

Implementation of the SRIKANDI Application in Electronic Records Management at the Regional Inspectorate of East Kalimantan Province, Indonesia

Rahma Wati¹, M.Aviv Adhitya Putra Pratama², M. Mujiburrahman³, Imam Syahid⁴

^{1,2,3,4} Department of Government Science, Faculty of Social and Political Sciences, Universitas Mulawarman, Samarinda, Indonesia. Email: checerahmawati@gmail.com¹, avivadhityaputrapratama@fisip.unmul.ac.id²

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ABSTRACT

The advancement of information technology within government agencies has driven the transformation of records management from conventional systems to electronic systems as part of the implementation of the Electronic-Based Government System (*Sistem Pemerintahan Berbasis Elektronik—SPBE*). A key implementation of this policy is the use of the SRIKANDI application for electronic records management at the Regional Inspectorate of East Kalimantan Province. This study aims to describe the implementation of the SRIKANDI application in managing electronic records and to identify the factors that facilitate and hinder its execution. This research employs a qualitative, descriptive research design. Data collection techniques included observation, interviews, and documentation, while data analysis was conducted using an interactive model comprising data reduction, data display, and conclusion drawing. Data validity was ensured through source triangulation. The results indicate that the implementation of the SRIKANDI application has been carried out effectively, supported by adequate infrastructure and internet connectivity. Nevertheless, challenges persist regarding human resource capacity, particularly varying levels of employee proficiency with the application and technical disruptions that affect system stability. Overall, the implementation of the SRIKANDI application has improved administrative order and enhanced the effectiveness of electronic records management within the agency.

Keywords: Policy Implementation, SRIKANDI Application, Electronic Records, E-Government.

I. Introduction

The advancement of technology has progressed significantly, bringing substantial changes to various aspects of life, including governance. The digital era transformation is driving a shift in public administration

systems toward more modern, effective, and efficient work practices. Along with these developments, the government is required to adapt and utilize information technology in the administration of government affairs (Taufiqurrahman et al., 2025). Hazid, as cited in Pratiwi and Dwimarwanti (2024), asserts that creating effective, efficient governance in the digital era requires the government to integrate technology into the bureaucratic workflow. This commitment is realized through Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (Sistem Pemerintahan Berbasis Elektronik—SPBE), which serves as the foundation for the implementation of digital transformation within the government sector. SPBE serves as an integrative framework that connects various government electronic systems into a single, unified ecosystem. This regulation aims to manifest clean, effective, transparent, and accountable governance, while simultaneously improving the quality of public services (Rinawaty, 2023). Grounded in the principles of efficiency, effectiveness, and sustainability, the implementation of SPBE encourages all agencies, including regional governments, to systematically adopt digital transformation. Records management is one of the sectors directly impacted by digital transformation. Archives possess a strategic function as authentic evidence, information sources, and instruments of accountability in societal and state affairs (Anjani, 2025). The shift in the bureaucratic paradigm from conventional models to e-government indicates a transition from paper-based systems to flexible, network-based electronic systems (Nurmandi et al., 2019). This shift reinforces the urgency of digitizing archives as an integral component of bureaucratic reform. Conceptually, electronic records are archives created and managed through information technology-based application systems (Aihunan et al., 2025). This definition aligns with the National Archives of the Republic of Indonesia Regulation Number 4 of 2021, which states that electronic records are archives created or received in electronic format, or the result of media transfer from paper records. As a follow-up to the SPBE policy, the government issued the Decree of the Minister of Administrative and Bureaucratic Reform (PANRB) Number 679 of 2020, designating the Integrated Dynamic Records Information System (SRIKANDI) as the overarching archival application mandatory for all government agencies. At the regional level, this commitment is reinforced through the East Kalimantan Governor Regulation Number 9 of 2024 concerning integrated dynamic records management (Putri, 2024).

The implementation of e-government has been widely acknowledged as a strategic approach to improving public service delivery, transparency, and administrative efficiency. Previous studies indicate that the successful adoption of digital governance systems is strongly influenced by organizational readiness, technological infrastructure, and user acceptance (Heeks, 2006; Al-Shboul et al., 2014). Furthermore, digital transformation in the public sector requires not only technological adaptation but also institutional and cultural adjustments within organizations. In addition, the rapid advancement of information technology has further accelerated the need for digital transformation within public sector organizations. Governments are required not only to adopt digital systems but also to ensure their effective integration into administrative processes. The implementation of information technology enables faster data processing, improved service delivery, and enhanced transparency in governance. Therefore, the success of digital transformation depends on the alignment between technological systems, organizational readiness, and human resource capabilities.

Moreover, the growing demand for transparency and accountability in public administration underscores the urgency of implementing digital systems within government institutions. The use of electronic-based applications enables better monitoring, documentation, and evaluation of administrative processes, which are essential in supporting good governance practices. Therefore, digital transformation not only improves efficiency but also strengthens institutional accountability and public trust. In addition, the development of digital governance also reflects the broader shift toward data-driven decision-making in public administration. The integration of electronic systems enables government institutions to process information more accurately, efficiently, and transparently. This condition encourages the creation of more responsive and adaptive governance structures in addressing public needs. Therefore, the implementation of digital systems such as SRIKANDI is not merely an administrative transformation, but also a strategic effort to improve governance quality and institutional performance in the long term. Although a regulatory framework is in place, implementing the SRIKANDI application across various agencies still faces several constraints. Research by Rinawaty (2023) demonstrates that policy execution remains suboptimal due to limited human resources and a lack of leadership commitment. Similar findings were reported by Suyani et al. (2025), who identified barriers including limited user access, technical system issues, and insufficient staff training. Furthermore, media reports indicate that human resource limitations, a shortage of functional archivist

positions, and constrained network infrastructure act as inhibiting factors for SRIKANDI implementation in various regions (PortalKaltim.com, 2023; Jufriadi, 2025; Zaidar, 2025). These findings indicate that the successful implementation of SRIKANDI is determined not solely by regulations, but also by the readiness of human resources, infrastructure, and organizational capacity. From a policy implementation perspective, George C. Edwards III posits that successful implementation is influenced by four primary variables: communication, resources, disposition, and bureaucratic structure. This framework is highly relevant for analyzing SRIKANDI's implementation, as it encompasses policy transmission, resource readiness, implementers' commitment, and organizational mechanisms that support policy execution. Additionally, the successful adoption of e-government can be analyzed through Indrajit's concept of success elements, which include *support*, *capacity*, and *value*. This emphasizes the importance of organizational backing, capacity readiness, and the resultant benefits derived from utilizing digital systems.

Within the Regional Inspectorate of East Kalimantan Province, the urgency of implementing SRIKANDI is increasingly evident amid the high volume of administrative documents processed annually. The intense activity of incoming and outgoing correspondence underscores the need for an efficient, integrated records management system. Normatively, the use of SRIKANDI is expected to accelerate archive retrieval, strengthen audit trails, streamline disposition tracking, and minimize the risk of document loss. However, based on preliminary observations, disparities in technological proficiency among employees and uneven application utilization persist, resulting in suboptimal implementation. Based on these conditions, a research gap exists in the form of limited studies that specifically analyze the implementation of the SRIKANDI application within regional internal supervisory institutions, particularly provincial inspectorates. In fact, inspectorates play a strategic role in promoting transparency and accountability within regional governments. Therefore, this study aims to analyze the implementation of the SRIKANDI application in electronic records management at the Regional Inspectorate of East Kalimantan Province. The analysis employs the policy implementation theory perspective of George C. Edwards III, as well as Indrajit's e-government success elements concept, namely *support*, *capacity*, and *value*. This research is anticipated to contribute to the development of studies on digital policy implementation and serve as a foundation for recommendations to optimize electronic records management within the regional government environment.

II. Literature Review

Policy implementation is a crucial stage in the public policy process that determines whether a program achieves its predetermined goals. Policy implementation is understood as the execution process of policy decisions involving various actors, procedures, and available resources to achieve expected outcomes (Edwards III, 1980). The success of policy implementation depends not only on policy formulation but also on the organization's readiness to implement it effectively. The policy implementation model proposed by Edwards III (1980) emphasizes four primary variables that influence implementation success: communication, resources, disposition, and bureaucratic structure. Communication pertains to the clarity with which policy information is transmitted to implementers to prevent misunderstandings. Resources encompass the availability of human resources, facilities, and infrastructure that support policy execution. Disposition relates to the implementers' attitudes and commitment to executing the policy, while bureaucratic structure concerns the division of tasks and work procedures within the organization. These four variables are interconnected and determine the success of policy implementation within an agency.

The advancement of information technology in governance drives the application of the e-government concept, namely the utilization of information technology to enhance the effectiveness and efficiency of public services. The implementation of e-government aims to improve the quality of public services and support transparency and accountability in governance (Napitupulu et al., 2024). Furthermore, e-government implementation supports the integration of information systems across agencies, resulting in faster, more efficient government administration processes (Syuaib et al., 2023). Electronic records management is a vital component in supporting e-government implementation within the government sector. Electronic records are archives managed digitally through information systems that enable more effective processes for document storage, retrieval, and security (Nyfantoro et al., 2020). The adoption of

electronic records also enhances organizational performance by streamlining document management and mitigating the risk of record loss (Aihunan et al., 2025). Additionally, sound electronic records management requires systematic governance and adequate technological support to ensure optimal administrative processes (Darmansyah et al., 2024).

In an effort to support electronic records management in government agencies, the Indonesian government developed the Integrated Dynamic Records Information System (SRIKANDI) application as a digital-based archive management system. The implementation of the SRIKANDI application aims to increase efficiency in managing official correspondence and documents, as well as to support data integration across government agencies (Iqbal et al., 2024). The utilization of the SRIKANDI application enables electronic correspondence processes, thereby simplifying records management and improving employee work effectiveness (Priyatmo & Hendra Satria, 2022). Several previous studies indicate that the implementation of the SRIKANDI application across various government agencies continues to face multiple constraints. Research conducted by Rinawaty (2023) demonstrates that human resource limitations and a lack of user understanding serve as inhibiting factors in the use of the SRIKANDI application. Another study by Suyani et al. (2025) found that the implementation of the SRIKANDI application has not been optimal due to persistent technical issues and insufficient employee training. Furthermore, research by Taufiqurrahman et al. (2025) indicates that the successful implementation of the SRIKANDI application is highly influenced by organizational readiness and adequate technological infrastructure support. Based on these theoretical reviews and prior research findings, it is understood that implementing the SRIKANDI application as part of the e-government system requires effective communication support, adequate resources, and the commitment of implementers to executing the policy. Additionally, organizational readiness and information technology support are crucial factors in determining the success of the SRIKANDI application's implementation for electronic records management within the government environment. In addition, several studies highlight that the sustainability of e-government systems depends on continuous capacity building and system usability. According to Venkatesh et al. (2012), user acceptance of information systems is influenced by perceived usefulness and ease of use, which are critical in determining system adoption success. Therefore, the implementation of applications such as SRIKANDI must consider both technical and human aspects to ensure optimal utilization. In addition, digital transformation in public administration requires not only technological readiness but also organizational change management. According to Heeks (2006), many e-government initiatives fail due to the gap between system design and organizational realities, commonly referred to as the "design-reality gap." This concept explains that successful implementation depends on how well the system aligns with existing organizational practices, human resource capabilities, and institutional structures. Furthermore, the United Nations (2022) emphasizes that sustainable digital government development requires continuous evaluation, capacity building, and strong institutional support. Therefore, the implementation of digital systems such as the SRIKANDI application must be supported by adaptive organizational strategies and continuous improvement efforts to ensure long-term effectiveness. In addition to organizational and technological factors, the sustainability of e-government implementation is also influenced by governance quality and institutional commitment. Effective governance ensures that digital systems are not only implemented but also continuously improved to meet organizational needs. According to the United Nations (2022), digital government development requires strong institutional frameworks, ongoing evaluation, and adaptive policy strategies. This indicates that the success of digital applications such as SRIKANDI depends on long-term commitment rather than short-term implementation. Therefore, integrating evaluation mechanisms and strengthening institutional governance are essential to ensure the effectiveness and sustainability of electronic records management systems.

Furthermore, policy implementation in the context of digital governance requires a multidimensional approach that integrates technological, organizational, and human factors. This indicates that the success of digital systems is not solely dependent on system availability but also on institutions' readiness to adapt to technological changes. In this regard, continuous evaluation and feedback mechanisms are essential to ensuring that the implemented system remains relevant and effective. Therefore, the sustainability of e-government initiatives, such as the SRIKANDI application, depends heavily on alignment among policy design, organizational capacity, and user acceptance.

III. Research Method

This study employs a qualitative approach aiming to deeply understand the implementation process of the Integrated Dynamic Records Information System (SRIKANDI) application in electronic records management at the Regional Inspectorate of East Kalimantan Province. A qualitative approach was utilized because of its capacity to comprehensively describe phenomena based on actual field conditions, particularly regarding system execution, encountered constraints, and facilitating factors in the utilization of the SRIKANDI application. This research was conducted at the Regional Inspectorate of East Kalimantan Province, which served as the primary research site. The site selection was based on the consideration that the agency has implemented the SRIKANDI application in its correspondence administration and electronic records management activities. The informants in this study consisted of four individuals selected using a purposive sampling technique, namely the deliberate selection of informants based on the criterion that they possess direct knowledge of and involvement in the use of the SRIKANDI application.

The informants in this study comprised the Head of the General and Human Resources Sub-division as a key informant, an Operational Service Administrator (Records Manager) as a key informant, an Operational Service Administrator as an informant, and an Operational Service Administrator (Executive Aide) as an informant. These four informants were selected for their direct roles in executing administrative and electronic records management using the SRIKANDI application. Data collection techniques in this study included interviews, observation, and documentation. Interviews were conducted with informants directly involved in using the SRIKANDI application to obtain information regarding the system's implementation process, the constraints faced, and the facilitating factors in its execution. Observations were carried out to directly examine the use of the SRIKANDI application in administrative and electronic records management activities. Documentation was used to gather supporting evidence, including official documents, circular letters, photographs of socialization activities, and other materials related to the system's implementation. The data analysis technique employed in this study utilized a qualitative data analysis model comprising data reduction, data display, and conclusion drawing. Data reduction involved sorting and simplifying the data obtained during the data collection process. Data display was conducted by systematically organizing the data to facilitate comprehension and analysis. Subsequently, conclusion drawing was performed by identifying patterns and relationships among the data derived from the research findings. To ensure data validity, this study employed methodological triangulation. Methodological triangulation was conducted by comparing data from interviews, observations, and documentation to ensure data consistency and conformity. The use of methodological triangulation aims to enhance the trustworthiness of the data, ensuring that the resulting research findings accurately reflect field conditions.

IV. Results and Discussion

4.1. Implementation of the SRIKANDI Application in Electronic Records Management

This study aims to analyze the implementation of the SRIKANDI Application in electronic records management at the Regional Inspectorate of East Kalimantan Province. The analysis was conducted with reference to Edward III's policy implementation model, which emphasizes four primary indicators: communication, resources, disposition, and bureaucratic structure. Furthermore, this study examines aspects of electronic system support through indicators of *support*, *capacity*, and *value*. Research data were obtained through interviews with four informants, field observations, and supporting documentation, which were analyzed using triangulation techniques.

a. Communication

The research findings indicate that communication regarding the implementation of the SRIKANDI Application at the Regional Inspectorate of East Kalimantan Province has been conducted through formal and

informal channels. The initial dissemination of information about the application's deployment was conducted through an official circular letter from the regional government, which served as the basis for policy implementation. This information was subsequently forwarded internally via digital channels, such as WhatsApp, to expedite its delivery to employees. The communication process in the application's implementation also occurs hierarchically, following the organizational structure. Every document to be processed within the system must pass through leadership approval stages before being entered into the SRIKANDI application. This mechanism demonstrates that organizational communication follows established administrative procedures. The research results reveal that socialization activities regarding the application's usage have not been evenly distributed to all employees. The socialization efforts conducted were predominantly directed at employees directly involved in electronic records management. Consequently, some employees still do not fully understand the application's full range of use. Observation results indicate that implementation communication is more focused on the general affairs division, which is responsible for correspondence administration. Meanwhile, the documentation obtained indicates the existence of gubernatorial circulars and technical guidance activities previously conducted to disseminate information to employees. These research findings demonstrate that communication in the implementation of the SRIKANDI Application has been underway, yet it is not fully optimal in reaching all employees. This condition aligns with Edward III's assertion that the success of policy implementation is highly influenced by the clarity of information and the consistency of communication directed at policy implementers. These findings are also supported by previous studies, which emphasize that communication is a critical factor in policy implementation. According to Al-Shboul et al. (2014), ineffective communication can lead to misunderstandings among implementers and hinder the achievement of policy objectives. In the context of e-government, clear and consistent communication is necessary to ensure that all users understand the system's functions and procedures. Therefore, improving communication strategies, particularly through more comprehensive socialization and training, is essential to enhance the effectiveness of the SRIKANDI application.

b. Resources

Resources constitute a crucial factor in supporting the success of policy implementation. In implementing the SRIKANDI Application at the Regional Inspectorate of East Kalimantan Province, the resources include human resources, facilities and infrastructure, and system support networks. The research findings indicate that the human resources required to implement the SRIKANDI application are available, particularly within the general affairs division responsible for electronic records management. Employees who use the application are tasked with managing incoming and outgoing correspondence electronically through the provided system. Nonetheless, disparities persist in employees' understanding of application operation, particularly among those unaccustomed to using digital systems. Besides human resources, the availability of facilities and infrastructure is a primary enabler for the execution of the SRIKANDI application. Based on observation results, work facilities such as computers, internet networks, and other supporting devices are available and deployable for correspondence administration activities. The availability of adequate internet connectivity enables employees to access the application online, thereby making the records management process more effective and efficient. The documentation obtained also demonstrates that work facilities within the Regional Inspectorate of East Kalimantan Province have been adapted to the requirements of electronic system implementation. This indicates organizational support for providing the necessary facilities to sustain the implementation of the SRIKANDI application.

However, during execution, several constraints related to limited technical understanding among some employees of the application's use were encountered. This condition indicates that although physical resources are available, capacity building for human resources is still required to ensure optimal application implementation. These findings align with Edward III's theory, which states that resource availability, both in terms of human and supporting facilities, is a vital factor in determining the successful implementation of a policy. Without adequate resource support, policy execution cannot run effectively. These findings are consistent with previous research, which emphasizes that human resource capability is a major determinant in the success of digital system implementation. Limited digital literacy and insufficient training are often

primary barriers to adopting e-government systems (Gupta et al., 2016). Therefore, strengthening employee competence is essential to maximize system effectiveness.

c. Disposition

Disposition refers to the attitude and commitment of policy implementers in executing a program or system. In the implementation of the SRIKANDI Application at the Regional Inspectorate of East Kalimantan Province, the implementers' disposition is evident in employees' willingness to adopt and use the application as a tool for electronic records management. The research results show that the majority of employees have a positive attitude toward implementing the SRIKANDI application. Employees demonstrate a willingness to follow the application's usage procedures in managing incoming and outgoing correspondence. This indicates a commitment from policy implementers to support the adoption of an electronic-based administrative system. Nevertheless, during execution, variations in employees' readiness levels to use the application were still observed. Several employees exhibited an attitude that still relied on manual methods, particularly during the initial stages of system implementation. This condition is caused by differences in employees' abilities and experience in utilizing information technology. Observation results reveal that employees continue to strive to execute administrative tasks according to established procedures, although a process of adaptation to digital systems remains. The documentation obtained also indicates organizational efforts to encourage employees to use the application as part of routine administrative activities. These findings indicate that the implementers' disposition during the implementation of the SRIKANDI Application has been reasonably strong. However, there remains a need to improve employee readiness and adaptation to electronic system use. This condition aligns with Edward III's theory, which states that the success of policy implementation is highly influenced by the attitude and commitment of the implementers in executing the established policy. These findings are consistent with previous studies, which indicate that implementers' attitudes and commitment significantly influence the success of policy implementation. A positive disposition reflects employees' willingness to accept and adapt to technological changes. However, resistance to change may persist, particularly among individuals accustomed to conventional systems. Therefore, strengthening motivation, providing continuous guidance, and fostering a supportive organizational culture are essential to ensure successful system implementation.

d. Bureaucratic Structure

Bureaucratic structure is a factor that affects the smooth execution of policy through clear task divisions and work procedures. In implementing the SRIKANDI Application at the Regional Inspectorate of East Kalimantan Province, the bureaucratic structure regulates the workflow for electronic record management based on each employee's duties and responsibilities. The research findings demonstrate that the implementation of the SRIKANDI application aligns with the prevailing organizational structure. Every letter to be processed within the system must pass through administrative stages in accordance with established work procedures. This mechanism indicates that the application's implementation has been adjusted to the agency's existing bureaucratic system. Furthermore, the division of tasks for application use is based on each employee's role, particularly within the division responsible for records management and correspondence administration. This demonstrates role clarity in system execution, enabling a directed and coordinated records management process. Observation results indicate that the use of the SRIKANDI application follows a workflow corresponding to organizational procedures. The documentation obtained also shows the existence of application usage guidelines and work mechanisms established as references for system execution. However, in practice, several constraints in adapting work procedures from a manual to a digital system were still encountered. This condition signifies that changing the work system requires a gradual adaptation process to ensure optimal policy execution. These findings indicate that the bureaucratic structure in the SRIKANDI Application's implementation has functioned within organizational mechanisms, despite still requiring adjustments in the digital system's execution. This aligns with Edward III's theory, which holds that a clear bureaucratic structure will facilitate effective, directed policy implementation.

e. Support



Support is a crucial factor in the successful implementation of electronic-based systems. Such support can take the form of organizational policies, supporting facilities, and leadership commitment to encouraging system usage. In implementing the SRIKANDI Application at the Regional Inspectorate of East Kalimantan Province, organizational support is one of the factors influencing the smooth execution of the system. The research results show that support for implementing the SRIKANDI application has been provided through adequate facilities and infrastructure, such as computers and internet networks used for correspondence administration activities. Moreover, the existence of circular letters and policies regarding application implementation indicates that the organization has provided a clear legal foundation for system execution. Support is also evident through technical guidance activities previously held to enhance employees' understanding of using the SRIKANDI application. These activities demonstrate the organization's efforts to ensure employees can operate the system in accordance with established procedures. Observation results indicate that using the SRIKANDI application has become part of the agency's routine administrative activities. The documentation obtained also provides evidence of socialization activities and system utilization in electronic records management. These findings indicate that organizational support in implementing the SRIKANDI Application has progressed well, particularly regarding the provision of work facilities and supporting policies. This condition demonstrates that organizational support is a vital factor in facilitating the successful implementation of an electronic-based system.

f. Capacity

Capacity refers to the human resources' capability to operate the implemented system. This capacity encompasses employees' knowledge, skills, and understanding of using the SRIKANDI application as an electronic records management system. The research findings reveal that employee capacity for using the SRIKANDI application remains uneven. Several employees can use the application proficiently, particularly those directly tasked with electronic records management. Nonetheless, some employees still encounter difficulties understanding application use, especially those unaccustomed to using information technology-based systems. Furthermore, technical constraints also affect the application's capacity. Internet network disruptions and technical errors within the system occasionally impact the smooth process of electronic records management. These conditions delay several tasks until the system returns to normal. Observation results show that employees still require mentoring in using the application, particularly in understanding the features available within the system. The documentation obtained also indicates that training activities were conducted to enhance employees' ability to use the application. These findings demonstrate that human resource capacity remains a constraint in implementing the SRIKANDI Application. This condition indicates that continuous enhancement of employee capabilities through training and socialization is highly necessary to ensure optimal system execution. These conditions indicate that human resource capacity remains a key challenge in implementing digital systems within government institutions. This finding is consistent with the study conducted by Venkatesh et al. (2012), which highlights that user acceptance of technology is influenced by perceived ease of use and usefulness. When users lack sufficient understanding or skills, the likelihood of effective system utilization decreases significantly. Moreover, Gupta et al. (2016) emphasize that digital literacy and continuous training are essential for successful e-government adoption. Therefore, improving employee capacity through structured training programs and ongoing technical support is crucial to optimizing the implementation of the SRIKANDI application.

g. Value

Value refers to the benefits derived from implementing the system to support organizational administrative activities. In the implementation of the SRIKANDI Application, the resulting value can be observed in the ease of electronic records management and the improvement in correspondence administration regularity. The research results indicate that implementing the SRIKANDI application yields a positive impact on electronic records management. The use of a digital system simplifies the logging process for incoming and outgoing correspondence, allowing archives to be stored in a more structured manner and easily retrieved when needed. Additionally, the application helps improve efficiency during the

correspondence administration process. Employees no longer rely entirely on manual records management, enabling the administrative process to be conducted more rapidly and systematically. Observation results demonstrate that the use of the SRIKANDI application has helped maintain administrative regularity within the agency. The documentation obtained also displays electronic records stored within the system as evidence of the execution of digital-based records management. These findings indicate that implementing the SRIKANDI Application provides significant value to the organization, particularly by enhancing the efficiency and effectiveness of electronic records management. This condition demonstrates that the implementation of an electronic system can deliver tangible benefits in supporting government administration activities. The positive value generated from the implementation of the SRIKANDI application reflects the broader benefits of digital transformation in public administration. Previous research indicates that adopting electronic systems can significantly enhance organizational efficiency, transparency, and accountability (Napitupulu et al., 2024). In addition, digital records management systems enable better data integration and accessibility, thereby supporting faster decision-making within organizations. Therefore, the value generated by the SRIKANDI application not only improves administrative efficiency but also strengthens governance quality within the Regional Inspectorate. To ensure the validity and consistency of the research findings, this study employs data triangulation by comparing information obtained from interviews, observations, and documentation. The triangulation process aims to strengthen the credibility of the data and confirm the consistency of findings across different data sources.

Table 1. Data Triangulation Results

| Aspect | Interview Findings | Observation Results | Documentation Evidence | Conclusion |
|------------------------|---|--|---|--|
| Communication | Information delivered through circular letters and WhatsApp | Uneven dissemination among employees | official circulars and socialization activities | Communication is not yet optimal |
| Resources | Adequate staff and facilities | Infrastructure available, but uneven skills | Supporting facilities documented | Resources are sufficient, but need capacity improvement. |
| Disposition | Positive attitude toward system use | Some employees still rely on a manual system | Internal encouragement documented | Good commitment, but adaptation is needed |
| Bureaucratic Structure | Clear workflow and task division | Implementation follows procedures | Guidelines and SOP available | Structure supports implementation |
| Support | Organizational support and policies exist | Facilities used in daily work | Training and policies documented. | Strong organizational support |
| Capacity | Uneven employee skills | Some difficulties in using the system | Training activities available | Capacity still needs improvement |
| Value | System improves efficiency | Faster document processing was observed | Electronic records documented | Positive impact on the organization |

Based on the triangulation results presented in Table 1, it can be concluded that organizational factors, including infrastructure, policy support, and employee commitment, generally support the implementation of the SRIKANDI application. However, several challenges remain, particularly in terms of communication, distribution, and human resource capacity. The inconsistency between interview findings and observational results indicates that the implementation process has not been fully optimized across all organizational levels. Therefore, strengthening communication strategies and enhancing employee competencies are essential to improve the effectiveness of the system implementation. These findings further indicate that implementing the SRIKANDI application requires a more comprehensive approach that integrates both technical and organizational aspects. The presence of supporting infrastructure alone is

insufficient without adequate human resource capacity and effective communication strategies. This condition reflects that digital transformation within government institutions is a gradual process that requires continuous adaptation and learning. Therefore, strengthening coordination among organizational units and ensuring equal access to information are important steps in optimizing system implementation. These findings also indicate that implementing the SRIKANDI application reflects the complexity of digital transformation in the public sector, where technological innovation must be balanced with organizational readiness and human resource development. The interaction between communication, resources, disposition, and bureaucratic structure demonstrates that policy implementation is a dynamic process influenced by multiple interconnected factors. This condition confirms that successful digital transformation cannot be achieved through a single approach. However, it requires a comprehensive strategy that integrates institutional support, continuous capacity building, and adaptive governance practices. Therefore, strengthening collaboration among stakeholders and ensuring continuous system improvement are essential to sustain the effectiveness of the SRIKANDI application.

Overall, the implementation of the SRIKANDI application demonstrates that digital transformation in government institutions requires a balanced integration between technology, human resources, and organizational support. Although significant progress has been made, several challenges remain, particularly in human resource capacity and system optimization. The findings indicate that successful implementation is not solely dependent on technological factors but also requires strong organizational commitment, effective communication, and continuous system evaluation. This condition shows that digital transformation is not an instant process but rather a gradual process of adaptation and continuous improvement. Therefore, strengthening institutional capacity, improving employee competence, and optimizing system utilization are essential steps to ensure that the implementation of the SRIKANDI application delivers maximum benefits to the organization. In a broader perspective, the findings of this study indicate that digital transformation in public sector organizations requires long-term commitment and adaptive governance strategies. The sustainability of systems such as the SRIKANDI application depends on institutions' ability to improve, innovate, and respond to emerging challenges continuously. This process is not a one-time effort but rather a continuous cycle of evaluation, learning, and organizational adaptation. Moreover, the effectiveness of digital system implementation is closely linked to leadership support, user involvement, and the development of a work culture that encourages collaboration and innovation. Therefore, strengthening institutional capacity, ensuring alignment between policy, technology, and human resources, and implementing continuous evaluation mechanisms are essential steps in achieving sustainable, effective, and accountable digital governance.

V. Conclusion

Based on the research findings, the implementation of the SRIKANDI Application in electronic records management at the Regional Inspectorate of East Kalimantan Province has generally proceeded relatively well. The application's deployment supports the electronic correspondence administration process, resulting in more organized, systematic, and easily retrievable records. This implementation success is influenced by communication through both formal and informal channels, the availability of adequate resources, and organizational support in the form of policies and work facilities. Nevertheless, the implementation of the SRIKANDI application continues to face several constraints, particularly regarding human resource capacity. Disparities in employees' comprehension of application usage, coupled with technical system disruptions, impede the smooth execution of the application. Therefore, enhancing employee capabilities through continuous training is imperative to ensure the application's implementation proceeds more optimally and yields maximum benefits for the organization. This study contributes to the advancement of the public policy implementation literature, particularly regarding the adoption of electronic systems within government agencies. The findings demonstrate that successful policy implementation is not solely determined by technological availability but is also influenced by communication, resources, disposition, and bureaucratic structure, as well as support, capacity, and value indicators. These results highlight the importance of organizational readiness and human resource capability in ensuring the effectiveness of electronic records management systems. Practically, organizations need to strengthen socialization efforts, conduct periodic

training, and ensure continuous system maintenance to minimize technical disruptions. In addition, strengthening inter-unit coordination and ensuring equal access to information at all organizational levels are essential to supporting a more inclusive and effective system implementation.

Furthermore, this study emphasizes the importance of continuous system evaluation and organizational adaptation in the implementation of digital-based administrative systems. The success of digital system implementation depends not only on technological readiness but also on the alignment between organizational capacity and effective communication. Therefore, future policy directions should focus on integrated strategies that combine technological development with human resource capacity building, supported by continuous monitoring and evaluation. Future research is recommended to conduct comparative studies across different government institutions and to incorporate user experience analysis in order to provide a more comprehensive understanding of system effectiveness and acceptance.

Overall, this study confirms that digital transformation in government institutions is an ongoing process that requires continuous adaptation, evaluation, and improvement. The implementation of the SRIKANDI application represents a strategic step toward modernizing public administration, particularly in enhancing electronic records management. However, achieving optimal outcomes requires alignment between technological systems, organizational capacity, and human resource readiness. In this context, the sustainability of digital governance initiatives depends on integrating technological innovation into organizational learning processes. In a broader perspective, implementing digital systems in government institutions is not a one-time process but a continuous cycle that requires ongoing evaluation and improvement. The effectiveness of the SRIKANDI application is closely linked to how well the organization adapts to technological changes while simultaneously strengthening its internal capacity. This means that, beyond providing infrastructure, institutions must also foster a supportive work culture that encourages learning, collaboration, and innovation among employees. Moreover, leadership plays a crucial role in ensuring the sustainability of digital transformation by promoting system utilization, providing clear direction, and facilitating the necessary resources. User involvement in evaluation processes is also essential for identifying challenges and improving system usability over time.

Therefore, a comprehensive and integrated approach is required to ensure the long-term success of the SRIKANDI application. By aligning technological development with human resource capacity and organizational readiness, and by strengthening institutional commitment through continuous evaluation and adaptive strategies, government institutions can enhance administrative efficiency while also reinforcing transparency and accountability in public governance. In addition, integrating digital systems such as SRIKANDI with other government platforms can further enhance data interoperability and administrative efficiency. This integration enables better coordination across institutions and supports more accurate decision-making processes. Therefore, future development should not only focus on internal system improvement but also on strengthening inter-agency collaboration through integrated digital governance frameworks. Such efforts will ensure that the benefits of digital transformation are maximized at both the organizational and governmental levels.

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