

Implementation of E-Government Through the Integrated Dynamic Archiving Information System (SRIKANDI) in Cijeruk District, Bogor Regency

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ABSTRACT

This study aims to examine how e-government is implemented through SRIKANDI in Cijeruk District, Bogor Regency. The method used is a descriptive quantitative approach, which refers to George C. Edward III's policy implementation theory with four main dimensions, namely communication, resources, disposition, and bureaucratic structure. Data collection was carried out by distributing questionnaires using a Likert scale, and supported by observation, interviews, and documentation. Respondents in this study were all employees of Cijeruk District who use SRIKANDI, with a sampling technique using saturated sampling. The results showed that the implementation of SRIKANDI achieved an average of 4.35, meaning it falls into the "Very Good" category. The disposition dimension was the aspect with the highest score, followed by bureaucratic structure, communication, and resources. This indicates that the implementation has been supported by communication, which runs well, the availability of sufficient resources, good employee attitudes and commitment, and a clear organizational structure. However, there are still several obstacles, limited account access for certain employees and the continued use of printed documents, which indicate that the system implementation is not yet fully digital-based.

INTRODUCTION

Information technology has evolved and transformed government governance toward a modern system. The implementation of *electronic government*, namely the use of ICT in government administration, aims to improve the quality of public services, transparency, and accountability. In Indonesia, there is a regulation, namely Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE), which emphasizes that every government agency is required to implement SPBE governance with integrity. This regulation demonstrates that administrative digitization is a crucial part of realizing good governance.

One form of e-government implementation is the existence of SRIKANDI as a general application for dynamic archiving. The use of this application is strengthened by the Decree of the Minister of PANRB Number 679 of 2020, which establishes SRIKANDI as a general application aimed at managing incoming and outgoing mail, disposition, and electronic archives at the central and regional agencies. At the regional level, especially in Bogor Regency, based on Bogor Regency Regent Regulation (Perbup) Number 37 of 2021 concerning Amendments to Regent Regulation Number 63 of 2020 concerning the Implementation of SPBE. SRIKANDI is expected to accelerate the correspondence process, simplify archiving, and reduce the use of physical documents.

Cijeruk District, Bogor Regency, has implemented e-government through SRIKANDI (E-Government Application) since 2023. As a government unit directly connected to the public, the District plays a crucial role in supporting government administration by liaising between the local government and the public in providing public services. However, several challenges remain in the field. First, letter dispositions are still printed for implementing staff due to limited account access rights. Second, the ongoing dualism of managing correspondence and archives simultaneously, creating a double workload for employees and hindering the achievement of efficiency in achieving the objectives of implementing SPBE (E-Government Service). Third, system disruptions or *maintenance* issues temporarily delay the letter management process. This situation illustrates that administrative digitization has not yet fully implemented optimally and is still in the transition stage between digital and manual systems.

Although the SRIKANDI application has been implemented as a digital innovation to support government administration, research examining its implementation at the sub-district level is rare. Most previous studies have focused on the regional office or secretariat level and used qualitative approaches. Therefore, there remains a lack of empirical research on how e-government implementation through the SRIKANDI application is carried out at the sub-district level, particularly using a quantitative approach that can provide a more measurable picture of its implementation.

Based on this background, this study aims to examine the implementation of e-government through the use of the SRIKANDI application in Cijeruk District, Bogor Regency. This study also explores various obstacles in its

implementation, while also exploring efforts made to overcome these problems so that the process can run more optimally and effectively. It is hoped that the findings in this study will provide benefits both academically and practically. Academically, this study is expected to enrich studies on public policy implementation, especially in the context of e-government and the digitalization of government administration. Meanwhile, practically, the results of the study are expected to serve as a reference or input for Cijeruk District and the Bogor Regency government to improve the performance of SRIKANDI implementation, so that government administration can run more optimally, efficiently, and support the reduction of paper use.

LITERATURE REVIEW

The theory used in this research is Theory Implementation policy According to George C. Edward III. In this theory it is stated that the implementation of the policy influenced by dimensions, including: communication, resources, position, and structure bureaucracy.

1. Communication Dimensions

Communication is the process of conveying information and direction, which is an important foundation for policy implementation. Clarity of messages, consistency of information, and the implementer's understanding of the policy's content are crucial for successful implementation. policy.

2. Resource Dimension

Source Data is a major supporting factor in policy implementation, which includes: human resources, authority, and facilities and infrastructure. Availability source Power Which Adequate will help policies run optimally and can be realized through public services.

3. Disposition Dimension

Disposition is the attitude, commitment, and willingness of implementers to carry out a policy. The support and motivation of implementers significantly influence the success of implementation.

4. Dimensions of Bureaucratic Structure

Bureaucratic structure encompasses the organizational structure, division of tasks, and workflow for policy implementation. A clear structure will support smooth implementation, while a complex workflow, unclear tasks, or overlapping authority can hinder implementation.

METHODOLOGY

This research uses a quantitative approach. According to Sugiyono (2023), quantitative methods are based on positivist thinking, thus focusing on data that can be measured and then analyzed objectively. Furthermore, this research uses a descriptive design. A descriptive design is a type of research design that aims to describe or explain the value of a single variable, whether one or more, without comparing it with other variables or seeking relationships between them (Sugiyono, 2019).

The population in this study includes all employees of the Cijeruk District, Bogor Regency, who are the target of the study. Among them are those involved

in the use of SRIKANDI, both in the process of managing letters, disposition, and electronic archives. The sample in this study was determined using a saturated sampling technique, meaning that all members of the population were made respondents because the number was relatively small and still possible to monitor comprehensively (Sugiyono, 2023). Therefore, the total number of respondents in this study was 32 people who were employees of the Cijeruk District, Bogor Regency.

This research uses data collection techniques, through:

1. Observation

Sutrisno Hadi in Sugiyono, (2023). Observation is a process involving visual and memory activities to obtain data in the field. In this study, researchers conducted observations by directly observing the implementation of e-government through the SRIKANDI application. Observations were carried out from the application usage stage, administrative workflow, to checking supporting conditions in Cijeruk District, Bogor Regency.

2. Interview

According to Sugiyono (2023), a self-report interview is a data collection technique typically used for initial studies and to obtain more detailed information from a limited number of respondents. In this study, interviews were conducted with three informants: the Head of the Archives Sub-Division, an archivist, and a secretariat manager in Cijeruk District, Bogor Regency. The interviews aimed to gather information regarding the implementation, obstacles, and efforts in implementing e-government through the SRIKANDI application. Information from these interviews was then used as supporting data to compile and complete the questionnaire results.

3. Questionnaire

According to Sugiyono (2023), a questionnaire is a data collection technique that involves providing written questions to respondents. This technique is effective when researchers already know the variables being measured and the information needed from respondents.

4. Documentation

Sugiyono (2017) defines documentation as a data collection technique using documentation, photographs, activity reports, and other relevant data from the research location. In this study, documentation was used to support the implementation of e-government through the SRIKANDI application in Cijeruk District, Bogor Regency.

The data analysis tool used was descriptive statistical analysis with a Weight Mean Score (WMS) calculation to determine the level of implementation for each research indicator. This technique measures respondents' responses based on a Likert scale, then interprets them into specific categories, such as Very Good, Good, Fair, Poor, and Very Poor.

RESEARCH RESULT

Measuring the implementation of e-government through the SRIKANDI application in Cijeruk District, Regency Bogor refers to the theory implementation policy according to George C. Edward III which consists of four dimensions. These dimensions are used for see as far as where the implementation of SRIKANDI is running Effective, efficient, and accountable in supporting employee performance. Respondents' responses to each indicator are shown as follows:

Table 1.1

Recapitulation of e-government implementation variables through SRIKANDI in Cijeruk District, Bogor Regency

Variables	Dimensions	Indicator	Mean	Category
Policy Implementation George Edward III Theory in (Azkia, 2025)	Communication	Clarity of Information	4.25	Very good
		Implementer Understanding	4.34	Very good
		Information Consistency	4.44	Very good
	Average		4.34	Very good
	Resource	Staff Availability	4.19	Good
		Support/Facilities	4.34	Very good
		Budget	4.16	Good
	Average		4.31	Very good
	Disposition	Implementer's Attitude	4.40	Very good
		Employee Commitment	4.37	Very good
	Average		4.38	Very good
	Organizational structure	Clarity of SOP	4.31	Very good
		Coordination between Work Units	4.43	Very good
	Average		4.37	Very good
	Total Average		4.35	Very good

Source: Research, 2026

1. Communication Dimensions

Based on the table above, the communication dimension is obtained mark flat average of 4.34 with category Very Good . This value indicates that the delivery of information regarding the use of the SRIKANDI application in Cijeruk District has been carried out clearly and is easy for employees to understand. Indicators with a value of highest there is on the consistency of information with The average score was 4.44, meaning that information regarding application usage was consistently conveyed to implementers.

Meanwhile, the information clarity indicator obtained an average score of 4.25, and implementer understanding obtained 4.25. The average was 4.34 , which indicates that employees have understood the directions and information provided in using SRIKANDI.

This situation demonstrates that communication between employees in the implementation of SRIKANDI has been effective. Information regarding the flow of letter management, disposition, and archives is clearly conveyed by responsible parties, such as sub-section heads, archivists, and operators. Furthermore, the use of the application, which has been ongoing since 2023, has made employees increasingly familiar with the existing communication patterns, facilitating a better understanding of their respective duties and responsibilities.

2. Resource Dimension

The resource dimension yielded an average score of 4.31, categorized as Very Good. This indicates that the implementation of the SRIKANDI application has been supported by adequate resources. The support/facilities indicator received the highest score of 4.34, categorized as Very Good, indicating that supporting facilities and infrastructure were sufficient to facilitate the implementation process. Meanwhile, the staff availability indicator received an average score of 4.19, both categorized as Good.

This score indicates that SRIKANDI implementation is supported by adequate facilities such as computers , internet access, and administrator accounts. Furthermore, the presence of staff with specific duties in managing letters and archives also contributes to the smooth running of digital administration processes. However, the slightly lower staff availability and budget scores indicate that there are still limitations in the number of employees with account access rights and that budget support is not yet fully optimized.

3. Disposition Dimension

The disposition dimension scored an average of 4.38, categorized as very good. This indicates that employee attitudes and commitment to implementing the SRIKANDI application are highly supportive. The implementer attitude indicator scored 4.40, while employee commitment scored 4.37, both of which fall into the very good category.

These results indicate that employees have a positive attitude toward the implementation of administrative digitization through SRIKANDI. Employees not only accepted the policy but also demonstrated a commitment to implementing it despite several technical obstacles, such as dispositions still being forwarded through printed documents, the ongoing dualism in managing letters and archives, and system disruptions from the central government. This supportive attitude is a crucial factor in ensuring the policy's smooth implementation.

4. Dimensions of Bureaucratic Structure

The organizational structure dimension scored an average of 4.37, categorized as very good. This indicates that the division of tasks, work

procedures, and coordination between units in the use of SRIKANDI are well-functioning. The inter-unit coordination indicator scored the highest at 4.43, while the clarity of standard operating procedures (SOPs) scored 4.31, both in the very good category.

This situation demonstrates that the work structure for SRIKANDI implementation in Cijeruk District is clearly structured. The division of tasks between sub-section heads, archivists, operators, and secretariat staff helps ensure a more focused document management process. Furthermore, strong coordination between work units ensures the smooth delivery of dispositions and archiving, although at some stages, additional supporting media outside the application are still utilized.

DISCUSSION

This study discusses the implementation of e-government through the SRIKANDI application in Cijeruk District, Bogor Regency, using George C. Edward III's theory, which consists of the dimensions of communication, resources, disposition, and bureaucratic structure. SRIKANDI implementation in this study is one form of e-government application at the sub-district level that aims to improve effectiveness, efficiency, and accountability in government administration.

Based on the research results, the implementation of SRIKANDI showed Very Good achievements, with an overall average of 4.35. These results indicate that the implementation of e-government through the SRIKANDI application has been able to support government administration processes, particularly in the management of letters, dispositions, and archives in a more organized, effective, and accountable manner. Viewed from the dimensions, the communication aspect shows that information regarding application usage and workflow has been clearly conveyed to employees as part of the e-government implementation process. In terms of resources, supporting facilities such as computers with internet networks, and employees responsible for archive management are considered sufficient. Although account access rights are still limited to certain employees. From the disposition side, employees show a positive attitude and good commitment in supporting the implementation of e-government through this digital system, including when facing technical obstacles such as system disruptions from the center. Meanwhile, the bureaucratic structure shows that the division of tasks, SOPs, and coordination between work units have been carried out quite well, thus supporting the smooth implementation of e-government in the Sub-district environment.

However, despite achieving Excellent results, this study also showed that several issues still need attention, such as the practice of still printing dispositions for staff who do not have accounts, the ongoing dualism of managing letters and archives, which creates a double workload for employees, and work delays when the system is being maintained centrally. These conditions indicate that the administrative digitization process has not been fully implemented across all levels of implementation.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of research on the implementation of SRIKANDI e-government in Cijeruk District, Bogor Regency, it can be concluded that:

1. The overall e-government implementation through SRIKANDI is in the very good category with an average score of 4.35. This study is based on four dimensions of policy implementation according to George C. Edward III, namely communication, resources, disposition, and bureaucratic structure. The dimension with the highest score is disposition (4.38), followed by organizational structure (4.37), communication (4.34), and resources (4.31). These results indicate that employee commitment, work coordination, and clear SOPs have supported the optimal implementation of SRIKANDI.
2. A persistent obstacle is the system's inability to reach all employees, resulting in some dispositions still being delivered in printed form. Furthermore, some documents still need to be printed, resulting in the administrative digitization process not being fully implemented and still requiring the use of physical documents. Another obstacle is the ongoing dualism in managing letters and archives, where the administrative process is still initiated manually through registration books and then inputted into the SRIKANDI application.
3. Efforts to overcome these obstacles include clearly assigning tasks to system management staff and strengthening coordination between them. This step helps maintain smooth administrative processes, even though digitalization currently remains hybrid, combining electronic systems and physical documents.

Suggestion

Based on the results of research related to the implementation of *e-government* through SRIKANDI in Cijeruk District, Bogor Regency, the researcher provides several suggestions:

1. It is hoped that management employees who have SRIKANDI accounts can further optimize the delivery of dispositions digitally to relevant staff through internal communication media, so that there is no longer a need for printing letters.
2. It is hoped that Cijeruk District will utilize supporting digital media, such as PDF files or screenshots, to forward dispositions to work units so that paper use can be reduced and administrative processes remain efficient.
3. It is hoped that regular evaluations of the use of SRIKANDI will be carried out to identify obstacles, such as documents still being printed and system disruptions, so that implementation improvements can be made more appropriately.

Advanced Research

Future research is recommended to expand the study area to several other sub-districts to allow for comparisons regarding the effectiveness of SRIKANDI implementation in different regions. Furthermore, future research could also employ a qualitative or *mixed methods approach* for more in-depth insights into the

implementation process on the ground. Through this approach, researchers are expected to be able to identify organizational factors, technological readiness, and work culture that influence the success of SRIKANDI implementation, while also assessing the extent to which administrative digitization has been effective in meeting *e-government objectives* .

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