



Application Of Public Policy In The Implementation Of An Integrated Dynamic Archiving Information System In Tegal Regency

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Abstract

This article discusses the implementation of public policy in the administration of the Integrated Dynamic Archival Information System (SRIKANDI) in Tegal Regency, based on Tegal Regent Regulation No. 80 of 2023 as the legal basis for implementation. The Tegal Regency Library and Archives Office serves as the primary implementing agency responsible for coordination, socialization, and management of the SRIKANDI system within the local government. This study aims to identify the factors supporting and influencing the implementation of public policy, thereby identifying obstacles and potential improvements. This study also employs a descriptive qualitative method, with data collection techniques including in-depth interviews, observations, and documentation. Analysis is conducted using Edward III's policy implementation theory, which emphasizes four key indicators: communication, resources, implementer disposition, and bureaucratic structure. The research findings indicate that the implementation of SRIKANDI is still in the strengthening and adjustment phase, particularly in terms of budgetary support, information technology infrastructure, and equitable training for all OPDs. However, the existence of the Regent's Regulation has provided legitimacy and a clear legal framework for the implementation of this system. The active involvement of the Library and Archives Department as the leading sector, along with the establishment of a Help Desk team, constitutes a strategic step in ensuring the sustainability of the implementation. This study concludes that the implementation of public policy in the implementation of SRIKANDI requires synergy between regulations, human resource capacity building, infrastructure support, and coordination among work units. With the strengthening of these dimensions, Tegal Regency has the potential to become a model region in the implementation of an effective and sustainable digital archiving system.

Keywords: Public Policy Implementation, Electronic Records Management, SRIKANDI Dynamic Records, Tegal Regency



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INTRODUCTION

In today's digital age, transforming government governance is a must to improve efficiency, transparency, and public accountability. One important aspect of government governance is archive management, which is a source of strategic information and authentic evidence in every administrative process and decision-making. Efficient records management not only supports faster data storage and retrieval but also reduces the likelihood of losing crucial information (Simbolon et al., 2024:1582). Professionally managed records not only support the smooth operation of agencies but also ensure the accountability of local government administration.

The government has issued various regulations as a basis for policy, such as Law No. 43 of 2009 on Archives, which emphasizes the importance of integrated and information technology-based archive management (Government of the Republic of Indonesia, 2009). National Archives of the Republic of Indonesia Regulation No. 4 of 2021 on Guidelines for the Implementation of an Integrated Dynamic Archival Information System (National Archives of the Republic of Indonesia, 2021). In accordance with the provisions contained in Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government System (SPBE) as stated in Article 37(1) (Government of the Republic of Indonesia, 2018), this regulation explains that every application must be general in nature, all agencies, institutions, ministries, both central and regional, and all existing applications must be transformed into general applications to support the architecture within the SPBE (Hadijah & Rahman, 2024:1387). Following up on this policy, Regent Regulation No. 80 of 2023 on Guidelines for the Implementation of an Integrated Dynamic Archival Information System was issued to achieve clean and effective government administration (Tegal Regency, Indonesia, 2023). This regulation serves as the legal basis and technical guidelines for all regional agencies in implementing a digital-based and nationally integrated archival information system.

The Integrated Dynamic Archiving Information System, better known as SRIKANDI, is a national digital platform developed by the National Archives of the Republic of Indonesia (ANRI) in collaboration with the Ministry of Communication and Information Technology, the National Cyber and Cryptography Agency, and the Ministry of Administrative and Bureaucratic Reform. This system is designed to support the accountable, transparent, and efficient electronic management of dynamic archives. The SRIKANDI program is designed to

enable implementation in any ministry or agency context, within the respective institutions managing dynamic archives. Meanwhile, efficient archive management can provide benefits for various government agencies, particularly when implementing performance accountability in the public sector (Millenia & RFS, 2023:403). The implementation of SRIKANDI is expected to shift the paradigm of records management from a manual system to an integrated digital system, thereby improving the quality of public services and minimizing the risk of loss and damage to records.

A policy emerges as a response to issues that require government action, whether to implement or not implement a particular solution to the problem (Anik et al., 2025:306). Although Perbup No. 80 of 2023 has been issued and serves as a strong legal basis, in practice, the implementation of an integrated dynamic archival information system at the regional level still faces various obstacles. At the Tegal Regency Library and Archives Office, budget constraints have led to a lack of socialization and training related to the use of the SRIKANDI application, resulting in limited training opportunities. Additionally, another obstacle is the lack of adequate ICT infrastructure in some OPD offices, particularly those in rural areas. Slow internet access and computers that do not support the use of the SRIKANDI application are significant technical obstacles. This situation leads to inefficiency in the implementation of SRIKANDI, archive management, and suboptimal utilization of archives as a source of data and policy information.

The implementation of public policy in the administration of SRIKANDI requires systematic and sustainable efforts, both in terms of regulation, funding, infrastructure, and human resources. The Tegal Regency Government needs to strengthen cross-sectoral coordination, allocate a special budget for training and capacity building of archival human resources, and ensure the sustainability of technical support for the use of SRIKANDI. Additionally, regular evaluations of the implementation of this policy are important to identify and address existing obstacles in a timely manner.

With strengthened commitment from local leaders and collaboration among all stakeholders, the implementation of SRIKANDI in Tegal Regency is expected not only to fulfill administrative obligations but also to make a tangible contribution to achieving clean, transparent, and technology-based governance.\

LITERATURE REVIEW

1. Public Policy

Public policy plays an important role as a guideline in formulating solutions to various issues faced by society. Through public policy, the government sets the direction and priorities for development aimed at creating a better and more equitable social order.

Public policy is a strategic decision made by the government to resolve public issues and improve services to the community (Dye, 2013:24). In the context of local government, public policy functions as an instrument to guide governance, including archive management as part of bureaucratic accountability. Policy implementation must be supported by the commitment of policy actors, organizational structure, resources, and inter-agency communication (Nugroho, 2011:31). Implementation is not merely the execution of programs but also serves as a means to control the direction of actions to ensure that policy objectives are achieved (Permana et al., 2022:469)

2. Electronic Records Management

Electronic archives are collections of information and documents in digital form, obtained through a process of photographing or scanning, then stored in digital file formats (Almahdi, 2020:297). SRIKANDI has three main features, namely the archive creation feature, the archive maintenance feature, and the archive usage feature. The archive creation feature covers the creation, sending, and receiving of electronic official documents between government agencies connected to SRIKANDI. The archive maintenance feature serves to keep archives intact and credible. The archive reduction feature covers the transfer and destruction of archives. Additionally, there is an archive usage feature intended for authorized parties, and every civil servant is required to have an SRIKANDI account as it can record the performance track of civil servants (Pratiwi & Dwimawanti, 2025:3). Electronic archive management must ensure the authenticity, reliability, integrity, and usability of information in the long term. Digital transformation requires an archive management system that is adaptive to technology and regulations. Effective archive management is archive management conducted based on a system that can accommodate and meet the needs of the times. (ANRI, 2022:1)

3. Integrated Dynamic Archiving Information System (SRIKANDI)

In the era of bureaucratic digitalization, public policy also plays an important role in driving the transformation of the government administration system towards greater efficiency and integration. SRIKANDI (Integrated Dynamic Archiving Information System) is a national platform developed based on Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government System (SPBE) and the National Archives of the Republic of Indonesia (ANRI) Regulation. This system is designed to digitally integrate the management of dynamic archives across government agencies. Additionally, there is Regent Regulation No. 80 of 2023 on Guidelines for the Implementation of the Integrated Dynamic Archival Information System.

One of the implementations of e-government in government institutions is in the archival management system. Archival management facilitates the process of retrieving archives when needed in an automatic and structured manner. Essentially, archives can be representations that align with technology and communication. The government has established various general SPBE applications, one of which is the Integrated Dynamic Archival Information System (SRIKANDI) (Santoso et al., 2025:427). The implementation of SRIKANDI changes the paradigm of archive management from manual to digital, requiring work reform, human resource training, and the fulfillment of information technology infrastructure.

Research by Rahayu and Putri (2022) shows that the success of SRIKANDI implementation is greatly influenced by leadership commitment, ongoing training, and integration with other government applications.

RESEARCH METHOD

This study uses a descriptive qualitative approach with the aim of gaining an in-depth understanding of the process of implementing public policy in the administration of the Integrated Dynamic Archival Information System (SRIKANDI) in Tegal Regency.

The data sources for this study were obtained through in-depth interviews with key informants from the Tegal Regency Library and Archives Office, namely Indra Rustiono, S.Sos, MT. M.Sc, as the Head of the Archives Division, and Irfan Nasikhin, A.Md.S.I, as a Skilled Archivist at the Tegal Regency Library and Archives Office, who play a central role in the implementation of the SRIKANDI policy. In addition to interviews, data was also obtained through documentary studies, including Tegal Regent Regulation No. 80 of 2023 on Guidelines

for the Implementation of the Integrated Dynamic Archival Information System, SRIKANDI implementation reports, and supporting documents such as implementation guidelines from the National Archives of the Republic of Indonesia (ANRI).

Data analysis techniques are carried out interactively through data reduction stages by simplifying the data, presenting the data in a descriptive form for easy understanding, and drawing conclusions based on the existing data.

In its implementation, this research aims not only to describe how policies are implemented but also to identify obstacles and potential improvements in the implementation of public policies related to electronic archiving systems at the local level. It is hoped that the results of this research will contribute to strengthening digital-based archive management in local government environments.

RESULTS AND DISCUSSION

The results of this study were analyzed using Edward III's policy implementation theory, which has four main indicators, namely communication, resources, disposition, and bureaucratic structure (Edward III, 1980:10).

1. Communication

Communication is one of the crucial indicators that determine whether a policy is effective or not. The communication referred to includes clarity of information, consistency of policy messages, as well as the intensity and channels of communication between policy makers, implementers, and policy beneficiaries.

Based on research findings, communication in the implementation of the Integrated Dynamic Archival Information System (SRIKANDI) in Tegal Regency demonstrates a sufficiently strong and intensive structure. Since the enactment of Tegal Regent Regulation No. 80 of 2023, the Library and Archives Department has conducted socialization and technical guidance for stakeholders at all levels, particularly during the first year of implementation. As a result, no significant challenges have been identified in understanding the substance of the regulation, indicating that formal communication has been effective in conveying the policy.

Communication is conducted digitally through WhatsApp Groups categorized or clustered based on the type and level of local government agencies in terms of

operational technical aspects. There are SRIKANDI groups for districts, sub-districts, health centers, elementary schools, junior high schools, and even village administrations. This demonstrates that policy implementers have carefully considered communication segmentation to ensure the relevance of information and ease of coordination between units.

In addition to communication between technical operators such as administrators and schedulers, there is also a district-level archive management group consisting of structural officials such as the head of the general affairs division and the secretary of the department/agency. This group is used to convey instructions to the direct superiors of operators, especially in cases of violations or negligence in the performance of duties by administrators or schedulers. This demonstrates the existence of a vertically structured communication channel strategically utilized to maintain discipline in policy implementation.

The intensity of communication is considered very active, as seen from the high traffic in discussions in the WhatsApp group, especially at the beginning of SRIKANDI's use when many technical questions arose. The Library and Archives Department, as the leading sector, actively transfers information both formally (through socialization and technical guidance) and informally (through daily group discussions).

However, there are obstacles to the sustainability of socialization, mainly due to budget constraints. This led to follow-up socialization being prioritized for OPDs without subordinate units, so that implementation could be carried out gradually and strategically. To maintain the quality of information, the department also sent three main administrators to national technical guidance sessions organized by ANRI in Solo and Jakarta, as an effort to ensure that the information conveyed to stakeholders in the regions was accurate and in line with national standards.

2. Resources

Resources are one of the key indicators that determine the success of a policy implementation. These resources include human resources (HR), budget, information, as well as physical and technological facilities.

Based on the results of the research conducted, it appears that the implementation of the Integrated Dynamic Archival Information System (SRIKANDI) policy in Tegal Regency faces dynamics and challenges in terms of resources.

Human resources play a crucial role in the implementation of the SRIKANDI policy. Informants stated that there are two main groups involved: the administrative group (administrators and schedulers) and the user group. Administrators are further divided into several levels: national, district, and unit work (UK) units, indicating a clear division of labor. Additionally, a SRIKANDI Help Desk team has been established by the Library and Archives Department as the leading sector to handle technical coordination among field implementers. This indicates adequate human resource organization to support implementation.

Budgetary aspects are one of the crucial factors determining the effectiveness of implementation in the field. The availability and appropriate allocation of funds enable supporting activities such as training, socialization, and institutional capacity building to run optimally. Informants mentioned that most of the funding comes from the local government budget, including for training local government administrators and UK 1 (Archival Unit One) as well as other regional apparatus. However, the training budget for education and health units (elementary schools and community health centers) is funded through other sources such as the School Operational Assistance Fund (BOS) and the Regional Public Service Agency (BLUD). However, budget constraints pose a challenge because training and socialization cannot be carried out regularly. The priority of implementation is determined based on urgency, such as prioritizing regional government agencies at the district level so as not to hinder the administrative process of government from and to regional leaders.

In addition, information and communication resources in its implementation rely heavily on WhatsApp Groups as the primary medium of communication between administrators and work units. Although simple, this medium is considered effective in conveying information and coordinating quickly. Furthermore, time efficiency is also driven by the existence of the Regent Regulation (Perbup), which not only serves as a legal basis but also as an enforcement instrument in the implementation of the SRIKANDI system, including by discontinuing the use of the old e-office system.

Overall, the resource indicators in the implementation of the policy according to Edward III in Tegal Regency show that despite limitations, resource management strategies have been implemented with a focus on priority and efficiency. However, the continuity of budgetary support and the enhancement of physical infrastructure and human resources remain prerequisites for the policy to be implemented comprehensively and sustainably across all work units

3. Disposition

Disposition refers to the attitudes, commitment, and perceptions of policy implementers toward the policies being implemented. A positive disposition is crucial for policies to be implemented effectively. Aspects such as understanding of the policy, willingness to implement it, and alignment of values between implementers and policy objectives are key elements of this indicator.

Based on the interview results, the disposition dimension of policy implementers in the implementation of the Integrated Dynamic Archival Information System (SRIKANDI) in Tegal Regency shows fairly optimal dynamics. On the one hand, there is strong commitment from the Library and Archives Office as the main implementer. Informants stated that each unit's commitment is comprehensive and sustainable, with a clear division of roles in supporting the policy. This indicates a mental readiness and positive attitude in carrying out the policy mandate.

Furthermore, philosophically, SRIKANDI is understood as a system that facilitates work, in line with the trend of digitalization in government administration. This perspective reflects that some implementers already view the SRIKANDI policy as part of a systemic transformation, not a new administrative burden. In fact, it is mentioned that if anyone considers SRIKANDI to be an obstacle, then that is considered inconsistent with the direction of modern electronic government development.

However, there are also obstacles stemming from individual dispositions, namely low willingness or motivation. Although understanding of the importance of SRIKANDI is fairly widespread, almost all employees know that this system must be used. Nevertheless, there are still those who are reluctant or unwilling to operate the application and prefer to use manual archiving methods. This factor of willingness poses

a significant challenge because good understanding does not automatically correlate with actual implementation in the field.

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4. Bureaucratic Structure

In Edward III's theory, bureaucratic structure is one of the main indicators that influence the success of policy implementation. This structure includes the organizational system, coordination mechanisms, division of tasks and responsibilities, and implementation procedures used to execute policies.

Based on the interview results, the implementation of the Integrated Dynamic Archival Information System (SRIKANDI) in Tegal Regency has shown a fairly systematic bureaucratic structure. Informants mentioned that in managing SRIKANDI, an organizational structure has been formed consisting of advisors, responsible parties, district administrators, archival unit administrators, regional apparatus administrators, and users. This structure shows a fairly clear hierarchy of roles and responsibilities between system managers and users.

In addition, in the context of regulation, the Regent Regulation (Perbup) is the main legal basis for the implementation of this policy at the regional level. Interestingly, the Perbup does not contain technical SOPs because the SOPs have already been

established by the application developers at the central level. The local government only acts as an adopter. This indicates structural limitations in local authority, which bureaucratically must follow central policies to maintain system consistency, especially since SOPs can change at any time with application developments.

The internal coordination mechanism at the Library and Archives Office also runs well. According to informants, coordination is carried out intensively by the Archives Division as the main party responsible for SRIKANDI. This coordination includes assistance, training, and supervision of other work units in the use of SRIKANDI. The role of the Archives Division Secretariat is crucial in ensuring comprehensive and consistent implementation across all department units.

However, in terms of organizational capacity, there are still some challenges. While human resources are technically competent (almost all staff can operate computers and applications), limitations arise in financial and facility aspects. Limited budgets prevent regular training and refresher courses for administrators and schedulers. The availability of equipment (hardware) such as computers or laptops is also still minimal, so the idealization of work has not been fully achieved. Despite this, the adaptive work culture at the Library and Archives Department is considered very positive and supportive of progressive technology implementation.

CONCLUSION

The Library and Archives Office plays an important role in the implementation of the Integrated Dynamic Archiving Information System (SRIKANDI) policy. The process of conveying information from policy makers to implementers, as well as from implementers to relevant parties, affects the effectiveness of this policy's implementation.

This study shows that the implementation of the Integrated Dynamic Archival Information System (SRIKANDI) in Tegal Regency is still in the development and adjustment phase. Although there are national regulations related to SRIKANDI, adoption at the local level requires adaptive local policy support. Currently, the Tegal Regency Government has issued a Regent Regulation as the legal framework for implementation, but it has not fully accommodated technical needs and resources.

One of the main findings is that financial constraints limit the capacity of the Library and Archives Office to implement SRIKANDI, conduct outreach, and provide training, resulting in the system being implemented only by some regional agencies. This highlights the need for more strategic and inclusive public policies to build the capacity of civil servants as a whole. Information technology infrastructure is another challenge in implementing this system. Some local government agencies in Tegal Regency still face technical challenges such as limited computer equipment. Therefore, public policy must be directed toward strengthening infrastructure to ensure SRIKANDI can operate optimally.

To overcome existing challenges, the Tegal Regency Library and Archives Office ultimately only funded socialization budgets for local government agencies without subordinate units, unlike the Health Office, which has subordinate units such as community health centers (Puskesmas), whose socialization is funded by BLUD (Local Public Service Agency) funds. Similarly, the Education Department is funded by the School Operational Assistance (BOS) fund.

SRIKANDI is considered highly beneficial for improving time efficiency and office supply management. The Library and Archives Department is responsible for ensuring that civil servants have the necessary understanding of the SRIKANDI application. The approach is guided by observing trends, particularly the trend toward electronic-based government systems, which are now nearly ubiquitous. The regulations issued by the Regent of Tegal Regency strongly support the implementation of the Integrated Dynamic Archival Information System.

In terms of legality, Tegal Regency is well-equipped to implement the Integrated Dynamic Archival Information System, as it has regional policies aligned with national regulations issued by the National Archives of the Republic of Indonesia (ANRI). Harmonizing these regulations is important to ensure the system operates in accordance with national standards and avoids policy overlaps. This also enhances the credibility of the regional archival system.

Regular evaluations of the system's implementation have been carried out continuously. According to the Regent's regulation, there are semester reports every six months and annual reports. These must be reported to the Regent, as well as the province and ANRI.

This study also highlights the importance of stakeholder collaboration and the commitment of each unit within the Tegal Regency Library and Archives Department in optimizing the implementation of the Integrated Dynamic Archives Information System in a comprehensive and sustainable manner.

Overall, the implementation of public policy in the operation of SRIKANDI in Tegal Regency requires a systemic or structured approach to achieve specific objectives involving regulations, human resource capacity, infrastructure, and inter-unit participation. By strengthening these dimensions, Tegal Regency has the potential to become a model for the effective, transparent, and sustainable implementation of a digital archiving system at the regional level.

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