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An Expanded Analysis of TRI Theory in Explaining the Adoption of the SRIKANDI Application

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Abstract−This study aims to analyze the factors that affect the readiness and willingness of state civil servants to adopt the SRIKANDI Application, which is a digital system in managing archives and correspondence. The researcher used the expanded Technology Readiness Index (TRI) theory to look at the factors that encourage or hinder application users, then analyzed using statistical methods. Using quantitative methods and the Partial Least Squares-Structural Equation Modeling (PLS-SEM) technique on survey data of 422 State Civil Apparatus in the Riau Islands Provincial Government. The results of the study show that the driving factors of the technology readiness index have a significant effect on behavioral intentions, organizational commitment has a significant effect on behavioral intentions, and then behavioral intentions have a significant effect on user behavior. Meanwhile, the technological readiness index barrier does not have a significant effect on behavioral intentions, and the conditions that facilitate it do not have a significant effect on behavioral intentions. This study found that there are several factors that can affect employees in using the SRIKANDI Application. Driving factors such as confidence to use technology and the desire to try new things. Conversely, inhibiting factors such as discomfort and insecurity also have a major effect on the intention to use it. In addition, the organization's commitment to provide adequate training and facilities for technology also has a big influence on the intentions and behavior of employees in using the SRIKANDI Application.

Keywords: Driving Factors of Technology Readiness Index; Barriers to Technology Readiness Index; Organizational Commitment; Facilitating Conditions

1. INTRODUCTION

The development of information and communication technology today has made many sectors change towards digital, including the way archives are stored and managed. Before getting to know digital, archives were stored manually or conventionally in a closet. After the development of digital archival storage, it switched to electronic archives. The goal is to make archives easier to find, safer and more efficient. One form of archive digitization is the SRIKANDI Application, which is an electronic system used by the government to manage dynamic correspondence and archives. This application is the result of cooperation between the Ministry of PANRB, Communication and Informatics, BSSN and ANRI and is used by central government agencies and local governments.

The use of the SRIKANDI Application is regulated in various policies, such as Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government System (SPBE), the SRIKANDI Application is stipulated based on the Decree of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 679 of 2020 concerning the General Application of the Archives Sector (AUBKD) and the National Archives Regulation of the Republic of Indonesia Number 4 of 2021 concerning Guidelines for the Implementation of SRIKANDI, This explains the technical guidelines for the implementation of the SRIKANDI Application including its implementation indicators, and technical provisions such as the availability of internet networks and computers. (source: ANRI). According to ANRI data, there are nearly 2 million civil servants who use SRIKANDI, and more than 28 million documents have been stored digitally. Currently, the SRIKANDI Application has been used in 422 agencies, including ministries, provinces, and districts/cities. One of the regions that has successfully implemented this application is the Riau Islands Province. The award shows that the implementation of the SRIKANDI Application is going well because it is supported by the local government. By implementing the Knight Movement Commitment since 2023, namely the order of archival policy, the order of archival organization, the order of archival human resources, the order of archival infrastructure and facilities, the order of archive management, and the order of archival funding.

The SRIKANDI application is a digital system used by government agencies to manage archives electronically. Although this application has been implemented in all agencies, it is still not fully ready or comfortable to use. This is where the Technology Readiness Index (TRI) theory, the Unified Theory of Acceptance and Use of Technology (UTAUT) model, and organizational commitment play an important role in explaining the adoption of the SRIKANDI Application. Several experts explained that the Technology Readiness Index (TRI) theory, the Unified Theory of Acceptance and Use of Technology (UTAUT) model that was developed can help understand what makes employees want or do not want to use the SRIKANDI Application, especially those related to how committed the organization is to implement it.

Technology adoption is the process of accepting, using, and utilizing technology by a person or group of people to support activities and improve efficiency at work(Díaz-Arancibia et al., 2024) (Vanderschaaf, Daim, & Basoglu, 2023) (Zeebaree, Agoyi, & Aqel, 2022) (Taherdoost, 2018) (Venkatesh, 2022) (Wei et al., 2021). This is influenced by various factors, such as the perception of benefits, ease of use, social support, and the availability of infrastructure. Due to the limited space for face-to-face meetings during the COVID-19 pandemic, the world of education has begun to adopt a digital learning system to meet these needs so that technological developments and the success of technology use depend

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on the readiness of users, the availability of internet access and support from institutions (Reyes-Mercado, Barajas-Portas, Kasuma, Almonacid-Duran, & Zamacona-Aboumrad, 2023) (Christian et al., 2023) (Puriwat & Tripopsakul, 2021b).

The adoption of digital learning environments during the COVID-19 pandemic is significantly influenced by factors in the technology readiness index (TRI) (Popova & Zagulova, 2022) (Mohamed & Hassan, 2023) (Abbad, 2021) (Chatterjee, Rana, Khorana, Mikalef, & Sharma, 2023) (Khazaei, n.d.) (Williams, Rana, & Dwivedi, 2015) (Blut & Wang, 2020) and models Unified Theory of Acceptance and Use of Technology (UTAUT) (Jewer, 2018) (Venkatesh, Thong, Chan, Hu, & Brown, 2011) (Magsamen-Conrad, Wang, Tetteh, & Lee, 2020). These two models provide an understanding of technology adoption behavior in the context of online learning (Reyes-Mercado et al., 2023). With several supporting factors from TRI (Blut & Wang, 2020) (Geng, Law, & Niu, 2019) such as optimism, innovation, discomfort, and insecurity have been proven to affect an individual's readiness to use learning technologies (Puriwat & Tripopsakul, 2021a). Meanwhile, UTAUT variables such as performance expectations, business expectations, social influences, and facilitating conditions play an important role in influencing the intention and behavior of technology use.

Research conducted by (Al-Mamary, 2022) that undergraduate students in Saudi Arabia use a learning management system (LMS) because the technology they use can help the learning process, is easy to use, is supported by the environment and provides adequate facilities. This can be seen from the ease of use and supportive facilities accompanied by social support by providing a system that is easy to access and understand so that students want to use the LMS.

The UTAUT model is a theory that explains the desire of a person or a group of individuals to use technology (Reyes-Mercado et al., 2023) (Díaz-Arancibia et al., 2024) (Tamilmani, Rana, & Dwivedi, 2021) (Haron, Hussin, Yusof, Samad, & Yusof, 2021) (Khechine & Lakhal, 2018) (Gupta, Dogra, & George, 2018). This model has four main factors, namely performance expectations, business expectations, social influences and conditions that facilitate by influencing user intentions and user behavior. It describes the user's intent and behavior to use it in the long term by adding the leadership role and leadership commitment variables (Venkatesh, 2022).

Organizational commitment is a form of seriousness and determination of an organization to achieve the goals that have been set (Hadian Nasab & Afshari, 2019) (Al-Hussami et al., 2018). Organizational commitment is an important factor in influencing individual behavior towards an organizational change. This can be seen from the readiness to accept and implement changes, including the use of new technology and loyalty as well as the emotional attachment of the institution between leaders and subordinates so that good harmonization is created.

Not only that, the conditions that facilitate can also affect the technology readiness index which can be described by how ready an organization is to adopt new technology, both in terms of human resources, support and the ability of leaders to facilitate both systemically and infrastructurally (Díaz-Arancibia et al., 2024). This means that facilitating conditions can be a driving factor for technological readiness, because organizations can facilitate both training and infrastructure in the effective use of technology.

Behavioral intent is a person's desire to use technology while user behavior is a person's action in using technology (Tamilmani et al., 2021). It can be seen from the readiness of individuals to use technology and in the end can influence individual behavior to use it continuously and become a necessity to make work easier.

This study re-adopts the Unified Theory of Acceptence and Use Technology (UTAUT) model and the technology readiness index (TRI), as applied by (Reyes-Mercado et al., 2023), to analyze the causal relationship between various factors that can affect the behavior of information technology users. In addition, this study also highlights the important role of organizational commitment in encouraging improvement in technology user behavior, as well as making UTAUT and the technology readiness index (TRI) the main theoretical basis to evaluate the extent of the benefits of technology felt by its users.

2. RESEARCH METHODS

2.1 Research Framework

In this study, several conjectures can be proposed to see the factors that can affect the intention and behavior of users to use technology (L. Yu, Chen, Yao, & Liu, 2021) (Alwahaishi & Snášel, 2013) (Mohamed & Hassan, 2023) (Chatterjee et al., 2023). The variables used are the driving factors of the technology readiness index, obstacles to the technology readiness index, organizational commitment, and facilitating conditions. Previous research has discussed how users, particularly educational environments, adopt digital learning. In order to understand this, previous researchers combined two main approaches, namely the technology readiness index and the UTAUT model (Reyes-Mercado et al., 2023). This research was conducted again with the aim of seeing the extent to which individuals are ready to accept technology, both in terms of optimism, and innovation and obstacles such as inconvenience and insecurity. As shown in Figure 1, the conceptual framework establishes that the driving and inhibiting factors of TRI serve as direct precursors affecting both behavioral intention and the actual use of technology. Organizational commitment is brought in to reflect the impact of a person's loyalty and involvement with their organization, which could enhance the readiness to embrace technology.

Facilitating conditions, based on the UTAUT model, indicate how much individuals believe there are resources, infrastructure, and support available for utilizing technology. The arrows in Figure 1 represent proposed causal relationships among these variables, demonstrating how readiness factors engage with organizational and environmental

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conditions to influence user intention and ensuing behavior. This unified model facilitates an extensive analysis of individual psychological preparedness and organizational backing in promoting technology adoption.

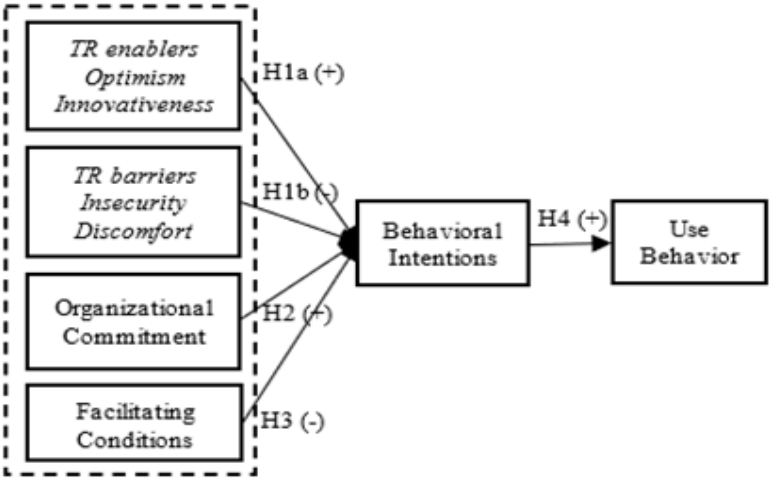

Figure 1. Research Framework

2.2 Hypothesis Development

Hypothesis is a temporary answer to the formulation of a research problem, where the formulation of the problem is expressed in the form of a question sentence. It is said that because the answers given are only based on relevant theories, not yet based on empirical facts obtained through data testing and questionnaires. Based on the description and results of research developed by experts and previous researchers, the simultaneous hypotheses taken by the researchers in this study are:

2.2.1 The Influence of the Driving Factors of the Technology Readiness Index on Behavioral Intent on User Behavior

The driving factor of the technology readiness index is optimism and innovation that help individuals to be more open to change with new technologies (Blut & Wang, 2020). This hypothesis states that there is a positive relationship between the driving factors in the technology readiness index and behavioral intentions that ultimately affect user behavior. This means that if someone feels ready to use technology because they feel that it is useful, easy to use, or makes their work more efficient, then they will have the intention to use it. This strong intention will then encourage a person to actually use the technology in their daily activities. In other words, the higher the driving factor of the technology readiness index, the more likely a person is to have the intention and actually use the technology.

H_{1a} : Factors Driving the Technology Readiness Index Partially Have a Positive and Significant Effect on Behavioral Intentions on User Behavior

2.2.2 The Effect of Technology Readiness Index Barriers on Behavioral Intent on User Behavior

Obstacles in technological readiness can come from a lack of knowledge, experience, and fear of change (Khazaei, n.d.). This hypothesis states that barriers in the technology readiness index affect a person's intention to use technology, which in turn influences user behavior. If a person experiences obstacles such as lack of trust in technology, feeling that technology is complicated, fear of making mistakes while using it, then his intention to use technology will be reduced. When that intention weakens, then the person's chances of using technology also become low. In other words, the greater the perceived barrier, the less intention to use technology, and this has an impact on its usage behavior.

H_{1b} : Barriers to the Technology Readiness Index Partially Have a Positive and Significant Effect on Behavioral Intent on User Behavior

2.2.3 The Effect of Organizational Commitment to Behavioral Intent on User Behavior

Organizational commitment is the seriousness and determination of the organization in achieving goals, as well as encouraging individuals to achieve organizational goals (Hadian Nasab & Afshari, 2019). This hypothesis states that organizational commitment affects the intentions of individual behavior in using technology, which ultimately impacts the actual behavior of users. Organizational commitment reflects the extent to which agencies or leaders provide support, trust, and consistency in encouraging technology implementation, such as providing facilities, training, and supportive policies. When organizational commitment is high, individuals will feel supported and tend to have a stronger intention to adopt technology in the performance of their duties. This strong intention is an important factor that encourages the realization of real technology use behavior in the work environment.

H_2 : Organizational Commitment Partially Has a Positive and Significant Effect on Behavioral Intentions on User Behavior

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2.2.4 The Influence of Facilitating Conditions on Behavioral Intent on User Behavior

facilitating condition is the extent to which one believes that adequate resources, support, infrastructure play an important role (Venkatesh, 2022). This hypothesis suggests that facilitating conditions have an influence on the intentions of individual behavior in using technology, which in turn has an impact on the actual behavior of users. Enabling conditions refer to the extent to which individuals believe that there are adequate technical support and resources to use technology effectively, such as infrastructure, access to information, training, and technical assistance. When these conditions are available and easily accessible, individuals will feel more confident and encouraged to have the intention to use technology in completing their tasks. This intention then becomes an important factor that can shape the real behavior of using technology in the work environment.

H_3 : Partially Facilitating Conditions Have a Positive and Significant Effect on Behavioral Intentions on User Behavior

2.2.5 Influence of Behavioral Intent on Use Behavior

Behavioral intentions are a person's willingness to use technology, which is influenced by the perception of benefits, ease of use and social influence (Venkatesh, 2022). This hypothesis explains that the intentions of individual behavior have a partial positive and significant influence on technology use behavior. Behavioral intent refers to the extent to which a person has the desire, drive, or determination to use a technology in their activities. When individuals show strong intentions, it significantly encourages them to realize the use of technology in real practice. In other words, the higher the behavioral intentions that individuals have, the greater their tendency to use them. This shows that behavioral intentions are an important factor in bridging attitudes and real actions in technology adoption.

H_4: Behavioral Intentions Partially Have a Positive and Significant Effect on User Behavior

2.2.6 The Influence of Driving Factors of the Technology Readiness Index Mediates Behavioral Intentions and User Behavior

This hypothesis states that the driving factor of the technology readiness index acts as a mediating variable in the relationship between behavioral intentions and behavior of technology users. These driving factors, such as optimism and innovation, reflect an individual's positive attitude towards the use of technology. Individuals who have a positive attitude are more likely to be confident and enthusiastic in trying and using new technologies. In this context, the driving factors not only encourage the formation of behavioral intentions, but also strengthen the relationship between those intentions and the actual behavior of the user. Thus, the driving factor for the readiness of the technology index is an important element that bridges the transition from the intention to use technology to concrete action in its use.

H_5: Driving Factors of the Technology Readiness Index Partially Have a Positive and Significant Effect in Mediating the Relationship Between Behavioral Intent and User Behavior

2.2.7 The Effect of Technology Readiness Index Barriers Mediates Behavioral Intent with User Behavior

This hypothesis states that behavioral intentions have a positive and partially significant influence on technology use behavior. This means that the higher the individual's intention to use technology, the more likely it is that individual will use it. Behavioral intent serves as an early indicator that reflects a person's willingness or tendency to adopt technology so that it can explain technology use behavior.

H_6: Technology Readiness Index Barriers Partially Have a Positive and Significant Effect in Mediating the Relationship Between Behavioral Intent and User Behavior

2.2.8 The Influence of Organizational Commitment Mediating Behavioral Intent with User Behavior

This hypothesis suggests that organizational commitment plays a role as a mediating variable in the relationship between behavioral intent and technology use behavior. The organization's commitment reflects the level of seriousness and support provided by the institution, both through the provision of resources, supportive policies, and moral encouragement to employees in adopting technology. In context, even if an individual has an intention to use technology, an organization's commitment can reinforce or weaken the realization of that intention into actual behavior. This means that the higher the organization's commitment, the stronger the relationship between behavioral intentions and technology use behavior. Therefore, organizational commitment has an important role as a link between an individual's internal drive and tangible action in the use of technology in the work environment.

H_7: Organizational Commitment Partially Has a Positive and Significant Effect in Mediating the Relationship Between Behavioral Intent and User Behavior

2.2.9 Pengaruh Kondisi Yang Memfasilitasi Memediasi Niat Perilaku Dengan Perilaku Pengguna

This hypothesis states that facilitating conditions have a positive and partially significant influence in mediating the relationship between behavioral intent and technology use behavior. Facilitating conditions refer to an individual's perception of the existence of adequate external support. In this context, even if a person has the intention to use technology, the intention is more likely to manifest into real behavior if the individual feels that the work environment provides supportive facilities. Therefore, enabling conditions act as an important intermediary to strengthen the relationship between behavioral intent and technology use behavior.

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H_8: Partially Facilitating Conditions Have a Positive and Significant Effect on Mediating the Relationship Between Behavioral Intent and User Behavior

2.3 Research Approach

The approach used in this study is quantitative. The location of this research is in the Riau Islands Provincial Government. The independent variables in this study are: 1.) The driving factors of the technology readiness index are measured using the Likert scale. 2.) The barriers of the technology readiness index are measured using the Likert scale. 3.) Organizational commitment is measured using the Likert scale. 4.) Facilitating conditions are measured using the Likert scale. The mediating variable in this study is behavioral intentions measured using the Likert scale. Meanwhile, the dependent variable, namely the use of the peer value, is measured using the Likert scale. The population used in this study is ASN who use the SRIKANDI Application amounting to 4,828 (four thousand eight hundred and twenty-eight) which is outlined in the form of a google form. The number of samples taken was 370 respondents using the slovin formula. The number of respondents obtained from research, interview and questionnaire data was 422 respondents. The data analysis technique in this study uses *Structural Equation Modelling* (SEM) with the help of SMARTPLS. The following scale of research measurement is shown in the following Table 1:

Table 1. Variable Operational Definition

Variable	Scale	Source
	TRI Enablers Optimism	
TREO6	The SRIKANDI application can help my work anywhere and anytime.	(Pavel Reyes Mercado et al., 2022)
TREO7	The SRIKANDI application gives me high mobility.	
TREO8	The SRIKANDI application makes me more productive.	
TREO10	The SRIKANDI application makes me more efficient in completing my work.	
	TRI Enablers Innovativeness	
TREI3	I enjoy using the SRIKANDI application.	(Pavel Reyes Mercado et al., 2022)
TREI4	I enjoy the change from conventional mail to e-mail.	
	TRI Barriers Insecurity	
TRBI2	The SRIKANDI application can be abused by some parties.	(Pavel Reyes Mercado et al., 2022)
TRBI3	The leak of SRIKANDI application user identity data can be misused by some parties.	
TRBI4	The advanced technology provided by the SRIKANDI application can reduce the interaction between the Leader and the subordinates in transactions.	
	TRI Barriers Discomfort	
TRBD3	There are many terms that cannot be understood in the use of the SRIKANDI application.	(Pavel Reyes Mercado et al., 2022)
TRBD6	The SRIKANDI application makes it very difficult for me to develop competencies.	
TRBD7	The SRIKANDI application can hinder correspondence between agencies, work units and between regions.	
	Organizational Commitment	
OC1	My leadership is very happy if in completing my correspondence I use the SRIKANDI application.	(Ali Hadian Nasab et al., 2019)
OC2	For my Leader, the SRIKANDI application has an important meaning in completing correspondence.	
OC3	My leadership provides full support in using the SRIKANDI application for correspondence	
OC4	My leadership thinks that the use of the SRIKANDI application will facilitate correspondence between Agencies, Work Units and between Regions.	
	UTAUT Facilitating Conditions	
FC2	I use the SRIKANDI app because it allows me to get the job done faster.	(Michael Kristen et al., 2023)
FC4	I use the SRIKANDI application because it is cheaper.	
FC5	I use the SRIKANDI application because I have experience working with mail administration.	
	Behavioral Intention	
BI3	I am interested in using the SRIKANDI application.	(Michael Kristen et al., 2023)
BI4	I will continue to use the SRIKANDI application to communicate via e-mail both internally and externally.	

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Variable	Scale	Source
	Use Behavior	
UB1	I will be using the SRIKANDI application in the near future	(Michael Kristen et al., 2023)
UB3	If I find out that the SRIKANDI application is very easy to use, I will be more interested in using the application	
UB4	I will definitely go back to using the SRIKANDI application	

3. RESULTS AND DISCUSSION

3.1 Respondent Characteristics

Table 2. Respondent Characteristics

Historians	Category	Sum	Persentase
Gender	Man	167	39,57%
	Woman	256	60,43%
Education	High School/Vocational School	22	5,21%
	D.III	46	10,90%
	D.IV/S1	294	69,67%
	S2	59	13,98%
	S3	1	0,24%
Age	25-34 years old	56	13,27%
	35-44 years old	199	47,16%
	45-54 years old	155	36,73%
	> 55 years old	12	2,84%

In Table 2 shown there are 422 State Civil Apparatus, data based on gender, 167 (39.57%) men and 256 (60.43%) women, it can be concluded that there are more female respondents than men. Based on the latest education level, 22 (5.21%) respondents were high school/vocational school, (D.III) 46 (10.90%) respondents, (D.IV/S1) 294 (69.67%) respondents, (S2) 59 (13.98%) respondents and (S3) 1 (0.24%) respondents. Data based on age, age 25-34 years as many as 56 (13.27%) respondents, age 35-44 years 199 (47.16%) respondents, 45-54 years old 155 (36.73%) respondents and age 55 years and above 12 (2.84%) respondents. The results of the study reflect that the sample is sufficiently representative of all SRIKANDI Application users in the Riau Islands Provincial Government.

3.2 Outer Model

3.2.1 Outer Loading

In this study, each variable was measured using indicators or questions. The outer loading value is used to find out whether each indicator can represent the variable being measured. The higher the outer loading value (ideally above 0.7), the stronger the indicator is in explaining the variable. The measurement model in this study uses latent variables because their values are hidden and can only be determined through indirect measurements, namely using a likert scale (strongly disagree to strongly agree) measured by the PLS-SEM method to assess the validity of indicators against latent variables shown on Table 3.

Tabel 3. Outer Loading

Indicator Variables		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
TREO	TREO10	0,782	0,780	0,025	30,951	0,000
	TREO6	0,755	0,756	0,028	27,189	0,000
	TREO7	0,745	0,746	0,030	25,073	0,000
	TREO8	0,769	0,767	0,028	27,044	0,000
TREI	TREI3	0,849	0,849	0,016	53,452	0,000
	TREI4	0,797	0,795	0,027	29,041	0,000
TRBI	TRBI2	0,828	0,828	0,023	36,662	0,000
	TRBI3	0,818	0,817	0,019	42,166	0,000
	TRBI4	0,772	0,772	0,027	28,516	0,000
TRBD	TRBD3	0,709	0,710	0,059	11,992	0,000
	TRBD6	0,790	0,784	0,077	10,206	0,000
	TRBD7	0,756	0,746	0,085	8,883	0,000
OC	OC1	0,752	0,749	0,039	19,528	0,000
	OC2	0,776	0,776	0,033	23,521	0,000
	OC3	0,708	0,704	0,045	15,617	0,000

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Indicator Variables		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
	OC5	0,758	0,755	0,041	18,539	0,000
FC	FC2	0,838	0,832	0,056	14,904	0,000
	FC4	0,629	0,613	0,108	5,834	0,000
	FC5	0,686	0,681	0,080	8,553	0,000
BI	BI3	0,875	0,874	0,014	62,711	0,000
	BI4	0,813	0,812	0,026	31,044	0,000
UB	UB1	0,672	0,671	0,061	11,028	0,000
	UB3	0,684	0,679	0,057	12,011	0,000
	UB4	0,796	0,799	0,037	21,392	0,000

The validity of the indicator is used to see that the question or statement in the questionnaire can represent the variables being measured, using Factor Loading and T-Satistic. Factor Loading indicates how strong the indicator is related to the variable, if the value is more than 0.5 then the indicator is good enough to represent the variable. T-Statistic is used to see whether the relationship between indicators and variables is significant or not, if the T-Statistic value is greater than 1.96 then the relationship is considered valid. Based on the outer loading table, all indicators in the technology readiness index variables, obstacles to the technology readiness index, organizational commitment, and conditions that facilitate meeting the criteria so that the validity of the indicator is well declared.

3.2.2 AVE

The next measurement model uses the Average Variance Exyracted (AVE). Table 4 shown AVE value is used to find out how much an indicator can explain a latent variable. If the AVE is more than 0.5, then the indicator can explain more than 50% of the content of the latent variable, so it can be said to have good convergent validity. This means that the indicator can describe what is being measured.

Table 4. AVE Value

	AVE
TREO	0,582
TREI	0,678
TRBI	0,650
TRBD	0,566
OC	0,561
FC	0,523
BI	0,713
UB	0,518

The results of the AVE test showed that TREO had a value of 0.582, TREI of 0.678, TRBI of 0.650, TRBD of 0.566, OC of 0.561, FC of 0.523, BI of 0.713, and UB of 0.518. An AVE value greater than 0.5 indicates good convergent validity for latent variables and is considered good if the AVE for each construct is greater than 0.5.

3.2.3 Composite Reliability

Construct reliability is used to see indicators in a variable that can provide consistent results by using composite reliability. If the *composite reliability value* is more than 0.70, the variable is reliable, which means that the indicator is consistent in measuring the variable that shown on Table 5.

Tabel 5. *Composite Reliability*

	Composite Reliability
TREO	0,848
TREI	0,808
TRBI	0,848
TRBD	0,796
OC	0,836
FC	0,764
BI	0,832
UB	0,762

The results of *the Composite Reliability* test showed that TREO had a value of 0.848, TREI of 0.808, TRBI of 0.848, TRBD of 0.796, OC of 0.836, FC of 0.764, BI of 0.832, and UB of 0.762. All *Composite Reliability* is more than 0.70 so it can be concluded that all reliability variables.

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3.3 Inner Model

3.3.1 R-Square

R-Square explains the relationship between variables, the higher the R-Square value, the better the model used, showing how much influence the independent variable has in explaining the bound variable. Results can be seen on Table 6.

Table 6. R-Square Value

Variable	R-Square	R-Square Adjusted
Behavioral Intention	0,322	0,315
User Behavior	0,455	0,454

Dalam menilai model struktural dengan PLS, kita perlu melihat nilai R-Square untuk setiap variabel laten endogen sebagai kekuatan prediksi dari model struktural, dengan ketentuan nilai R-Square > 0.75 (kuat), 0.50 < R-Square ≤ 0.75 (moderate), dan 0.25 < R-Square ≤ 0.50 (lemah). Nilai R-Square untuk variabel niat perilaku adalah 0,322, perilaku pengguna 0,455 di mana nilai R-Square 0.50 < R-Square ≤ 0.75 menunjukkan hasil prediksi pada kategori moderat. Dapat disimpulkan bahwa niat perilaku sebagai variabel mediasi memperkuat terhadap variabel dependent perilaku pengguna.

3.3.2 Path Koefesien

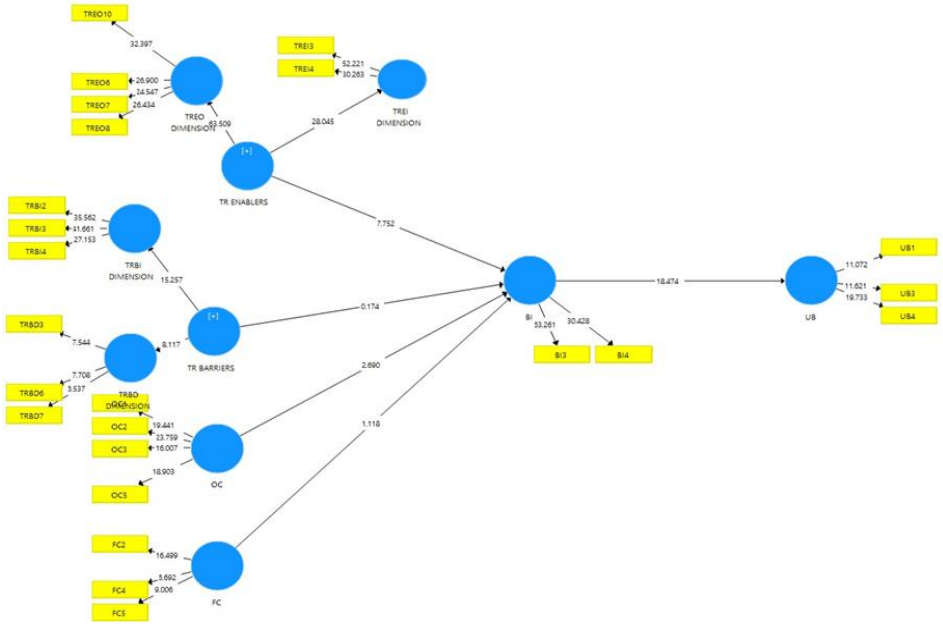

Figure 2. Coefficient Path Value Results

From the results of the image above which can seen on Figure 2, it can be explained that there are two independent variables that show a significant influence on behavioral intentions on the driving factors of the technology readiness index, organizational commitment, this is shown by the T-statistical value > 1.96. Meanwhile, the relationship between other variables such as behavioral intentions to the obstacles of the technology readiness index, the facilitating conditions did not have a significant influence because the T-statistical value < 1.96. In addition, it can be explained that the behavior intention mediates the relationship between the driving factors of the technology readiness index, the obstacles of the technology readiness index, organizational commitment, the conditions that facilitate showing a significant influence on user behavior are shown by the T-statistic value >1.96. hypotheses resulting from analyses can be seen on Table 7 with explanation anad analyses of each variable effect.

Table 7. Path Coefficients Results

	Variable	Original Sample (O)	T-Statistic	P-Values	Hipotesis
H_{1a}	*Technology Readiness Index Drivers (TR Enablers) -> Behavioral Intention (BI)*	0.437	7.477	0.000	Influential
H_{1b}	*Technology Readiness Index Barriers (TR Barriers) -> Behavioral Intention (BI)*	-0.007	0.176	0.860	Not Influential
H_2	*Organizational Commitment (OC) -> Behavioral Intention (BI)*	0.161	2.733	0.007	Influential
H_3	*Facilitating Conditions (FC) -> Behavioral Intent*	0.055	1.079	0.281	Not

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	Variable	Original Sample (O)	T-Statistic	P-Values	Hipotesis
H_4	*(BI) Behavioral Intention (BI) -User Behavior > (UB))*	0.675	19.171	0.000	Influential Influential

a. H_{1a}: Driving Factors of the Technology Readiness Index Affect Behavioral Intention
The test results showed a P-value of 0.000 (P-Values < 0.05) and a *T-statistics* value of 7,477 (T-statistics > 1.96). The results of the analysis showed a high significant value (0.000), indicating that this hypothesis is acceptable, so it can be concluded that the driving factor of the technology readiness index, UTAUT has a positive impact on behavioral intentions.

b. H_{1b}: Technology Readiness Index Barriers have no effect on Behavioral Intention
The results of the analysis showed a P-value of 0.860 (P-Values > 0.05) and a *T-statistics* value of 0.176 (T-statistics < 1.96), indicating that the two variables are not significant so this hypothesis is not acceptable.

c. H_2: Organizational Commitment Affects Behavioral Intentions
Organizational commitment has a significant effect on *Behavioral Intentions* with test results showing a P-value of 0.007 (P-Values < 0.05) and a *T-statistics* value of 2.733 (T-statistics > 1.96). This hypothesis **is acceptable**. The results of this study show that organizational commitment has a significant effect on behavioral intentions to use the SRIKANDI Application.

d. H_3: Facilitating conditions have no effect on Behavioral Intention
The test results showed a P-value of 0.281 (P-Values > 0.05) and a *T-statistics* value of 1.079 (T-statistics < 1.96). It can be concluded that *the Facilitating Conditions have no effect on the Behavioral Intention* to use the SRIKANDI Application.

e. H_4: Behavioral Intention affects User Behavior
The test results showed a P-value of 19,171 (P-Values < 0.05) and a *T-statistics* value of 0.000 (T-statistics > 1.96). This hypothesis is acceptable.

Table 8. Indirect Effect Hypothesis

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P-Values
Driving Factors of Technology Readiness Index -> Behavioral Intentions -> User Leaders	0.295	0.293	0.042	7.044	0.000
Technology Readiness Index Barriers -> Behavioral Intention -> User Behavior	-0.005	-0.007	0.026	0.175	0.861
Organizational Commitment -> Behavioral Intention -> User Behavior	0.109	0.114	0.041	2.679	0.008
Conditions That Facilitate -> Behavioral Intention -> User Behavior	0.037	0.039	0.035	1.069	0.286

Indirect effect results from Table 8 shows the magnitude and direction and significance of the mediating (intervening) variable T statistic > 1.96 means significant effect P-values < 0.05 means significant effect.

f. H_5: Technology Readiness Index Driving Factors can mediate Behavioral Intention with User Behavior
The test results showed a P-value of 0.000 (P-values > 0.05) and a *T-statistics* value of 7.044 (T-statistics > 1.96). It can be concluded that there is an influence between *the Driving Factors of the Technology Readiness Index can mediate Behavioral Intentions and User Behavior* as a mediating variable.

g. H_6: Technology Readiness Index Barriers cannot mediate Behavioral Intention with User Behavior
The results of the analysis showed that *the Technology Readiness Index Barrier could not mediate Behavioral Intent with User Behavior*, with a T-statistical value of 0.175 and a P-value of 0.861.

h. H_7: Organizational Commitment can mediate Behavioral Intention with User Behavior
The test results showed a P-value of 0.008 (P-values < 0.05) and a *T-statistics* value of 2.679 (T-statistics > 1.96). It can be concluded that there is a significant influence that *Organizational Commitment can mediate Behavioral Intent with User Behavior*.

i. H_8: Enabling Conditions cannot mediate Behavioral Intent with User Behavior
The results of the analysis showed that *the Facilitating Conditions could not mediate Behavioral Intention with User Behavior*, with a T-statistic value of 1.069 and a P-value of 0.286.

3.4 Discussion

3.4.1 H_{1a}: Driving Factors of the Technology Readiness Index Affect Behavioral Intent

The test results showed a P-value of 0.000 (P-values < 0.05) and a T-statistics value of 7.477 (T-statistics > 1.96). The

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results of the analysis showed a high significant value (0.000), indicating that this hypothesis is acceptable, so it can be concluded that the driving factor of the technology readiness index, UTAUT has a positive impact on behavioral intentions. This research is in line with the results of previous research which stated that the technology readiness index indicator progressively affects behavioral intentions (Reyes-Mercado et al., 2023). These results can be understood from the perspective of the mixed found oleh (Blut & Wang, 2020), which found the positive influence of the supporting factors of the Technology Readiness Index (optimism and innovation) on the perceived benefits and convenience felt by users.

3.4.2 H_{1b}: Technology Readiness Index Barriers have no effect on Behavioral Intention

The results of the analysis showed a P-value of 0.860 (P-values > 0.05) and a *T-statistical* value of 0.176 (T-statistics < 1.96), indicating that both variables are not significant so this hypothesis **is unacceptable**. This shows that the obstacle to the technology readiness index, discomfort has a weak negative influence on behavioral intentions so that it causes insignificant (Reyes-Mercado et al., 2023). These results suggest that the inhibition variables in the technology readiness index, specifically the aspects of discomfort and insecurity do not have a significant influence on behavioral intent, so these findings imply that although individuals feel discomfort in the use of technology, it does not strongly influence their desire to adopt and use it. This is in line with several previous studies that show that the perception of obstacles or discomfort in using technology is not the only determining factor in shaping behavioral intentions. Examples, (Venkatesh, 2022) in the UTAUT model states that performance expectations, business expectations, social influences and enabling conditions have a greater influence on use intent than personal barriers. It can be concluded that the context of technology adoption, especially the increasingly digitized environment, psychological obstacles or individual perceptions of discomfort and insecurity are not an obstacle for individuals to use them. This actually encourages individuals to continue using it such as ease of use and organizational support, which is even more crucial in shaping internally using technology.

3.4.3 H_2: Organizational Commitment Affects Behavioral Intentions

Organizational commitment has a significant effect on *Behavioral Intentions* with test results showing a P-value of 0.007 (P-values < 0.05) and a *T-statistics* value of 2,733 (T-statistics > 1.96). This hypothesis is acceptable. The results of this study show that organizational commitment has a significant effect on behavioral intentions to use the SRIKANDI Application. These findings indicate that the higher the organizational commitment felt by the State Civil Apparatus, the greater the internal support for using the application. This is in line with research conducted by (Al-Hussami et al., 2018; Chatterjee et al., 2023; Hadian Nasab & Afshari, 2019) which examines the influence of leadership on performance by positioning organizational commitment as a mediating variable. The study concludes that effective leadership can increase organizational commitment. Organizational commitment is a key factor in influencing individual behavior to adopt the use of technology. It can be concluded that organizational commitment can not only reflect the loyalty and emotional attachment of the institution between leaders and subordinates but can also be a major driving factor in forming behavioral intentions to accept and implement the use of the SRIKANDI Application.

3.4.4 H_3: Facilitating conditions have no effect on Behavioral Intention

The test results showed a P-value of 0.281 (P-Values > 0.05) and a *T-statistics* value of 1.079 (T-statistics < 1.96). It can be concluded that *the Facilitating Conditions have no effect on the Behavioral Intention* to use the SRIKANDI Application. This is in line with previous research conducted by (Christian et al., 2023) explaining the phenomenon that occurs in the attitude of generation Y and generation Z towards technology does not have a significant effect on the user's behavioral intentions. The results of this study also explain that the conditions that facilitate do not always have to be significant because the adoption of the SRIKANDI Application is still classified as a new technology and there is still a need for harmony between user intentions and user behavior to use the SRIKANDI Application and harmonize new features into the SRIKANDI Application.

3.4.5 H_4: Behavioral Intention Affects User Behavior

The test results showed a P-value of 19,171 (P-values < 0.05) and a *T-statistics* value of 0.000 (T-statistics > 1.96). It can be concluded that behavioral intentions mediate the relationship between the driving factors of the technology readiness index, the obstacles of the technology readiness index, organizational commitment, and the conditions that facilitate the use behavior have a significant influence on using the SRIKANDI Application in line with research by (Christian et al., 2023). These findings also emphasize the important role of behavioral intent as a mediating variable in the technology adoption process in line with previous theoretical models such as UTAUT and TRI. When users have a strong intention to use the SRIKANDI Application, various internal and external factors that can affect the technology readiness index will significantly lead to the actual behavior of use. (Chao, 2019; L. Chen, Jia, & Wu, 2023; C. W. Yu et al., 2021). These results also confirm that although there are barriers such as discomfort and insecurity or hesitation in using the technology, behavioral intentions are able to bridge these influences on user behavior. It is also supported by driving factors such as ease of use, strong organizational commitment, and the availability of enabling conditions. Thus, the strategy to increase the adoption of the SRIKANDI Application should be focused on strengthening the factors that shape behavioral intentions, including improving user perception of the benefits and convenience of technology so as to foster organizational commitment, as well as providing adequate technical facilities and support.

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3.4.6 H_5: Technology Readiness Index Driving Factors can mediate Behavioral Intention with User Behavior

The test results showed a P-value of 0.000 (P-values > 0.05) and a T-statistics value of 7.044 (T-statistics > 1.96). It can be concluded that there is an influence between *the Driving Factors of the Technology Readiness Index can mediate Behavioral Intentions and User Behavior* as a mediating variable. The technology readiness index has a positive effect on behavioral intentions. The better the level of technological readiness, both in terms of infrastructure, user competence, and organizational support, the greater the tendency of individuals to have the intention to use the technology. This shows that the technology readiness index is an important factor that needs to be considered in the technology adoption process because it encourages the formation of strong behavioral intentions in its use. This supports research conducted by (Munthe, Munandar, & Syamsun, 2020).

3.4.7 H_6: Technology Readiness Index Barriers cannot mediate Behavioral Intention with User Behavior

The results of the analysis showed that *the Technology Readiness Index Barrier could not mediate Behavioral Intent with User Behavior*, with a T-statistical value of 0.175 and a P-value of 0.861. The results of the research conducted by (Munthe et al., 2020). Supporting the hypothesis that barriers to the technology readiness index cannot mediate Behavioral Intent with User Behavior, despite barriers such as limited access, lack of training, or resistance to change, such barriers do not significantly affect an individual's intention to use technology. Thus, intent remains a key factor in shaping user behavior.

3.4.8 H_7: Organizational Commitment can mediate Behavioral Intent with User Behavior

The test results showed a P-value of 0.008 (P-values < 0.05) and a *T-statistics* value of 2.679 (T-statistics > 1.96). It can be concluded that there is a significant influence that *Organizational Commitment can mediate Behavioral Intent with User Behavior*. In line with research (Susita, Ketut Sudiarditha, Purwana, Wolor, & Merdyantie, 2020) revealed that organizational commitment plays a significant role in mediation, positive organizational culture and good communication between individuals will increase organizational commitment so that individuals who are loyal to the leadership can mediate users to use new technology.

3.4.9 H_8: Enabling Conditions cannot mediate Behavioral Intention with User Behavior

The results of the analysis showed that *the Facilitating Conditions could not mediate Behavioral Intent with User Behavior*, with a T-statistic value of 1.069 and a P-value of 0.286. The results of the research conducted by (Fitrianie, Horsch, Beun, Griffioen-Both, & Brinkman, 2021). Supporting the hypothesis that facilitating conditions cannot mediate behavioral intent with user behavior, does not have a mediating role between behavioral intent and user behavior, although it has a direct relationship to user behavior. In other words, emotional aspects and personal satisfaction can play a role in driving the use of technology.

4. CONCLUSION

Based on the results of research conducted on state civil servants in the Riau Islands Provincial Government about the influence of the expanded TRI theory in explaining the adoption of the SRIKANDI application as a whole, the empirical model was tested using *the Structural Equation Model* (SEM) technique using *Partial Least Square* (PLS) and the results were in accordance with previous theories and research. The conclusions of the research results are as follows: 1.) The driving factors of the technology readiness index have a positive effect on behavioral intentions, showing that technological innovation and the ease of understanding its use provide great benefits for someone who has an open or positive view of technology, from this study shows that the driving factors of the technology readiness index provide convenience and understanding of behavioral intentions in the use of the SRIKANDI Application. 2.) The inhibition of the technology readiness index had no positive effect on behavioral intent, indicating that inconvenience had a weak negative influence and insecurity had a positive influence on all UTAUT variables except performance expectations whose effect was not significant. These results provide an understanding that the driving factor of the technology readiness index provides ease of use but there are still many obstacles to user intent to use it. Although there is discomfort or doubt about new technology, this is not strong enough to reduce users' desire to adopt the SRIKANDI Application. 3.) Organizational commitment has a positive effect on behavioral intentions, this shows that a leader has the ability to improve employee performance and organizational commitment. 4.) Facilitating conditions do not have a positive effect on behavioral intentions, the results of this study also explain that the conditions that facilitate do not always have to be significant because the adoption of the SRIKANDI Application is still classified as a new technology. This refers to the extent to which the user's intention and user behavior can believe that the SRIKANDI Application is needed, providing comfort and security for users. In addition, it also needs support from stakeholders and organizational and technical infrastructure that supports the use of the system (e.g. training or training, technology access, IT personnel and policy support. 5.) Behavioral intent has a positive effect on user behavior, indicating that behavioral intent has a significant influence on user behavior. This emphasizes that the increase in application usage does not only depend on the readiness of technology and organizational support, but also the intention of user behavior in adopting the system. It can be concluded that these three variables have a significant contribution to the adoption of new technologies. Based on the results of this study, there are several suggestions that can be given to encourage the successful use of the SRIKANDI

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Application in the Riau Islands Provincial Government: (a.) Encourage a positive attitude towards technology, by increasing the understanding and ease of use of the SRIKANDI Application so that state civil servants feel more confident and interested in using it. Proper training and socialization can encourage employees' interest and intention to adopt this application. (b.) Overcome obstacles gradually, even if obstacles such as discomfort or insecurity towards technology are not too strong, it is still worth considering. An approach is needed that can reduce the user's doubts or anxiety, for example by providing fast and responsive technical support. (c.) Strengthen organizational and leadership commitment, leaders in each unit play an important role in driving change. Support from superiors can motivate employees to be more active in using the SRIKANDI Application. The commitment of the leadership can be shown through policies, monitoring, and direct involvement. (d.) Improve facilities to support the use of technology, although the conditions that facilitate it have not had a significant effect but still play an important role in providing adequate infrastructure, such as training, stable internet networks, IT personnel, and supportive policies. This will help the app to continue to be developed widely. (b.) Focusing on user intent, behavioral intent has a direct influence on usage behavior. Therefore, it is important to raise awareness among employees about the benefits of the SRIKANDI Application, so that they really want to use it to support their daily work. Overall, for the adoption of the SRIKANDI Application to be successful, it is not only necessary to have technological readiness, but also organizational support, adequate facilities, especially the intention of the employees themselves to use it.

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