



Implementing the integrated dynamic archival information system (SRIKANDI) for digital records management in local government

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Abstract

This study aims to describe and analyze the implementation of the Integrated Dynamic Archival Information System (SRIKANDI) policy in the management of active dynamic records at the Regional Financial and Asset Management Agency (BPKAD) of Merauke Regency based on Merauke Regent Regulation No. 27 of 2024, while also identifying supporting and inhibiting factors. The study employed a qualitative, descriptive approach. Data were collected through observation, in-depth interviews, and documentation from informants selected through purposive sampling, including management, operators, and employees who use the application. Data analysis was conducted using the interactive model by Miles, Huberman, and Saldana through the stages of data condensation, data presentation, and drawing conclusions, with data validity tested through triangulation. Implementation was analyzed using George C. Edward III's theory, which encompasses communication, resources, disposition, and bureaucratic structure. The research results indicate that the implementation of SRIKANDI is underway but has not yet been optimal. The disposition aspect emerged as the most supportive variable due to leadership commitment, whereas the aspects of communication, resources, and bureaucratic structure remain weak due to uneven socialization, operator limitations, and management that is centralized in the secretariat. Supporting factors include the legal basis provided by the Regent's Regulation, leadership support, and the availability of technological infrastructure, while inhibiting factors include limited human resource competencies, resistance to change, the dominance of manual systems in most local government agencies, and situational network disruptions. The study concludes that optimizing the implementation of SRIKANDI requires equitable outreach, strengthening human resource capacity, and increasing the number of operators in each field.

Keywords: Policy implementation, SRIKANDI, records management, dynamic records, Edward III

Introduction

The era of digitalization has driven governments worldwide to utilize information and communication technology to improve the effectiveness, efficiency, transparency, and accountability of public administration. This transformation has encouraged the implementation of Electronic-Based Government Systems (SPBE) as mandated by Presidential Regulation No. 95 of 2018^[22], which aims to establish modern and integrated public governance through digital technology. In support of this transformation, the Government of Indonesia has developed the Integrated Dynamic Archival Information System (SRIKANDI), a general-purpose electronic records management application designed to facilitate the creation, management, storage, and retrieval of dynamic archives across government institutions (Aini, 2018)^[21].

Records constitute an essential organizational resource because they serve as evidence of administrative activities, institutional memory, and instruments of accountability in public administration. Law No. 43 of 2009 defines records as documentation of activities or events in various forms and media created or received by government institutions and other organizations in carrying out their functions. Effective records management therefore requires the application of modern information technology to ensure efficient storage, rapid retrieval, secure preservation, and reliable dissemination of official documents (Law No. 43 of 2009; Amsyah, 2005; Sedarmayanti, 2008)^[4, 25]. Consequently, the implementation of SRIKANDI has become an important component of Indonesia's digital

governance agenda, particularly in achieving efficient, transparent, and accountable archival management.

From a public administration perspective, policy implementation represents the critical stage at which policy objectives are translated into practical outcomes. Successful implementation depends not only on policy formulation but also on communication among implementers, the availability of resources, implementers' commitment, and an effective bureaucratic structure (Winarno, 2007; Agustino, 2008; Wahab, 2017; Nugroho, 2014)^[1, 20, 32, 34]. Accordingly, this study adopts George C. Edward III's policy implementation framework, which consists of four interrelated dimensions: communication, resources, disposition, and bureaucratic structure (Akib & Tarigan, 2008; Kasmad, 2018)^[3, 14]. These dimensions provide a comprehensive analytical framework for evaluating the implementation of digital archival policies within public organizations.

The Merauke Regency Government has implemented the national digital archival policy through Merauke Regent Regulation No. 27 of 2024^[21] concerning the Integrated Dynamic Archival Information System. One of the government institutions directly responsible for implementing this policy is the Regional Financial and Asset Management Agency (BPKAD), which manages strategic financial documents, regional assets, and administrative records. Given the strategic nature of these documents, BPKAD requires an effective electronic archival management system capable of supporting accountability, transparency, and efficient public financial administration.

Prior to implementing SRIKANDI, however, records management within BPKAD relied predominantly on manual procedures, resulting in lengthy document retrieval processes and increased risks of document loss or damage. Although SRIKANDI has been officially implemented, several practical challenges remain. Employees continue to rely on manual administrative practices, their ability to operate the application varies considerably, utilization of the system's features remains suboptimal, and monitoring and evaluation activities have not yet been conducted consistently. In addition, limitations in supporting facilities and occasional network disruptions continue to affect the effectiveness of digital records management. These conditions indicate that the implementation of SRIKANDI has not yet fully achieved the objectives of digital transformation in public administration.

A number of studies have examined the implementation of SRIKANDI in various government institutions, including library and archives offices (Harahap & Trimurni, 2025; Puspitasari, 2025) ^[10], regional secretariats (Suyani *et al.*, 2025) ^[10], and technical agencies such as the Public Works Department (Hutagalung *et al.*, 2026) ^[12]. These studies consistently report that the success of SRIKANDI implementation depends largely on technological readiness, human resource capability, and organizational commitment (Zakaria *et al.*, 2025) ^[35]. Nevertheless, these studies have primarily focused on institutions whose principal functions involve archival services or general administration, while relatively limited attention has been given to organizations responsible for regional financial and asset management, where archival records possess higher legal, administrative, and financial accountability value.

Although previous studies have provided valuable evidence regarding the implementation of SRIKANDI, several important research gaps remain. First, most existing studies emphasize technological readiness, user competence, and operational effectiveness without comprehensively examining how the four dimensions of George C. Edward III's policy implementation model interact simultaneously within the implementation of digital archival governance. Second, limited empirical evidence is available regarding the implementation of SRIKANDI in regional financial and asset management institutions, whose organizational characteristics differ substantially from those of archives offices or regional secretariats because they manage strategic documents with high administrative, legal, and financial accountability. These limitations indicate that the implementation of digital archival policies requires broader institutional analysis that integrates organizational commitment, communication processes, bureaucratic capacity, and resource readiness.

Accordingly, this study contributes to the literature by extending the application of George C. Edward III's policy implementation framework to the context of regional financial and asset management institutions. Rather than merely describing the implementation process, this study analyzes how communication, resources, disposition, and bureaucratic structure collectively influence the implementation of SRIKANDI while simultaneously identifying institutional factors that support and hinder digital archival transformation. Therefore, this study is expected to enrich the literature on public policy implementation in digital governance and provide practical

recommendations for strengthening electronic records management within local government institutions.

Based on the identified research gaps, this study aims to analyze the implementation of the Integrated Dynamic Archival Information System (SRIKANDI) policy in managing active dynamic records at the Regional Financial and Asset Management Agency of Merauke Regency in accordance with Merauke Regent Regulation No. 27 of 2024^[21], while identifying the institutional factors that support and hinder its implementation. The findings are expected to contribute theoretically to the development of public policy implementation studies in digital archival governance and practically to improving the effectiveness, efficiency, transparency, and accountability of electronic records management within local government.

Literature Review

1. Public Policy

Public policy is essentially a series of actions chosen by the government to achieve specific goals in society, as well as a response to issues arising in the social, economic, and political spheres. Dye asserts that public policy is anything the government chooses to do or not to do, while Eyestone defines it as the relationship between a government unit and its environment (Dye, 1992; Eyestone, 1971) ^[7, 8]. In the Indonesian context, public policy is understood as a rule that is binding on all citizens and carries penalties for violators (Nugroho, 2004). Nugroho categorizes public policy into three levels: the macro level, such as laws and government regulations; the meso level, such as ministerial regulations and regent regulations; and the micro level, which governs the technical implementation of the policies above it (Nugroho, 2006) ^[19]. Thus, the Regent's Regulation falls under the meso-level policy category.

2. Public Policy Implementation

Policy implementation is the stage that determines a policy's success in achieving its intended objectives and impacts (Kridawati, 2011) ^[15]. Van Meter and Van Horn define it as actions taken by individuals, officials, or groups whether in the government or private sector to achieve the objectives outlined in policy decisions (Agustino, 2008) ^[11]. Grindle emphasizes that implementation is not merely a matter of translating political decisions into routine bureaucratic procedures, but also involves conflicts and the distribution of policy benefits (Waluyo, 2007) ^[33]. In practice, the success of implementation is determined by the extent to which policy decisions are adhered to and carried out by the implementing agencies (Winarno, 2007) ^[34]. Generally, implementation approaches are divided into a top-down model, which positions policy designers as central actors, and a bottom-up model, which emphasizes target groups and service providers (Wahab, 2017; Hamdi, 2014) ^[9, 32]; both are relevant for understanding the dynamics of policy implementation at the local level.

3. George C. Edward III's Theory of Implementation

This study employs George C. Edward III's policy implementation model, which explains that the success of policy implementation is influenced by four interrelated variables (Akib & Tarigan, 2008; Kasmad, 2018) ^[3, 14]. First, the " " of communication, which encompasses the transmission of information, the clarity of instructions, and the consistency of policy communication to implementers.

Second, resources, which include the availability of competent staff, information, authority, and facilities supporting policy implementation. Third, the disposition or attitude of implementers, which relates to their willingness, commitment, and leadership support in effectively carrying out the policy. Fourth, bureaucratic structure, which concerns the division of tasks, work coordination, and Standard Operating Procedures (SOPs) that serve as guidelines for implementation. These four variables form the primary analytical framework for assessing the effectiveness of the SRIKANDI application policy implementation within the local government sector.

4. Dynamic Archiving and Electronic Archiving Systems

Dynamic records are records used directly in the planning, implementation, and administration of office activities; based on their frequency of use, they are classified as vital, active, and inactive records (Law No. 43 of 2009). Proper records management requires adherence to the principles of order, security, transparency, and compliance so that records are easily accessible and protected from damage and loss (Law No. 43 of 2009). With technological advancements, records management has shifted to electronic records management systems specifically designed to regulate the creation, use, maintenance, and disposal of digital records as evidence of organizational activities (Amsyah, 2005; Sedarmayanti, 2008) [4, 25]. Such electronic systems enable the preservation of metadata, facilitate retrieval, and provide access control and security for records, thereby supporting records management that complies with Law No. 43 of 2009

on Archival Affairs and the demands of a more efficient digital transformation of government.

5. Integrated Dynamic Archival Information System (SRIKANDI)

SRIKANDI is a general-purpose application for dynamic archival management developed as part of the implementation of Presidential Regulation No. 95 of 2018^[22] on the Electronic-Based Government System and created through a collaboration between the Ministry of State Apparatus and Bureaucratic Reform (PANRB), the Ministry of Communication and Information Technology, the National Cybersecurity Agency (BSSN), and the National Archives of the Republic of Indonesia (ANRI) (Aini, 2018) [2]. This application aims to support electronic records management, streamline correspondence and disposition processes, and achieve a paperless bureaucracy within government agencies. Several previous studies have shown that the implementation of SRIKANDI can improve the effectiveness of records management; however, its success is highly dependent on the readiness of human resources, the intensity of outreach efforts, and the consistency of implementation (Ritonga, n.d.; Anjani & Prahatmaja, 2023) [5]. In the context of the Regional Financial and Asset Management Agency, which manages financial documents and assets of strategic value, the implementation of SRIKANDI is crucial for ensuring administrative order, archival security, and supporting accountability and transparency in regional financial management.

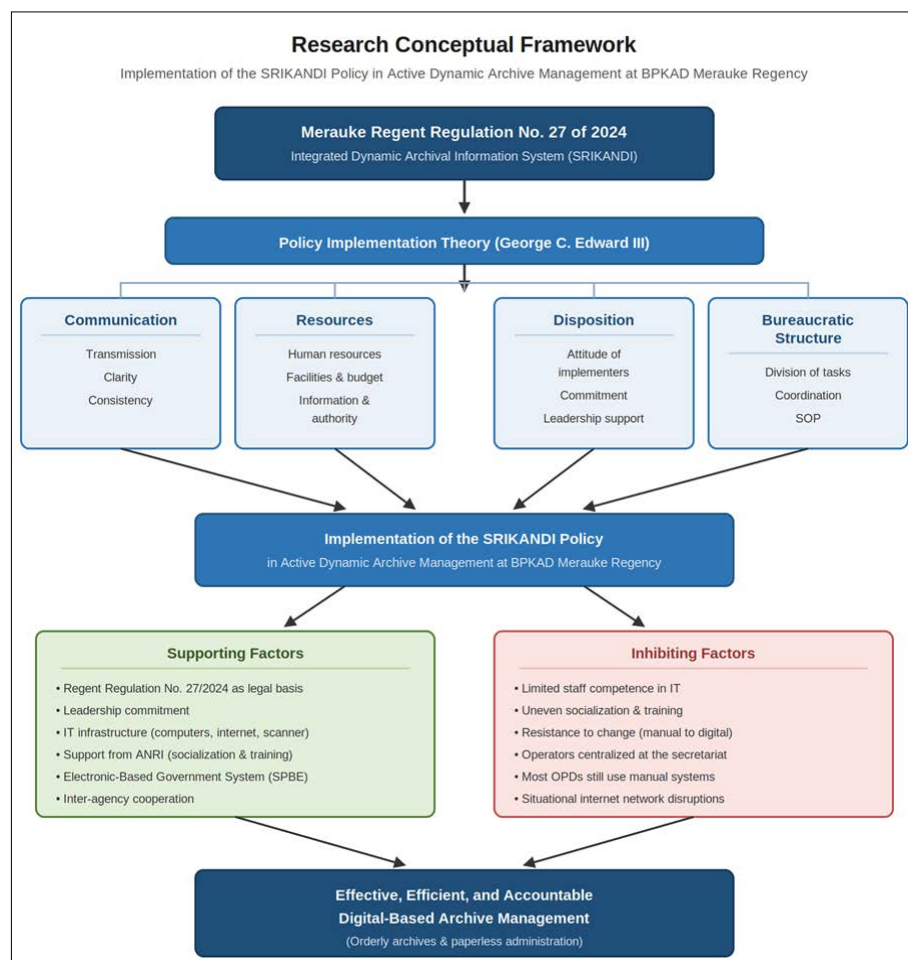


Fig 1: Research Conceptual Framework

Research Method

1. Research Design

This study employed a qualitative descriptive design to examine the implementation of the SRIKANDI policy in active records management at BPKAD Merauke Regency. The approach enabled an in-depth understanding of policy implementation and the identification of supporting and hindering factors.

2. Research Location and Time

The study was conducted at the Regional Financial and Asset Management Agency (BPKAD) of Merauke Regency, Indonesia, from December 2025 to May 2026^[12, 35]. The agency was selected because it is responsible for managing strategic financial records and implementing the SRIKANDI policy.

3. Research Focus

This study focused on two main aspects. First, it examined the implementation of the Integrated Dynamic Archival Information System (SRIKANDI) policy at the Regional Financial and Asset Management Agency (BPKAD) of Merauke Regency using George C. Edward III's policy implementation framework, which consists of four dimensions: communication, resources, disposition, and bureaucratic structure. These dimensions were used to analyze how the SRIKANDI policy was implemented in the management of active dynamic records.

Second, the study identified the institutional factors that supported and hindered the implementation of the SRIKANDI policy. Particular attention was given to organizational conditions, employee readiness, technological infrastructure, leadership commitment, and administrative coordination that influenced the effectiveness of digital records management. These two research focuses provided a comprehensive understanding of the implementation of SRIKANDI and the organizational factors affecting its effectiveness within the local government environment.

4. Types and Sources of Data

The type of data used in this study is qualitative data, which is data presented in the form of verbal descriptions rather than numbers (Sugiyono, 2008)^[27]. Data sources consist of primary and secondary data. Primary data was obtained directly from the source through interviews and observations of Merauke Regency BPKAD employees involved in the management of electronic records and correspondence. Secondary data was obtained from books, official documents, and written materials relevant to the research objectives, including Merauke Regent Regulation No. 27 of 2024^[21] and the agency's digital archives. This combination of data sources was used to ensure that the research findings are not solely based on informants' statements but are also supported by verifiable and scientifically accountable documentary evidence.

5. Research Informants

Informants were selected using purposive sampling, which involves choosing data sources based on specific criteria namely, that the informants are deemed to understand the issues under study (Sugiyono, 2008)^[27]. Informants in this study were grouped into three categories. First, officials within the BPKAD, including the Head of the Agency, the

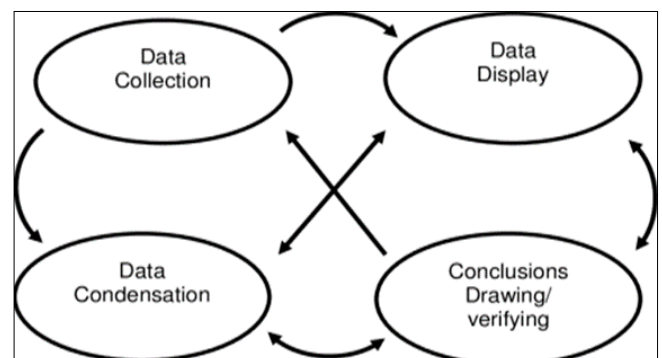
Secretary, and the Heads of Subdivisions, who serve as policymakers. Second, technical implementers, consisting of administrative staff and SRIKANDI operators who directly run the application. Third, end users BPKAD employees who utilize the application for managing correspondence and archives. Selecting informants from these various levels was intended to ensure that the data obtained reflects diverse perspectives, ranging from policymakers and technical implementers to end users in the field.

6. Data Collection Techniques

Data were collected through observation, in-depth interviews, and document analysis. Observation was conducted to examine the implementation of SRIKANDI, interviews were carried out with selected informants, and official documents were reviewed to validate the findings. Observation guides, interview protocols, and recording devices were used during data collection.

7. Data Analysis Techniques

Data analysis was conducted using the interactive model proposed by Miles, Huberman, and Saldana, which proceeded continuously until data saturation was reached, through the stages of data condensation, data presentation, and drawing conclusions and verification (Miles, Huberman, & Saldana, 2014)^[16]. During the condensation stage, raw data from interviews, observations, and policy documents were selected and focused on key aspects of implementation. The condensed data is then presented in the form of a descriptive narrative that illustrates the implementation of SRIKANDI in the field compared to the provisions of the Regent's Regulation. The final stage involves drawing conclusions regarding the extent to which policy implementation has been effective. This analytical process is conducted iteratively so that the resulting findings are truly based on consistent patterns and relationships in the data throughout the course of the research.



Source: Miles and Huberman (Miles, Huberman, and Saldana, 2014^[16]: 14)

Fig 2: Interactive Model of Field Data Analysis Techniques

8. Data Validity

Data credibility was ensured through source, method, and time triangulation, supported by official documents, interview recordings, and supervisor auditing to maintain research consistency.

Results and Discussion

1. Results

The implementation of the SRIKANDI application at the Merauke Regency BPKAD has begun in the administrative

processes of correspondence and electronic records management. A summary of correspondence activities

recorded in the application during 2024–2025^[10] is presented in Table 1.

Table 1: Correspondence Activities via the SRIKANDI Application at the Merauke Regency BPKAD for 2024–2025 ^[10, 21]

No.	Day/Date	Incoming Letters	Outgoing Letters	Remarks
1	Thursday, April 18, 2024	2	–	Request for the names of participants in the Technical Training on Static Records Management; Request for the names of participants in the SRIKANDI Version 3 Technical Training
2	Wednesday, May 8, 2024	1	–	SRIKANDI Application Technical Training
3	Monday, September 23, 2024	1	–	Using the SRIKANDI App
4	Thursday, October 24, 2024	1	–	Outreach on Key Archival Management Tools
5	Wednesday, October 30, 2024	2	–	Presentation of Merauke Regent Regulation No. 28 of 2024 ^[21] ; Presentation of Merauke Regent Regulation No. 27 of 2024 ^[21]
6	Monday, December 9, 2024	–	–	Request for additional funds (cc: 1)
7	Thursday, September 4, 2025	1	–	Submission of budget revision
8	Monday, October 20, 2025	4	–	Introduction to the Fourth Quarter SPD; Financial Report; Financial Report; Reconciliation of Regional Assets
9	Friday, October 24, 2025	1	–	Introduction to the September SPJ
	Total	13	0	9 recorded correspondence activities

Source: SRIKANDI Application, Merauke Regency BPKAD, 2026

Based on Table 1, throughout 2024–2025, only 13 incoming letters were recorded, and not a single outgoing letter was recorded in the SRIKANDI application. This situation confirms that operators have not yet fully entered outgoing letters or dispositions into the system, meaning that the digitization process for records management at the Merauke Regency BPKAD has not been fully implemented. Nevertheless, the implementation of the application has helped make administration more organized and facilitated document retrieval, as records are stored digitally in accordance with Merauke Regent Regulation No. 27 of 2024^[21].

1.1 Communication in the Implementation of the SRIKANDI Policy

Research findings indicate that the implementation of the Integrated Dynamic Archiving Information System (SRIKANDI) policy at the Merauke Regency Regional Financial and Asset Management Agency began with outreach activities and technical guidance for employees. The outreach was conducted to introduce the application's functions, usage guidelines, and procedures for managing correspondence and records electronically. However, observations indicate that information dissemination has not been fully equitable among all staff, resulting in varying levels of understanding regarding the application's use.

Based on an interview with the Head of the BPKAD, the following information was obtained:

"We have conducted outreach and technical guidance on the use of SRIKANDI for all regional government staff. However, in practice, additional support is still needed because each employee's proficiency level varies."

SRIKANDI operators also noted that:

"Most employees are already aware of the SRIKANDI application, but not all of them are able to operate it independently, so they still frequently ask operators for help."

Observations show that in some work units, administrative processes for letters are still carried out manually before being entered into the SRIKANDI application.

1.2 Resources for Implementing the SRIKANDI Policy

The research findings indicate that the Merauke Regency BPKAD already possesses supporting resources in the form

of computer equipment, an internet network, and operators tasked with managing the SRIKANDI application. All incoming and outgoing correspondence is now being routed through this application.

This study also found that human resource capabilities remain uneven. Some employees still face difficulties operating the application, so the management of electronic records is largely handled by operators.

A SRIKANDI operator explained:

"The facilities are actually already in place, but staff proficiency varies, so operators still frequently assist with administrative processes."

One employee also noted:

"If there are issues with the application, we usually ask the operators for help because we don't fully understand all the available menus yet."

In addition to human resource competencies, the study also found that internet network disruptions still occur at certain times, thereby slowing down the process of entering electronic documents.

The limitations in staff's information technology competencies, as well as situational network disruptions identified in this study, were also found in the implementation of SRIKANDI at other agencies (Hutagalung et al., 2026; Suyani et al., 2025; Zakaria et al., 2025) ^[12, 29, 35]. These consistent findings reinforce the argument that human resource readiness and infrastructure reliability are fundamental prerequisites for the success of archival digitization, in addition to the availability of technological resources.

1.3 Attitudes Toward the Implementation of the SRIKANDI Policy

The research results show that BPKAD leadership supports the implementation of the SRIKANDI policy as part of the government's digital transformation.

The Head of the BPKAD stated that:

"We fully support the use of SRIKANDI because it is a national policy that must be implemented by all local government agencies."

However, observations indicate that some employees still cling to the habit of using manual administrative systems because they consider them easier and have been using them for years.

One employee remarked:

"We still try to use the application, but for some tasks, it's still more convenient to use the manual method first."

The finding that disposition is the most decisive variable aligns with the research by Suyani et al. (2025) ^[10] in Madiun Regency, which found that the attitudes of policy implementers are the most dominant factor in the successful implementation of SRIKANDI. This underscores that the commitment and willingness of civil servants are key to the transition from manual to digital systems.

1.4 Bureaucratic Structure in the Implementation of the SRIKANDI Policy

Research shows that the implementation of SRIKANDI has been based on Merauke Regent Regulation No. 27 of 2024^[21]. The division of tasks among leaders, the secretariat, operators, and application users has been clearly defined.

An SRIKANDI operator explained that:

"There is already a division of labor in the management of electronic records, but the operator still serves as the central point of service because not all employees are yet able to use the application independently."

Observations show that procedures for using the application are in place, but implementation has not yet fully met standards, as manual record-keeping is still used to supplement electronic records.

1.5 Factors Supporting and Hindering the Implementation of the SRIKANDI Policy

Research findings indicate that the implementation of the Integrated Dynamic Archiving Information System (SRIKANDI) policy at the Merauke Regency Regional Finance and Asset Management Agency is influenced by supporting and hindering factors originating from both the internal and external environments of the organization. These factors determine the level of success in implementing the digital archiving system to support government administration.

1. Supporting Factors

The research findings indicate that internal supporting factors include leadership commitment to promoting the digitization of government administration, the availability of information technology facilities and infrastructure, and the presence of operators specifically designated to manage the SRIKANDI application. These operators play a crucial role in data entry, managing incoming and outgoing correspondence, and providing assistance to employees who are still experiencing difficulties in operating the application.

This is reinforced by a statement from the SRIKANDI application operator at the Merauke Regency BPKAD, who said:

"Management always directs us to continue using the SRIKANDI application for managing correspondence and records, even though there are still some challenges in its implementation. We continue to strive to operate in accordance with existing regulations."

In addition to internal factors, the study also identified several external supporting factors. These include Merauke Regent Regulation No. 27 of 2024^[21], which serves as the legal basis for the implementation of electronic records management; support from the National Archives of the

Republic of Indonesia (ANRI) through outreach activities, technical guidance, and assistance to operators; and central government policies regarding the implementation of the Electronic-Based Government System (SPBE). These factors provide clear direction for the implementation of SRIKANDI while enhancing the organization's readiness to carry out digital transformation in the field of archival management.

b. Barrier Factors

In addition to the supporting factors, the study also identified several factors hindering the implementation of the SRIKANDI policy at the Merauke Regency BPKAD. Internal barriers are primarily related to the uneven proficiency of staff in operating the SRIKANDI application. Some staff are still accustomed to using manual administrative systems, so the process of managing electronic records has not yet been fully optimized. Furthermore, the utilization of all features of the application remains limited, so some administrative processes are still carried out conventionally.

Interviews with SRIKANDI operators revealed that:

"There are still employees who are not yet accustomed to using the application, so when incoming or outgoing correspondence arrives, they often ask operators for help entering the documents."

Another hindering factor is the limited supporting infrastructure, particularly the unstable internet connection at certain times. These conditions cause the document upload process and electronic disposition to be slower. Furthermore, outreach and training activities have not reached all employees equally, resulting in varying levels of understanding regarding the use of the SRIKANDI application.

Based on the results of observations, monitoring, and evaluations of the application's implementation, these activities have not been conducted consistently across all work units. As a result, manual systems are still being used alongside electronic systems, meaning the goal of achieving fully digital records management has not yet been optimally realized.

Discussion

1. Implementation of the Integrated Dynamic Archival Information System (SRIKANDI) Policy

The implementation of the Integrated Dynamic Archival Information System (SRIKANDI) at the Merauke Regency Regional Financial and Asset Management Agency indicates that digital transformation in records management has begun in accordance with the Electronic-Based Government System (SPBE) policy. However, the implementation remains in the adaptation stage, as the existence of regulations alone has not been sufficient to ensure consistent digital archival practices across all organizational units. This finding supports Winarno (2007) and Agustino (2008) ^[1, 34], who argue that policy implementation is determined not only by policy formulation but also by the organization's ability to translate policy objectives into administrative practice.

From the communication perspective, socialization and technical guidance have improved employees' awareness of SRIKANDI, yet differences in understanding and digital competencies remain evident. This finding confirms that effective communication should be continuous and

supported by organizational learning rather than limited to one-time dissemination activities. This is consistent with Akib and Tarigan (2008), Kasmad (2018), and Anjani and Prahatmaja (2023) ^[3, 5, 14], who emphasize that successful implementation depends on clear communication and continuous user support.

Regarding resources, the study shows that technological infrastructure is available; however, unequal employee competencies have limited the optimal use of the system. This finding reinforces Agustino (2008) and Wahab (2017) ^[1, 32], who argue that successful implementation depends on both adequate facilities and competent human resources. Similarly, Ritonga highlights that employee capability is a key determinant of successful SRIKANDI implementation. The disposition dimension emerged as the strongest supporting factor because leadership commitment has encouraged employees to continue implementing SRIKANDI despite technical and organizational challenges. Nevertheless, the persistence of manual administrative practices indicates that organizational commitment still needs to be strengthened at the operational level. This finding supports Akib and Tarigan (2008) ^[3], who argue that implementers' commitment is fundamental to effective policy implementation.

From the bureaucratic structure perspective, the implementation has been supported by Merauke Regent Regulation No. 27 of 2024^[21] and a clear division of responsibilities. However, implementation remains centralized within the secretariat, limiting broader organizational participation. As noted by Winarno (2007) and Wahab (2017) ^[32, 34], effective bureaucratic structures require not only formal procedures but also consistent implementation across all organizational units.

Overall, the findings indicate that the successful implementation of SRIKANDI depends on the interaction of communication, resources, disposition, and bureaucratic structure rather than on technological availability alone. Strengthening these four dimensions simultaneously is therefore essential to achieving effective and sustainable digital records management within local government institutions.

2. Factors Supporting and Hindering the Implementation of the SRIKANDI Policy

The findings indicate that the implementation of the SRIKANDI policy is influenced by a combination of internal and external factors that collectively determine the effectiveness of digital archival management. The main supporting factors include leadership commitment, the availability of information technology infrastructure, designated SRIKANDI operators, the legal framework provided by Merauke Regent Regulation No. 27 of 2024^[21], and technical support from the National Archives of the Republic of Indonesia (ANRI). These factors demonstrate that successful implementation requires not only technological readiness but also institutional commitment and regulatory support. This finding is consistent with Nugroho (2006) ^[19], who emphasizes that policy implementation is more effective when supported by clear regulations and strong institutional commitment. Similarly, Aini (2018) ^[2] explains that SRIKANDI is an integral component of digital transformation in government archival management that requires comprehensive organizational support.

On the other hand, the study identified several barriers that continue to limit the effectiveness of SRIKANDI implementation. These include unequal employee competencies, limited utilization of application features, unstable internet connectivity, and the persistence of manual administrative practices. These findings suggest that technological innovation alone cannot ensure successful digital transformation unless accompanied by improvements in human resource capacity and organizational readiness. This interpretation supports the findings of Ritonga, who identifies employee competence as a major challenge in implementing SRIKANDI, and Anjani and Prahatmaja (2023) ^[5], who conclude that successful electronic archival management depends on technology, organizational communication, and employee readiness.

Overall, the findings indicate that the supporting and hindering factors are interrelated rather than independent. Leadership commitment and regulatory support strengthen organizational readiness, while limited competencies and infrastructure constraints reduce the effectiveness of policy implementation. Therefore, improving communication, employee competence, technological infrastructure, and institutional coordination simultaneously is essential to achieving sustainable implementation of SRIKANDI within local government organizations.

3. Practical Implications of SRIKANDI Policy Implementation

The findings of this study provide several practical implications for improving the implementation of the Integrated Dynamic Archival Information System (SRIKANDI) within local government institutions. First, communication should be strengthened through continuous socialization, technical guidance, and internal knowledge-sharing activities to improve employees' understanding and confidence in using the application. Second, regular capacity-building programs should be implemented to enhance employees' digital competencies, thereby reducing dependence on designated operators. Third, local governments should improve supporting infrastructure, particularly internet network stability and the availability of technological facilities, to ensure uninterrupted electronic records management. Finally, institutional coordination should be strengthened by expanding the responsibility for SRIKANDI implementation across organizational units rather than concentrating it within the secretariat. These practical improvements are expected to enhance the effectiveness, efficiency, transparency, and accountability of electronic records management while supporting the broader implementation of Electronic-Based Government Systems (SPBE) in local government.

Conclusion

The implementation of the Integrated Dynamic Archival Information System (SRIKANDI) policy at the Regional Financial and Asset Management Agency (BPKAD) of Merauke Regency has established an important foundation for digital records management but has not yet reached optimal implementation. Based on George C. Edward III's policy implementation framework, the findings indicate that communication remains uneven due to limited and non-continuous socialization, human resource competencies vary among employees despite the availability of technological infrastructure, leadership commitment serves as the

strongest supporting factor, and the bureaucratic structure continues to rely heavily on centralized implementation within the secretariat. These findings suggest that successful digital archival transformation depends not only on the availability of technology but also on organizational readiness to institutionalize new administrative practices.

The study also demonstrates that the implementation of SRIKANDI is shaped by the interaction of supporting and hindering factors. Leadership commitment, regulatory support, technological infrastructure, and assistance from the National Archives of the Republic of Indonesia (ANRI) facilitate policy implementation, whereas limited employee competencies, resistance to organizational change, unstable internet connectivity, and the persistence of manual administrative practices continue to constrain its effectiveness. These findings contribute to the literature on public policy implementation by demonstrating that effective digital archival governance requires the integration of communication, resources, disposition, and bureaucratic structure rather than relying solely on technological readiness.

Practically, local governments should strengthen continuous organizational learning through regular socialization and technical training, improve employees' digital competencies, enhance institutional coordination across organizational units, and provide adequate technological support to ensure the sustainable implementation of SRIKANDI. Strengthening these organizational capacities is essential for improving the effectiveness, transparency, and accountability of electronic records management while supporting the broader implementation of Electronic-Based Government Systems (SPBE) within local government institutions.

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