

Implementing SRIKANDI for Digital Archival Governance in Local Government: Evidence from Balikpapan City, Indonesia

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Abstract. This study examines the implementation of the SRIKANDI application in the Balikpapan City Government as part of digital archival governance and e-government reform in local public administration. The study aims to analyze how SRIKANDI is implemented, identify supporting and inhibiting factors, and assess its contribution to administrative efficiency and accountability. A qualitative descriptive approach was employed through interviews with key informants involved in archival management and application operation, observation of electronic correspondence practices, and analysis of relevant policy and administrative documents. The analysis was guided by policy implementation dimensions consisting of communication, resources, disposition, and bureaucratic structure. The findings show that implementation has been supported by policy socialization, technical guidance, leadership commitment, and positive user acceptance. SRIKANDI has improved document traceability, accelerated correspondence disposition, reduced reliance on paper-based procedures, and strengthened administrative control. However, uneven digital competence, infrastructure limitations, and the need for continuous technical assistance remain key challenges. The study contributes to public administration scholarship by providing empirical insight into digital archival policy implementation at the local government level. It also offers practical implications for strengthening electronic records management through capacity building, infrastructure optimization, and consistent monitoring.

Keywords: *SRIKANDI Application; Digital Archival Governance; E-Government Implementation; Electronic Records Management; Local Public Administration*

INTRODUCTION

Digital transformation has become a central agenda in contemporary public administration because governments are increasingly required to provide services that are efficient, transparent, accountable, and responsive to rapidly changing social needs. The development of information and communication technology has shifted bureaucratic governance from conventional paper-based procedures toward electronic governance systems that enable faster information exchange, more integrated decision-making, and more traceable administrative processes. In the public sector, digitalization is not merely a matter of adopting technological tools, but also a strategic reform process that reshapes organizational routines, institutional coordination, and the relationship between the state and citizens (Kraus et al., 2021; Lindquist, 2022; Irani et al., 2023). Within this broader transformation, the modernization of public administration requires government institutions to strengthen the reliability, accessibility, and accountability of their administrative information systems.

One of the most critical aspects of public-sector digital transformation is the management of official records and archives. Government archives serve as sources of institutional memory, legal evidence, administrative accountability, and policy knowledge. When records are managed

manually, administrative processes are often vulnerable to delays, duplication, physical deterioration, misplacement, and weak traceability. Conversely, electronic records management enables documents to be created, distributed, stored, retrieved, and monitored in a more systematic manner. Digital records also strengthen auditability and institutional trust because every administrative action can be documented and verified through an electronic system (Mosweu & Ngoepe, 2021; Van Nguyen et al., 2021; Naida, 2024). In Indonesia, the development of electronic archival governance has become increasingly relevant as public institutions are encouraged to integrate information systems and support electronic-based government administration.

In response to this need, the National Archives of the Republic of Indonesia developed the SRIKANDI application, an integrated dynamic archival information system designed to support electronic records management across central and regional government institutions. SRIKANDI facilitates the creation, use, maintenance, distribution, and disposition of dynamic archives through a standardized digital platform. Its implementation is expected to improve administrative efficiency, reduce dependence on paper-based correspondence, accelerate document disposition, and strengthen transparency in official communication. More importantly, SRIKANDI is intended to harmonize archival practices across government agencies so that records management is no longer fragmented within separate units or dependent on individual manual procedures (Ariawan et al., 2025; Suprayitno et al., 2024). Thus, the application represents a strategic instrument for integrating digital archival governance into the broader agenda of bureaucratic reform.

Despite its strategic value, the implementation of digital archival systems at the local government level remains a complex policy challenge. Local governments are not only required to adopt the application formally, but also to integrate it into daily administrative workflows, ensure consistent use by civil servants, and provide adequate technological and organizational support. The transition from manual correspondence to electronic archival management requires changes in work culture, technical competence, leadership practices, and inter-unit coordination. These changes are particularly important in the Balikpapan City Government, which operates in a dynamic regional context in East Kalimantan and is increasingly expected to strengthen administrative readiness in relation to regional development and the wider transformation associated with Indonesia's new capital region (Agustian et al., 2026; Rijanta et al., 2025). Therefore, the implementation of SRIKANDI in Balikpapan is not only a technological matter, but also an indicator of the local government's capacity to institutionalize digital governance.

The main research problem addressed in this study concerns how the SRIKANDI application is implemented within the Balikpapan City Government and what factors support or

hinder its effective use in administrative and archival processes. Although the application offers clear benefits in terms of document traceability, faster disposition, and standardized records management, implementation effectiveness cannot be assumed solely from the availability of the system. Digital policy implementation depends on whether users understand the policy objectives, whether resources are sufficient, whether implementers demonstrate commitment, and whether bureaucratic structures support the new administrative flow. In this regard, implementation success must be assessed through actual utilization, integration into work processes, technical support mechanisms, and the extent to which electronic records management contributes to more accountable public administration (Arman et al., 2024; Sunarto et al., 2025).

A general solution to this problem is to analyze SRIKANDI implementation through a policy implementation perspective that emphasizes the interaction among communication, resources, disposition, and bureaucratic structure. Communication is essential because socialization, technical guidance, and internal coordination determine whether implementers understand the goals, procedures, and obligations associated with the application. Resources are equally important because digital systems require adequate infrastructure, budgetary support, competent personnel, and continuous technical assistance. Disposition refers to the willingness, commitment, and acceptance of public officials toward the transition from manual to electronic systems. Bureaucratic structure concerns the clarity of procedures, division of authority, standard operating procedures, and coordination mechanisms among local government units. These dimensions provide an analytical basis for explaining why the same digital policy may be implemented differently across organizational contexts (Asmawa et al., 2024; Harun, 2025; Li & Liu, 2024).

Prior studies have shown that digital transformation in government is strongly shaped by the interaction between technology and organizational readiness. Public-sector digitalization requires not only applications and infrastructure, but also leadership commitment, institutional alignment, and the development of digital competence among employees (Cyfert et al., 2025; Veseli et al., 2025). Studies on digital competence in bureaucracy further indicate that uneven digital literacy can constrain the adoption of electronic systems, especially when users are required to change established administrative routines (Cahyarini & Samsara, 2021; Abdulkareem & Oladimeji, 2024). In addition, digital internal communication plays an important role in strengthening shared understanding and reducing uncertainty during organizational change (Wuersch et al., 2023). These findings suggest that the implementation of SRIKANDI should be examined not only as software adoption, but as a process of organizational learning within local public administration.

More specific studies on SRIKANDI and e-government implementation provide important insights but still leave room for further investigation. Rahmah and Meirinawati (2023) found that SRIKANDI implementation in Probolinggo City was influenced by organizational readiness, policy support, human resource capacity, infrastructure constraints, and adaptation to a digital work culture. Rahman et al. (2024) emphasized that the integration of archive management into e-government transformation in Pekanbaru requires interoperability, leadership commitment, and sustainable digital solutions. Meanwhile, Karman et al. (2021) demonstrated that e-government implementation in regional governments is generally affected by regulatory support, information security, technological readiness, and resistance to change. These studies collectively show that digital government applications are shaped by technical, structural, cultural, and managerial factors. However, they have not sufficiently explained how these factors interact in the specific context of Balikpapan City Government, particularly in relation to digital archival governance and the institutionalization of SRIKANDI within daily correspondence practices.

The novelty of this study lies in its empirical focus on the implementation of SRIKANDI in the Balikpapan City Government and its analytical use of communication, resources, disposition, and bureaucratic structure as interrelated dimensions of digital policy implementation. Unlike previous studies that primarily describe SRIKANDI adoption in other municipal contexts or discuss e-government implementation more generally, this study examines how electronic archival governance is operationalized in a local government environment that is strategically positioned within the development dynamics of East Kalimantan. The scope of the study is limited to the implementation process, supporting and inhibiting factors, and implications of SRIKANDI for administrative efficiency, document traceability, and accountability in official correspondence and dynamic records management. This scope enables the study to provide both theoretical and practical contributions to the literature on public administration, digital governance, and electronic records management.

Accordingly, this study aims to analyze the implementation of the SRIKANDI application in the Balikpapan City Government, identify the factors that support and constrain its implementation, and assess its contribution to the strengthening of digital archival governance. The study is guided by three research questions. First, how is the SRIKANDI application implemented in the administrative and archival practices of the Balikpapan City Government? Second, what communication, resource, disposition, and bureaucratic structure factors influence the implementation process? Third, how does the implementation of SRIKANDI contribute to administrative efficiency, document traceability, and accountability in local public administration? By addressing these questions, this study is expected to enrich scholarly

understanding of digital policy implementation at the local government level and provide practical recommendations for improving sustainable electronic records management.

LITERATURE REVIEW

Digital transformation in public administration has increasingly been understood as an institutional reform process rather than a merely technological shift. Contemporary public organizations are expected to adopt digital systems that improve service quality, reduce bureaucratic delays, enhance transparency, and strengthen accountability. This transformation is closely linked to the broader development of electronic government, in which information and communication technologies are used to redesign administrative processes and improve interaction among government institutions, citizens, and other stakeholders. Previous studies have emphasized that digital transformation in the public sector requires the alignment of technology, organizational capacity, regulatory support, leadership commitment, and user readiness (Irani et al., 2023; Kraus et al., 2021; Lindquist, 2022). Therefore, the success of digital government cannot be evaluated solely by the availability of digital platforms, but must also be assessed through the extent to which these platforms are institutionalized into daily administrative practices.

Within this broader context, electronic records management has become a crucial component of digital governance. Records and archives are not only administrative instruments, but also sources of legal evidence, institutional memory, decision-making support, and public accountability. Manual records management is often associated with slow document retrieval, fragmented storage, duplication, physical deterioration, and weak traceability. In contrast, electronic records management enables documents to be created, classified, distributed, stored, retrieved, and monitored through structured digital systems. Such systems can strengthen trustworthiness, auditability, and administrative control because document flows and user activities can be recorded systematically (Kroll, 2021; Mosweu & Ngoepe, 2021; Van Nguyen et al., 2021). Accordingly, digital archival governance is increasingly viewed as an essential foundation for transparent and accountable public administration.

The literature also indicates that digital records management contributes to administrative efficiency by reducing dependence on paper-based procedures and improving the speed of information circulation. Studies on digital document management have shown that electronic systems can streamline workflows, minimize duplication, support real-time tracking, and improve the accuracy of administrative records (Basir et al., 2024; Orlov, 2024; Septiadana et al., 2025). These benefits are particularly important for public institutions because official correspondence and archival processes are closely related to policy implementation, inter-unit coordination, and bureaucratic performance. However, digital records management requires more than technical

system provision. It depends on metadata quality, interoperability, information security, user compliance, and the consistency of organizational procedures (Ademola et al., 2024; Alkhard, 2024; He, 2024). This means that electronic archival governance must be treated as an integrated administrative reform agenda rather than as a narrow application-based intervention.

In Indonesia, the SRIKANDI application represents one of the most important initiatives in the digitalization of dynamic archival management. SRIKANDI is designed to support integrated electronic records management across government institutions by facilitating the creation, use, maintenance, distribution, and disposition of official records. Its implementation is closely related to the national agenda of electronic-based government systems and bureaucratic modernization. Studies on SRIKANDI have emphasized that the application is expected to improve the effectiveness of information management, strengthen archival standardization, and support institutional accountability in public-sector administration (Ariawan et al., 2025; Suprayitno et al., 2024). In this regard, SRIKANDI functions not only as a technological platform, but also as a policy instrument intended to transform administrative culture from manual and fragmented practices into integrated and traceable electronic governance.

Several empirical studies have examined the implementation of SRIKANDI and related e-government systems in regional government contexts. Rahmah and Meirinawati (2023) found that the implementation of SRIKANDI in Probolinggo City was influenced by organizational readiness, policy support, human resource capacity, infrastructure availability, and adaptation to digital work culture. Rahman et al. (2024) demonstrated that the integration of archive management into digital government transformation in Pekanbaru required system interoperability, leadership commitment, and sustainable digital solutions. In a broader regional government context, Karman et al. (2021) showed that e-government implementation was shaped by regulatory support, information security, technological readiness, and resistance to organizational change. These studies collectively suggest that the implementation of digital archival applications is not merely a technical issue, but a multidimensional process involving institutional, managerial, cultural, and infrastructural factors.

The implementation of digital government systems is frequently analyzed through the lens of policy implementation theory. In this perspective, the effectiveness of a public policy is influenced by the interaction of communication, resources, disposition, and bureaucratic structure. Communication affects whether policy objectives, procedures, and expected outputs are understood consistently by implementers. In digital policy implementation, communication includes socialization, technical guidance, internal coordination, and continuous information exchange among work units. Studies on digital public policy have shown that weak communication can create fragmented understanding, inconsistent application use, and

uncertainty among users (Asmawa et al., 2024; Li & Liu, 2024; Wuersch et al., 2023). Therefore, the implementation of SRIKANDI requires not only formal instructions, but also sustained communication mechanisms that enable users to understand both the technical procedures and the administrative rationale of electronic archival governance.

Resources constitute another critical determinant of digital policy implementation. Adequate resources include human resources, infrastructure, budgetary support, technical assistance, and organizational capacity. Public-sector digitalization often faces obstacles when technological infrastructure is uneven, internet connectivity is unstable, or user competence is insufficient. Research on digital competence in bureaucracy has shown that the ability of civil servants to use digital systems determines whether electronic government platforms can be integrated effectively into work routines (AbdulKareem & Oladimeji, 2024; Cahyarini & Samsara, 2021; Isabella et al., 2024). Similarly, studies on organizational digital transformation emphasize that leadership, competence, and organizational culture are central to building digital readiness (Cyfert et al., 2025; Veseli et al., 2025). These findings are relevant to SRIKANDI implementation because the application requires users to understand electronic correspondence procedures, digital disposition mechanisms, archival classification, and the technical features of the system.

Disposition, or the attitude and commitment of implementers, also plays a decisive role in digital policy implementation. Even when regulations and infrastructure are available, implementation may remain weak if public officials are reluctant to change established manual routines. Positive disposition is reflected in willingness to learn, participation in training, acceptance of new procedures, and consistent use of the digital system in daily work. Previous studies have shown that organizational readiness for change and digital learning orientation influence innovative behavior and acceptance of digital work systems (Aboobaker & KA, 2021; Blayone et al., 2021; Spitzer & Wimmer, 2025). In public administration, leadership support can strengthen implementer commitment by providing clear direction, legitimizing change, and encouraging compliance with electronic procedures (Khamzina et al., 2025; Souza & Rossoni, 2025). Therefore, the success of SRIKANDI implementation depends not only on the availability of the application, but also on the willingness of officials to internalize electronic archival practices as part of bureaucratic culture.

Bureaucratic structure is equally important because digital systems require clear institutional arrangements, standard operating procedures, task distribution, and accountability chains. The implementation of electronic archival systems may create procedural ambiguity if responsibilities among archival units, information technology units, administrative operators, and decision-makers are not clearly defined. Studies on administrative coordination and policy

integration show that effective reform requires organizational structures that support cross-unit collaboration and prevent overlapping authority (Maria Susiawati et al., 2025; Trein et al., 2021). In the context of SRIKANDI, bureaucratic structure determines how incoming and outgoing correspondence is processed, who has authority to verify and dispose documents, how records are classified, and how monitoring mechanisms are conducted. A clear bureaucratic structure enables digital innovation to become a substantive administrative practice rather than a symbolic adoption of technology.

Although previous studies have provided valuable insights into SRIKANDI and e-government implementation, several gaps remain. First, many studies focus on the existence of digital systems, but provide limited analysis of how communication, resources, disposition, and bureaucratic structure interact in shaping implementation outcomes. Second, the literature on SRIKANDI remains concentrated on selected local contexts, while evidence from strategically positioned municipalities such as Balikpapan is still limited. Third, prior research often discusses digital archives as part of general e-government reform, but pays less attention to how electronic archival governance affects administrative efficiency, document traceability, and accountability in everyday correspondence practices. Fourth, studies on digital transformation frequently emphasize technological readiness, while the cultural and organizational dimensions of archival policy implementation require deeper empirical examination (Faro et al., 2022; Mulyani et al., 2023; Rahman et al., 2024; Rahmah & Meirinawati, 2023).

Based on these gaps, this study positions the implementation of SRIKANDI in the Balikpapan City Government as an important case for understanding digital archival governance at the local government level. By integrating literature on digital transformation, electronic records management, e-government implementation, and policy implementation theory, the study examines SRIKANDI not merely as an administrative application, but as an institutional mechanism for transforming bureaucratic work processes. The review suggests that successful implementation requires consistent communication, adequate resources, positive implementer disposition, and an adaptive bureaucratic structure. These dimensions provide the conceptual foundation for analyzing how SRIKANDI contributes to administrative efficiency, document traceability, and accountability, while also revealing the practical constraints that must be addressed to strengthen sustainable digital governance in local public administration.

RESEARCH METHODS

This study employed a qualitative research design with a descriptive analytical approach to examine the implementation of the SRIKANDI application in the Balikpapan City Government. A qualitative approach was considered appropriate because the study sought to understand the

implementation process contextually, particularly the interaction between policy direction, institutional readiness, human resource capacity, technological support, and administrative practices in electronic records management. Rather than measuring implementation through numerical indicators alone, this approach enabled the researcher to explore meanings, experiences, perceptions, and organizational dynamics surrounding the transition from manual correspondence to digital archival governance. Descriptive qualitative research is relevant for investigating social and administrative phenomena in depth because it allows empirical findings to be interpreted according to their institutional context and implementation setting (Furidha, 2024).

The research was conducted within the Balikpapan City Government, with particular attention to local government units involved in official correspondence, dynamic records management, administrative coordination, and the operation of the SRIKANDI application. The research site was selected because the Balikpapan City Government has adopted SRIKANDI as part of its digital transformation agenda in public administration and electronic archival governance. The implementation of SRIKANDI in this setting provides an important case for examining how a nationally introduced digital archival system is translated into local bureaucratic practices. The study focused on administrative units that directly interact with the application, including archival management units, general administration sections, application operators, technical support personnel, and managerial officials responsible for supervising correspondence and records management.

Informants were selected using purposive sampling based on their involvement, knowledge, and practical experience in the implementation and use of SRIKANDI. The informants consisted of officials responsible for archival policy and coordination, SRIKANDI operators, administrative staff handling incoming and outgoing correspondence, information technology personnel, and heads or supervisors of relevant work units. These informant categories were selected to obtain data from multiple perspectives, including policy direction, technical operation, user adaptation, infrastructure support, and administrative supervision. The inclusion criteria required informants to have direct experience with SRIKANDI implementation, involvement in electronic correspondence procedures, or responsibility for monitoring archival and administrative workflows. The final number of informants was determined based on data saturation, namely the point at which additional interviews no longer produced substantially new information relevant to the research questions.

The study used three main data collection techniques: semi-structured interviews, non-participant observation, and documentation analysis. Semi-structured interviews were conducted to obtain in-depth information regarding the implementation process, supporting factors,

inhibiting factors, and perceived effects of SRIKANDI on administrative efficiency and accountability. The interview protocol covered several key themes, including policy communication, technical guidance, user competence, leadership support, infrastructure readiness, standard operating procedures, document flow, application use, and perceived changes in archival practices. This technique allowed the researcher to maintain consistency across informants while providing flexibility to explore specific experiences and institutional conditions in greater depth.

Observation was conducted to examine how SRIKANDI was used in daily administrative practices, particularly in the processing of incoming letters, outgoing letters, electronic disposition, document tracking, and digital record storage. The observation focused on the interaction between users and the application, the sequence of administrative procedures, the availability of supporting infrastructure, the role of operators, and the extent to which electronic workflows replaced or complemented manual procedures. Non-participant observation was applied so that the researcher could document implementation practices without directly intervening in administrative activities. Field notes were prepared to record observed procedures, implementation constraints, user behavior, and relevant contextual information related to electronic records management.

Documentation analysis was conducted to strengthen and verify data obtained from interviews and observations. The documents reviewed included internal regulations, technical guidelines, implementation reports, archival records, correspondence samples, standard operating procedures, training materials, monitoring documents, and other administrative records related to SRIKANDI implementation. Documentation analysis was important because digital policy implementation cannot be assessed only through informant perceptions. It must also be examined through written procedures, institutional records, and evidence of administrative practice. The use of documentary data also supported the assessment of whether the application had been integrated into formal work mechanisms and whether electronic records management procedures were aligned with organizational requirements.

The analytical framework of this study was based on the policy implementation dimensions of communication, resources, disposition, and bureaucratic structure. Communication was used to analyze the clarity, consistency, and transmission of policy information regarding SRIKANDI implementation, including socialization, coordination, and technical guidance. Resources referred to human resources, infrastructure, budgetary support, technical assistance, and digital competence required for operating the application. Disposition referred to the attitudes, acceptance, commitment, and willingness of public officials to use SRIKANDI as part of their daily administrative work. Bureaucratic structure referred to the availability of clear procedures,

task distribution, coordination mechanisms, and institutional arrangements that support electronic archival governance. These dimensions were considered relevant because digital transformation in the public sector depends not only on technological availability, but also on organizational readiness, human capacity, leadership commitment, and institutional coordination (Asmawa et al., 2024; Harun, 2025; Li & Liu, 2024).

Data analysis was conducted interactively through data reduction, data display, and conclusion drawing. In the data reduction stage, interview transcripts, field notes, and documents were reviewed, selected, coded, and categorized according to the research focus. Coding was conducted both deductively and inductively. Deductive coding was guided by the implementation dimensions of communication, resources, disposition, and bureaucratic structure, while inductive coding was used to identify emerging themes from the field data, such as technical constraints, uneven user adaptation, leadership encouragement, document traceability, reduced paper use, and the need for continuous assistance. This combination enabled the analysis to remain theoretically informed while still allowing field-based findings to emerge from the empirical data.

In the data display stage, the coded data were organized into thematic matrices to compare patterns across informants, work units, and data sources. Thematic grouping was used to identify the main implementation patterns, including areas where implementation was relatively strong and areas where constraints remained evident. Visual summaries, such as thematic clustering and dimensional mapping, were used only as interpretive aids to support qualitative explanation. The figures were developed from coded themes and researcher interpretation of qualitative evidence, rather than from statistical measurement. Therefore, the visualizations were treated as analytical tools for presenting relationships among themes and implementation dimensions, not as objective quantitative scores.

Conclusion drawing was conducted by interpreting the relationships among empirical findings, theoretical dimensions, and previous studies on digital government and electronic records management. The interpretation focused on how SRIKANDI was implemented, what factors supported or constrained implementation, and how the application contributed to administrative efficiency, document traceability, and accountability. The findings were continuously compared across interview data, observation notes, and documents to avoid relying on a single source of evidence. This analytical process also enabled the researcher to identify consistencies, differences, and contradictions among informant statements and institutional records.

To ensure data credibility and trustworthiness, this study applied source triangulation, method triangulation, and document verification. Source triangulation was conducted by comparing information obtained from different categories of informants, including policymakers,

operators, administrative users, and technical personnel. Method triangulation was applied by comparing interview findings with observation results and documentary evidence. Document verification was conducted to confirm whether informant statements were consistent with formal procedures, administrative records, and implementation documents. In addition, peer discussion and repeated review of coded data were used to reduce researcher bias and strengthen interpretive consistency. These procedures were applied to ensure that the findings reflected the actual dynamics of SRIKANDI implementation in the Balikpapan City Government rather than isolated individual perceptions.

Ethical considerations were maintained throughout the research process. Informants were informed about the purpose of the study, the voluntary nature of their participation, and the use of data for academic purposes. The confidentiality of informants was protected by avoiding the disclosure of personal identities in the presentation of findings. Institutional permission was obtained in accordance with applicable administrative procedures, particularly because the study involved government officials and internal administrative practices. Data were handled carefully to ensure that sensitive institutional information was not disclosed beyond the scope of academic analysis. Through these methodological procedures, the study aimed to produce a credible and contextually grounded explanation of SRIKANDI implementation as part of digital archival governance in local public administration.

RESULT

The findings indicate that the implementation of the SRIKANDI application in the Balikpapan City Government has produced substantive changes in archival governance, particularly in the management of official correspondence and dynamic records. The transition from manual procedures to an electronic archival system has altered the way incoming letters, outgoing letters, dispositions, and records are created, distributed, monitored, and stored. Based on interview data, observation of administrative practices, and document analysis, the implementation process shows that SRIKANDI has begun to function as an institutional mechanism for improving administrative order, although its use has not yet been fully uniform across all local government units. The main findings are grouped into three major themes: administrative efficiency and records management, human resources and leadership commitment, and apparatus disposition toward digital transformation.

Administrative Efficiency and Records Management

The first major finding concerns the improvement of administrative efficiency and records management. Before the implementation of SRIKANDI, official correspondence was predominantly managed through manual procedures involving printed documents, physical

distribution, handwritten disposition, and separate storage by each administrative unit. This procedure often created delays in document circulation and made it difficult for staff to identify the position, status, and completion stage of a document. After the adoption of SRIKANDI, the correspondence process became more structured because documents could be registered, distributed, disposed, tracked, and archived through a single electronic system.

The digitization of correspondence has accelerated the circulation of documents among officials and work units. Incoming letters can be recorded electronically and forwarded to authorized officials without waiting for physical document movement. Outgoing letters can also be prepared, verified, and stored in a more standardized administrative format. The observation findings show that the system supports faster identification of document status because users can trace whether a letter has been received, read, disposed, or followed up. This finding is consistent with the general argument that electronic document management can improve workflow speed, reduce administrative duplication, and strengthen information accessibility in organizational processes (Orlov, 2024; Sembiring, 2025).

Another important finding is the reduction of risks associated with physical records. Manual correspondence management often depends on the availability and movement of printed files, which increases the possibility of misplacement, duplication, or delayed retrieval. Through SRIKANDI, records are stored digitally and can be accessed according to user authority. This condition supports better document traceability and minimizes dependence on individual staff memory or physical filing locations. The findings also indicate that electronic records help improve administrative continuity because relevant documents can be retrieved when needed for reporting, verification, coordination, or institutional accountability. This supports the broader understanding that digital records contribute to stronger institutional memory and more reliable administrative control (Basir et al., 2024; Septiadana et al., 2025; Youssef et al., 2022).

The improvement in administrative efficiency is reflected in several recurring themes that emerged from the qualitative data: reduced paper use, minimized document loss, faster document processing, improved workflow coordination, real-time document tracking, and systematic record storage. These themes show that the benefits of SRIKANDI are not limited to the replacement of paper with digital files. Rather, the system introduces a more integrated administrative workflow in which registration, disposition, monitoring, and storage are connected within a single electronic platform. This integration has practical implications for local government administration because it enables administrative units to monitor document movement more consistently and reduces fragmentation in archival practices.



Figure 1. Cluster Analysis of Administrative Efficiency Themes
 Source: Data processed by the author, 2026.

Figure 1 presents a thematic cluster of administrative efficiency based on coded interview data, observation notes, and documentation review. The visualization groups themes according to their conceptual similarity in the implementation process. The themes of reduced paper use and minimized document loss form a close cluster because both are directly associated with the shift from physical to electronic records. Informants and documentary evidence consistently indicated that digital correspondence reduced the need for printed copies and lowered the risk of misplaced files. These two themes represent the most immediate administrative effects of SRIKANDI adoption.

The second cluster consists of faster document processing, improved workflow coordination, and real-time document tracking. These themes are closely connected because faster correspondence depends on the ability of users to distribute and monitor documents electronically. Real-time tracking supports better coordination because staff can identify the current position of a document and follow up administrative tasks more efficiently. The system also enables supervisors to monitor correspondence flows without relying exclusively on verbal confirmation or physical file circulation. This finding demonstrates that SRIKANDI contributes to process transparency within internal administration.

The theme of systematic record storage is connected to both clusters, although it has a broader managerial function. While reduced paper use and faster document processing are directly related to daily operations, systematic storage concerns the long-term organization of institutional records. Digital storage facilitates retrieval, verification, and reuse of records for reporting and decision-making. In this respect, SRIKANDI supports not only operational efficiency but also archival governance. The overall clustering pattern suggests that administrative efficiency in the Balikpapan City Government is a multidimensional outcome involving document security, workflow acceleration, coordination, traceability, and records organization.

Human Resources and Leadership Commitment

The second major finding concerns the role of human resources and leadership commitment in shaping the effectiveness of SRIKANDI implementation. The data show that the availability of the application alone does not guarantee optimal utilization. Implementation effectiveness depends strongly on the competence of users, the availability of technical assistance, and the extent to which leaders encourage consistent application use. Staff members who had received technical guidance and had direct experience operating SRIKANDI were more able to use the application for correspondence registration, document disposition, and archive retrieval. In contrast, users with limited digital competence required more frequent assistance from operators or technical personnel.

Human resource capacity emerged as one of the most important determinants of implementation quality. Several challenges were identified, including uneven digital literacy, differences in user familiarity with electronic systems, limited confidence among some staff, and the need for repeated training. The transition from manual correspondence to electronic archival management required users to understand new procedures, such as digital document input, classification, electronic disposition, tracking, and storage. These findings support previous studies which show that digital competence and organizational learning are essential for the successful implementation of electronic government systems (Cahyarini & Samsara, 2021; Mulyani et al., 2023; Mustika et al., 2026).

The findings also show that leadership commitment has played a significant role in strengthening implementation. Leadership support was reflected in internal directions, encouragement to use SRIKANDI in official correspondence, supervision of administrative compliance, and the promotion of digital work routines. In units where leaders actively encouraged application use, staff were more likely to integrate SRIKANDI into daily administrative practices. Conversely, where leadership supervision was less consistent, the use of the application tended to depend more on individual initiative and operator assistance. This finding confirms that digital transformation in local government requires not only technical readiness but also managerial commitment and organizational reinforcement (Aneta et al., 2025; Faro et al., 2022; Liu et al., 2025).

The analysis also identified infrastructure as a continuing constraint. Although the technological infrastructure was generally available, several implementation barriers remained, including unstable internet connectivity, unequal availability of supporting devices, and dependence on technical assistance during system disruptions. These constraints affected the smoothness of application use, especially in units with limited hardware or weaker network access. Infrastructure limitations did not prevent implementation entirely, but they reduced

consistency and created differences in user experience across work units. Therefore, infrastructure readiness remains an important factor for sustaining electronic archival governance.

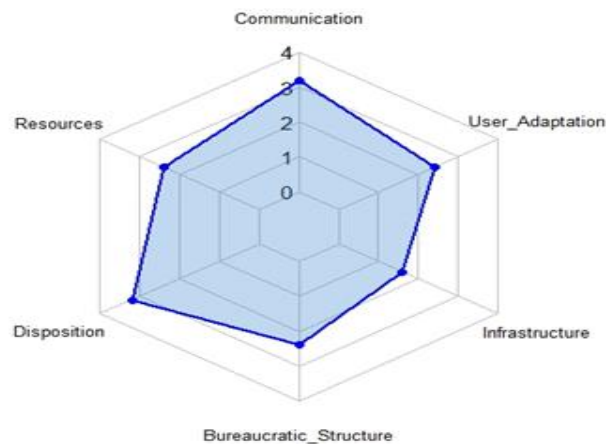


Figure 2. Dimensional Analysis of Digital Policy Implementation in the SRIKANDI Application

Source: Data processed by the author, 2026.

Figure 2 illustrates the qualitative assessment of SRIKANDI implementation across six dimensions: communication, resources, disposition, bureaucratic structure, infrastructure, and user adaptation. The radar chart was developed from thematic coding and interpretive synthesis of field data. It is intended to present the relative strength of each implementation dimension rather than to report statistical measurement. The pattern shows that communication and disposition were relatively stronger than the other dimensions. This indicates that policy socialization, internal coordination, and user acceptance have provided an important foundation for implementation.

The communication dimension shows a relatively strong position because socialization, technical guidance, and internal coordination were found to support user understanding of SRIKANDI. Users generally understood that the application was intended to improve electronic correspondence and archival management. However, variation in technical understanding remained evident, particularly among users who had less frequent interaction with the system. This finding suggests that communication has been established but must be maintained continuously to ensure consistent understanding across all units.

The disposition dimension appeared as one of the strongest dimensions. This finding indicates that public officials generally showed acceptance of digital transformation and recognized the administrative benefits of SRIKANDI. Willingness to participate in training, reliance on electronic correspondence, and acceptance of digital records were observed as indicators of positive disposition. Nevertheless, positive disposition did not automatically produce

full technical mastery. Some users still required assistance, particularly when dealing with application features that were not part of their routine tasks.

The bureaucratic structure dimension was positioned at a moderate level. The findings show that formal procedures and task distribution had been developed, but further refinement was still needed to ensure consistent document flow, responsibility allocation, and coordination between archival and technical units. Resources and user adaptation were also at a moderate level. Human resources, technical support, and user familiarity were available, but they were not yet evenly distributed across all work units. Infrastructure was identified as the weakest dimension because network stability, hardware availability, and technical reliability remained practical constraints. This pattern indicates that SRIKANDI implementation in Balikpapan is supported more strongly by institutional commitment and user willingness than by fully optimized technical capacity.

Apparatus Disposition and Commitment toward Digital Transformation

The third major finding concerns the disposition and commitment of public officials toward digital transformation. The research data indicate that the general attitude of apparatus members toward SRIKANDI was relatively positive. Many users accepted the application as part of the modernization of administrative work and recognized its benefits for correspondence tracking and document storage. Positive disposition was reflected in user willingness to learn the system, participate in technical guidance, consult operators when difficulties occurred, and gradually shift from manual correspondence to electronic procedures. This finding is consistent with studies that emphasize the importance of readiness for change and digital learning orientation in the adoption of new work systems (Aboobaker & KA, 2021; Blayone et al., 2021).

However, the findings also show that commitment was not uniform across all users and work units. Some officials adapted quickly because their tasks required frequent interaction with correspondence and archival processes. Others showed slower adaptation because they were less familiar with digital systems or because manual procedures had been embedded in their work routines for a long period. The difference in adaptation was influenced by digital literacy, age, workload, previous experience with electronic systems, and the availability of assistance. This indicates that user commitment should not be understood only as formal acceptance, but also as the practical ability to use the application consistently and confidently.

Leadership commitment strengthened positive disposition by giving legitimacy to the use of SRIKANDI as an official administrative tool. When leaders encouraged staff to process correspondence through the application, the system became more embedded in organizational routines. This encouraged users to perceive SRIKANDI not as an optional application, but as part

of institutional administrative standards. Nevertheless, continuous reinforcement remains necessary because digital transformation involves changes in bureaucratic culture, not merely changes in administrative instruments (Kurter, 2025; Purnawan, 2025).

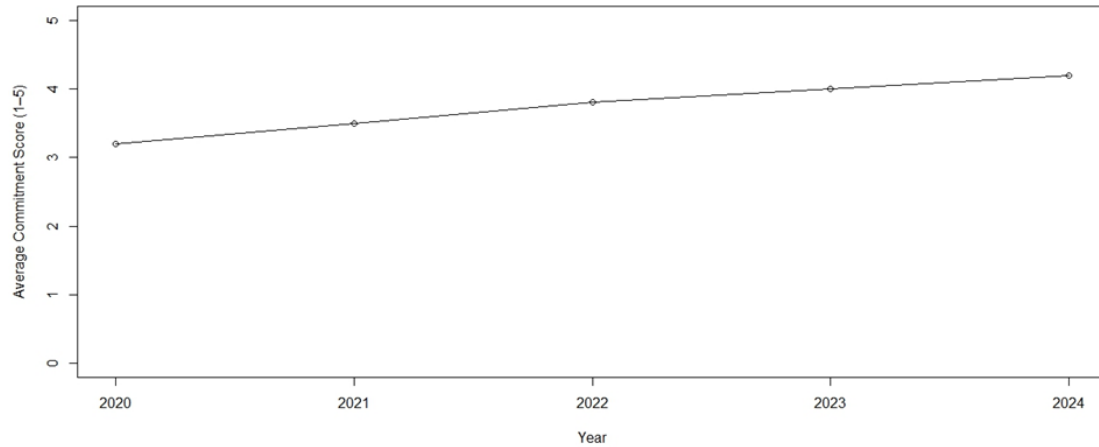


Figure 3. Trend of Apparatus Commitment toward Digital Transformation

Source: Data processed by the author, 2026.

Figure 3 presents an interpretive trend of apparatus commitment toward digital transformation from 2020 to 2024. The figure is based on the synthesis of documentary information, implementation narratives, and qualitative interpretation of the gradual development of digital administrative practices. It should be understood as a conceptual trend derived from field interpretation rather than a longitudinal statistical measurement. The pattern shows a gradual increase in commitment from an initial adaptation phase to a stronger acceptance of digital work systems.

In 2020, apparatus commitment was still in an early adaptation stage. At this stage, users were becoming familiar with electronic administrative procedures, and manual work habits remained dominant. In 2021 and 2022, the level of commitment increased as socialization, technical guidance, and repeated use of digital systems helped users develop greater confidence. This stage reflected a transition from formal awareness to more practical use of electronic procedures in daily administration.

By 2023 and 2024, apparatus commitment appeared more consolidated. The use of digital systems became more accepted as part of routine bureaucratic work, particularly in correspondence and records management. Users increasingly recognized that electronic systems could support faster document processing, better traceability, and more systematic storage. However, the trend also shows that commitment must be supported by continuous capacity building, infrastructure improvement, and consistent leadership direction. Without these

supporting conditions, positive disposition may not be fully translated into sustainable implementation.

Overall, the findings show that the implementation of SRIKANDI in the Balikpapan City Government has contributed to improvements in administrative efficiency, document traceability, workflow coordination, and records management. At the same time, implementation remains constrained by uneven digital competence, infrastructure limitations, and the need for more consistent technical assistance. The findings indicate that SRIKANDI has moved beyond initial adoption and has begun to be institutionalized in local administrative practices. However, full optimization requires stronger integration of human resource development, infrastructure support, standard operating procedures, and monitoring mechanisms across all local government units.

DISCUSSION

The findings of this study indicate that the implementation of the SRIKANDI application in the Balikpapan City Government should be understood as a digital policy implementation process rather than as a simple technological adoption. The transition from manual correspondence to electronic archival governance has changed administrative routines, document circulation, record storage, and internal monitoring mechanisms. This confirms that digital transformation in public administration involves the interaction of technological, institutional, organizational, and human factors (Irani et al., 2023; Van Nguyen et al., 2021). In the case of Balikpapan, SRIKANDI has begun to function as an administrative infrastructure that supports document traceability and workflow standardization, although the degree of implementation remains uneven across work units. This finding strengthens the argument that digital government initiatives become meaningful only when they are integrated into daily bureaucratic practices, not merely introduced as formal applications.

From the perspective of policy implementation, the results show that communication plays a central role in shaping user understanding and institutional acceptance of SRIKANDI. Socialization, technical guidance, and internal coordination have enabled users to understand the purpose and procedures of electronic correspondence management. This finding is consistent with studies emphasizing that digital internal communication facilitates organizational adjustment by reducing uncertainty and aligning users with new administrative procedures (Wuersch et al., 2023). In comparison with Rahmah and Meirinawati (2023), who found that SRIKANDI implementation in Probolinggo depended strongly on socialization and organizational readiness, the Balikpapan case demonstrates a similar pattern. However, the present study extends that finding by showing that communication must be sustained beyond the initial introduction of the

application because user understanding differs according to frequency of use, technical exposure, and administrative role.

The communication dimension also explains why formal policy adoption does not automatically lead to uniform implementation. Although the Balikpapan City Government has introduced SRIKANDI through official directions and technical assistance, some users still require repeated explanation to operate specific features such as electronic disposition, document classification, and archive retrieval. This indicates that communication in digital policy implementation should not be limited to one-way dissemination. It should be organized as continuous administrative learning involving feedback, troubleshooting, mentoring, and cross-unit coordination. This position is supported by studies which argue that digital policy environments require consistent information flows and adaptive communication mechanisms to prevent fragmented implementation (Asmawa et al., 2024; Li & Liu, 2024). Therefore, the communication strategy for SRIKANDI should be institutionalized through periodic technical forums, updated user guidelines, and routine coordination between archival managers, operators, and information technology units.

The findings also confirm that resources are a decisive factor in the effectiveness of SRIKANDI implementation. Human resources, digital competence, technical support, internet connectivity, and hardware availability directly influence whether the application can be used consistently. Although the infrastructure required for SRIKANDI is generally available in Balikpapan, the results show that network instability, uneven device availability, and user dependence on technical assistance continue to constrain implementation. This is consistent with previous studies on e-government adoption, which indicate that digital literacy and technological readiness are critical determinants of effective digital governance (AbdulKareem & Oladimeji, 2024; Isabella et al., 2024). The Balikpapan case also corresponds with Rahman et al. (2024), who emphasized that digital archive management requires system integration, leadership commitment, and sustainable technical support. However, the current study adds that local implementation capacity is shaped not only by the availability of resources, but also by their distribution across work units.

Resource-related constraints have important implications for policy equity within local government administration. When some units have better devices, stronger internet access, or more experienced operators than others, the benefits of SRIKANDI may not be experienced equally. This may create variation in correspondence speed, document tracking accuracy, and user confidence. Such variation supports the argument that digital transformation can reproduce administrative gaps if technical and human resource disparities are not addressed systematically (Cahyarini & Samsara, 2021; Mulyani et al., 2023). In the Balikpapan context, this means that

infrastructure mapping and digital competency assessment should become part of implementation monitoring. Without such mapping, the government may overestimate the success of digital transformation by assuming that system availability is equivalent to system readiness.

Disposition, or the attitude and commitment of implementers, emerges as one of the strongest dimensions of SRIKANDI implementation in Balikpapan. The findings show that many officials accept the application as part of bureaucratic modernization and recognize its benefits for document tracking, faster disposition, and more systematic records management. This positive disposition is important because digital administrative reform often requires users to abandon familiar manual routines and adopt new electronic procedures. Previous studies have shown that technology acceptance, readiness for change, and willingness to learn are essential for successful digital adoption in organizational settings (Aboobaker & KA, 2021; Blayone et al., 2021; Spitzer & Wimmer, 2025). The Balikpapan case supports this literature by demonstrating that user acceptance is strengthened when digital applications are perceived as useful for daily work rather than merely as imposed administrative obligations.

Nevertheless, the positive disposition identified in this study requires careful interpretation. Commitment was not fully uniform across all users, because adaptation varied according to job role, frequency of system use, age, previous digital experience, and access to assistance. Operators and staff who frequently handle official correspondence tend to adapt more quickly because SRIKANDI is directly related to their daily tasks. In contrast, users who interact with the application less frequently may show slower adaptation or continue to rely on manual habits. This finding qualifies the broader claim that apparatus commitment toward digital transformation is positive. Positive disposition should be understood as an emerging institutional tendency rather than as complete organizational maturity. This is consistent with research showing that digital transformation is also a cultural process requiring sustained leadership, organizational learning, and continuous reinforcement (Kurter, 2025; Purnawan, 2025).

Leadership commitment plays a strategic role in transforming positive disposition into consistent administrative behavior. The findings show that where leaders actively encourage the use of SRIKANDI, users are more likely to follow electronic correspondence procedures. Leadership support strengthens the legitimacy of digital transformation by signaling that the application is not optional, but part of institutional work standards. This aligns with studies emphasizing that leadership, organizational culture, and competence are central to digital transformation readiness (Cyfert et al., 2025; Veseli et al., 2025). Compared with Karman et al. (2021), who identified resistance to change as a common challenge in regional e-government implementation, the Balikpapan case suggests that resistance can be reduced when leadership direction is combined with technical assistance and practical evidence of system usefulness.

However, leadership commitment must be translated into operational instruments, including monitoring routines, performance expectations, and clear accountability for document processing.

The bureaucratic structure dimension shows that SRIKANDI implementation requires clearer procedures, task distribution, and coordination mechanisms. Electronic records management changes the administrative chain because documents are no longer moved only through physical files, but through digital registration, verification, disposition, tracking, and storage. This requires standard operating procedures that define who registers documents, who verifies them, who disposes them, who monitors completion, and who is responsible for archival retention. Studies on administrative coordination suggest that successful reform depends on institutional arrangements that prevent overlapping authority and support cross-unit integration (Maria Susiawati et al., 2025; Trein et al., 2021). In Balikpapan, the moderate strength of the bureaucratic structure dimension suggests that formal adoption has been established, but procedural refinement remains necessary to ensure consistency across agencies.

The role of bureaucratic structure is closely linked to accountability. If document flows are not clearly regulated, the electronic system may record actions but still fail to ensure responsibility for follow-up. Conversely, when electronic procedures are supported by clear accountability chains, SRIKANDI can strengthen transparency by documenting who receives, disposes, processes, and archives official correspondence. This supports prior studies that emphasize the importance of traceability in accountable administrative systems (He, 2024; Kroll, 2021). The findings of this study indicate that SRIKANDI has the potential to enhance administrative accountability because the system enables document status to be monitored electronically. However, this potential can only be optimized if institutional procedures require consistent use and if supervisory mechanisms ensure that users do not revert to informal manual practices.

The visual findings in Figures 1 to 3 provide additional support for interpreting the implementation dynamics. Figure 1 shows that administrative efficiency is a multidimensional outcome involving reduced paper use, minimized document loss, faster document processing, improved workflow coordination, real-time document tracking, and systematic record storage. This pattern supports the argument that SRIKANDI contributes to efficiency not only by digitizing documents, but by reorganizing the administrative relationships among document creation, distribution, monitoring, and storage. This finding is consistent with previous studies showing that digital document management improves workflow speed and information accessibility (Orlov, 2024; Septiadana et al., 2025). More importantly, Figure 1 indicates that efficiency and accountability are connected because faster processing becomes more valuable when accompanied by traceable and systematically stored records.

Figure 2 reinforces the interpretation that SRIKANDI implementation in Balikpapan is stronger in non-technical dimensions than in technical dimensions. Communication and disposition appear relatively stronger, while infrastructure and resources remain weaker. This pattern suggests that institutional willingness and policy acceptance have developed faster than technical optimization. Such a finding is important because it challenges the assumption that digital transformation failure is mainly caused by user resistance. In this case, the users and leaders generally support digital transformation, but implementation is constrained by uneven digital competence, hardware availability, and network reliability. This finding contributes to the literature by showing that local digital governance may progress through a condition of high willingness but incomplete technical readiness. Therefore, the next stage of implementation should focus on equalizing resources and strengthening user capacity rather than merely repeating policy socialization.

Figure 3, which presents the interpretive trend of apparatus commitment toward digital transformation, illustrates the gradual institutionalization of digital administrative culture. The increasing pattern indicates that commitment has developed progressively from initial adaptation toward broader acceptance of electronic work systems. This is consistent with the view that digital transformation in public organizations is not instantaneous, but evolves through learning, repeated use, leadership reinforcement, and procedural adjustment (Di Giulio & Vecchi, 2023; Lindquist, 2022). However, because the trend is interpretive rather than a longitudinal statistical measurement, it should be read as an analytical representation of organizational change rather than as quantitative proof. Its value lies in showing that SRIKANDI implementation has moved beyond formal introduction and has begun to shape bureaucratic attitudes toward digital work.

In relation to prior SRIKANDI studies, the Balikpapan case confirms several recurring findings while also offering a more specific contribution. Similar to the Probolinggo case, implementation is influenced by organizational readiness, human resource capacity, and infrastructure support (Rahmah & Meirinawati, 2023). Similar to the Pekanbaru case, leadership commitment and the integration of archival management into digital governance are essential for sustainability (Rahman et al., 2024). However, this study contributes a more detailed explanation of how communication, resources, disposition, and bureaucratic structure interact in a single local government setting. It also highlights the importance of document traceability and administrative accountability as outcomes of digital archival governance. Thus, the Balikpapan case expands the discussion from whether SRIKANDI is adopted to how it becomes embedded in local bureaucratic routines.

The practical implication of these findings is that the Balikpapan City Government should move from application adoption toward implementation consolidation. First, infrastructure

optimization should be prioritized through network strengthening, device mapping, and reliable technical support for units with weaker access. Second, continuous training should be designed according to user roles, distinguishing between operators, administrative staff, supervisors, and decision-makers. Third, a dedicated helpdesk or rapid-response support mechanism is needed to reduce user dependence on informal assistance. Fourth, standard operating procedures should be refined to regulate digital document registration, disposition, verification, retention, and monitoring. Fifth, routine evaluation should be conducted using both qualitative feedback and system-use indicators, such as frequency of application use, document processing time, unresolved correspondence, and user support requests. These measures would strengthen SRIKANDI not only as an application, but as an integrated mechanism of digital archival governance in local public administration.

CONCLUSION

The implementation of the SRIKANDI application in the Balikpapan City Government demonstrates that digital archival governance has become an important instrument for strengthening local public administration. The findings show that SRIKANDI has supported the transition from manual correspondence procedures to a more structured electronic records management system. Its implementation has improved administrative efficiency, document traceability, workflow coordination, and accountability in official correspondence management. The strongest supporting factors include policy communication, leadership commitment, regulatory support, and the generally positive disposition of public officials toward digital transformation.

However, the implementation has not yet reached full optimization. Uneven digital competence among users, infrastructure limitations, variations in technical readiness across work units, and the need for continuous assistance remain important constraints. These findings indicate that the success of digital archival policy depends not only on the availability of the application, but also on the interaction between human resources, organizational commitment, technical infrastructure, and bureaucratic procedures. The study contributes to public administration scholarship by providing empirical evidence on how electronic archival policy is implemented at the local government level, particularly through the dimensions of communication, resources, disposition, and bureaucratic structure.

Practically, the Balikpapan City Government needs to strengthen periodic operator training, infrastructure mapping, helpdesk support, standard operating procedures, and routine monitoring of application use. This study is limited by its qualitative design, single-site focus, and absence of quantitative system-use data. Future studies should conduct comparative analyses

across municipalities and incorporate quantitative indicators such as processing time, user activity logs, and document completion rates to assess the effectiveness of SRIKANDI more comprehensively.

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