

Human Resource Readiness in Implementing the Srikandi Application (Case Study: South Sumatra Provincial Archives Service)

Ahmad Royhan Habibillah^{1*}, Azhar², Andries Lionardo³

¹ Sriwijaya University, Indonesia

* Corresponding Author: royhanalchirid14@gmail.com

Article History

Received: 04-07-2026

Revised: 10-07-2026

Published: 30-07-2026

Keywords: Srikandi, E-Readiness, Human Development Resources, Digital Archives

ABSTRACT

This study aims to analyze the level of human resource (HR) readiness in implementing the Integrated Dynamic Archival Information System (SRIKANDI) application at the South Sumatra Provincial Archives Office. The approach used was descriptive qualitative research with data collection techniques through in-depth interviews, observation, and documentation. The analysis was conducted using the E-Readiness theoretical framework from the Harvard Kennedy School combined with the People dimension of the STOPE Framework. The results of the study indicate that HR readiness is in the transitional or fairly ready category, with three main dimensions being examined: support, capacity, and value. From the support aspect, implementation has been supported by hierarchical regulations from the central to regional governments. From the capacity aspect, some employees have been able to operate the application, although there is still a gap in digital competency among employees. From the value aspect, the SRIKANDI application has been proven to increase administrative efficiency and encourage a transformation of work culture towards electronic-based governance. Supporting factors include the development of digital competencies, employee openness to technology, and leadership support. Inhibiting factors include the disparity in digital capabilities among employees, dependence on non-civil servants, and limited internal information technology experts.

INTRODUCTION

The development of information and communication technology has brought about quite fundamental changes in the administration of government, including in the management of dynamic archives. The Indonesian government responded to these changes by encouraging digital transformation through the Electronic-Based Government System (SPBE) policy as stipulated in Presidential Regulation Number 95 of 2018. One concrete manifestation of this policy is the development and implementation of the Integrated Dynamic Archiving Information System (SRIKANDI) application developed by the National Archives of the

Republic of Indonesia (ANRI) together with the Ministry of Administrative and Bureaucratic Reform (KemenPANRB), the Ministry of Home Affairs, and the National Cyber and Crypto Agency (BSSN).

The implementation of the SRIKANDI application is a follow-up to National Archives Regulation of the Republic of Indonesia Number 4 of 2021 concerning Guidelines for the Implementation of an Integrated Dynamic Archival Information System. This application is presented as a digital solution for archive management, from creation, use, maintenance, to reduction in an integrated and efficient manner. However, the success of its implementation is determined not only by the completeness of the technological infrastructure but also heavily depends on the readiness of human resources (HR) as the primary users of the system.

ANRI data (2023) shows that only around 57% of central and regional government agencies have fully implemented the SRIKANDI application. This situation reflects the ongoing gap between national policies on digital archiving and implementation capacity at the regional level. At the South Sumatra Provincial Archives Office, implementation of the SRIKANDI application began in 2022. However, pre-research findings indicate that there are still variations in employee competency that could potentially impact the effectiveness of its implementation.

Based on this description, this study was conducted to analyze the level of human resource readiness at the South Sumatra Provincial Archives Service in implementing the SRIKANDI application, identify supporting and inhibiting factors, and observe human resource development since its initial implementation. This study uses the E-Readiness theory approach from the Harvard Kennedy School combined with the People dimension of the STOPE Framework.

RESEARCH METHODS

This study employed a descriptive qualitative approach. The approach employed was descriptive qualitative, with data sources derived from archival implementation (Purwanto, 2020). The aim was to describe and analyze human resource readiness for the implementation of the Srikandi application at the South Sumatra Provincial Archives Office. This research encompassed more than just qualitative data collection; it also explored the perspectives and experiences of individuals who contribute to archives management.

Data collection techniques were conducted through in-depth interviews with six key informants: the Head of the Service, the Head of the Archives Services Division, the Head of the Archives Information Systems Section, human resource development staff, and archivists from two external OPDs, namely the Forestry Service and the Maritime Affairs and Fisheries Service of South Sumatra Province. In addition to interviews, data were obtained through direct observation of application usage practices in the field and a review of official agency documents.

Data analysis used the interactive analysis model of Miles and Huberman (2020), which includes data collection, data reduction, data presentation, and conclusion drawing. Data

validity was ensured through triangulation of sources and techniques, member checking, and the presentation of rich, *thick descriptions*.

RESULTS AND DISCUSSION

Overview of the Archives Service South Sumatra Province

South Sumatra Provincial Archives Service is device the area that carries duties and functions in the field organization archiving. Based on personnel data in 2025, the service This has 83 employees consisting of over 42 Civil Servants (PNS) and 41 Employees Government with Agreement Work (PPPK). From the side education, some large number of educated civil servants postgraduate (S2) as many as 25 people or 59.5%, while in the PPPK group there are still There are 12 people who have high school education / equivalent.

Implementation SRIKANDI application in the service This started since 2022, with role double as internal users at once institution mentor for all OPDs in South Sumatra Province . In general operational, only around 6 employees active involved direct in operation application which consists of from Head Service and Utilization Area Archives, Head Sexy System Information Archiving, as well as four service operators operational.

Table 1. Distribution of Employees Based on Education Level

Educational level	Status	Amount
Masters (S2)	civil servant	25 people
Bachelor's Degree (S1)	civil servant	16 people
Diploma 3 (D3)	civil servant	1 person
Bachelor's Degree (S1)	PPPK	26 people
Diploma 3 (D3)	PPPK	3 people
High School/Equivalent	PPPK	12 people
Total		83 people

Source: South Sumatra Provincial Archives Service (2025)

Support Dimension

support aspect of the *e-readiness theory* developed by the Harvard Kennedy School emphasizes the importance of institutional support, policies, and the commitment of organizational leaders in driving the successful implementation of information technology in government. This support is fundamental because digital transformation requires not only technological readiness but also policy direction, regulations, mentoring, and organizational support for the process of changing electronic work systems.

In the context of implementing the Srikandi application, *support* is a crucial indicator for assessing the extent to which the South Sumatra Provincial Archives Office supports

human resource readiness in operating the digital archiving system effectively and sustainably. This organizational support can be realized through outreach, training, technical assistance, and strengthening coordination between employees in the adaptation process of using the Srikandi application as part of the Electronic-Based Government System (SPBE) implementation.

Availability of Policies and Regulations

The availability of policies or regulations related to the use of the Srikandi application at the South Sumatra Provincial Archives Office serves as a normative foundation that binds electronic readiness practices while providing procedural certainty for implementing officials. Clarity of regulations, ranging from establishing mandatory Srikandi use, standard operating procedures for the creation and preservation of dynamic archives, regulating access and authentication authorities, to monitoring and reporting mechanisms, is an institutional requirement to minimize implementation ambiguity, strengthen accountability, and ensure alignment with the national regulatory framework.

The implementation of the SRIKANDI application at the South Sumatra Provincial Archives Service is supported by a hierarchical regulatory framework, from the national to the regional levels. The regulations and policies related to the implementation of the Srikandi application at the South Sumatra Provincial Service include:

Table 2. Implementation Regulations for the Srikandi Application

No.	Rules / Regulations	Objective
1.	Law Number 43 of 2009 concerning Archives	To be the main foundation for managing all state archives in a credible and comprehensive manner.
2.	Government Regulation Number 28 of 2012 concerning the Implementation of the Archives Law	Regulate the technical implementation of archive management, including the use of Information and Communication Technology
3.	Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE)	Making SRIKANDI a general application in the field of archiving to realize clean, effective and transparent governance.
4.	Decree of the Minister of PANRB Number 679 of 2020 concerning General Applications in the Field of Dynamic Archives	Establish SRIKANDI as a general application in the field of dynamic archiving that must be implemented by leaders of central agencies and regional governments.

5.	Regulation of the Head of ANRI Number 4 of 2021 concerning Guidelines for the Implementation of Srikandi	Technically regulate the implementation guidelines, business processes (creation, use, maintenance and reduction of archives) and user access rights.
6.	Circular Letter Number 039 of 2023 concerning the Integrated Dynamic Archival Information System (Srikandi)	Carrying out all administrative correspondence at regional archival institutions using the Srikandi application.

Source: Processed by Researchers

The existence of these regulations serves not only as a legal basis but also as a work guideline and instrument for controlling the implementation of electronic systems within an organization. This aligns with the Harvard Kennedy School's E-Readiness theory, which places policy support as a prerequisite for stabilizing organizational change in the digital transformation of the public sector. Thus, the sub-dimension of policy availability, specifically the support aspect, can be considered fulfilled, although its effective implementation still requires strengthening human resource capacity.

Organizational Leadership Support

Leadership commitment is a significant factor in the successful implementation of the SRIKANDI application. Interviews with the Head of the Service revealed that leadership support comes in various forms, including providing direction and instructions to all departments to implement electronic-based official documents, facilitating training and technical guidance in stages, providing supporting facilities such as computers, laptops, and internet access, and conducting periodic evaluations of application usage.

One important finding in this study is that the characteristics of leadership support are not static, but rather adaptive and evolve according to the maturity level of human resource readiness. Based on informant narratives, the evolution of leadership support from 2022 to the present can be mapped into three strategic phases:

Table 3. Evolution of Leadership Support

Chronological Phase	Focus on Leadership Support	Condition of Human Resources Readiness of the Agency
2022 (Initiation and Socialization Phase)	• Introduction to the Srikandi application in macro. • Awareness of the urgency of migration from analog systems.	Most people are still in a manual comfort zone; digital literacy levels regarding archiving systems are still low.

2023 (Assistance Integration Phase) –	• Implementation of intensive technical guidance. • Regular assistance to operators/admins. • Formalization of electronic disposition systems.	Employees began to recognize the application's functionality; a need arose for a secure digital chain of command.
2024 – Present (Strengthening and Culture Phase)	• Emphasis on rigidity of application usage. • Systematic constraint evaluation. • Multi-party external coordination (ANRI – Diskominfo)	Employees have basic skills, the focus shifts to improving discipline and habituation.

Source: Processed by Researchers

In the context of the South Sumatra Provincial Archives Service, without *enforcement* (legal coercion) and *facilitation* (technical assistance and facilities) from the Head of Service and the Head of Service, the HR adaptation process risks becoming trapped in *inertia*, a condition where the organization is reluctant to move due to the comfort of the old system. Consistent leadership intervention from 2022 to the present has shortened the duration of this adaptation failure, transformed resistance into habituation, and ultimately succeeded in shifting the institution's orientation toward strengthening a comprehensive digital work culture.

Availability of Supporting Facilities and Infrastructure

e-readiness theory, the availability of supporting facilities and infrastructure is a crucial element in assessing an organization's readiness for information technology implementation. The availability of facilities and infrastructure extends beyond the physical presence of devices to include the readiness of technological infrastructure, communication networks, and other supporting facilities capable of supporting the effective implementation of digital systems within the organization.

Based on the interview results, the analysis of the support for facilities and infrastructure in implementing the Srikandi application at the South Sumatra Provincial Archives Service is classified into the following four pillars of analysis:

1. Configuration of Supporting Facilities and Infrastructure

The Department has provided essential equipment, such as computers, scanners, internet access, and Electronic Signature (TTE) integration, to support the digitization of the archiving process. However, some work units still use shared resources *due* to equipment limitations.

2. Multilevel Synergy and Resource Acquisition Governance

The infrastructure is provided through a collaboration between ANRI, the South Sumatra Provincial Government, and the Communication and Informatics Office. ANRI provides the SRIKANDI application, the local government supports equipment procurement and operational costs, and the Communication and Informatics Office manages the network and system security.

3. Technology Infrastructure Architecture and Systematic Barrier Resolution

The existing infrastructure supports connectivity, system security, and data integrity through the internet, user account management, and the use of TTE. However, challenges such as internet network instability and hardware limitations in some units continue to impact the effectiveness of application implementation.

4. Budgetary Policy : Programmatic Integration and Fiscal Flexibility

SRIKANDI's implementation is supported by a division of responsibilities between the central and regional governments, resulting in more efficient application development costs. However, increased funding is still needed to strengthen infrastructure and equitably distribute technology facilities.

Findings study show that availability facilities and infrastructure has fulfil Support aspects in Harvard Kennedy School's E-Readiness theory . Collaboration inter-agency capable support provision infrastructure and efficiency implementation SRIKANDI application . However , the limitations device hard and unstable internet network is still become obstacles that affect optimization digital services . Therefore that , the increase capacity infrastructure and equity facility technology required For strengthen readiness organization in support digital transformation in sustainable .

Implementation of Socialization and Training on the Use of the Srikandi Application

The implementation of socialization and training is part of the Support aspect in the Harvard Kennedy School's E-Readiness theory, because it plays a role in increasing the readiness of human resources to face digital transformation by increasing knowledge and skills in using the SRIKANDI application. Based on the interview results, the training was carried out collaboratively by ANRI , the Communication and Informatics Office , and the South Sumatra Provincial Archives Office through a tiered training mechanism (*cascading training*). Admins or operators who have participated in technical guidance from ANRI then become training facilitators for employees within the office.

The training was conducted in the form of socialization, technical guidance, hands-on practice, application usage simulations, and mentoring during the implementation process. The material covered the use of the application's main features, such as login, incoming and

outgoing mail management, electronic disposition, and digital archiving. Informants stated that the hands-on practice method was more effective than theoretical delivery of the material because some employees were still accustomed to manual administration systems. The results of the study indicate that the training implementation met the Support dimension in the Harvard Kennedy School's E-Readiness theory. The organization not only provides regulations but also provides support by increasing employee capacity to adapt to digital systems. However, the effectiveness of the training still needs to be improved through ongoing mentoring considering the diverse technological capabilities of employees.

Capacity Dimension

capacity aspect of the Harvard Kennedy School's E-Readiness theory refers to an organization's ability to provide resources to support e-government implementation. According to Indrajit (2006), capacity is determined by three main components: budget, technological infrastructure, and human resource competency.

Availability and Composition of Human Resources

Structurally, the SRIKANDI application is operated by five civil servants (ASN) and three IT experts from the PPPK (Regional Employee Recipient) program. Each department has staff responsible for managing incoming and outgoing mail, electronic disposition, and digital archiving. Non-ASN staff also assist with technical tasks such as document scanning and electronic archiving data entry.

The presence of IT experts from the PPPK pathway reflects the organization's efforts to build internal digital capacity. However, the operational reliance on non-civil servants indicates that knowledge transfer is not yet fully equitable across the civil servant structure, creating potential administrative vulnerabilities in the event of personnel changes.

Human Resources Digital Skills and Competencies

Human resources' ability to operate the SRIKANDI application is generally considered adequate. Operators and administrators who have participated in training from ANRI or internal organizational programs are already capable of performing the application's basic functions, including email management, digital disposition, archive input, and the use of electronic signatures. However, these skills are not evenly distributed across all employees.

A number of employees still experience difficulties using digital technology, especially those previously accustomed to manual administration systems. This phenomenon aligns with the Digital Divide theory, which explains the gap in technology skills and usage among employees. In an organizational context, this situation results in uneven adoption rates and disproportionate workload distribution during the transition period.

Supporting Technology Infrastructure

The basic infrastructure supporting the SRIKANDI application, such as computers, internet connections, document scanners, user accounts, and electronic signatures, is already in place and capable of facilitating daily correspondence administration. However, this

readiness has not yet shifted toward strategic maturity due to ongoing obstacles such as network instability during mass access (concurrent user bottleneck) and the threat of obsolescence of long-standing hardware.

Value Dimension

value aspect of the Harvard Kennedy School's E-Readiness theory refers to the benefits resulting from e-government implementation. According to Indrajit (2006), value is measured by the technology's ability to increase transparency, efficiency, and effectiveness of public services and provide added value compared to manual systems. Therefore, the value dimension is the ultimate indicator of *e-government implementation success*.

Operational Benefits of the Application

The implementation of the SRIKANDI application has provided significant benefits in archive management and government administration. Based on interviews, the primary benefits perceived are increased speed, effectiveness, and integration in correspondence and archive management processes, which were previously carried out manually. This application simplifies the letter disposition process because leaders can provide directions electronically without having to wait for physical documents to be available.

From an administrative perspective, the implementation of SRIKANDI contributes to realizing the concept of a paperless office, accelerating mail distribution between departments, and improving archive security. This reinforces the view that the SRIKANDI application has provided tangible added value to archives management within the agency.

Work Culture Transformation

The highest value dimension in E-Readiness theory is achieved when technological interventions foster a digitally adaptive organizational culture. Field findings indicate that a cultural shift is underway at the South Sumatra Provincial Archives Service. Employees no longer view the SRIKANDI application as an additional workload but have instead positioned it as a primary tool for carrying out their daily tasks.

This cultural transformation is supported by increased employee awareness of the importance of digital archive management, increasingly flexible leadership communication and decision-making patterns, and the growth of digital familiarity in the workplace. These changes indicate that technology adoption has moved beyond the individual to the organizational level.

Human Resource Success Factors in the *People Framework Dimension of STOPE*

In the STOPE Framework, the *People dimension* emphasizes that the success of technology implementation is determined by the competence, knowledge, skills, and readiness of human resources. Therefore, an analysis of human resource readiness is necessary to determine employee capabilities in supporting system implementation effectively and sustainably.

Digital Competence and Literacy

The digital competence and literacy of employees at the South Sumatra Provincial Archives Office have generally begun to develop and are quite supportive of the implementation of the SRIKANDI application. This is reflected in the ability of operators and administrators to understand the application's workflow, electronic archive management, digital signatures, and electronic-based official document management processes. Capacity building efforts through outreach, technical guidance, and ongoing training have positively impacted the development of employees' digital competence.

However, digital competency is not yet fully distributed across all employees. This difference in ability creates asymmetric digital skills, which results in disproportionate workloads among employees and varying mentoring needs. This situation highlights the need for a more micro- and personal competency-building strategy, rather than simply mass outreach.

Attitudes and Acceptance of Technological Change

In the initial implementation phase, some employees struggled to adapt due to their previous experience with manual administration systems. However, with ongoing outreach, training, and technical assistance, employees gradually began to understand the application's benefits and showed a more open attitude to the digital work system change.

This attitudinal transformation can be explained through the Technology Acceptance Model (TAM), which shows that organizational interventions successfully increase perceived usefulness and perceived ease of use, thus fostering a more positive attitude toward use. Increased actual usage in various administrative processes is the most valid indicator of employee acceptance of technology.

A Work Culture that Supports Digital Transformation

The work culture at the South Sumatra Provincial Archives Service shows positive progress toward electronic governance. Previously manual administrative processes for correspondence and archive management are gradually shifting to a more integrated electronic system. Structural support from leadership and organizational policies are crucial catalysts in accelerating this digital work culture transformation.

The active involvement of leaders in building an adaptive culture aligns with the concept of transformational leadership, which emphasizes the role of leaders in facilitating organizational change. Although the digital work culture is still in the strengthening stage, the organization's commitment to continuously implementing systematic interventions provides a strong foundation for sustainable transformation.

CONCLUSION AND SUGGESTIONS

Based on the research and analysis conducted, the following conclusions can be drawn. First, human resource readiness at the South Sumatra Provincial Archives Service is in the transitional or ready category. The basic foundation for implementation has been established but has not yet reached an optimal level of maturity. From a support perspective,

implementation is supported by hierarchical regulations and clear leadership commitment. From a capacity perspective, the human resource structure has been functionally established, although there are still gaps in digital competency among employees. From a value perspective, the SRIKANDI application has been proven to bring substantial changes in the form of increased operational efficiency and accelerated work culture transformation towards digital governance.

Second, three key supporting factors were identified: the continued development of employee digital competency and literacy, an increasingly open attitude and acceptance of technology, and a work culture that is progressively moving toward a digital ecosystem. The inhibiting factors that still need to be addressed include the phenomenon of asymmetric digital skills, operational dependence on non-civil servant personnel, and limited internal IT expertise.

Third, since its implementation in 2022, human resource development has shown positive, albeit gradual, progress. Structurally, the recruitment of IT experts through the PPPK pathway reflects concrete efforts to address the digital competency gap. Culturally, the use of digital systems has begun to be internalized as part of daily work requirements. This provides a strong foundation for development toward full digital *readiness*.

A practical suggestion is the need to shift the human resource capacity building model from mass outreach to micro-personal competency development through structured mentoring programs and individual performance indicators based on actual SRIKANDI utilization. Furthermore, additional internal IT expertise and network infrastructure are needed to address *the concurrent user bottleneck*.

BIBLIOGRAPHY

- Heeks, R. (2017). *Information and Communication Technology for Development (ICT4D)*. London: Routledge.
- Indonesia, AN (2021). *Regulation of the National Archives of the Republic of Indonesia Number 4 of 2021 concerning Guidelines for the Implementation of the Integrated Dynamic Archival Information System (SRIKANDI)*. Jakarta: ANRI.
- Indonesia, AN (2023). *Results of Monitoring and Evaluation of the Implementation of the Integrated Dynamic Archival Information System (SRIKANDI) in Central and Regional Government Agencies*. Jakarta: ANRI.
- Indonesia, PP (2018). *Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems*. Jakarta: State Secretariat.
- Indrajit, RE (2006). *Electronic government: strategies for the development and advancement of digital technology-based public service systems*. Yogyakarta: Andi Offset.
- Matthew B. Miles, A.M. (2020). *Qualitative Data Analysis : A Methods Sourcebook*. United States of America: Sage Publications.

-
- Mochhmad Faisal, MK (2025). Optimizing Human Resources in the Operation of Srikandi: A Case Study in the Administrative Services of the Department of Industry and Trade-ESDM. *National Conference on Administrative Sciences Vol. 9 No. 1* .
- Norul Hikmah, AS (2024). Implementation of the Integrated Dynamic Archival Information System (Srikandi) in Tebalong Regency. *Journal of Regional, Central and Archives Finance Vol. 1 No. 2* .
- Nugroho, RA (2020). Analysis of E-Readiness Models in the Context of E-Government Implementation. *Telematics and Information Society Journal of Information and Communication Technology Research* .
- PANRB, K. (2020). *Decree of the Minister of PANRB Number 679 of 2020 concerning the Application of the Integrated Dynamic Archival Information System (SRIKANDI)*. Jakarta: KemenPANRB.
- South, DK (2025). *Personnel Data of the Archives Service of South Sumatra Province*. Palembang: Archives Service of South Sumatra Province.
- South, PP (2014). *Regional Regulation of South Sumatra Province Number 18 of 2014 concerning the Implementation of Archives*. Palembang: South Sumatra Provincial Government.
- Yuli Alam, MB (2025). Human Resource Readiness in Facing the Implementation of Digital Technology. *Journal of Economics, Tourism and Hospitality Management Vol. 4 No. 3*.