Implementation of SRIKANDI in the Karanganyar Regency Tourism and Sports Department

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Abstrak

Penelitian ini bertujuan untuk mengetahui: (1) penerapan SRIKANDI di Disparpora Kabupaten Karanganyar, (2) kendala yang dihadapi dan solusi dalam pengelolaan SRIKANDI di Disparpora Kabupaten Karanganyar, dan (3) presepsi pegawai terhadap SRIKANDI di Disparpora Kabupaten Karanganyar. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan pendekatan studi kasus. Teknik pengambilan sampel dilakukan dengan purposive sample menggunakan teknik wawancara, observasi, dan analisis dokumen. Uji validitas data dilakukan dengan triangulasi metode dan sumber, sedangkan analisis data menggunakan model analisis interaktif yang meliputi reduksi data, penyajian data, serta penarikan kesimpulan. Hasil penelitian menunjukkan bahwa: (1) pengimplementasian SRIKANDI di Disparpora Kabupaten Karanganyar mempermudah proses surat menyurat secara elektronik, mempercepat disposisi, dan mengurangi penggunaan kertas sehingga meningkatkan efisiensi kerja (2) kendala yang dihadapi dalam pengimplementasian SRIKANDI ialah: a) keterbatasan kompetensi SDM, b) gangguan jaringan dan server, serta c) prosedur pembaruan akun setiap tiga bulan yang dianggap kurang efektif, (3) pegawai menilai sistem ini bermanfaat dalam pengarsipan, mempercepat pencarian dokumen, dan meningkatkan produktivitas kerja, didukung pelatihan serta bantuan teknis. Meskipun demikian, Secara keseluruhan, SRIKANDI merupakan inovasi digitalisasi administrasi yang berpotensi meningkatkan kinerja dan responsivitas pegawai, tetapi keberhasilannya sangat bergantung pada kesiapan SDM dan infrastruktur teknis yang memadai.

Kata kunci: digitalisasi arsip; efisiensi administrasi; sistem informasi

Abstract

This study examines: (1) the implementation of SRIKANDI at the Tourism, Youth, and Sports Office (Disparpora) of Karanganyar Regency, (2) the obstacles and solutions encountered in managing SRIKANDI, and (3) employees' perceptions of the system. The research employed a descriptive qualitative method with a case study approach. Purposive sampling was used, with data collected through interviews, observations, and document analysis. Data validity was established through

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triangulation of methods and sources, while data analysis employed an interactive model consisting of data reduction, data display, and conclusion drawing. The findings reveal that: (1) SRIKANDI implementation facilitates electronic correspondence, accelerates disposition processes, and reduces paper usage, thereby improving work efficiency; (2) primary challenges include limited human resource competencies, network and server disruptions, and ineffective three-month account renewal procedures; (3) employees perceive the system as beneficial for archiving, expediting document retrieval, and improving productivity, supported by training and technical assistance. Overall, SRIKANDI represents an administrative digitalization innovation with the potential to enhance employee performance and responsiveness, although its success depends largely on human resource readiness and adequate technical infrastructure.

Introduction

The Fourth Industrial Revolution has transformed public administration by encouraging the integration of digital technologies into organizational operations. Government institutions, particularly in developing countries such as Indonesia, increasingly require transitions from manual, paper-based processes to more dynamic and efficient computer-based systems. This transformation aims to improve organizational performance and enhance public service quality. Aligned with this objective, the Indonesian government issued Presidential Regulation No. 95 of 2018 concerning the Sistem Pemerintahan Berbasis Elektronik (Electronic-Based Government Systems; SPBE), mandating the adoption of electronic government systems to promote accountability, efficiency, and transparency in public services.

As part of this mandate, regional governments have been encouraged to implement digital platforms supporting administrative modernization. One significant innovation in this context is the Sistem Informasi Kearsipan Dinamis Terintegrasi (Dynamic Integrated Archival Information System; SRIKANDI), developed by the National Archives of the Republic of Indonesia (ANRI). This application digitizes the management of dynamic government archives by facilitating the recording of incoming and outgoing correspondence, digital dispositions, and structured storage of official documents. According to ANRI (2022), "SRIKANDI is part of the national digital transformation initiative in archival management that aims to improve governance transparency and efficiency" (p. 15). The Department of Tourism, Youth, and Sports (DISPARPORA) of Karanganyar Regency adopted SRIKANDI in 2023 as a strategic effort to enhance administrative processes.

Despite the clear benefits expected from SRIKANDI, its implementation at DISPARPORA Karanganyar has revealed several challenges. Employees, particularly administrative staff responsible for managing the system, often experience difficulties adapting to the new digital platform. These challenges stem from factors such as inadequate training, limited technical knowledge, and unstable internet connectivity. Consequently, some administrative tasks that should be expedited through the system are delayed or continue to be performed manually. This reluctance to fully embrace digital tools aligns with findings from Permana (2023), who identified limited socialization and insufficient user support as key barriers to effective SRIKANDI utilization in various government offices.

Moreover, Fadly et al. (2024) point out that although digital applications are available, "not all administrative employees fully understand the regulations that govern the use of those

applications, resulting in ineffective and inefficient performance in the field" (p. 127). This reveals a significant gap between the technological infrastructure provided and human resource preparedness to use it optimally. Previous research has primarily concentrated on technical and procedural aspects of system implementation, leaving the psychological and motivational factors influencing employee responses underexplored. While much is known about which digital systems have been introduced, less is understood about how and why employees engage or fail to engage with these technologies.

Addressing this gap, the present research adopts Herzberg's Two-Factor Theory as a theoretical framework to analyze SRIKANDI's impact on employee motivation. Herzberg (1966) explains that "motivators encourage job satisfaction and hygiene factors prevent job dissatisfaction" (p. 74). This distinction helps understand how internal factors such as achievement and recognition, as well as external factors including working conditions and interpersonal relations, influence employees' willingness and enthusiasm to adopt new digital tools. By applying this theory, the research highlights the critical interplay between technological change and human motivation in public administration.

Understanding employee motivation is essential for the success of digital transformation initiatives. Motivation strongly influences whether employees are willing to embrace technological changes in the workplace. When employees feel competent through adequate training, they are more likely to adopt and effectively use new systems (Putra & Riana, 2023). Conversely, inadequate infrastructure, training, or managerial support can foster resistance and dissatisfaction, undermining the benefits of technology investments. Therefore, exploring how SRIKANDI's implementation relates to both motivator and hygiene factors can provide valuable insights to improve adoption strategies and enhance organizational performance.

Based on this context, this research aims to explore SRIKANDI's implementation at DISPARPORA Karanganyar by identifying obstacles faced by users and analyzing the system's influence on employee work motivation. The research seeks to answer how employees adapt to SRIKANDI, what challenges arise during its operation, and how motivational factors affect employees' engagement with the system. By integrating both technical and human dimensions, this research contributes comprehensive knowledge on digital administrative modernization in local government institutions.

Research Methods

This research was conducted at the Department of Tourism, Youth, and Sports (DISPARPORA) of Karanganyar Regency, involving seven employees as informants selected based on their direct involvement in operating and managing the SRIKANDI system for more than six months. Selection criteria included active usage frequency, responsibility for correspondence, and experience with document archiving via the application.

The study employed a qualitative descriptive method with a case study approach. This approach was selected to explore and describe the SRIKANDI system implementation and its impact on employee motivation in a real institutional setting, specifically at DISPARPORA Karanganyar Regency.

Informants were selected using purposive sampling, consisting of employees who frequently used the SRIKANDI application or were responsible for managing it within their respective divisions. Regarding position, informants comprised the main office administrator, division administrators, and staff members who actively used the application. Their selection was also based on direct involvement in administrative activities, including creating official documents, disposition, distribution, and archiving through SRIKANDI. The total number of informants was six employees from DISPARPORA Karanganyar Regency, who were considered capable of providing relevant and representative information aligned with the research focus.

Data were collected using three techniques: semi-structured interviews, direct observation, and document analysis. These techniques were chosen to enable data triangulation and comprehensive understanding of the studied phenomenon.

To ensure findings credibility, method triangulation and source triangulation were employed. Method triangulation compared results from different techniques, while source triangulation involved collecting information from various informants with different roles. Data collection continued until saturation was reached, indicated by information repetition and the absence of new themes during subsequent interviews. To ensure data validity, member checking was conducted by sharing summarized findings with informants for confirmation and clarification, thus reinforcing results credibility and accuracy.

Data were analyzed using an interactive analysis model, consisting of data reduction, data display, and conclusion drawing. This technique enabled systematic identification of patterns and themes related to SRIKANDI implementation and its influence on employee work motivation. Ethical considerations were upheld throughout the research process. Informed consent was obtained from all participants before interviews. Participants were assured of response confidentiality and their right to withdraw from the study at any point without consequences. No identifying information was disclosed in the publication.

Results and Discussion

Based on the data analysis that has been carried out, the following research results and discussions were obtained:

Research Results

The implementation of SRIKANDI at DISPARPORA Karanganyar

The Department of Tourism, Youth, and Sports of Karanganyar Regency (DISPARPORA) officially adopted the Dynamic Integrated Archival Information System (SRIKANDI) in 2023. This adoption represents a significant step in aligning with the national e-governance strategy as mandated by Presidential Regulation No. 95 of 2018 on Electronic-Based Government Systems (SPBE). By digitizing dynamic archive management, SRIKANDI facilitates faster, more accountable, and environmentally friendly administrative operations across government offices. It supports the government's commitment to achieving transparent, effective, and responsive public services.

SRIKANDI offers a centralized platform for digital correspondence, featuring letter registration, official document creation, template usage, metadata entry, classification based on archival standards, and real-time electronic disposition. Once validated, documents are either archived or disseminated electronically to relevant agencies. This integrated approach eliminates reliance on physical documents and contributes to broader green bureaucracy objectives.

In practice, each division within DISPARPORA assigns a dedicated staff member as a SRIKANDI operator. These individuals handle the technical process of uploading, verifying, and archiving documents. Observations indicated that while many staff adapted well, some still required extensive support, particularly when facing system errors or misclassification issues. Operators are required to have strong attention to detail, as even minor inaccuracies such as mismatched metadata can obstruct workflow continuity.

Challenges in implementation

Despite its transformative potential, the implementation process revealed various limitations. One major issue is the uneven distribution of digital literacy. Senior employees, in particular, often exhibited reluctance or anxiety toward using the system, preferring familiar manual processes. This led to over-reliance on younger employees, creating workload imbalances and affecting collaboration dynamics.

Another significant challenge involves technical infrastructure. Frequent interruptions due to unstable internet connections and temporary server outages were commonly reported. Some employees highlighted that the system occasionally failed to save nearly completed documents, requiring full data re-entry. This not only delayed processes but also demotivated users.

Additionally, the user account renewal policy mandating credential updates every three months proved cumbersome. Many found the process confusing and time-consuming, especially those managing multiple administrative roles. Training sessions provided were often too brief and not tailored to varying levels of digital competency, leading to inconsistent system adoption.

Impact on employee work motivation

Despite these challenges, SRIKANDI implementation has generally enhanced work motivation. Employees reported that the transparency provided by digital tracking fostered a sense of responsibility and encouraged timely task completion. Since each action is logged and traceable, staff became more conscious of meeting deadlines and maintaining professionalism.

One respondent shared, "Knowing that my document processing time is visible makes me more accountable. I can't afford delays." This statement reflects the shift in work culture toward more disciplined and performance-based outcomes. Employees also expressed pride in being part of a forward-looking institution that embraces digital transformation. Those who successfully adapted to the system reported feeling more productive and professionally fulfilled.

Discussion

The research findings highlight that technological change, when appropriately managed, can positively influence both organizational systems and individual behavior. In DISPARPORA's case, SRIKANDI implementation not only modernized administrative workflows but also acted as a catalyst for cultural change. Employees demonstrated stronger work ethics, higher engagement levels, and increased willingness to adopt new responsibilities. Digital system integration has redefined traditional roles and fostered a more proactive mindset. These findings are consistent with Putra and Permana (2023), who found that SRIKANDI adoption in regional government agencies enhanced efficiency and encouraged employees to adapt to technological innovation. Similarly, Lestari (2023) emphasized that digital transformation within bureaucratic settings fosters collaborative and accountable work cultures. International studies also support this perspective, indicating that digital transformation positively impacts employee engagement through improved communication, collaboration, and learning opportunities (IJSREM, 2025). Furthermore, research published by IntechOpen (2025) highlights how embedding digital technologies within organizational structures cultivates a more innovative, flexible, and adaptive culture, thereby strengthening commitment and overall employee performance.

Herzberg's Two-Factor Theory provides a valuable framework to interpret these dynamics. The system addresses motivators such as achievement, recognition, and growth, particularly for employees who succeeded in mastering its usage. Simultaneously, hygiene factors such as training quality, system usability, and infrastructure stability influenced satisfaction and comfort levels. Poor hygiene conditions such as difficult login procedures or server downtime led to frustration and decreased effectiveness, even when motivational elements were present. Evidence from recent workplace studies shows that when technology fails to operate seamlessly due to unreliability or sluggish support, digital friction arises, leading to reduced productivity, lower morale, and lost time (Banfield, 2025).

The findings are consistent with Agustini's indicators of work spirit, which include discipline, collaboration, and job satisfaction. Employees who felt competent in using the SRIKANDI application demonstrated higher enthusiasm and a clearer sense of purpose in carrying out their tasks. However, these positive impacts may not be sustained without adequate technical support. The absence of continuous training and inclusive mentoring mechanisms risks widening the digital skills gap among employees. This is reinforced by studies showing that digital transformation success largely depends on the availability of ongoing training programs and consistent technical assistance that enable employees to adapt effectively to technological changes (Rahman, 2023; Sari & Hidayat, 2022).

For effective implementation on a broader scale, managerial strategies must prioritize inclusivity and continuous capacity building. This involves providing structured and scenario-based training, peer mentoring, and real-time technical assistance to ensure that employees are capable of

adapting to technological change. Simplifying account management and strengthening internet and server infrastructure are also necessary to maintain system stability. Enhancing digital infrastructure is crucial to prevent technical errors from becoming persistent adoption obstacles. These findings align with Putra and Permana (2023), who explained that successful SRIKANDI implementation requires not only technical readiness but also ongoing training and employee support. Similarly, Lestari (2023) emphasized that digital transformation in bureaucratic environments will be effective if supported by adequate facilities and continuous capacity-building efforts, ensuring that employees are not left behind in adapting to organizational change.

Furthermore, to avoid dependency on certain individuals, leadership should encourage shared responsibility. Promoting digital literacy across all levels will foster collective system ownership and prevent knowledge silos. These efforts are vital for ensuring long-term digital transformation success and maintaining high employee morale.

SRIKANDI has transcended its role as an information system to become a driver of institutional modernization, employee empowerment, and organizational accountability. By reinforcing both technical and human dimensions of administrative reform, it exemplifies how public sector digitization can yield substantial improvements in performance and motivation when supported by thoughtful implementation strategies. Successful digital transformation in the public sector depends not only on robust infrastructure and reliable systems but also on employee engagement, training, and managerial support (Banfield, 2025).

Conclusion

The implementation of the Dynamic Integrated Archival Information System (SRIKANDI) at the Department of Tourism, Youth, and Sports of Karanganyar Regency represents a significant advancement in public administration digital transformation. Through its features, including electronic correspondence, real-time disposition tracking, and digital archiving, SRIKANDI has enabled a more efficient, transparent, and environmentally friendly approach to document management. Despite challenges such as limited digital literacy among certain staff, unstable internet infrastructure, and complex account renewal procedures, the system has positively influenced organizational work culture. Employees reported improved discipline, accountability, and motivation, along with greater satisfaction and pride in adapting to new workflows, reflecting the system's ability to reduce reliance on manual processes.

From a theoretical standpoint, SRIKANDI aligns with Herzberg's motivation-hygiene theory and supports Agustini's indicators of work spirit. The presence of motivators, such as achievement and recognition, coupled with improved hygiene factors, including system usability and technical support, has been instrumental in sustaining employee engagement. Furthermore, the integration of technical solutions with human-centered approaches demonstrates that both infrastructural and behavioral factors are critical for successful digital adoption in the public sector.

However, this study has several limitations. It was conducted in a single governmental department, limiting findings generalizability to other organizations. The sample was relatively small and purposively selected, which may not capture the full range of employee experiences. Additionally, reliance on qualitative methods interviews, observations, and document analysis means that results may be influenced by subjective perceptions, while external factors, such as policy changes or system updates, could also have affected outcomes. Future research should consider incorporating quantitative measures, longitudinal approaches, and multiple organizational contexts to strengthen the evidence base.

Overall, SRIKANDI serves not only as a technological tool but also as a catalyst for bureaucratic reform and cultural change. Continuous investment in digital literacy programs, improved infrastructure, and inclusive participation in digital governance is essential to sustain these benefits and ensure the long-term success of the system in enhancing organizational performance and employee motivation.

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