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Policy Analysis of the SRIKANDI Archival System in the Government of Banten Province

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ABSTRACT

In the digital transformation era, the effective management of government archives is essential for ensuring administrative efficiency, transparency, and data security. The traditional manual archiving systems present significant limitations, including difficulty in document retrieval, risk of data loss, and inefficiencies in storage and management. To address these issues, the Indonesian government has implemented the SRIKANDI (Integrated Dynamic Archival Information System) application, which aims to provide a comprehensive, digital approach to document management. This study analyzes the implementation of the SRIKANDI system within the Department of Communication, Informatics, Statistics, and Encryption of Banten Province, focusing on its effectiveness, challenges, and policy implications. Employing a qualitative research design, the study utilized Thematic Analysis as its primary method, gathering data through interviews, direct observation, and document reviews. The research identified key themes including improved efficiency in archival digitization, enhanced document security and accessibility, integration and interoperability challenges, and the critical need for technical training. Findings indicate that while SRIKANDI has substantially improved document retrieval, reduced the risk of data loss, and promoted accountability through digital traceability, its implementation is hindered by inadequate infrastructure, insufficient user training, and limited system integration. Many users lack the digital literacy necessary to fully utilize the system, resulting in underuse of advanced features. Moreover, compatibility issues with existing systems lead to redundant data entry and inconsistencies. In conclusion, while SRIKANDI presents significant benefits in modernizing archival practices, its success depends on comprehensive training, improved infrastructure, and strengthened cross-agency interoperability to create a more unified and efficient digital government ecosystem.

Keyword: Information System, Digital Archiving, Administrative Efficiency, Interoperability

INTRODUCTION

In the era of digitalization, archive management has become one of the main challenges for government institutions in ensuring efficiency, transparency, and data security. Manually managed archives often encounter various issues, such as the risk of loss, limited accessibility, and storage space constraints (Cavicchi & Vagnoni, 2023). Therefore, the implementation of a digital archiving system has become an urgent necessity to improve the

effectiveness of archival governance. The Integrated Dynamic Archival Information System (SRIKANDI) was developed as a solution to address these challenges, aiming to provide a more efficient and integrated archival management system across government institutions (Anwar, 2018).

Several previous studies have shown that the implementation of digital archiving systems can enhance work productivity and reduce the risk of data loss (Palmer et al., 2025). The positive impact of the SRIKANDI application has begun to be felt, particularly in terms of efficiency and speed in managing digital archives (Peterson, 2019). Benefits such as the ease of archive retrieval and the ability to digitally archive documents have made users' work significantly easier (Hu et al., 2023). A digital archiving system is an information technology solution used to store, manage, and access documents electronically. Digital archiving systems have proven to deliver a significant positive impact on employee productivity in office environments (Fauzan et al., 2025). An archival management information system functions as a tool to assist in the structured management of documents and records. This system typically includes features such as recording, classification, retrieval, and disposal of archives in accordance with applicable policies. The use of an archiving system application can help staff manage the archiving of digital documents, perform searches for required data, and share documents as needed (Pebrianto, 2022).

SRIKANDI (Integrated Dynamic Archival Information System) is an electronic archiving platform developed by the National Archives of the Republic of Indonesia (ANRI) as part of the digital transformation within the government sector. This system is designed to support more effective storage and distribution of documents. Rhe SRIKANDI application allows employees to easily search for and access documents, thereby saving time and effort in retrieving information (Adra & Permana, 2023). The SRIKANDI application facilitates archive access and retrieval, supporting the principles of efficiency and accessibility as outlined in the Theory of Electronic Records Management. In line with previous research stated that the SRIKANDI application helps employees manage records more quickly and reduces data redundancy (Azzahra et al., 2025).

SRIKANDI has several key features, such as automatic archive creation, archive grouping based on classification, document history tracking, and fast and systematic archive search. In addition, the system is also expected to enable interoperability between agencies, enhance transparency, and maintain accountability in government administrative processes. Nevertheless, the implementation of this application in various regions still faces challenges, including limited technological infrastructure, lack of user training, resistance to system changes, and suboptimal integration with pre-existing information systems (Kang et al., 2025; Wu et al., 2025).

Based on the explanation above, this study specifically focuses on the implementation of the SRIKANDI application at the Department of Communication, Informatics, Statistics, and Encryption of Banten Province. As one of the strategic agencies in the implementation of the Electronic-Based Government System (SPBE) at the regional level, this department serves as an important representation in observing how SRIKANDI is adopted in digital archive management practices. This research aims to evaluate the effectiveness of the SRIKANDI system, identify the challenges encountered, and provide recommendations to support the further development of the system toward a more optimal direction.

RESEARCH METHODS

In completing this task, the Thematic Analysis method was employed as the primary approach to analyze the existing archiving system, particularly the implementation of the SRIKANDI application. Thematic Analysis is a qualitative research method used to identify, analyze, and report recurring patterns or themes within collected data such as observations, interviews, and document reviews. Method enables the categorization of information from interview transcripts or focus group discussions into emerging themes (Afiyanti, 2008), which

can be continuously refined to guide subsequent data collection (Moleong, 2017). The data collection techniques used in this study included direct observation of SRIKANDI system workflows, interviews with staff members involved in archival management (such as system administrators, archive officers, and the head of the general affairs sub-division), and analysis of internal documentation, including user manuals and policy documents. The qualitative approach allows for the gathering of rich and diverse data, enabling researchers to explore the phenomenon in a more comprehensive and contextually grounded manner.

The initial phase of the thematic analysis involved problem identification, which aimed to recognize key issues that arose from field data. This process was essential to determine how various constraints, both technical and non-technical, impacted the effectiveness of the digital archiving system implemented through the SRIKANDI platform. Based on insights from observations, interviews, and document reviews, several core issues were identified, such as lack of training, frequent technical disruptions, integration difficulties, user resistance to change, and limitations in technological infrastructure. These problems were then categorized into thematic areas, for instance, separating technical issues from those related to human resources or policy challenges. This classification facilitated a more systematic discussion and allowed the researcher to focus on specific areas that required strategic improvements.

The next stage was theme development, which involved organizing coded data into major themes. In this context, a theme is a recurring and meaningful pattern in the data that aligns with the research objectives. Each data point that displayed a consistent message or significance was grouped into thematic categories, such as "Archival Digitization Efficiency," "Challenges in Implementing SRIKANDI," and "The Role of Training in System Usage." Once these themes were identified, further analysis was conducted to explore their interrelationships for example, examining how inadequate training could lead to user resistance or how limited infrastructure could result in frequent technical issues. This thematic organization not only highlighted individual challenges but also revealed systemic patterns affecting the implementation of the SRIKANDI archiving system.

Finally, the evaluation and interpretation phase involved compiling the findings into a coherent scientific narrative and formulating recommendations based on the analysis. Each major theme was elaborated with supporting data from interviews, observations, and documentation, creating a detailed and contextual understanding of the real conditions in the field. For example, the theme “Lack of Training” was supported by interview excerpts from archival staff expressing difficulty in using certain advanced features of the application. Based on the analysis, the researcher proposed several strategic recommendations, including the need for regular training sessions, infrastructure enhancement, and internal communication strategies to reduce resistance to system changes.

RESULTS AND DISCUSSION

In this study, the results of the analysis were obtained through a thematic analysis approach based on data collected from direct observations, interviews with employees of the Department of Communication, Informatics, Statistics, and Encryption of Banten Province, as well as documentation of existing archiving policies and procedures. From this analysis, the researcher identified several main themes that represent the actual conditions of digital archiving system implementation using the SRIKANDI application. These themes include: Effectiveness of Archive Digitization, Security and Accessibility, Integration and Interoperability, and Technical Constraints and Staff Training.

1. Analysis Results

Based on the practical work and analysis of the SRIKANDI archiving system, several key findings were identified that reflect both the effectiveness and challenges of implementing this system. These findings are categorized into several main themes:

a. Effectiveness of Archival Digitization; The SRIKANDI system enables more structured digital document archiving, thereby improving efficiency in document retrieval and management. Employees can easily access stored documents without the need to manually search through physical archives. The findings show that the use of the SRIKANDI application has had a significant impact on the efficiency of archive management (Noor et al., 2023). Documents that were previously stored in physical form and scattered across various work units can now be managed digitally within a single integrated system. Employees stated that it is easier for them to locate the required documents through the search feature, without having to manually open physical files. The digitization of archives also enables more orderly and systematic document storage and management. Every incoming and outgoing document can be clearly tracked through an automatically recorded history in the system. This has a positive effect on the speed of administrative services and reduces the risk of losing important documents.
b. Security and Accessibility; The system features security measures such as user authentication and role-based access restrictions, ensuring that only authorized personnel can access specific documents. However, challenges related to accessibility are still present, especially for employees who are not yet familiar with the technology (Mohi et al., 2023). In terms of security, the SRIKANDI system is equipped with access restrictions based on user roles, as well as account authentication features that prevent unauthorized access to digital archives. Several employees expressed that the system provides a sense of security for confidential documents, as they can only be accessed by authorized personnel. However, some users also face challenges regarding accessibility, especially those who are less familiar with digital technology. There are still cases where employees have difficulty accessing documents due to a lack of understanding of the application's navigation flow. In addition, limited internet access is also a barrier, particularly when the system needs to be accessed from locations with unstable network connections.
c. Integration and Interoperability; SRIKANDI is designed to be integrated with other systems within the government environment. In practice, however, challenges remain in aligning this system with pre-existing archiving systems. These obstacles have led to duplication of work, where employees are required to input data into two separate systems. This situation naturally reduces work efficiency and has the potential to cause data inconsistencies.
d. Technical Issues and Employee Training; In addition to integration issues, the study also found technical obstacles such as system slowdowns when accessed simultaneously by many users, as well as data entry errors due to a lack of technical training for employees. Most employees have not received comprehensive training on how to use the SRIKANDI application, resulting in a slow adaptation process. This lack of training also affects their understanding of the key features available in the system. Some employees only use the basic functions of the application without exploring other features that could actually enhance work efficiency.

2. Discussion

The results indicate that the SRIKANDI system has provided significant benefits in improving the efficiency and security of archiving at the Department of Communication, Informatics, Statistics, and Cryptography of Banten Province. However, there are still several aspects that need to be improved to ensure the system operates more optimally.

a. Benefits of Archival Digitization; Through digitization with SRIKANDI, documents can be accessed more quickly and securely, reducing the risk of losing physical archives and improving employee work efficiency (Bhimani & Willcocks, 2014). Therefore, the presence of a system like SRIKANDI becomes a strategic solution to address these challenges. In addition, archive digitization supports the principles of transparency and accountability in government governance. In addition to improving the efficiency of archive management,

the implementation of SRIKANDI has also had a positive impact on employee performance and administrative governance. Based on interview results, several employees stated that the system encourages them to be more disciplined in inputting and managing documents. The requirement to digitally record every incoming and outgoing document makes the process more transparent and accountable.

b. Improvement of Technological Infrastructure; To overcome technical obstacles such as limited network connectivity and system compatibility, investment in technological infrastructure and the development of more flexible systems is necessary (Meadowcroft, 2005). This indicates that the success of system implementation is determined not only by software readiness but also by the readiness of supporting hardware and network infrastructure. In addition to investments in hardware and network infrastructure, there is also a need for a sustainable strategy for maintenance and continuous improvement. A reliable information technology infrastructure cannot simply be built once it must be adapted to meet evolving needs and the growing volume of data. Therefore, regular evaluations of server capacity, network security, and internet connection stability are crucial. With adaptive and scalable infrastructure, systems like SRIKANDI can operate optimally in the long term and support comprehensive digital transformation within the government environment.
c. Training and Socialization; More intensive training programs are needed for employees to enhance their understanding and skills in operating the SRIKANDI system, thus minimizing resistance to change. Furthermore, support from institutional leadership in promoting the adoption of technology also plays a key role (Devega & Yuhelmi, 2023). In addition to technical training, a participatory socialization approach is also essential to build awareness and shared commitment in the use of the SRIKANDI system. Socialization efforts that involve interactive discussions, application usage simulations, and user sharing sessions can help overcome psychological barriers and strengthen a sense of ownership of the system. By actively involving employees in the digital transition process, trust in the system will increase, and the adoption of technology can proceed more smoothly and sustainably across all work units.
d. Strengthening Interoperability; In the effort toward an integrated archiving system, interoperability between systems is a factor that cannot be overlooked. Standardization of data formats and communication protocols between applications used by various agencies is required to ensure smooth integration. Without this, digital transformation will only result in isolated systems without functional interconnection. Strengthening interoperability also requires cross-sector coordination and policy support from the central to regional levels. The central government can play a role in providing regulatory frameworks and shared platforms that enable secure and efficient data exchange between institutions. In addition, the development of open and well-documented Application Programming Interfaces (APIs) can serve as a technical solution to facilitate integration between different systems. In this way, a connected digital government ecosystem can be established, enhancing the effectiveness of public administration performance.

3. Policy Implementation According to William Dunn

According to William N. Dunn, policy implementation is the process of translating policy decisions into operational actions to achieve the intended objectives (Dunn, 2015). In the context of the SRIKANDI archiving system, implementation refers to how government policies related to digital archiving are executed within public institutions, particularly at the Department of Communication, Informatics, Statistics, and Cryptography of Banten Province. Dunn emphasizes that successful implementation requires coordination among various actors, clear communication of goals, availability of resources, and the capability of implementing agencies. Based on the findings, the implementation of SRIKANDI has shown partial success, particularly in improving efficiency and document management (Bahari & Frinaldi, 2023).

However, issues such as inadequate training, limited infrastructure, and lack of system interoperability reveal gaps in policy execution. These challenges indicate that while the policy design may be sound, its implementation is constrained by organizational readiness and resource limitations.

Dunn also highlights the importance of monitoring and feedback mechanisms in policy implementation. In the case of SRIKANDI, feedback from users especially related to system accessibility, technical disruptions, and integration difficulties plays a crucial role in evaluating and adjusting the implementation process. However, the absence of a structured mechanism for continuous feedback and system evaluation can slow down improvement efforts. The lack of responsiveness to frontline employee experiences suggests a need for better institutional learning and adaptive policy management (Dasnoer et al., 2023). Dunn's framework implies that ongoing stakeholder involvement and responsiveness to real-world challenges are vital to refining implementation strategies and ensuring alignment with policy objectives.

Furthermore, William Dunn outlines that policy implementation is not merely a technical task but also a political and organizational process influenced by institutional culture and leadership commitment. In this context, the degree to which leadership within the department supports and prioritizes the adoption of SRIKANDI significantly affects the program's success. The study indicates that without strong leadership backing and a shared organizational vision, resistance to change and lack of motivation among staff may continue. This aligns with Dunn's assertion that effective implementation demands both formal authority and informal support from actors at various levels of the organization, including managers, IT personnel, and end-users.

Lastly, Dunn points out the need for policy implementation to be adaptive and responsive to changing environments. The challenges faced in implementing the SRIKANDI system ranging from technical issues to employee digital literacy require flexible strategies that can evolve over time. This means updating training programs, enhancing infrastructure, and revising implementation plans as new obstacles emerge. Dunn's theory reinforces that implementation is not a one-time activity but an ongoing process that requires continuous evaluation, resource allocation, and collaboration. Applying this perspective to SRIKANDI, it is clear that sustainable success will depend on the government's ability to adapt and respond to the practical realities of digital transformation in the public sector.

CONCLUSION

Based on the findings and discussions presented, it can be concluded that the implementation of the SRIKANDI archiving system at the Department of Communication, Informatics, Statistics, and Cryptography of Banten Province has brought significant benefits, particularly in terms of improving the efficiency, structure, and transparency of document management. The digitization process enabled by SRIKANDI facilitates faster document retrieval, reduces reliance on physical archives, and increases the accuracy and traceability of administrative activities. Employees find it easier to locate documents through the system's search feature, and the centralized digital repository reduces the risk of data loss while supporting more systematic document tracking. These outcomes underscore the value of digital archiving in enhancing organizational productivity and public service delivery.

Despite these advantages, the study also highlights several critical challenges that hinder the optimal functioning of the system. Notably, issues surrounding system accessibility, particularly for technologically inexperienced users, still persist. Although SRIKANDI incorporates security features such as role-based access control and account authentication, usability problems and limited digital literacy among certain employees reduce the system's overall effectiveness. Accessibility issues are further compounded by unstable internet connections in certain areas, which limit employees' ability to fully utilize the system. Additionally, the absence of consistent and thorough training has led to underutilization of the

system's features, with many employees relying only on basic functionalities and missing out on tools that could further improve their work efficiency.

Another significant issue is the lack of system integration and interoperability. Although SRIKANDI is designed to be compatible with other government systems, in practice, difficulties in aligning it with existing systems have caused redundant data entry and operational inefficiencies. This lack of integration not only adds to the workload of employees but also poses risks of data inconsistencies. Addressing these problems requires a systemic approach that includes both technological solutions such as the use of standardized data protocols and APIs and institutional strategies like stronger cross-sector coordination and policy alignment. Without these measures, the digital transformation agenda risks creating isolated digital islands rather than a unified information system within government institutions.

To ensure the long-term success of the SRIKANDI system, a combination of infrastructure investment, employee capacity building, and policy support is essential. Improving internet connectivity, scaling server capacity, and strengthening cybersecurity measures are crucial to overcoming technical challenges. At the same time, regular training programs and participatory socialization initiatives are needed to build user confidence and reduce resistance to system adoption. Finally, fostering interoperability through shared platforms, centralized policy direction, and cross-agency collaboration can create a more cohesive and connected digital ecosystem. With these comprehensive efforts, the SRIKANDI archiving system has the potential to become a cornerstone of efficient and transparent digital governance in Indonesia.

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