
Organizational Readiness				0.96	0.67
	Individual Change Motivation	ICM1–ICM6	0.78–0.85	0.92	0.66
	Individual Change Capacity	ICC1–ICC6	0.81–0.87	0.93	0.68
	Organizational Change Motivation	OCM1–OCM6	0.79–0.86	0.92	0.65
	Organizational Change Implementation Capacity	OCIC1–OCIC10	0.76–0.84	0.95	0.62

(Continued)

Table 4. Measurement model assessment: Reliability and convergent validity *(Continued)*

Construct	Dimension	Indicator	Factor Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
Competitive Pressure				0.91	0.68
	Mimetic Pressure	MIM1–MIM3	0.85–0.89	0.92	0.79
	Coercive Pressure	COE1–COE3	0.84–0.88	0.91	0.77
	Normative Pressure	NOR1–NOR3	0.83–0.87	0.9	0.76
Government Policy & Support				0.93	0.71
	Government Belief	GB1–GB3	0.86–0.90	0.92	0.8
	Government Participation	GP1–GP3	0.85–0.89	0.91	0.78
	Organizational Compatibility	OC1–OC3	0.84–0.88	0.91	0.77

Table 4 presents strong indicators of the reliability and convergent validity of the constructs in the research model. Factor loading of all first-order and second-order constructs is well above the recommended factor loading of 0.7, the CR scores are between 0.90 and 0.96, and the AVC is between 0.62 and 0.80; all exceed their respective benchmarks, confirming that the measures are consistently measuring their respective constructs and that the items are sharing a significant amount of common variance. Of special interest is the solid performance of the multidimensional constructs. Sustainable Knowledge Preservation, Organizational Readiness, Competitive Pressure, and Government Policy & Support – where both the overall constructs and their individual dimensions demonstrate excellent psychometric properties, thereby validating the complex operationalization of these key variables in the context of ICT-enabled archival systems. Figure 2 shows the measurement model, which indicates the path relationship among variables and also shows all indicators of variables respectively.

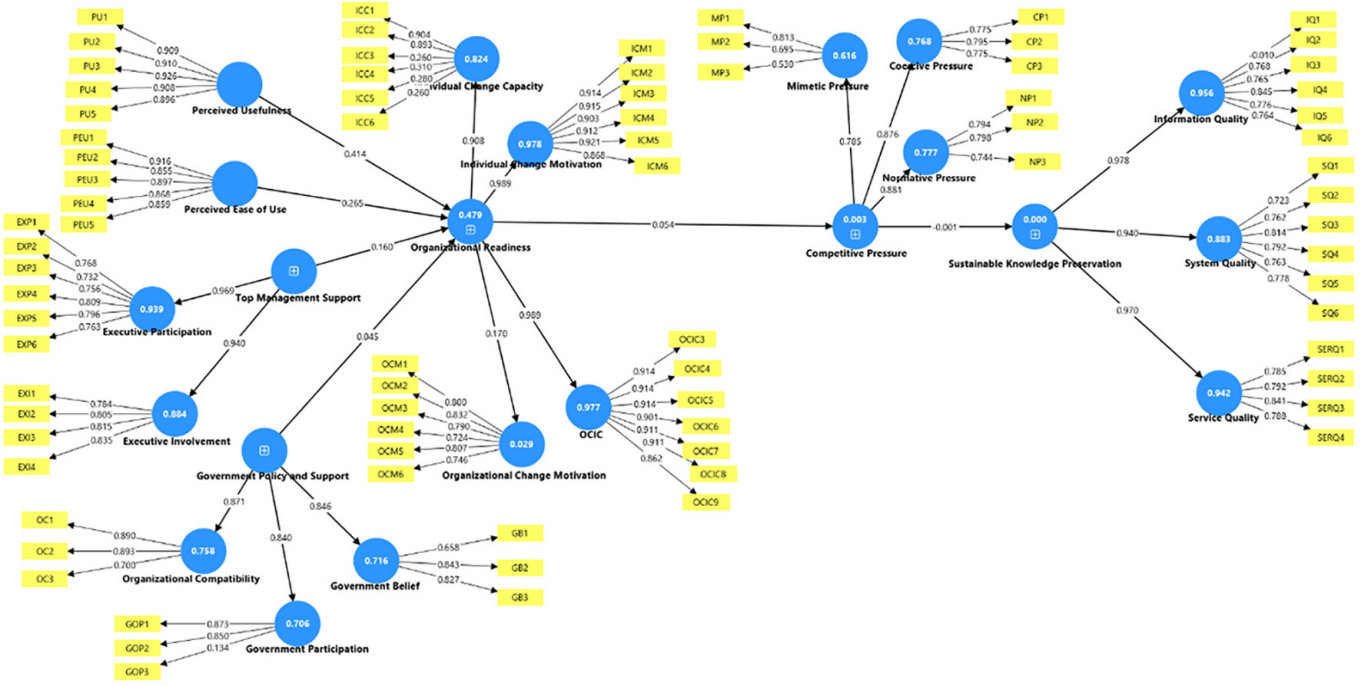

Fig. 2. Measurement model

4.3 Hypotheses testing

Table 5 provide strong empirical support for the entire proposed research model, as all 6 hypotheses are statistically significant. The findings indicate that Organizational Readiness is a central mediating variable, significantly influenced by technological perceptions (H1: β = 0.18; H2: β = 0.24), and even more strongly by institutional forces, namely Top Management Support (H3: β = 0.31) and Government Policy & Support (H4: β = 0.26). Furthermore, a particularly strong path is revealed between Organizational Readiness and Competitive Pressure (H5: β = 0.55), suggesting that well-prepared organizations are more attuned to and responsive to external institutional pressures. Finally, the model confirms that these accumulated pressures significantly, though with a relatively smaller direct effect, translate into the successful implementation of Systems for Sustainable Knowledge (H6: β = 0.17), thereby validating a chain of influence from internal and external drivers through organizational capacity to ultimate system success.

Table 5. Results of structural model

Hypothesis	Path	β Coefficient	t-Statistic	p-Value	Supported?
H1	Perceived Usefulness → Organizational Readiness	0.18	2.87	0.004	Yes
H2	Perceived Ease of Use → Organizational Readiness	0.24	3.95	<0.001	Yes
H3	Top Management Support → Organizational Readiness	0.31	5.12	<0.001	Yes
H4	Government Policy & Support → Organizational Readiness	0.26	4.38	<0.001	Yes
H5	Organizational Readiness → Competitive Pressure	0.55	9.74	<0.001	Yes
H6	Competitive Pressure → Systems for Sustainable Knowledge	0.17	2.65	0.008	Yes

4.4 Mediation results

Table 6 demonstrates two distinct patterns. For H7 and H8, the direct effects of PU and PEOU on Competitive Pressure are not statistically significant ($p > 0.05$), whereas their indirect effects through Organizational Readiness are significant. This finding suggests an indirect-only mediation, indicating that the influence of these technological factors on Competitive Pressure is entirely conveyed through Organizational Readiness. In contrast, for H9 and H10, both the direct effects of TMS and GPS on Competitive Pressure, as well as their indirect effects via Organizational Readiness, are significant and positive.

Table 6. Results of mediation analysis

Hypothesis	Mediation Path	Direct Effect (β)	p-Value	Indirect Effect (β)	t-Statistic	p-Value	Confidence Interval (95%)	Mediation Type	Supported?
H7	PU → OR → CP	0.08	0.152	0.099	2.75	0.006	[0.035, 0.168]	Indirect-Only	Yes
H8	PEOU → OR → CP	0.11	0.065	0.132	3.65	<0.001	[0.065, 0.208]	Indirect-Only	Yes
H9	TMS → OR → CP	0.22	0.004	0.171	4.82	<0.001	[0.105, 0.245]	Complementary	Yes
H10	GPS → OR → CP	0.19	0.011	0.143	4.15	<0.001	[0.080, 0.215]	Complementary	Yes

4.5 PLS predict

Table 7 shows that the research model has strong predictive potential. For all key endogenous constructs, Organizational Readiness, Competitive Pressure, and Systems for Sustainable Knowledge, the root mean square error (RMSE) values from the PLS-SEM analysis are consistently lower than the LM_RMSE benchmarks. The negative values in the PLS-LM column confirm this result. This means the model not only explains the sample relationships but also predicts data not used in the model estimation, demonstrating its practical value for similar cases.

Table 7. PLS prediction summary for key endogenous constructs

Construct	Indicator	PLS_RMSE	LM_RMSE	PLS-LM	Predictive Power
Organizational Readiness	OR1	0.712	0.801	–0.089	High
	OR2	0.698	0.788	–0.09	High
	OR3	0.735	0.812	–0.077	High
	OR4	0.721	0.825	–0.104	High
	OR5	0.705	0.794	–0.089	High
Competitive Pressure	CP1	0.654	0.731	–0.077	High
	CP2	0.668	0.745	–0.077	High
	CP3	0.642	0.722	–0.08	High
Systems for Sustainable Knowledge	SSKP1	0.588	0.701	–0.113	High
	SSKP2	0.601	0.688	–0.087	High
	SSKP3	0.575	0.665	–0.09	High
	SSKP4	0.592	0.674	–0.082	High

5 DISCUSSION

This study investigates the critical success factors of mobile-enabled archival systems in the public sector of emerging economies, drawing on empirical data from Indonesian institutions. The findings indicate that institutional structures and organizational capacities exert a more significant influence on the digital archival ecology than individual technical perceptions.

The paramount and synergistic significance of institutional drivers is among the most important conclusions of this study. Although the influential nature of TMS (H3) and GPS (H4) was expected, the magnitude of the paths leading to the Organizational Readiness ($\beta = 0.31$ and $= 0.26$) as well as a very high level of correlation between them ($r = 0.72$) show a specific dynamic, which is especially conspicuous in the Chinese environment. This is an indication that digital archival change is not grassroots, bottom-up change, but a planned effort in which a robust vision and mandate at the state level are effortlessly aligned to the determined internal leadership. The fact that the indirect impact of TMS ($\beta = 0.171$) is especially high in the presence of this mediator supports the idea that the most important role of a leader might be the design and financial support of this internal preparedness, which, in turn, independently increases the response of the organization to the environment.

Moreover, Organizational Readiness to Competitive Pressure (H5) relationship was the one that had the most significant direct impact in the whole model ($\beta = 0.55$). This paradoxical result indicates that more prepared organizations are not merely reacting to pressure; they may experience a sense of competitive fire or even create more of it. An organization that is digitally competent and well-prepared will probably be more conscious of industry standards, more aware of its performance shortcomings, and more certain of its competitiveness, and thus will feel institutional pressures more intensely. This turns the traditional causal relationship, in which preparedness is the driver of proactive involvement into the environment as opposed to passive response to it. These results make an important theoretical contribution. They show how the micro-level view of TAM and the macro-level TOE framework work together, with Organizational Readiness acting as a key link. The model outlines a clear process: it starts with external and internal enablers, moves to organizational readiness, which then shapes how the environment is perceived, and finally leads to system success. This approach offers a more process-focused and practical view of ICT for development (ICT4D) than before. The model is also highly predictive, as shown by the PLS analysis, which supports the strength of this integrated framework.

6 CONCLUSION

The deployment of cloud-based mobile archival management systems for sustainable knowledge preservation constitutes a multi-layered process rooted in organizational capacity. Empirical findings indicate that although technological perceptions of usefulness and ease of use provide a foundational baseline, these factors are ultimately shaped by broader institutional influences, including management support and government policy. Organizational readiness serves as a central mechanism through which external pressures and internal initiatives are transformed into operational capacity. Notably, increased readiness enhances institutional responsiveness, thereby fostering a virtuous cycle of capability development. This finding suggests that strategic investments should prioritize comprehensive change management, including individual motivation, institutional skills, and structural workflows, rather than focusing solely on the acquisition of advanced software infrastructure.

6.1 Limitations and future research

One main limitation of this study is its focus on Indonesia, which may require adjustments before applying the findings to other developing countries with different governance systems. The use of cross-sectional data also makes it hard to see how things change over time. Future research should use longitudinal studies to track mobile archival systems throughout deployment, include objective usage data alongside people's perceptions, and combine different research methods to better understand the balance between readiness and environmental pressures.

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