



Digital Transformation Challenges: Adaptation Of Filing Systems by Civil Servants In Mataram City

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INFO ARTICLE

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Keywords:

digital transformation;
digital government;
record management.

ABSTRACT

Digital transformation is a government effort towards effective and efficient public service delivery. To expedite services and adapt to evolving technology, government agencies are required to adapt to the developments. This research aims to understand the biggest challenges and adaptive efforts of the Mataram City government in facing digital transformation in the context of archival management or the implementation of SRIKANDI as an effort to enhance the quality of public services. This study employs a qualitative method with a descriptive approach. Data collection techniques include direct observation, interviews, and documentation. The findings indicate that Mataram City faces challenges in digital archival transformation both before and during the implementation of SRIKANDI. The major constraints include human resource skills. Adaptive strategies are focused on improving human resource quality through intensive training, direct mentoring, and periodic evaluation. Effective collaboration among archivists, stakeholders, and technical teams is considered key to the success of digital transformation. Thus, this research contributes to understanding the challenges and solutions in digital archival transformation within local government settings.



INTRODUCTION

Indonesia has entered the era of Industry 4.0, characterized by the demand for comprehensive changes in various sectors related to digitalization processes (Mardhiyah et al., 2021). This is indicated by the official statement of the Minister of Industry of the Republic of Indonesia, Airlangga Hartarto, as reported on the official website of the Ministry of Communication and Informatics in 2019. Hartarto describes the Industry 4.0 revolution as a transformative step towards improvement, involving the integration of digital domains and production processes into the realms of industry and government administration. Consequently, every service stage is directed and processed digitally, becoming an integral part of efforts to enhance operational efficiency and effectiveness (Saifuddin, 2020).

As a consequence, this has resulted in significant positive impacts across various aspects, including social changes (Kusuma et al., 2022) and governance. However, alongside its benefits, these impacts also bring significant challenges, given the rapid and complex changes in the technological landscape that require government institutions to continually adapt (Sulistiyo et al., 2023) and innovate to maintain their relevance.

In responding to these challenges, the government continues to undergo bureaucratic transformation and enhance the quality of Human Resources (HR) through various means (Hartanto et al., 2019). One of the policy instruments used is Law Number 5 of 2014 concerning Civil Servants (ASN), which is part of the government's commitment to improving HR quality through the transformation of governance structures and human resource management (Pratiwi, 2020). Through this law, the government implements the principle of reward in the implementation of civil service management (Pio, 2019), thus strengthening efforts to address the dynamics and demands of the Industry 4.0 era.

The government's efforts in modernizing public services have also been realized through Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE). The main objective of this initiative is to create integration in the government system, from the central level to the outermost regions, ultimately achieving excellent public services (Atmojo et al., 2017). This is reflected in efforts to improve accessibility, speed, cost efficiency, and service quality that can meet public expectations (Putri et al., 2024). Thus, every civil servant will feel motivated to take a more active role and enhance their skills in areas relevant to current technological advancements.

The role of technology in governance aims to ensure that every civil servant (ASN) possesses skills and knowledge that are in line with the demands of the times, enabling them to perform their duties and responsibilities effectively and efficiently (Pariq, 2021). However, these efforts must also be supported by good human resource management within the government organization. The management of human resources in question is not only focused on enhancing individual capabilities (Sunarsi, 2019) but also on career advancement that aligns with the competencies of each civil servant (Rakhmawanto, 2020). Therefore, there is a need to emphasize the development and continuous improvement of human resource quality within the government organizational structure so that civil servants can make optimal and positive contributions according to their roles and responsibilities.

Although the government is committed to keeping up with technological advancements, there are several challenges that need to be addressed. A study conducted by Saputro, (2021) revealed a number of issues hindering this adaptation. These issues include operational limitations in public service offices, lack of professionalism, competence, empathy, and ethics among involved civil servants, bureaucratic barriers slowing down service processes, limited infrastructure supporting information technology, technology access gaps, internet access, and a lack of knowledge about information technology (technological illiteracy) among civil servants (Muliawaty & Hendryawan, 2020). Consequently, this indicates that problems related to the quality and motivation of civil servants are among the obstacles to improving the quality of public services (Mahmuda et al., 2022).

Furthermore, secondary data obtained from sources accessed through cnbcindonesia.com in 2022 depict that the National Civil Service Agency (BKN) has categorized civil servants' performance into four



criteria. These categories include star, workhorse, trainee, and deadwood. Based on the findings revealed by the BKN, the majority of civil servants, 34.57% of them, exhibit low competence and performance.

Table 1: Civil Servants Performance Data

No	Performance Category	Explanation	Percentage
1	Star	Civil servants with high competence and high performance.	19,82%
2	Workhorse	Civil servants with high competence but low performance because they require encouragement or motivation to work.	-
3	Trainee	Civil servants with high motivation and performance but low competence, requiring skill development.	-
4	Deadwood	Civil servants with low competence and performance, akin to deadwood.	34,57%

Source: BKN 2022 accessed through secondary data

This indicates that the main challenge related to technology adaptation in the government environment lies in the competency and adaptation of the civil servants themselves (Wardhana & Hakiki, 2021). A similar phenomenon also occurs in the Mataram City Government, where the local government has adopted SRIKANDI (Integrated Dynamic Archival Information System) as a step towards modernizing public services in the context of archival management. The SRIKANDI application is an archival application designed to meet the needs of online and integrated electronic document creation and archival management (Devega, 2023). The existence of this application is regulated by the Decree of the Minister of Administrative and Bureaucratic Reform Number 679 of 2020 concerning the General Application in the Archival Field (AUBKD).

However, in its implementation, various obstacles were encountered, such as the lack of a culture of data and information exchange among government agencies based on IT, leading to a gap in the process, the unevenness of technology and communication infrastructure at various levels, and the lack of information security control in many agencies. Ultimately, efficient and effective records management poses a challenge for many government institutions (Rahmah & Meirinawati, 2023), including in Kota Mataram. The increasing volume of records, limited resources, potential for record damage, difficulty in accessing them, and concerns about their security are some of the main issues faced by archive personnel in Kota Mataram.

Furthermore, there are barriers influenced by the quality of human resources. This means that the available human resources do not master the application. However, the implementation of SRIKANDI aims to improve efficiency, but often faces difficulties in the service process due to these constraints. Direct observations indicate that the core issue lies in the ability of human resources to operate the system, which contributes to delays in issue resolution, further exacerbated by network quality. However, observations conducted by the Ombudsman of the Republic of Indonesia for the West Nusa Tenggara (NTB) Region in 2021 regarding IT-based public services in the region revealed that Kota Mataram, as the administrative center of West Nusa Tenggara Province, ranked 23rd nationally with a compliance rate of 85.96%. This condition illustrates the inconsistency between this data and the empirical facts of various problems and obstacles. Therefore, based on these considerations, this research is important to understand the biggest challenges and



adaptive efforts of the Mataram City government in facing digital transformation in the context of SRIKANDI implementation as an effort to improve the quality of public services.

METHOD

This research adopts a qualitative descriptive method. This method was chosen because it provides the opportunity for researchers to deeply understand the phenomenon under investigation (Hidayat et al., 2023), develop new concepts, adjust the research approach according to specific needs, gain deeper insights through the perspectives of informants, and is relevant in dealing with complex environments with various subjective aspects and complexities involved. This method allows researchers to explore and delve into the research context in a careful and detailed manner (Magdalena et al., 2024).

Qualitative research is an approach focused on phenomena or naturalistic occurrences, characterized by its fundamental and naturalistic nature (Tambuh, 2022). In its execution, researchers engage in direct observations within the general department of the City Secretary's Office (Sekda) of Mataram City, utilizing the interactive data analysis technique modeled (Matthew & Michael, 1994). Direct observation is employed to facilitate the collection of data and information related to the research topic and issues (Nur & Utami, 2022).

The data collected in this study consists of primary data obtained directly from its sources and processed by the researcher, such as through interviews with staff members of the Mataram City Government, as well as secondary data obtained indirectly through intermediary media such as documents and print media containing information related to the research issues. The interactive data analysis technique modeled (Matthew & Michael, 1994) involves four stages of analysis: Data Collection, Data Reduction, Data Presentation, and Drawing Conclusions. Starting from data collection, the researcher considers the meaning of the data, notes patterns, explains regularities, seeks potential configurations, causal flows, and propositions. After analyzing the data, the researcher verifies it by re-observing or discussing it to ensure its validity.

The results of the data analysis are presented descriptively, depicting the data as it is in accordance with the researched issues and supported by the collected data. Through this process, the research can provide a clear and in-depth overview of the observed phenomena, as well as formulate solid conclusions based on careful and detailed analysis.

RESULTS AND DISCUSSION

Before the digital transformation in archive management was implemented, the General Affairs Secretariat of the Mataram City Government relied on manual processes to conduct inventories and various administrative services related to archives. Effective and efficient archive management posed a challenge. The interview results indicated that the increasing volume of archives, resource limitations, risks of archive damage, accessibility difficulties, and potential security concerns were some of the main issues faced by archivists.

To address these challenges, the Mataram City Government implemented the Integrated Dynamic Archival System (SRIKANDI) as a strategic effort. SRIKANDI is an electronic-based application developed specifically to support archive management within the Mataram City Government. Historically, SRIKANDI was introduced and launched in 2020 as part of the accelerated implementation efforts of Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government System. The collaboration between the Ministry of Administrative and Bureaucratic Reform, the Ministry of Communication and Informatics, the National Cyber and Encryption Agency, and the National Archives of the Republic of Indonesia gave rise to SRIKANDI, which was subsequently ratified by the Coordinating Minister for Political, Legal, and Security Affairs of the Republic of Indonesia (Coordinating Minister Polhukam RI) along with the Minister of Administrative and Bureaucratic



Reform on October 27, 2020, through Ministerial Decree No. 679 of 2020. Srikandi is an application specifically designed to enhance efficiency in the administration of government affairs and integrated archive management. This application is based on Government to Government (G2G), thus can be utilized by various government agencies, both at the central and regional levels.

In the city of Mataram, the implementation of SRIKANDI commenced on December 7, 2022, marking Mataram as a trailblazer in deploying this application at the local government level in the Province of West Nusa Tenggara (NTB). This initiative was undertaken primarily to enhance the efficiency and effectiveness of archive management, while simultaneously supporting governmental efforts in realizing the e-government program, which stands as a focal point in the realm of public service development. Furthermore, the Deputy Mayor elucidated that the SRIKANDI application utilized by Mataram operates on a Government-to-Government (G2G) basis, facilitating seamless utilization by both central and regional agencies.

We perceive the implementation of the Srikandi application as a means of enhancing the quality in the archival field, thus enabling the realization of technology-based archival administration." (Mohan Roliskana, Mayor of Mataram City, March 29, 2024.

Through SRIKANDI, both analog and digital information can be effectively recorded, strengthening the evidence of accountability and the collective memory of the nation. Thus, the implementation of SRIKANDI in the city of Mataram not only focuses on more efficient archive management but also aims toward a broader transformation towards better and more transparent information governance, in accordance with the principles of good governance.

In the context of SRIKANDI implementation in Mataram City, the legal foundation serving as the reference comprises two official regulations issued by the Mayor of Mataram, namely Mayor's Decree No. 188.45/337/HK/2022 and Mayor's Instruction No. 188.45/338/HK/2022. The Mayor's Decree, signed by H. Mohan Roliskana on April 29, 2022, designates SRIKANDI as the official application for archive management within the Mataram City Government. Furthermore, this decree establishes the SRIKANDI Implementation Team tasked with effectively implementing the application. Subsequently, the Mayor's Instruction, also signed on the same date and by the same party, underscores the obligation of all departmental entities within the Mataram City Government to utilize the SRIKANDI application for archive management. This instruction also stipulates the implementation deadlines for the SRIKANDI application in each departmental entity, along with sanctions for non-compliance. Both regulations serve as the legal framework binding the implementation of the SRIKANDI application in Mataram City, affirming the commitment of the Mataram City Government to enhance the efficiency and effectiveness of archive management through modern technological solutions. The existence of this legal foundation provides a solid and explicit basis for SRIKANDI implementation, facilitating structured and measurable progress towards digital transformation.

The interview findings indicate that the SRIKANDI application in Mataram City is implemented with a focused objective on three main functions, namely archive creation, archive storage, and archive retrieval.

"So, in addition to the regulatory factors from the central government that mandate the implementation of SRIKANDI in the region, the purpose of implementing SRIKANDI is to facilitate the archiving process, such as archive creation, archive storage, and archive retrieval. Due to the considerable volume of archives in



Mataram City, the hope is that with the presence of SRIKANDI, it can improve the efficiency and effectiveness of its management." (Mrs Dian, Head of General Sub Division, March 22, 2024).

The creation of archives aims to support the formation of electronic archives in various formats and provide digital signature features aimed at ensuring the authenticity and integrity of archived documents. Meanwhile, the storage function of SRIKANDI archives presents a secure and controlled electronic archive storage solution, equipped with sophisticated backup mechanisms to anticipate the possibility of data loss. Meanwhile, the archive retrieval function of SRIKANDI is designed to provide users with ease in searching for electronic archive documents based on specific criteria, such as keywords, dates, or document types. In its implementation, the Mataram City Government has experienced significant benefits from the implementation of SRIKANDI, including improving the efficiency and effectiveness of archive management, reducing the cost and time required to search for documents, and enhancing transparency and accountability in government information governance. Here are the benefits experienced in the implementation of SRIKANDI by the Mataram City Government:

1. Efficiency and Effectiveness of Archive Management

Through archive digitalization, SRIKANDI accelerates the archive management process, enhances accuracy, and reduces the costs and time involved. It also facilitates archive search and access.

2. Enhanced Accountability and Transparency

By storing archives digitally, SRIKANDI reduces the risk of archive damage and enables easier auditing and examination of archives. This enhances accountability and transparency in archive management.

3. Improved Quality of Public Services

Easier access to archives through SRIKANDI accelerates the process of requesting public information and enhances public trust in the services provided by the Mataram City Government.

With the implementation of SRIKANDI, the Mataram City Government has taken a progressive step in enhancing archive management to become more modern and integrated as part of efforts to undergo digital transformation in public services. Thus, in terms of benefits, digitization not only provides advantages for archivists in carrying out their duties but also has a positive impact on public services as a whole.

Challenges of Digital Transformation in Archiving within the Mataram City Government Environment

Although the Mataram City Government has demonstrated its commitment to implementing SRIKANDI and transitioning to digital processes in its services, various constraints and challenges have been encountered in the process. These constraints and challenges include budget limitations, infrastructure, and human resource skills. If a comparison is made between empirical conditions and the concept proposed by Hafid (2017), the majority of key factors such as Leadership Authority; Standard Operating Procedures (SOP); Organizational Success Factors; Financial Management; Technology Success Factors in E-Government; Information and Communication Technology (ICT) Infrastructure; and Technology Skills encompassing human resource quality have been addressed by the Mataram City Government. However, specific observations and interviews indicate that the aforementioned constraints and challenges are as follows:

1. Financial Constraints: In the effort to implement SRIKANDI in Mataram City, financial constraints pose a significant challenge. Despite a clear commitment to implementing this application comprehensively, limited financial resources remain a barrier that needs to be addressed. One aspect requiring special attention is the allocation of funds for capacity building of human resources in the archiving transformation



process. Adequate budgeting in this regard is crucial to ensure that the implementation of SRIKANDI can proceed effectively and efficiently. Therefore, wise budget management strategies and appropriate resource procurement are essential to overcome this challenge.

2. **Infrastructure Limitations:** In the context of SRIKANDI implementation, network infrastructure limitations constitute one of the challenges that need to be addressed. Some computer and network devices available are inadequate to support the optimal use of SRIKANDI. To overcome this constraint, investment in improving network infrastructure that can support SRIKANDI operations effectively is required. This includes updating hardware and software to meet the application's requirements. Enhancing adequate network infrastructure will improve the efficiency and performance of the SRIKANDI system overall, ensuring smooth and effective implementation of this application.
3. **Challenges in Enhancing Human Resources Skills:** The main and crucial challenge faced by the Mataram City Government in implementing SRIKANDI is the issue of skills among archive managers and users. One of these is the limitation in knowledge and skills, where some administrators have limited understanding and skills in using information and communication technology (ICT), hindering their ability to comprehend and operate the SRIKANDI application optimally. The lack of comprehensive training and development regarding SRIKANDI also contributes as a barrier, resulting in a lack of understanding of the application's features and functionalities, as well as difficulties in completing digital archiving tasks. Additionally, the mismatch between users' skills and the requirements of digital archiving tasks in SRIKANDI can lead to inefficiencies and frustration in using the application. The impact of these challenges includes decreased efficiency and productivity in archive management, errors and inaccuracies in archive data, as well as frustration and dissatisfaction among users, which can reduce their motivation and commitment to the application.
4. **Challenges in Shifting Work Culture:** Challenges in Shifting Work Culture: Transitioning from manual systems to electronic systems presents a challenge that requires significant time and effort to be effectively implemented. This process involves fundamental changes in how individuals and organizations interact with new technologies and workflows. A holistic and strategic approach is required to address resistance to change, foster a deep understanding of the benefits of electronic systems, and provide adequate training and support for stakeholders. Considering cultural, organizational, and technical aspects is key to success in implementing the necessary cultural work changes.
5. **Data Security Concerns:** Data Security Concerns: Although efforts have been made in Mataram City to enhance the security of electronic archive data, there are still several challenges that need to be addressed. One of the main issues is the lack of awareness among administrators regarding the importance of data security. This phenomenon is evident from concrete examples such as sharing SRIKANDI account passwords with colleagues without following the established procedures. The weakness in this awareness underscores the need for a more comprehensive approach to improving understanding of the importance of data security and enforcing applicable procedures in the use of the application.
6. The final challenge is to ensure the continuity of the SRIKANDI implementation program. This involves decision-making in establishing the appropriate steps to ensure that the program runs smoothly and sustainably, as well as consistent efforts in monitoring all aspects.

From various existing constraints and challenges, the research results indicate that the biggest challenge for the government of Kota Mataram at present lies in the aspect of human resource skills. Primary data obtained through interviews show that at least 60% have limitations in understanding the SRIKANDI



application, while 45% of them do not yet possess the technical skills to operate SRIKANDI. Additionally, another 30% find it difficult to adapt to the new system, namely SRIKANDI.

"The challenges related to understanding and operating the SRIKANDI application indeed have become our primary focus. If quantified, approximately 60% of our human resources face limitations in comprehending this application. Around 45% lack adequate technical skills to operate SRIKANDI proficiently. The remaining individuals find it difficult to adapt to this new system." (Mrs Dian, Head of General Sub Division, March 22, 2024)

This is reinforced by the performance report of the SRIKANDI implementation in 2023, which shows that the intensity of errors in data input and archive classification is still quite high, thus making the transformation process from manual to digital quite slow.

The challenges encountered are not solely confined to the context of Mataram city; research conducted by Yogopriyatno et al., (2024) also notes similar challenges in the implementation of SRIKANDI in Bengkulu. These challenges revolve around three main aspects: budget allocation, available infrastructure, and the quality of human resources (HR). Concerning budgetary considerations, limitations in financial resources often pose a significant barrier to the introduction and operation of the SRIKANDI system. Additionally, inadequate infrastructure presents a serious constraint, as insufficient support infrastructure can impede the overall performance of the system. Meanwhile, the quality of HR is also a focal point of concern, both in Bengkulu and especially in Mataram city, where a lack of technical expertise and profound understanding of the SRIKANDI application can hinder effective implementation.

Regarding the available human resources to support digital transformation through SRIKANDI, Yogopriyatno et al (2024) also assess them to be significantly lacking. This is evident from the numerous unfulfilled resource needs (Yogopriyatno et al., 2024). Furthermore, (Rahmah, 2023) also highlighted that the lack of technological knowledge (Rahmah, 2023; Yogopriyatno et al., 2024) among employees, as well as the presence of technologically challenged personnel, could pose obstacles to achieving the success of digital government transformation through the SRIKANDI application.

The emergence of human resource (SDM) factors as challenges is attributed to various factors, including the lack of competent personnel rotation or transfers (Yogopriyatno et al., 2024), varying levels of education (Rahmah, 2023), inadequate supervision, and a crisis of appreciation toward employees. Consequently, human resources in various vertical institutions are not fully motivated to understand the optimal way of using SRIKANDI. The generation gap among employees also creates disparities in the acceptance of this application as a replacement for previously used manual methods (Yogopriyatno et al., 2024). Although some employees can easily adapt and even feel assisted by the adoption of SRIKANDI, others find it difficult and are reluctant to use it because they are more comfortable with the familiar manual methods (Rahmah, 2023).

This challenge arises because the migration process from manual to electronic methods has not been fully completed, requiring employees to start the process from scratch and input a large amount of data according to the specified format. Consequently, some employees are reluctant to complete the task and ultimately delegate it to administrators who are not from the civil servant ranks, resulting in a pile-up of work and suboptimal implementation. The old-fashioned style, considered simpler, less complicated (Aini, 2023), and user-friendly, makes some employees unprepared to switch to SRIKANDI, which requires additional understanding. As a result, many human resources still do not understand or master how to use the application, as also indicated by



(Aini, 2023) that several units in BMGK do not understand how Srikandi application works due to the difficulty in understanding the SRIKANDI application.

Based on these findings, this research emphasizes the need to improve the quality of human resources to be more adaptive in operating SRIKANDI. Therefore, the following presents a comparative analysis between the concept proposed by (Hafid, 2017) and its applicability in the government of Kota Mataram.

Table 2. Results and Analysis of SRIKANDI Implementation in Mataram City

Success Factors by Hafid (2017)	Results and Analysis
Leadership Authority	<ul style="list-style-type: none"> - The Mayor demonstrates strong commitment through directives and budget allocation. - Better coordination is needed between the Mayor, the SRIKANDI team, and the local government departments. - Intensive supervision is required.
SOP	<ul style="list-style-type: none"> - SOP has been created and distributed vertically. - Comprehensive training is needed for users to ensure a good understanding of SOP. - Monitoring mechanisms are needed to evaluate compliance with SOP.
Factor of Organizational Success	<ul style="list-style-type: none"> - Project and financial management are considered good. - Better coordination is needed between the SRIKANDI team and the local agencies in project and financial management.
Financial Management	<ul style="list-style-type: none"> - Financial management is considered satisfactory. - More comprehensive budget planning is needed to ensure the sustainability of the SRIKANDI program.
Success Factors in Technology	<ul style="list-style-type: none"> - The technological expertise of IT staff needs enhancement. - ICT infrastructure needs improvement. - Comprehensive improvement of ICT infrastructure is necessary.
ICT Infrastructure	<ul style="list-style-type: none"> - The Municipal Government of Mataram has enhanced network infrastructure in several departmental units. - Comprehensive improvement of ICT infrastructure is necessary to ensure smooth utilization of SRIKANDI.
Technology Expertise	<ul style="list-style-type: none"> - The technology expertise of IT staff and administrators needs to be enhanced. - Comprehensive and ongoing training is required for these staff members.

Source: Primary and secondary data processed by the author, 2024

Amidst the existing challenges, various factors influence the success of SRIKANDI implementation in Mataram City, with both positive and negative impacts. These factors can be elucidated as follows: Firstly, leadership in the form of support and commitment from authorities, such as the Mayor of Mataram, plays a crucial role. However, more effective coordination among all involved parties is needed to maximize results, especially concerning human resources. Secondly, standard operating procedures (SOPs) have been developed



and distributed, yet comprehensive training for users is necessary to ensure a thorough understanding of the SOPs. Monitoring mechanisms also need enhancement to evaluate compliance with the SOPs.

Thirdly, organizational success factors such as effective project and financial management have been evident, yet better coordination in project and financial management is still needed to achieve optimal outcomes. Fourthly, financial management has shown effectiveness, yet more mature budget planning is still required to ensure the long-term sustainability of the program. Fifthly, enhancing the technological skills of IT staff and ICT infrastructure is crucial, yet comprehensive improvement of ICT infrastructure is still needed to support optimal SRIKANDI operations.

Lastly, enhancing the technological skills of IT staff and administrators through comprehensive training is key to supporting the operation and development of SRIKANDI. Thus, overall, the implementation of SRIKANDI in Mataram City demonstrates positive progress, yet there are still some weaknesses that need to be addressed. Integrated efforts, better coordination, comprehensive training, and comprehensive improvement of ICT infrastructure are key to ensuring the smoothness and success of SRIKANDI implementation in Mataram City.

Adaptive strategies in digital transformation in the context of archival management

In addressing the existing challenges and obstacles, the government of Kota Mataram has employed strategies to strengthen the capacity of archivists. The interview findings indicate that intensive training is key to adapting to this transformation. The training provided encompasses comprehensive instruction on SRIKANDI, including understanding its features, standard operating procedures (SOP), and best practices in digital archiving for archivist administrators within the Kota Mataram government.

“The intensive training we refer to involves a comprehensive understanding of SRIKANDI, encompassing its features, applicable SOPs, and best practices in digital archiving. This training is aimed at the archive administrators or admins within the government of Mataram City.” (Mrs Dian, Head of General Sub Division, March 19, 2024).

The interview results reveal that training is tailored to the needs and skill levels of the archivists, utilizing various methods such as lectures, hands-on practice, and simulations. Direct mentoring is also provided by expert teams to ensure a thorough understanding and effective problem-solving during the transition from manual to digital systems.

Furthermore, to ensure its success and sustainability, periodic evaluations are conducted to measure the performance and effectiveness of SRIKANDI and to identify areas for improvement and development opportunities. Effective collaboration and communication among archivists, stakeholders, and technical teams are considered crucial in realizing the potential of SRIKANDI, overcoming barriers and challenges, and fostering successful digital transformation in archiving within the government of Kota Mataram. Therefore, this adaptive strategy serves as an important initial step in ensuring the smooth implementation of SRIKANDI and bringing about positive transformation in the archival realm in Kota Mataram.

CONCLUSION

The General Affairs Secretariat of Mataram City Government faced challenges with manual processes used in inventorying and administrative services. Some of the issues encountered included the increasing volume of



archives, resource constraints, risks of archive damage, accessibility difficulties, and data security concerns. To address these challenges, the Mataram City Government decided to implement the Integrated Dynamic Archival System (SRIKANDI), an electronic-based application developed to support archive management within the government. Introduced in 2020, SRIKANDI represents a strategic step towards achieving efficiency in archive management and supporting the digital transformation in the archive field.

In Mataram City, SRIKANDI was implemented starting from December 7, 2022, making Mataram City a pioneer in the application's adoption at the local government level in the West Nusa Tenggara Province (NTB). The implementation of SRIKANDI is based on legal foundations issued by the Mayor of Mataram, including decisions and instructions that designate SRIKANDI as the official application for archive management within the city government. Interview findings indicate that SRIKANDI has clear implementation objectives, including the creation, storage, and retrieval of electronic archives. The perceived benefits to the Mataram City Government through SRIKANDI include improved efficiency and effectiveness in archive management, increased accountability and transparency, as well as enhanced quality of public services.

Although the implementation of SRIKANDI brings various benefits, the Mataram City Government also faces several challenges in the transition process. The greatest challenge encountered is in terms of human resource skills, as the majority of employees still have limitations in understanding and operating the SRIKANDI application. Other challenges include budget constraints, infrastructure limitations, changes in work culture, data security, and the sustainability of implementation programs. In addressing these challenges, adaptive strategies have been implemented with a focus on improving the quality and quantity of human resources, intensive training, and periodic evaluation. Effective collaboration and communication among archivists, stakeholders, and technical teams are key to ensuring the smooth implementation of SRIKANDI and bringing about positive transformation in archival practices within the Mataram City Government.

RESEARCH LIMITATIONS

The limitations of this study include a narrow focus on the implementation of the Integrated Dynamic Archiving System (SRIKANDI) in Mataram City, thereby potentially limiting the direct applicability of its findings to broader contexts. Additionally, the study only covers the period since the introduction of SRIKANDI in 2022 until the present, thus failing to consider future developments or long-term impacts. The interview results, serving as the primary data source, may be influenced by the perspectives and experiences of the interviewees, compounded by the limitation of relying solely on a qualitative descriptive approach in the research methodology. Furthermore, there is a limitation in fully exploring the impact of external factors such as budget constraints and infrastructure limitations on the implementation of SRIKANDI.

SUGGESTIONS FOR FUTURE STUDIES

For future research, it is recommended to integrate qualitative and quantitative approaches to obtain a more comprehensive understanding of the implementation of the Integrated Dynamic Archiving System (SRIKANDI) and its impacts in a broader context. Research could broaden its geographical scope to compare the experiences of SRIKANDI implementation across various cities or regions with differences in infrastructure, policies, and organizational cultures. Additionally, future studies could further investigate the influence of external factors such as budget availability and infrastructure on the success of SRIKANDI implementation. There is also added value in adopting a longitudinal approach to track the development of SRIKANDI implementation over time and its long-term impacts on administrative efficiency and public service delivery.



Interdisciplinary collaboration among researchers, practitioners, and stakeholders can enhance understanding of the complexities and challenges involved in the digital transformation of government archiving.

ACKNOWLEDGMENT

We would like to express our gratitude to the Mataram City Government for providing the opportunity to conduct empirical research on the challenges of digital transformation in the context of archiving at the Secretariat of the Local Government of Mataram City. We also extend our sincere appreciation to the Head of the General Affairs Section of the Secretariat of the Local Government of Mataram City for granting us the opportunity to conduct this research over an extended period of time. Thank you for your support and cooperation in the success of this research.

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