

ABSTRACT

Digital transformation has become a key catalyst in driving efficiency, effectiveness, and service quality improvement in the public sector, including at BPJS Ketenagakerjaan. As a public legal entity responsible for administering social security programs for workers, BPJS Ketenagakerjaan is required to deliver fast, efficient, and accessible services. In this context, the implementation of digital service platforms is expected to strengthen internal processes and improve operational performance.

This study aims to analyze the effect of Digital Service Platforms on Operational Performance, considering the mediating role of Process Capability and the moderating role of Digital Culture. A quantitative approach was employed using Structural Equation Modeling – Partial Least Squares (SEM-PLS). The respondents were 122 Branch Heads from BPJS Ketenagakerjaan's main branch offices across Indonesia, selected through purposive sampling.

The results reveal that Digital Service Platforms have a positive and significant influence on Process Capability (path coefficient = 0.473; t-statistic = 7.925; p-value = 0.000), and Process Capability positively affects Operational Performance (path coefficient = 0.188; t-statistic = 2.330; p-value = 0.020). Moreover, Process Capability significantly mediates the relationship between Digital Service Platforms and Operational Performance. However, Digital Culture does not significantly moderate this relationship, although it does have a significant direct effect on Process Capability.

These findings emphasize that structured and adaptive internal processes are key enablers for digitalization to effectively enhance public service performance. The study contributes theoretically to the literature on digital transformation in the public sector and provides practical implications for BPJS Ketenagakerjaan in developing strategic and sustainable digital service initiatives.

Keywords: *Digital Platform, Process Capability, Digital Culture, Operational Performance*