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SRIKANDI AND INDONESIA'S E-GOVERNMENT POLICY: SYSTEM RELIABILITY AND THE CRUCIAL ROLE OF POLITICAL COMMITMENT

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ABSTRACT. This study examines the implementation of the SRIKANDI e-government policy in Indonesia, focusing on six critical elements: information exchange, information security, citizen engagement, human resources, inter-agency services, and policy-related decision-making. Employing a qualitative research methodology, NVIVO software was used to conduct thorough data coding and content analysis. Data were collected through literature reviews, non-participant observations, in-depth interviews, and analysis of official government documents, ensuring robust triangulation and comprehensive understanding. The findings reveal significant challenges in information security, particularly with system vulnerabilities that pose risks to data integrity. The level of citizen engagement remains low, with existing regulations limiting public participation in the development and use of the G2G system. Human resource issues, especially in regional areas, highlight gaps in both technical skills and staffing adequacy. System reliability, a crucial discovery, emphasizes the need for stable microservices architecture and proper integration of blockchain technology development to ensure seamless operation. Moreover, political commitment emerges as the primary driver in policy-related decision-making, with clear discrepancies between regional leadership affecting implementation success. The study finds that stronger political will and alignment between government levels are necessary for realising SRIKANDI's full potential. This research contributes to a deeper understanding of the complexities of e-government policy implementation in Indonesia. It offers key recommendations to address political alignment and technical infrastructure challenges, with broader implications for optimizing e-government policies in developing nations.

Keywords: e-Government; SRIKANDI; Policy Implementation; System Reliability; Political Commitment

SRIKANDI DAN KEBIJAKAN E-GOVERNMENT INDONESIA: KEANDALAN SISTEM DAN PERAN KRITIS KOMITMEN POLITIK

ABSTRAK. Penelitian ini mengkaji implementasi kebijakan e-government SRIKANDI di Indonesia, dengan fokus pada enam elemen penting: pertukaran informasi, keamanan informasi, keterlibatan masyarakat, sumber daya manusia, layanan antar instansi, dan pengambilan keputusan terkait kebijakan. Penelitian ini menggunakan metodologi kualitatif, di mana perangkat lunak NVIVO diterapkan untuk melakukan pengkodean data dan analisis konten. Data dikumpulkan melalui tinjauan literatur, observasi non-partisipan, wawancara mendalam, dan analisis dokumen resmi, sehingga memastikan triangulasi yang kuat dan pemahaman yang komprehensif. Hasil penelitian menunjukkan adanya tantangan signifikan dalam keamanan informasi, khususnya terkait kerentanan sistem yang mengancam integritas data. Keterlibatan masyarakat juga masih rendah, regulasi yang berlaku membatasi partisipasi publik dalam pengembangan dan penggunaan sistem G2G. Masalah sumber daya manusia, terutama di wilayah regional, menunjukkan adanya kesenjangan dalam keterampilan teknis dan ketersediaan tenaga kerja. Keandalan sistem, yang diidentifikasi sebagai temuan krusial, menekankan pentingnya stabilitas arsitektur microservices dan integrasi pengembangan teknologi blockchain yang tepat untuk memastikan kelancaran operasi. Selain itu, komitmen politik muncul sebagai pendorong utama dalam pengambilan keputusan kebijakan, dengan adanya ketimpangan yang signifikan antara kepemimpinan di tingkat daerah, yang berdampak pada keberhasilan implementasi. Studi ini menemukan bahwa dukungan politik yang lebih kuat dan keselarasan antara tingkat pemerintahan sangat penting untuk mewujudkan potensi penuh dari kebijakan e-government SRIKANDI. Penelitian ini memberikan kontribusi pada pemahaman yang lebih mendalam tentang kompleksitas implementasi kebijakan e-government di Indonesia, serta menawarkan rekomendasi penting untuk mengatasi tantangan keselarasan politik dan infrastruktur teknis, yang juga memiliki dampak lebih luas dalam mengoptimalkan kebijakan e-government di negara-negara berkembang.

Keywords: e-Government; SRIKANDI; Implementasi Kebijakan; Keandalan Sistem; Komitmen Politik

INTRODUCTION

E-government has emerged as a critical issue in Southeast Asia, driven by the need to strengthen governance, reduce corruption, and enhance public service delivery (Apriliyanti et al., 2021; Rubasundram & Rasiah, 2019). The Association of Southeast Asian Nations (ASEAN) has actively supported the adoption of e-government to achieve these objectives (Rubasundram & Rasiah, 2019). The region's E-Government Development Index (EGDI) reveals a wide range of progress, with Singapore, Malaysia, and Brunei leading the way, while countries like Cambodia, Laos, and Myanmar lag behind due to limited internet access and digital infrastructure (Mutiarin et al., 2024). Meanwhile, Indonesia, along with Thailand, the Philippines, and Vietnam, is making moderate strides in improving

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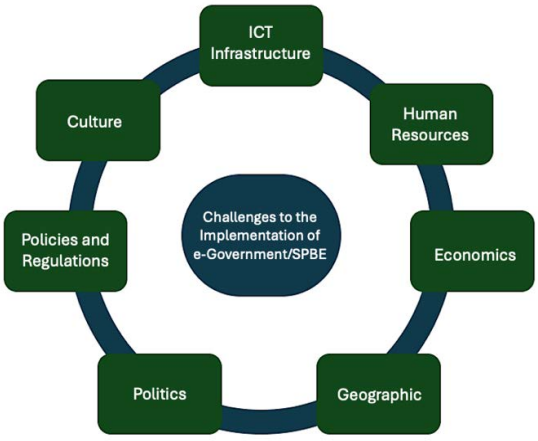
its digital infrastructure and e-government services (Apriliyanti et al., 2021; Mutiarin et al., 2024). Although Indonesia's EGDI ranking rose from 88th in 2020 to 77th in 2022 (Kementerian Komunikasi dan Informatika, 2022; United Nations Department of Economic and Social Affairs, 2022), the country still trails behind Singapore, Malaysia, and Brunei (Wagola et al., 2023).

In Indonesia, the concept of e-government is known as the Electronic-Based Government System (SPBE). SPBE utilizes Information and Communication Technology (ICT) to enhance efficiency, transparency, and the quality of public services. Its aim is to create a more open, participatory, innovative, and accountable government. This approach is outlined in Presidential Instruction No. 6 of 2001 on the Development and Utilization of Telematics in Indonesia, as well as Presidential Instruction (Inpres) No. 3 of 2003 on the National Policy and Strategy for E-Government Development. The implementation of SPBE is guided by the National SPBE Master Plan, detailed in the annex of Presidential Regulation (Perpres) No. 95 of 2018 on SPBE. This document sets out strategies and initiatives related to SPBE governance, SPBE services, Information and Communication Technology (ICT), and Human Resources (HR).

The implementation of e-Government in Indonesia faces critical challenges, such as data silos and weak data standards (Kementerian PANRB, 2018; Kementerian PPN/Bappenas, 2021). Indonesia's Minister of Finance (2019-2024), Sri Mulyani Indrawati, highlighted the existence of 24,000 applications spread across various government agencies, a result of siloed application development by different Ministries, Agencies, and Local Governments (K/L/D). Each entity maintains its own database, which does not operate with multifunctionality, leading to significant waste of public funds (Indonesia.go.id, 2022; Kementerian Kominfo, 2020; Kompas.com, 2022). These issues negatively affect budget efficiency and effectiveness, cause disintegration in government information systems, and reduce public trust in the validity of government data (Kementerian Kominfo, 2020; Kementerian PANRB, 2018; Kementerian PPN/ Bappenas, 2021). Therefore, it is crucial for the government to integrate data through streamlined inter-agency connections as a strategic step to save costs, improve efficiency, and reduce the risk of cybersecurity threats (Indonesia.go.id, 2022).

In greater detail, the study by Arief & Abbas (2021) categorizes the challenges of implementing e-Government in Indonesia into seven key aspects, as illustrated in Figure 1. These include inadequate ICT infrastructure, particularly in remote regions, which hampers service delivery (Arief & Abbas, 2021; Putri et al., 2020; Sabani et al., 2019). The human resources gap is another critical issue, with many employees lacking the necessary ICT skills and resistance to adopting new technologies (Arief & Abbas, 2021; Rahman, 2015; Sanco et al., 2019). Weak policy coordination and unclear strategic objectives further complicate implementation, as do insufficient supporting regulations (Matitah et al., 2021; Pamoragung et al., 2006). Political commitment is low, particularly at regional levels, hindering innovation and progress (Arief & Abbas, 2021; Pamoragung et al., 2006). Economic challenges, such as limited funding and lack of incentives, often result in unsustainable projects (Arief & Abbas, 2021; Sabani et al., 2019). Geographical barriers in rural and archipelagic regions create significant digital divides (Arief & Abbas, 2021; Putri et al., 2020). Lastly, cultural resistance within the bureaucracy, including low work discipline and sectoral egoism, obstructs the integration of e-Government systems (Matitah et al., 2021; Wagola et al., 2023).



Source: Arief & Abbas, 2021

Figure 1. Challenges in the Implementation of E-Government/ SPBE

Proactive government measures are crucial in addressing the challenges of e-Government implementation at the regional level. Following the issuance of Presidential Regulation No. 95 of 2018 on SPBE, the government has continued its efforts. Through the enactment of Presidential Regulation No. 39 of 2019 on One Data Indonesia, the government has sought to improve SPBE governance and develop its derivative policies, demonstrating a commitment to enhancing cross-sector coordination and integration.

In response to the growing need for stronger and more effective integration, the government issued Presidential Regulation No. 132 of 2022 on

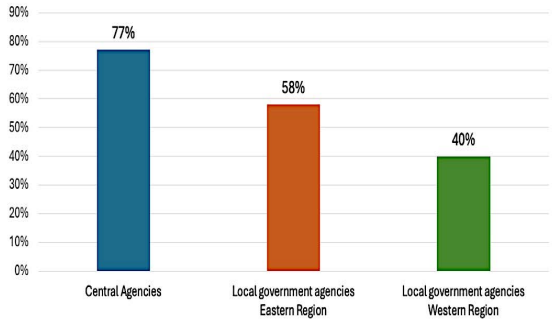
the National Electronic-Based Government System Architecture. The primary goal of this regulation is to holistically integrate SPBE processes, data, applications, infrastructure, and security.

As mandated by Article 62, Paragraph 2 of Presidential Regulation No. 95 of 2018 on SPBE, the acceleration of SPBE is carried out through the development of common applications and the National SPBE infrastructure to provide e-government services. The government, through the National SPBE Coordination Team, has identified five key initiatives (quick wins), comprising four common applications and one ICT infrastructure, one of which is the Integrated Dynamic Records Information System (SRIKANDI) in the archival sector (Kementerian Kominfo, 2020; Kementerian PANRB, 2020, 2021). In October 2020, SRIKANDI was officially launched as a national common application for dynamic archiving, formalized through Ministerial Decree No. 679 of 2020 on the Common Application for Dynamic Archiving (AUBKD) (Kementerian PANRB, 2020). The decree explains that with technological advancements, both central and local government agencies have begun adopting technology for archive management, shifting from reliance on physical documents to digital platforms, including online access to archives, digital document storage, and electronic document transmission.

Based on initial observations, the implementation of the SPBE AUBKD policy through SRIKANDI began to gain traction in early 2021, starting with preparation and socialization phases. Challenges in implementation arose because the policy was established in the fourth quarter of 2020, after the planning and budgeting process had already been finalized in accordance with the national budget cycle (APBN). As a result, adjustments or revisions were required in several segments during the 2021 implementation year. Consequently, the main focus shifted to initial socialization and coordination, while 2021 was utilized to develop strategies for the next phase of implementation in 2022, including the gradual rollout of SRIKANDI.

Additionally, the COVID-19 pandemic in 2021 posed significant challenges for governments worldwide, including Indonesia, in executing pre-planned policies due to activity restrictions, temporary closures of government institutions, and the urgent need to address the public health crisis, which led to widespread budget restructuring (Hale et al., 2021). Budgets initially allocated for various development projects and government programs were redirected to meet urgent needs such as healthcare, economic support for affected citizens, and medical equipment and facilities (Hale et al., 2021; IMF, 2020), which impacted the implementation of SRIKANDI. COVID-19 budget reallocation and restrictions under the PPKM policy limited the scope of government programs and activities (Kurniawan, 2021), causing some targets to be postponed and many activities to be conducted online.

The progress of SRIKANDI's implementation in the third quarter of 2022 (Fig. 2) showed that central government agencies achieved a cumulative score of 77%. This placed central agencies in the "requires significant effort" category, according to the criteria set by The Ministry of National Development Planning/National Development Planning Agency (Bappenas), where scores below the green threshold (≥ 95%) but above the yellow threshold (≥ 75%) are categorized as such. Meanwhile, eastern regional agencies reached 58%, and western regional agencies achieved 40%, both falling into the "unlikely to be achieved" category, indicating performance below 75%. The cumulative average for all three clusters was 58.33%, implying that the overall implementation of SRIKANDI still requires substantial improvements to meet the established targets.



Source: Bappenas (2022), processed by authors.

Figure 2. Monitoring and Evaluation Results of SRIKANDI - Priority Activities by the National Archive of The Republic of Indonesia (ANRI) in the Third Quarter of Fiscal Year 2022

Research on SRIKANDI's implementation in various regions of Indonesia reveals both successes and challenges. In Solok Regency, Bahari & Frinaldi (2023) identified SRIKANDI as an effective innovation for archive management, while Rahmah et al. (2024) in Pekanbaru found issues with infrastructure and human resources. Similarly, Rahmah & Meirinawati (2023) in Probolinggo highlighted organizational success factors that supported archive management but noted that technological infrastructure remains a significant barrier. Meanwhile, studies in Bengkulu (Yogopriyatno & Roeliana, 2024) and Gorontalo (Nur et al., 2023) underscored the need for improvements in technology readiness and user acceptance to fully optimize the system.

From a technical perspective, Harianja et al. (2023), Devega & Yuhelmi (2023), and Hendriyani et al., (2023) pointed to server downtime and incomplete implementation in certain regional units, such as Purwokerto. Aini (2023) noted similar challenges at the Indonesian Agency for Meteorological, Climatological, and Geophysics (BMKG), despite the system functioning well overall. Studies in Sorong, Papua by Fresiliasari & Suhardjo (2023) emphasized the need for better system interconnection to enhance the holistic effectiveness of e-government. Finally, (Khadija et al., 2024) stressed the importance of technical improvements and human resource training, particularly in Surakarta, while research by Nur et al. (2023) and Dai et al. (2024) using the Technology Acceptance Model (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT) revealed that user satisfaction hinges on social factors, perceived benefits, and supporting infrastructure.

A review of Indonesia's e-Government policies, combined with the urgency and challenges of implementing the SRIKANDI system, as well as an examination of the dynamics of regional implementation through literature review, highlights the clear need for a more in-depth examination of policy issues at the national level. ANRI plays a key role in shaping, refining, and executing e-Government policies, especially within the archiving sector. This study is timely as it aims to improve the understanding and execution of these policies through SRIKANDI, which serves as a representation of broader national e-Government initiatives with significant implications. The findings are expected to provide valuable insights for ANRI and other stakeholders, helping to enhance policy implementation and contribute to the broader field of public policy.

METHOD

This study uses a descriptive qualitative approach to examine ANRI's implementation of the SRIKANDI e-Government policy from 2021 to 2023. Data were collected through literature reviews, non-participant observations, in-depth interviews, and the analysis of official documents. To ensure validity, triangulation was applied by integrating interviews, observations, and document analysis (Denzin, 2009; Patton, 2015). Informants were purposively selected, including policymakers, auditors, and technology personnel directly involved in the policy's implementation. Data analysis followed a G2G (Government-to-Government) framework (Puentes-Poloche et al., 2023), focusing on six key elements: information exchange, information security, citizen engagement, policy-related decision-making, human resources, and inter-agency services. These categories formed the basis of the coding process in NVIVO (version 14).

Open coding was used to organize the data into these six categories, with new codes created for relevant information that did not fit within the predefined elements. Axial coding then explored relationships, such as between 'policy-related decision-making' and 'regional leadership.' NVIVO's tools, including query and matrix coding, helped analyze patterns and connections. The data were processed following the Miles et al. (2014) model, involving data condensation, display, and conclusion drawing/verification, to ensure a comprehensive and systematic analysis. NVIVO's visualization tools, such as models and charts, aided in identifying relationships and themes, allowing for a more nuanced understanding of SRIKANDI's implementation, while minimizing biases (Adu, 2019).

RESULT AND DISCUSSION

Information Ecxchange

The Information Exchange element in SRIKANDI plays a crucial role in facilitating the exchange of archives and data between government agencies, in line with the Electronic-Based Government System (SPBE). This process enables the transmission and receipt of archives across institutions, ensuring coordination and follow-up actions. SRIKANDI adheres to data standards set by Presidential Regulation No. 39 of 2019 on One Data Indonesia, which ensures the quality and compatibility of data exchanged between applications.

SRIKANDI also serves as a big data platform, managing over 72 million archives with high volume, velocity, and variety, supporting government decision-making and operational efficiency. The system meets key big data characteristics, ensuring data integrity and reliability while supporting continuous use across various sectors such as healthcare and finance. This establishes SRIKANDI as a pivotal tool in big data governance within the government.

Moreover, SRIKANDI is transitioning from the traditional lifecycle approach to a continuum approach in archival management, aiming for a more integrated process. This shift ensures that archives are treated as a unified entity throughout their lifecycle, promoting greater efficiency in archival governance.

Information Security

The implementation of the SRIKANDI system faces several challenges in information security, as highlighted by interviews and security audit reports. Key issues include design control, which requires alignment between ANRI's Information Security Management System (ISMS) and broader archival business processes set by Kemenkominfo. While some elements of the ISMS are in place, full implementation in line with KepmenpPANRB No. 679 and ISO 27001 standards, as regulated by the National Cyber and Crypto Agency (BSSN), remains incomplete.

Security audits from 2021 to 2023 identified vulnerabilities, ranging from critical issues like Insecure Direct Object Reference (IDOR) to less urgent risks such as clickjacking. These vulnerabilities expose the system to risks like unauthorized password resets and malware attacks, particularly from third-party apps. Although efforts have been made to clean the system, such as by BSSN and Kemenkominfo after a ransomware attack, further improvements are needed, particularly in user security awareness and structured training.

Steps have been taken to improve SRIKANDI's security processes, including updates to user authentication and plans for two-factor authentication (2FA) and encryption. However, user practices such as sharing credentials and ignoring basic security protocols remain significant risks. Additional formal measures and stricter compliance with ISO 27001 and BSSN regulations are necessary to enhance the system's protection against future cyber threats.

Citizen Engagement

SRIKANDI's current focus is on internal government (G2G) use, with public access to dynamic archives strictly limited to authorized personnel in line with the Dynamic Archive Security and Access Classification System (SKKAD). While archives may be partially accessible through the National Archival Information System (SIKN) and National Archival Information Network (JIKN), public engagement remains minimal. The system offers transparency through a public service portal, which provides data on government agency activities, but full access to archives is restricted.

Despite the limited public access, SRIKANDI indirectly benefits citizens by streamlining government operations and improving the efficiency and accountability of public services. The system's primary purpose is to enhance internal government functions, rather than direct public services, which is reflected in the minimal involvement of the public during its planning and implementation stages.

In the future, SRIKANDI's integration with external systems like SIKN and JIKN could pave the way for increased public access to certain government archives, improving transparency and public service quality. However, as it stands, SRIKANDI remains focused on serving government agencies and internal operations rather than directly engaging with the public.

Policy-Related Decision Making

The coding in NVIVO14 systematically reveals that the Policy-related Decision-Making element in implementing e-government policies through SRIKANDI carries the most significant weight (Fig. 3). This element reflects how various factors, such as regulations, inter-agency coordination, and both top-down and bottom-up approaches, influence decision-making in policies related to SRIKANDI.

1. Clearance Process

The clearance process serves as the primary filter to determine whether a new application proposed by a government agency must undergo assessment. Since the issuance of Presidential Regulation No. 95 of 2018 on SPBE, the Ministry of Communication and Information Technology (Kemenkominfo), which leads this process, ensures that applications are classified as either common or specialized. Applications that fail to pass clearance are directed to use SRIKANDI. This clearance process, outlined in the Ministry of Communication and Information Technology Circular Letter No. 5 of 2020 on the Implementation of Clearance Requests from Ministries/Agencies for Government ICT Procurement, is critical in preventing the duplication of applications, which once reached 24,000 across various government institutions, as highlighted by Sri Mulyani during the G20 forum.

2. Compliance and Commitment

The implementation of SRIKANDI is guided by several key regulations, including KepmenPANRB No. 679 and the SPBE Presidential Regulation, which mandate compliance by all central and regional government agencies. To further support this, the Ministry of Home Affairs (Mendagri) issued Regulation No. 83 of 2022, which standardizes archive classification across regional governments and facilitates the optimal use of SRIKANDI. This was clarified by Mendagri Circular No. 100.4.4.1/8557/SJ of 2022, which emphasizes the use of archive classification codes and mandates the implementation of SRIKANDI as a follow-up to Presidential Regulation No. 95 of 2018 on SPBE.

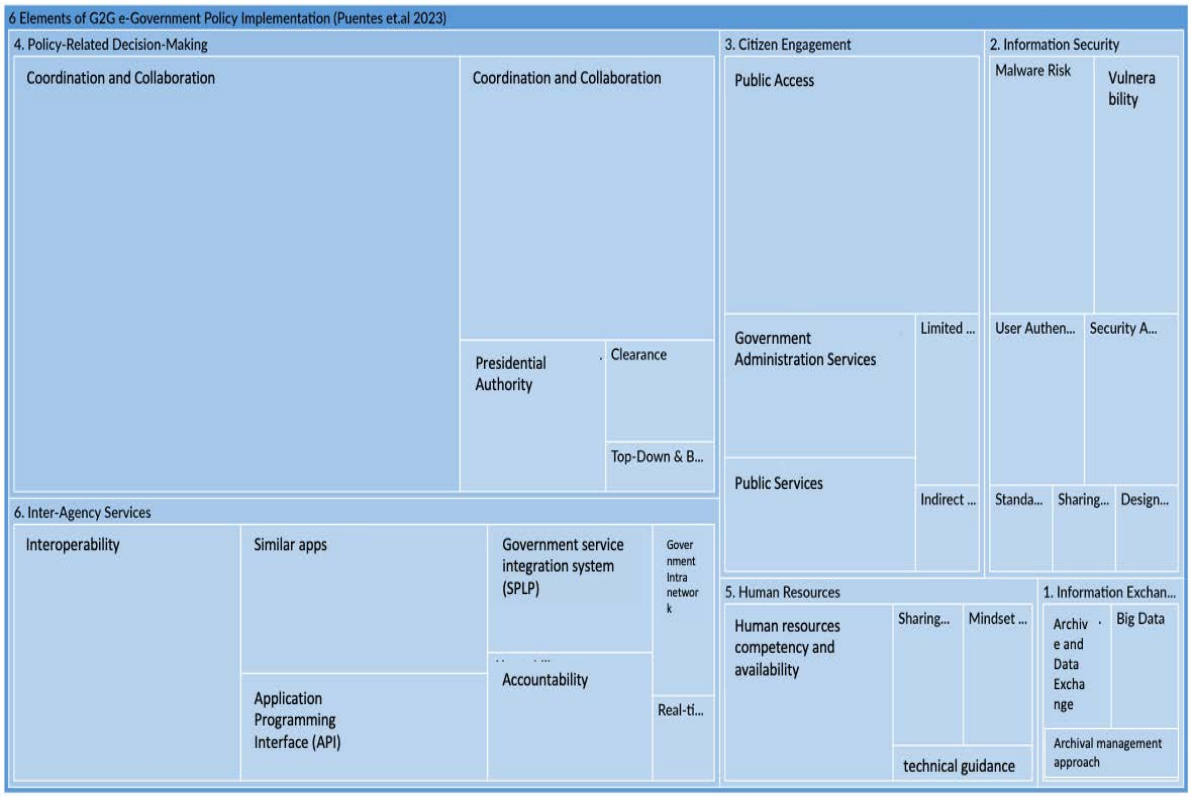


Figure 3. Hierarchy Chart of SRIKANDI Coding Based on Six Elements of e-Government and Digital Government Policy Implementation from the G2G Approach (Puentes et al., 2023)

While some regions initially resisted, preferring their own applications, additional pressure came from the integration of SRIKANDI into Bureaucratic Reform (RB) and archival supervision. This added enforcement ensured that the implementation was not solely dependent on the ministerial decree. The government also shifted its approach from a purely legal-formal one to highlighting the practical benefits of SRIKANDI, such as its unique ability to facilitate inter-agency correspondence, which helped overcome resistance in adopting the system.

3. Presidential Authority

The implementation of SRIKANDI is not solely based on archival regulations but also on the SPBE Presidential Regulation, which grants the president the authority to support digital transformation across all government sectors. Although this regulation is not part of the Archival Law, it authorizes the Ministry of Administrative and Bureaucratic Reform (MenPANRB) to designate common applications like SRIKANDI. The SPBE Presidential Regulation is aligned with other regulations, such as Presidential Regulation No. 39 of 2019 on One Data Indonesia and Presidential Regulation No. 82 of 2023 on the Acceleration of Digital Transformation and Integration of National Digital Services, all of which promote the creation of an integrated and efficient electronic-based government system.

4. Coordination and Collaboration

Coordination and collaboration between the agencies involved in managing SRIKANDI remain significant challenges. The SPBE Coordination Team, ANRI, Kemenkominfo, and BSSN, each responsible for different aspects of SRIKANDI, often lack optimal coordination. A notable example is when the National Data Center (PDNS) experienced an outage, rendering SRIKANDI inaccessible for several days. This incident led to a decline in public trust in SRIKANDI, even though the issue stemmed from infrastructure managed by Kemenkominfo, not the system itself.

ANRI, as the national institution overseeing archival processes, plays a key role in ensuring SRIKANDI's implementation but is heavily dependent on Kemenkominfo for technological infrastructure and BSSN for cybersecurity. Better coordination between these institutions is crucial to address recurring issues and ensure the operational sustainability of SRIKANDI.

5. Top-down and Bottom-up Approaches

The digital transformation through SRIKANDI was initially envisioned as a catalyst for major changes in national archiving. However, field implementation reveals that many initiatives are driven from the bottom-up. Although there is support from top-level leadership, SRIKANDI's implementation has often

been propelled by mid-level (Echelon 2) agencies at both central and--regional levels. These agencies have begun to recognize the tangible benefits of SRIKANDI and have, in turn, driven changes upward to leadership. While this approach has succeeded in some cases, it gives the impression that SRIKANDI's implementation is slow and lacks strategic direction.

Had a top-down approach been adopted from the outset, SRIKANDI's implementation might have been more structured and comprehensive, particularly in regions with weaker archival oversight. Resources and budgets could have been better allocated to emerging regions, such as the New Autonomous Regions (DOB) in Papua, with more systematic support and outreach provided to regional leadership.

The Policy-related Decision-making element highlights how strong regulations govern decision-making processes involving SRIKANDI but still face challenges in inter-agency coordination, implementation approaches, and regional compliance. The success of SRIKANDI's nationwide implementation depends not only on ANRI's role but also on closer collaboration between MenPANRB, Kemenkominfo, and BSSN to ensure that all technical, policy, and security aspects are effectively managed.

Human Resources

This element plays a crucial role, particularly in ensuring the readiness and competence of human resources (HR) across all government agencies. Several key components influence the success of SRIKANDI's implementation, including technical guidance, HR competence, mindset and culture shifts, and knowledge sharing.

While technical guidance has been provided to both central and regional HR, challenges remain, particularly in regional areas where HR competence and availability are limited. Many regions face a lack of trained personnel, and frequent staff rotations undermine continuity. Additionally, the bureaucratic culture in these areas, often unfamiliar with digital archiving, slows adoption. ANRI continues to provide training, but regional disparities in competence and resources persist.

A significant hurdle is the mindset shift from paper-based to digital archive management, with many employees struggling to adapt. Knowledge sharing between archivists and IT analysts has also been inadequate, resulting in inefficiencies when technical issues arise. The disconnect between technical teams and archival implementers highlights the need for better collaboration to align archival business processes with the technical development of SRIKANDI. Although efforts have been made to strengthen HR capacity, fundamental issues related to competence, mindset, and knowledge sharing remain key obstacles.

Inter-Agency Services

The Inter-Agency Services element in SRIKANDI focuses on ensuring efficient connectivity between government agencies for managing dynamic archives. Accountability is maintained through an audit trail system that tracks all user activities, minimizing the risk of manipulation and ensuring transparency across agencies. SRIKANDI also relies on Application Programming Interfaces (APIs) to enable seamless document and data exchanges between different government systems, such as NADIN and Sinadine, ensuring interoperability through established standards set by the SPBE and One Data Indonesia regulations.

In addition, SRIKANDI utilizes the Government Intranet (JIP) to securely link central and regional agencies, allowing real-time document processing, electronic signing, and the exchange of services. Efforts like the development of the Government Service Connector System (SPLP) are ongoing to further streamline interactions between various government applications. These elements enhance transparency, accountability, and operational efficiency within inter-agency administrative services.

System Reliability: A Crucial Discovery

System reliability was identified as a key factor influencing the success of SRIKANDI's e-government implementation, particularly in the archiving sector. While the system's microservices architecture is designed to maintain functionality despite component failures, interviews revealed that in practice, disruptions in one service often lead to the entire system becoming inoperative, highlighting gaps between design and execution. This issue requires further technical refinement to achieve optimal performance.

Blockchain and metadata management were noted as innovations supporting data integrity and auditability, with blockchain ensuring data authenticity and metadata management preventing unauthorized interference. These technologies contribute to system reliability, but operational stability remains a challenge. Repeated system disruptions during training sessions have affected user confidence, especially at regional levels, signaling a need for improved stability.

Although SRIKANDI has begun integrating with other systems via APIs to enhance

interoperability, this feature has not yet reached full optimization. Overall, system reliability is essential for maintaining operational efficiency and fostering cross-agency collaboration. Without strong reliability, other components such as information security and data exchange cannot function effectively, making it a cornerstone of successful e-government implementation.

Political Commitment: The Key Catalyst in Shaping Policy Decisions

The implementation of e-government policies, such as SRIKANDI, is not merely a technical endeavor but deeply entwined with political decision-making processes. The dominance of the policy-related decision-making element in the NVIVO analysis underscores how political commitment shapes the trajectory of such digital transformation initiatives. In the context of Indonesia's e-government, particularly SRIKANDI, political forces and power structures play a pivotal role in determining the success or failure of these policies.

The policy-related decision-making in SRIKANDI is heavily influenced by the political will of key governmental stakeholders, as evidenced by the integration of SRIKANDI into the broader agenda of Indonesia's System Pemerintahan Berbasis Elektronik (SPBE). The initial clearance process for application development, governed by Kemenkominfo, reflects the centralized political authority in streamlining the e-government framework, preventing bureaucratic fragmentation. Political leadership, particularly through Perpres No. 95/2018, established the foundation for such integration, showing how the president's office, as the ultimate policy-making entity, directs and enforces digital governance measures.

At the heart of this political commitment lies the involvement of various ministries and government agencies, each playing a role in either supporting or resisting the initiative. As noted in the NVIVO coding, one significant aspect is the alignment—or lack thereof—between different political actors. Some agencies, motivated by a sense of ownership or institutional pride, have shown reluctance to fully adopt SRIKANDI, instead preferring legacy systems that they perceive as more tailored to their needs. This hesitation demonstrates that political commitment is not a given but must be continually fostered through engagement, negotiation, and sometimes political leverage (Efthymiou, 2018; Thijssen, 2015; Ypi, 2016).

Furthermore, data from the audit kinerja SRIKANDI (Inspektorat ANRI, 2024) underscores the disparities in commitment between regional leaders (Fig. 4). The performance audit data presents a stark contrast: in Indonesia's eastern regions, only 11.8% of leaders demonstrated commitment, while 88.2% had not yet endorsed SRIKANDI. On the other hand, 92.6% of leaders in Indonesia's western regions expressed political commitment, leaving only 7.4% uncommitted. This clear divergence highlights how regional political landscapes significantly shape the adoption of e-government policies like SRIKANDI. Political commitment at the regional level is thus essential for the success of any national policy initiative (Amat & Rodon, 2021a; Börzel et al., 2012; Hassall, 2017), particularly one as complex and multifaceted as SRIKANDI.

The decision-making framework also reflects the political need to maintain control over information and communication systems, as SRIKANDI touches on sensitive areas like governmental archives, transparency, and accountability. This introduces a layer of political sensitivity, where stakeholders must balance the competing demands of transparency with the need for data control. Political actors in both central and regional government have exhibited varying degrees of commitment to the system, often influenced by their own political standing and the perceived risks or benefits of adopting a more centralized, transparent system (Berliner, 2014; Keefer, 2011; Peters, 2017).

Sourde: SRIKANDI Performance Audit Report 2021-2023, ANRI Inspectorate (2023)

Figure 4. Percentage of Leadership Commitment to SRIKANDI in Local Government

Crucially, the hierarchical power structures in Indonesian politics are a key element in the implementation of these policies (Hidayat, 2017; Rose, 2004; Tambunan, 2023; Ufen, 2018). Political commitment at the highest levels, particularly from the president and ministerial bodies, provides the necessary top-down pressure to drive the adoption of SRIKANDI. However, as the NVIVO results reveal, this top-down pressure alone is insufficient. Local governments and agencies must also be brought into the fold, which requires a politically nuanced approach that accommodates regional autonomy while ensuring national compliance (Amat & Rodon, 2021b; Tejado & Pano, 2018; Ristiawati, 2019; Schakel & Brown, 2022).

The NVIVO analysis highlighted several instances where the political will was either enforced or undermined by bureaucratic inertia, particularly in areas where local political leaders resisted the system. The balance between national policy directives and local political realities often shapes the extent to which SRIKANDI is implemented. This reflects a broader dynamic in Indonesian governance, where political commitment at various levels must be negotiated and aligned with national goals.

Furthermore, political accountability emerges as a key factor in sustaining long-term commitment. The public perception of governmental efficiency, transparency, and accountability directly ties into political legitimacy (Albanese et al., 2021; De Fine Licht, 2014). As more agencies adopt SRIKANDI and integrate it into their operational workflows, the political rewards for leaders who champion this system become more apparent. In contrast, failure to implement SRIKANDI successfully could reflect poorly on political figures, potentially undermining their standing in future elections or reshuffles.

To sum up, political commitment is not just a passive backdrop to the technical implementation of e-government policies like SRIKANDI; it is the driving force that determines their success. Data from both the NVIVO analysis and the audit kinerja SRIKANDI support the assertion that without sustained political commitment, even the most well-designed systems may struggle to achieve their full potential. The interplay of political will, hierarchical power dynamics, and institutional interests shapes how decisions are made and executed. Leaders' commitment to digital transformation, particularly in e-government initiatives, demonstrates how political actors' motivations and actions can either propel or impede the adoption of new technologies.

The gap in regional political commitment—highlighted by the contrast between Indonesia's eastern and western regions—reveals a critical need to address disparities in political engagement. This will require not only top-down pressure from central authorities but also strategic efforts to encourage regional political leaders to fully embrace digital reform.

CONCLUSION

The implementation of the SRIKANDI e-government system represents a critical phase in Indonesia's digital transformation journey, particularly in the archiving sector. The successful deployment of SRIKANDI is shaped by six critical elements: information exchange, information security, citizen engagement, human resources, inter-agency services, and policy-related decision-making. While effective information exchange facilitates cross-agency archival management, vulnerabilities in information security and insufficient human resource competence, especially in regional areas, hinder progress. Additionally, limited citizen engagement and the underdevelopment of secure API integrations between agencies highlight significant areas for improvement. A pivotal and somewhat unexpected finding is the crucial role of system reliability; the existing microservices architecture has yet to achieve full operational stability, thereby compromising the functionality of other elements and threatening the overall success of the initiative. Central to overcoming these challenges is political commitment, which acts as the decisive catalyst determining the success or failure of SRIKANDI's implementation. Regional disparities in leadership commitment emphasize the need for stronger political will, particularly in areas where adoption is lagging. Consequently, future research should focus on enhancing system reliability and developing strategies to foster greater political engagement across all levels of government, ensuring uniform adoption and the successful implementation of the SRIKANDI system.

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