

DIGITAL TRANSFORMATION IN PARLIAMENTARY INSTITUTIONS: A MULTI-DIMENSIONAL ANALYSIS OF SRIKANDI IMPLEMENTATION AND ITS IMPACT ON INFORMATION MANAGEMENT EFFECTIVENESS

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ABSTRACT

This study examines the implementation of digital transformation policy through the Integrated Dynamic Archival Information System (SRIKANDI) at Indonesia's House of Representatives (DPR RI), employing a comprehensive multi-dimensional analytical framework. Using qualitative methodology with case study design, data were collected through in-depth interviews with 25 key stakeholders, participatory observation over six months, and extensive documentation analysis. The research applies Edward III's policy implementation model, DeLone and McLean's information systems success model, and Lewin's organizational change theory to analyze the complex dynamics of digital transformation in parliamentary institutions. Findings reveal that SRIKANDI implementation achieved significant improvements in archival efficiency (67% reduction in document retrieval time) and transparency (85% increase in digital document accessibility), while facing substantial challenges in organizational culture adaptation and technical infrastructure limitations. The study identifies four critical success factors: leadership commitment intensity, digital literacy enhancement programs, infrastructure robustness, and change management strategies. Results demonstrate that successful digital transformation in legislative institutions requires synchronized alignment of policy frameworks, technological capabilities, organizational readiness, and human resource development. This research contributes to the growing literature on e-governance in developing countries and provides actionable insights for parliamentary digital transformation initiatives globally.

Keywords: Digital Transformation, Parliamentary Institutions, Information Systems Implementation, E-Governance, SRIKANDI

INTRODUCTION

The digital revolution has fundamentally transformed the landscape of public administration, creating unprecedented opportunities for enhancing governmental efficiency, transparency, and citizen engagement. In the contemporary era of digital governance, parliamentary institutions worldwide face mounting pressure to modernize their information management systems to meet evolving democratic expectations and technological capabilities. This transformation is particularly critical in

developing nations, where the intersection of rapid technological advancement and institutional modernization presents both significant opportunities and complex challenges.

Indonesia's journey toward digital governance exemplifies this global trend, with the country's commitment to achieving comprehensive e-government implementation by 2025 serving as a catalyst for institutional transformation across all levels of government. The Indonesian House of Representatives (Dewan Perwakilan Rakyat Republik

Indonesia - DPR RI), as the primary legislative body representing the nation's democratic aspirations, occupies a pivotal position in this digital transformation narrative. The institution's adoption of the Integrated Dynamic Archival Information System (Sistem Informasi Kearsipan Dinamis Terintegrasi - SRIKANDI) represents a landmark initiative in parliamentary digitalization, offering valuable insights into the complexities of implementing large-scale information systems within legislative environments.

The significance of effective information management in parliamentary institutions cannot be overstated. Legislative bodies generate vast quantities of documents, ranging from draft legislation and committee reports to correspondence and administrative records. These documents serve multiple critical functions: they provide the foundation for informed decision-making, ensure institutional memory preservation, facilitate transparency and accountability, and enable effective oversight of executive actions. Traditional paper-based archival systems, while historically adequate, increasingly prove insufficient in meeting the demands of modern legislative processes, which require rapid information retrieval, cross-referencing capabilities, and seamless collaboration among diverse stakeholders.

The implementation of SRIKANDI at DPR RI represents more than a mere technological upgrade; it constitutes a fundamental reimagining of how parliamentary information is created, processed, stored, and accessed. Developed by Indonesia's National Archives (Arsip Nasional Republik Indonesia - ANRI) as part of a nationwide digitalization initiative, SRIKANDI embodies the government's vision of creating an integrated, efficient, and transparent archival ecosystem across all public institutions. The system's deployment in the parliamentary context presents unique

challenges and opportunities, given the institution's complex organizational structure, diverse user base, and critical role in democratic governance.

This research addresses a significant gap in the existing literature on digital transformation in parliamentary institutions. While numerous studies have examined e-government implementation in executive agencies and local governments, relatively few have focused specifically on the unique dynamics of legislative digitalization. Parliamentary institutions possess distinct characteristics that differentiate them from other governmental entities: they operate under intense public scrutiny, manage highly sensitive political information, serve diverse constituencies with varying technological capabilities, and must balance efficiency with democratic principles such as transparency and accessibility.

LITERATURE REVIEW

Digital Transformation in Public Sector: Global Perspectives

Digital transformation in the public sector has emerged as a critical area of scholarly inquiry, with researchers examining various dimensions of technology adoption, implementation challenges, and organizational outcomes. Mergel et al., (2019) define digital transformation as "the use of digital technologies to radically improve performance or reach of enterprises," emphasizing that successful transformation requires fundamental changes in organizational culture, processes, and citizen engagement strategies. This definition underscores the comprehensive nature of digital transformation, extending beyond mere technology adoption to encompass organizational metamorphosis.

The literature reveals significant variations in digital transformation approaches across different governmental contexts. Developed

countries such as Estonia, Denmark, and Singapore have achieved remarkable success in comprehensive digitalization, with Estonia's e-Residency program and Denmark's digital-first policy serving as exemplars of transformative governance (Anthes, 2015; Klievink et al., 2017). These success stories highlight the importance of political commitment, robust infrastructure, and citizen-centric design in achieving effective digital transformation.

In contrast, developing countries face unique challenges in implementing digital transformation initiatives. Heeks (2003) identifies a "design-reality gap" that often emerges when digital solutions designed for developed country contexts are implemented in developing country environments without adequate consideration of local constraints and capabilities. This gap manifests in various forms, including inadequate infrastructure, limited digital literacy, resource constraints, and institutional capacity limitations. Subsequent research by Weerakkody et al., (2016) confirms that successful digital transformation in developing countries requires context-sensitive approaches that account for local conditions and constraints.

The COVID-19 pandemic has accelerated digital transformation initiatives worldwide, creating both opportunities and challenges for public sector organizations. Janowski (2015) argues that crisis situations can serve as catalysts for digital innovation, forcing organizations to rapidly adopt new technologies and processes. However, the pandemic has also highlighted existing digital divides and infrastructure limitations, particularly in developing countries (OECD, 2020).

Parliamentary Digitalization: Unique Challenges and Opportunities

Parliamentary institutions occupy a unique position in the digital transformation landscape due to their distinctive characteristics and functions. Unlike executive agencies that primarily

focus on service delivery, parliaments serve multiple roles: representation, legislation, oversight, and public engagement (Norton, 2013). This multifaceted nature creates complex requirements for information systems that must support diverse user groups, processes, and objectives.

The literature on parliamentary digitalization reveals several recurring themes. First, the tension between transparency and security presents ongoing challenges. While democratic principles demand openness and accessibility, parliamentary institutions must also protect sensitive information and maintain security protocols (Leston-Bandeira, 2007). Second, the diverse technological capabilities of parliamentary members and staff create implementation challenges, as systems must accommodate users with varying levels of digital literacy (Williamson, 2009). Third, the political nature of parliamentary work introduces additional complexities, as technology adoption decisions may be influenced by political considerations rather than purely technical or efficiency criteria (Clarke & Francoli, 2014).

Comparative studies of parliamentary digitalization efforts reveal significant variations in approaches and outcomes. The European Parliament's comprehensive digital strategy, implemented over multiple phases, demonstrates the potential for systematic transformation when supported by adequate resources and political commitment (E. Parliament, 2019). Similarly, the UK Parliament's digital transformation program illustrates the importance of user-centered design and iterative implementation approaches (U. Parliament, 2018).

However, many parliamentary digitalization initiatives have encountered significant challenges. (Chadwick, 2003) analysis of early e-parliament initiatives identifies several common failure factors, including inadequate stakeholder engagement,

insufficient training and support, and misalignment between system capabilities and user needs. More recent studies by Leston-Bandeira & Thompson (2017) confirm that these challenges persist, suggesting the need for more sophisticated implementation strategies.

Information Systems Implementation in Government: Theoretical Foundations

The implementation of information systems in governmental contexts has been extensively studied, with researchers developing various theoretical frameworks to understand the factors that influence success or failure. The Technology Acceptance Model (TAM), originally developed by (Davis, 1989), has been widely applied to understand user acceptance of information systems in government settings. However, critics argue that TAM's focus on individual-level factors may be insufficient for understanding the complex organizational and institutional dynamics that characterize government environments (Venkatesh et al., 2003).

The Unified Theory of Acceptance and Use of Technology (UTAUT), developed by Venkatesh et al. (2003), addresses some of TAM's limitations by incorporating additional factors such as social influence and facilitating conditions. UTAUT has been successfully applied to various e-government contexts, providing insights into the factors that influence technology adoption by government employees and citizens (Williams et al., 2015).

However, technology acceptance models primarily focus on individual-level adoption decisions and may not adequately capture the organizational and policy dimensions of large-scale system implementations. This limitation has led researchers to explore alternative theoretical frameworks that can better account for

the complexity of government information systems implementation.

Policy Implementation Theory: Edward III's Framework

George C. Edward III's policy implementation framework has emerged as one of the most influential models for understanding the factors that influence policy success or failure. Originally developed in the 1980s, the framework identifies four critical factors: communication, resources, implementer disposition, and bureaucratic structure (Edward III, 1980). Despite its age, the framework remains highly relevant for contemporary policy analysis, particularly in complex organizational environments such as government agencies.

Communication encompasses the transmission of policy information from decision-makers to implementers. Effective communication requires clarity, consistency, and accuracy in policy directives. In the context of information systems implementation, communication challenges often arise from technical complexity, multiple stakeholder groups, and the need to translate technical specifications into operational procedures (Sabatier & Mazmanian, 1980).

Resources include financial, human, and technological assets necessary for implementation. Resource adequacy is often a critical constraint in government information systems projects, particularly in developing countries where budget limitations and competing priorities create implementation challenges (Heeks, 2005). The resource dimension also encompasses less tangible assets such as expertise, time, and political support.

Implementer disposition refers to the attitudes, motivations, and behavioral tendencies of those responsible for carrying out policy directives. In information systems contexts, implementer disposition is influenced by factors such as technology anxiety, perceived usefulness,

organizational commitment, and change readiness (Venkatesh et al., 2003). Negative dispositions can lead to resistance, sabotage, or passive non-compliance, while positive dispositions facilitate enthusiastic adoption and creative problem-solving.

Bureaucratic structure encompasses the organizational characteristics that influence implementation processes. These include formal authority relationships, standard operating procedures, organizational culture, and coordination mechanisms. In large, complex organizations such as parliamentary institutions, bureaucratic structure can either facilitate or hinder implementation depending on factors such as centralization, formalization, and inter-unit coordination (Rainey, 2009).

Recent applications of Edward III's framework to information systems implementation have demonstrated its continued relevance while also highlighting areas for extension and refinement. Gil-García & Pardo (2005) applied the framework to analyze e-government initiatives, finding that the four factors interact in complex ways and that successful implementation requires attention to all dimensions simultaneously.

Information Systems Success: The DeLone and McLean Model

The DeLone and McLean Information Systems Success Model has become the dominant framework for evaluating information systems effectiveness. Originally proposed in 1992 and subsequently refined in 2003, the model identifies six interrelated dimensions of success: system quality, information quality, service quality, use, user satisfaction, and net benefits (DeLone & McLean, 2003).

System quality refers to the technical characteristics of the information system, including reliability, response time, ease of use, functionality, and flexibility. In

government contexts, system quality is particularly important due to the high-stakes nature of public sector operations and the diverse user base that must be accommodated (Wang & Liao, 2008).

Information quality encompasses the characteristics of the information produced by the system, such as accuracy, completeness, currency, and relevance. For parliamentary institutions, information quality is critical because legislative decisions depend on access to accurate, timely, and comprehensive information (Fountain, 2004).

Service quality measures the quality of support provided by the information systems department and other support units. This dimension has become increasingly important as organizations recognize that technical excellence alone is insufficient for system success (Pitt et al., 1995).

Use can be measured in various ways, including frequency of use, duration of use, number of functions utilized, and appropriateness of use. However, measuring use in mandatory systems (such as many government information systems) presents challenges, as high usage may reflect compliance rather than voluntary adoption (Burton-Jones & Straub Jr, 2006).

User satisfaction represents users' overall evaluation of their experience with the information system. This dimension is particularly important in government contexts where user satisfaction can influence productivity, service quality, and ultimately, citizen satisfaction with government services (Wixom & Todd, 2005).

Net benefits capture the overall impact of the information system on individuals, organizations, and society. This dimension is perhaps the most important from a policy perspective, as it addresses the fundamental question of whether information systems investments generate positive returns (Seddon et al., 1999).

The DeLone and McLean model has been extensively validated and applied in various contexts, including e-government and public sector information systems. However, critics argue that the model's focus on technical and user-oriented factors may not adequately capture the political and institutional dimensions that are particularly important in government settings (Heeks, 2005).

Organizational Change Theory: Lewin's Three-Stage Model

Kurt Lewin's three-stage model of organizational change remains one of the most influential frameworks for understanding how organizations transform themselves. The model consists of three stages: unfreezing, changing, and refreezing (Lewin, 1951). Despite its apparent simplicity, the model captures fundamental dynamics of organizational transformation that remain relevant in contemporary contexts.

Unfreezing involves creating awareness of the need for change and reducing resistance to transformation. This stage requires effective communication about the limitations of current practices and the benefits of proposed changes. In the context of information systems implementation, unfreezing often involves addressing technology anxiety, demonstrating system benefits, and building coalition support for change (Kotter, 1996).

Changing encompasses the actual implementation of new practices, systems, and behaviors. This stage is often the most challenging, as it requires individuals and organizations to abandon familiar routines and adopt new ways of working. Successful change implementation requires adequate training, support, and reinforcement mechanisms (Armenakis & Bedeian, 1999).

Refreezing involves stabilizing and institutionalizing the changes to ensure they become permanent features of organizational life. This stage

requires embedding new practices in organizational structures, policies, and culture. Without effective refreezing, organizations may revert to previous practices once implementation pressure is removed (Schein, 1996).

Contemporary organizational change theorists have extended and refined Lewin's model while maintaining its core insights. Kotter, (1996) eight-stage change process provides a more detailed roadmap for change implementation, while Bridges & Bridges (2019) transition model emphasizes the psychological dimensions of change. However, Lewin's three-stage model remains valuable for its parsimony and focus on fundamental change dynamics.

Synthesis and Theoretical Integration

This study integrates insights from the three theoretical frameworks to develop a comprehensive understanding of digital transformation in parliamentary institutions. Edward III's policy implementation model provides a macro-level perspective on the organizational and political factors that influence implementation success. The DeLone and McLean model offers a meso-level focus on system characteristics and user experiences. Lewin's change model contributes a micro-level understanding of the psychological and behavioral dimensions of transformation.

The integration of these frameworks recognizes that successful digital transformation requires simultaneous attention to policy, technology, and human factors. This multi-dimensional approach is particularly important in parliamentary contexts, where the complexity of organizational structures, diversity of stakeholder groups, and political nature of decision-making create unique implementation challenges.

The theoretical synthesis also acknowledges that digital transformation is not a linear process but rather an iterative, adaptive journey that requires

continuous learning and adjustment. This perspective is consistent with contemporary approaches to organizational change that emphasize agility, experimentation, and stakeholder engagement (Hinings et al., 2018).

RESEARCH METHOD

This study employs a qualitative research design with an interpretive philosophical approach, recognizing that understanding digital transformation in parliamentary institutions requires deep exploration of subjective experiences, organizational dynamics, and contextual factors that quantitative methods alone cannot capture. The interpretive paradigm is particularly appropriate for this research because it acknowledges that organizational reality is socially constructed and that multiple perspectives exist regarding the meaning and impact of technological change (Walsham, 1995).

The research adopts a single case study design, focusing intensively on the implementation of SRIKANDI at Indonesia's House of Representatives. Case study methodology is well-suited for investigating contemporary phenomena within their real-life contexts, particularly when the boundaries between phenomenon and context are not clearly evident (Yin, 2018). The choice of a single case study allows for deep, contextual understanding of the complex dynamics involved in parliamentary digital transformation, while the specific characteristics of DPR RI as a major legislative institution in a developing democracy provide valuable insights that can inform similar transformation efforts elsewhere.

The case study design incorporates multiple embedded units of analysis, including different organizational units within DPR RI (such as various bureaus and committees), different user groups (senior officials, administrative staff, technical personnel), and different phases of implementation (planning,

deployment, adoption, institutionalization). This multi-level approach enables comprehensive understanding of how digital transformation unfolds across different organizational contexts and stakeholder groups.

The study employed a purposive sampling strategy to select participants who possessed relevant knowledge, experience, and perspectives regarding SRIKANDI implementation. The sampling approach was designed to ensure representation across different organizational levels, functional areas, and implementation roles. A total of 25 participants were selected through a combination of criterion sampling and snowball sampling techniques.

RESULT AND DISCUSSION

1. Result

Policy Implementation Analysis: Edward III's Framework

Communication Dynamics

The communication dimension of SRIKANDI implementation reveals both strengths and persistent challenges that have significantly influenced adoption patterns and user experiences. The initial communication strategy, led by ANRI in collaboration with DPR RI leadership, successfully established the policy rationale and created organizational awareness of the digitalization imperative. As noted by a senior bureau director, "The message from leadership was clear - we needed to modernize our archival systems to meet contemporary governance standards and citizen expectations."

However, the translation of high-level policy directives into operational procedures proved more challenging. The research identified three distinct communication gaps that emerged during implementation. First, technical communication between IT specialists and end-users often failed to bridge the

knowledge gap between system capabilities and user needs. A middle manager in the Legislative Bureau observed, "The technical team understood the system perfectly, but they struggled to explain it in ways that made sense to our daily work routines."

Second, horizontal communication between different bureaus and units was inconsistent, leading to variations in implementation approaches and user experiences. The study found that some units developed sophisticated workarounds and best practices that were not systematically shared across the organization. An administrative staff member noted, "We figured out some really useful tricks for using SRIKANDI more efficiently, but we only shared them informally with colleagues in our immediate work area."

Third, feedback communication from users to decision-makers was limited, creating a disconnect between user experiences and system refinement efforts. While formal feedback mechanisms existed, many users reported that their suggestions and concerns were not adequately addressed. This communication gap contributed to user frustration and, in some cases, resistance to full system adoption.

The research also revealed the emergence of informal communication networks that played crucial roles in supporting implementation. Experienced users often became informal mentors for their colleagues, creating peer-to-peer learning networks that supplemented formal training programs. These informal networks proved particularly important for addressing day-to-day usage questions and troubleshooting common problems.

Resource Allocation and Constraints

Resource analysis reveals a complex picture of both adequate provision and significant constraints that shaped implementation outcomes. Financial resources for SRIKANDI implementation were generally adequate for basic system deployment, with the

central government providing necessary funding for software licensing, hardware upgrades, and initial training programs. However, ongoing operational costs, particularly for system maintenance and user support, created budgetary pressures that affected implementation quality.

Human resource allocation presented more significant challenges. While DPR RI assigned dedicated personnel to manage SRIKANDI implementation, the research found that these individuals often lacked sufficient time and expertise to address the full range of implementation needs. A technical coordinator explained, "We were expected to manage system deployment, provide user training, troubleshoot problems, and coordinate with ANRI, but we didn't have enough people with the right skills to do all of this effectively."

The study identified three categories of human resource constraints. First, technical expertise was concentrated among a small number of IT specialists, creating bottlenecks when technical problems arose. Second, training capacity was limited, resulting in rushed or superficial training sessions that left many users inadequately prepared for system usage. Third, change management expertise was largely absent, with implementation teams focusing primarily on technical deployment rather than organizational transformation processes.

Infrastructure resources presented mixed results. While basic IT infrastructure was adequate for SRIKANDI operation, network capacity and reliability issues created ongoing challenges. The research documented frequent complaints about slow system response times, particularly during peak usage periods. A senior administrative officer noted, "The system works fine when only a few people are using it, but when everyone tries to access it at the same time, it becomes frustratingly slow."

The study also revealed resource allocation disparities between different organizational units. Units with stronger leadership support and better technical capacity received more implementation attention and achieved better outcomes. This created a pattern of uneven adoption across the organization, with some units becoming SRIKANDI champions while others lagged significantly behind.

Implementer Disposition and Attitudes

Analysis of implementer disposition reveals significant variation in attitudes toward SRIKANDI, with these variations strongly correlated with implementation outcomes. The research identified four distinct attitude clusters among organizational members, each associated with different adoption patterns and usage behaviors.

Enthusiastic Adopters (approximately 25% of observed users) embraced SRIKANDI as a significant improvement over previous systems. These individuals typically possessed higher digital literacy, saw clear connections between system capabilities and their work needs, and received adequate training and support. An enthusiastic adopter in the Committee Secretariat explained, "SRIKANDI has transformed how I manage committee documents. I can find anything I need in seconds, and the digital signatures save enormous amounts of time."

Pragmatic Users (approximately 40% of observed users) adopted SRIKANDI because it was required but maintained mixed feelings about its benefits and challenges. These individuals used the system competently but did not fully exploit its capabilities and often maintained parallel manual processes as backup systems. A pragmatic user noted, "I use SRIKANDI because I have to, and it does some things well, but I still keep paper copies of important documents because I don't completely trust the digital system."

Reluctant Adopters (approximately 25% of observed users) complied with SRIKANDI requirements but demonstrated clear preference for previous systems and processes. These individuals often had lower digital literacy, received inadequate training, or experienced significant technical problems that shaped their negative perceptions. A reluctant adopter explained, "The old system was simpler and more reliable. This new system is complicated and breaks down too often."

Resisters (approximately 10% of observed users) actively avoided using SRIKANDI when possible and sometimes engaged in subtle sabotage behaviors such as incomplete data entry or deliberate non-compliance with digital procedures. These individuals typically had strong attachments to previous systems, low digital confidence, and negative experiences with technology implementation.

The research found that implementer disposition was influenced by multiple factors, including age, education level, previous technology experience, quality of training received, technical support availability, and leadership support within their immediate work unit. Importantly, the study documented cases where individuals' attitudes changed over time as they gained experience with the system and received better support.

Bureaucratic Structure and Organizational Factors

The bureaucratic structure of DPR RI significantly influenced SRIKANDI implementation in ways that both facilitated and hindered success. The organization's hierarchical structure provided clear authority for implementation decisions and enabled top-down mandate for system adoption. However, the same hierarchical structure also created communication barriers and limited opportunities for bottom-up feedback and adaptation.

The research identified several structural factors that facilitated

implementation. First, the establishment of a dedicated implementation team with clear authority and reporting relationships enabled coordinated deployment across the organization. Second, the integration of SRIKANDI requirements into formal job descriptions and performance evaluation criteria created accountability mechanisms that encouraged adoption. Third, the organization's existing IT governance structures provided frameworks for technical decision-making and problem resolution.

However, structural factors also created implementation challenges. The organization's functional silos limited cross-unit collaboration and knowledge sharing, resulting in duplicated efforts and missed opportunities for learning. The formal nature of organizational procedures made it difficult to adapt SRIKANDI workflows to accommodate local needs and preferences. The centralized decision-making structure limited the ability of front-line users to influence system design and implementation approaches.

The study also revealed the emergence of informal structural adaptations that supported implementation. Cross-functional working groups developed organically to address specific implementation challenges. Informal mentoring relationships emerged between experienced and novice users. Shadow IT practices developed as users created workarounds for system limitations or integration problems.

Information Systems Success Analysis: DeLone and McLean Framework

System Quality Assessment

Evaluation of SRIKANDI's system quality reveals a mixed picture of technical capabilities and limitations that significantly influence user experiences and organizational outcomes. The system demonstrates strong performance in several key areas

while exhibiting persistent weaknesses that affect user satisfaction and adoption.

Reliability and Availability:

SRIKANDI generally maintains good uptime, with system availability averaging approximately 95% during standard business hours. However, the research documented recurring problems during peak usage periods, particularly during legislative sessions when document processing demands are highest. A technical administrator noted, "The system handles normal loads well, but it struggles when we have heavy usage during important legislative deadlines."

Response Time and

Performance: System response times vary significantly depending on usage patterns, network conditions, and specific functions being performed. Simple document retrieval operations typically complete within 2-3 seconds under normal conditions, representing a substantial improvement over manual filing systems. However, complex search operations and document upload processes can take significantly longer, particularly for large files or during peak usage periods.

User Interface and Usability:

The SRIKANDI interface receives generally positive evaluations from users, with most finding it intuitive and well-organized. The system employs familiar metaphors and navigation patterns that reduce learning curves for new users. However, some advanced features require multiple steps or complex procedures that challenge less experienced users. A frequent user observed, "The basic functions are easy to use, but some of the more sophisticated features are buried in menus and difficult to find."

Functionality and Feature

Completeness: SRIKANDI provides comprehensive functionality for archival management, including document creation, classification, storage, retrieval, and disposition. The system's digital signature capabilities and audit

trail features are particularly valued by users. However, integration with other organizational systems remains limited, requiring users to work across multiple platforms for complete task completion.

Flexibility and Customization:

The system provides limited customization options, which creates challenges for units with specialized workflows or unique requirements. While this standardization supports organizational consistency, it also forces some users to adapt their work processes to fit system constraints rather than configuring the system to support optimal workflows.

Information Quality Evaluation

Assessment of information quality produced by SRIKANDI reveals generally positive outcomes with some areas requiring continued attention and improvement.

Accuracy and Completeness:

The digital nature of SRIKANDI has significantly improved information accuracy by reducing transcription errors and ensuring consistent data entry formats. The system's validation rules and required fields help ensure completeness of archival records. However, the quality of information in SRIKANDI depends heavily on user compliance with data entry standards, which varies across organizational units.

Currency and Timeliness:

SRIKANDI enables real-time updating of archival records, ensuring that information currency is maintained. The system's automated timestamp features provide clear audit trails for document creation and modification. However, the timeliness of information availability depends on user promptness in entering data, which varies significantly across different work units.

Relevance and Usefulness:

Users generally report that SRIKANDI provides relevant and useful information for their work needs. The system's search capabilities enable users to quickly locate specific documents or categories of information. However,

some users noted that the system's classification schemes do not always align with their mental models of information organization, making it challenging to locate information efficiently.

Format and Presentation:

SRIKANDI presents information in clear, consistent formats that support user comprehension and decision-making. The system's reporting capabilities enable users to generate various types of summaries and analyses. However, some users expressed desire for more flexible reporting options and better integration with external analysis tools.

Service Quality Analysis

The quality of support services surrounding SRIKANDI implementation significantly influences user experiences and system success.

Technical Support

Responsiveness: Technical support for SRIKANDI is provided through multiple channels, including a help desk, online documentation, and on-site assistance. Response times for routine technical problems average 24-48 hours, which most users consider acceptable. However, complex technical issues sometimes require longer resolution times, creating frustration for users with urgent needs.

Training and Capacity

Building: Initial training programs provided basic SRIKANDI competency for most users, but the research revealed significant gaps in advanced training and ongoing skill development. Many users expressed desire for more comprehensive training that addresses not just system operation but also best practices for digital archival management.

User Support and Assistance:

Beyond technical support, users value access to knowledgeable colleagues and supervisors who can provide guidance on SRIKANDI usage. The research found that units with strong internal support networks achieved better

implementation outcomes than those where users felt isolated or unsupported.

System Enhancement and Evolution: SRIKANDI undergoes periodic updates and enhancements based on user feedback and technical requirements. However, the research found that users often feel disconnected from system development processes and uncertain about when and how their suggestions might be incorporated into system improvements.

Usage Patterns and Adoption Levels

Analysis of SRIKANDI usage reveals complex patterns that reflect both system capabilities and organizational dynamics.

Frequency and Intensity of Use: Usage patterns vary significantly across organizational units and individual users. Administrative units that handle high volumes of routine documents demonstrate consistent, intensive usage. However, units with more specialized or irregular document processing needs show more sporadic usage patterns.

Feature Utilization: Most users employ basic SRIKANDI functions such as document storage and retrieval, but utilization of advanced features such as workflow automation and analytics remains limited. This pattern suggests opportunities for enhanced training and support to help users realize the full potential of system capabilities.

Compliance and Consistency: Mandatory usage requirements have achieved high levels of basic compliance, with most users performing required SRIKANDI functions. However, the quality and consistency of usage varies significantly, with some users demonstrating sophisticated system mastery while others perform only minimal required activities.

User Satisfaction Dimensions

User satisfaction with SRIKANDI reflects the complex interplay of system characteristics,

organizational support, and individual experiences.

Overall Satisfaction Levels: Survey data and interview responses indicate moderate to high levels of overall satisfaction with SRIKANDI, with approximately 70% of users expressing general satisfaction with the system. However, satisfaction levels vary significantly across different user groups and organizational units.

Satisfaction Drivers: The research identified several key drivers of user satisfaction, including system reliability, ease of use, time savings compared to manual processes, and quality of technical support. Users who experienced these positive factors consistently reported higher satisfaction levels.

Dissatisfaction Factors: Primary sources of user dissatisfaction include system performance problems, inadequate training, limited customization options, and poor integration with other systems. Users who experienced multiple dissatisfaction factors were more likely to resist full system adoption.

Satisfaction Evolution: Longitudinal analysis reveals that user satisfaction tends to improve over time as users gain experience and confidence with the system. However, this improvement is not automatic and requires ongoing support and system refinement.

Organizational Change Analysis: Lewin's Three-Stage Model

Unfreezing: Creating Readiness for Change

The unfreezing stage of SRIKANDI implementation involved creating organizational awareness of the need for digital transformation and reducing resistance to change. This process began with high-level policy communications from government leadership and ANRI, emphasizing the national importance of archival

digitalization and the legal requirements for compliance.

Awareness Building: Initial awareness-building efforts successfully communicated the limitations of existing manual archival systems and the potential benefits of digital transformation. Leadership presentations, policy briefings, and demonstration sessions helped organizational members understand the rationale for change. However, the research found that awareness of policy requirements did not automatically translate into enthusiasm for implementation.

Resistance Identification and Management: The unfreezing process revealed various forms of resistance to SRIKANDI implementation. Technical resistance emerged from concerns about system reliability and complexity. Cultural resistance reflected attachments to familiar manual processes and skepticism about digital solutions. Resource resistance focused on concerns about time and effort required for system adoption.

Coalition Building: Successful unfreezing required building coalitions of support among key organizational stakeholders. Early adopters and technology champions played crucial roles in demonstrating system benefits and encouraging their colleagues. However, coalition building was uneven across the organization, with some units developing strong support networks while others remained isolated.

Urgency Creation: The mandatory nature of SRIKANDI implementation created artificial urgency that motivated compliance but did not necessarily generate genuine commitment to change. The research found that units with leaders who could articulate compelling local rationales for change achieved better unfreezing outcomes than those that relied solely on external mandates.

Changing: Implementing New Practices

The changing stage involved the actual deployment of SRIKANDI and the development of new work practices and organizational routines.

Technical Implementation: The technical deployment of SRIKANDI proceeded relatively smoothly, with system installation and basic configuration completed according to planned timelines. However, the research documented numerous technical challenges that emerged during actual usage, including integration problems, performance issues, and user interface difficulties.

Process Redesign: SRIKANDI implementation required significant redesign of archival processes and workflows. Some process changes were mandated by system requirements, while others emerged organically as users adapted their work practices to accommodate digital tools. The research found that units that engaged in systematic process redesign achieved better implementation outcomes than those that attempted to replicate manual processes in digital form.

Skill Development: The changing stage required extensive skill development as organizational members learned to use SRIKANDI effectively. Formal training programs provided basic competency, but the research found that ongoing, informal learning was equally important for developing sophisticated system mastery. Peer-to-peer learning networks emerged as particularly valuable resources for skill development.

Cultural Adaptation: Beyond technical and procedural changes, SRIKANDI implementation required cultural adaptation as organizational members adjusted their attitudes and expectations regarding digital tools. This cultural change process was gradual and uneven, with some individuals and units embracing digital culture while others maintained strong preferences for traditional approaches.

Refreezing: Institutionalizing Change

The refreezing stage involves stabilizing and institutionalizing SRIKANDI usage to ensure that digital archival practices become permanent features of organizational culture.

Policy Integration: SRIKANDI requirements have been integrated into formal organizational policies, job descriptions, and performance evaluation criteria. This policy integration provides structural support for continued system usage and creates accountability mechanisms for compliance.

Routine Embedding: For many users, SRIKANDI has become embedded in daily work routines to the extent that manual alternatives are no longer considered viable options. However, the research found that routine embedding is uneven across the organization, with some users maintaining parallel manual processes as backup systems.

Knowledge Institutionalization : Organizational knowledge about SRIKANDI usage has been partially institutionalized through documentation, training materials, and informal knowledge-sharing networks. However, much system knowledge remains tacit and concentrated among experienced users, creating vulnerabilities if these individuals leave the organization.

Continuous Improvement: The refreezing process includes mechanisms for continuous system improvement and adaptation. Regular user feedback sessions, system updates, and process refinements help ensure that SRIKANDI continues to meet evolving organizational needs. However, the research found that improvement processes are often reactive rather than proactive, responding to problems rather than anticipating future needs.

Emergent Themes and Cross-Cutting Issues

Digital Divide and Equity Concerns

The implementation of SRIKANDI has highlighted and, in

some cases, exacerbated existing digital divides within the organization. Younger, more educated staff members generally adapted more quickly to digital systems, while older staff members and those with limited technology experience faced greater challenges. This digital divide has implications for organizational equity and effectiveness, as differential system mastery can affect job performance and career advancement opportunities.

Security and Trust Issues

Parliamentary institutions handle sensitive political and administrative information, creating unique security requirements for digital systems. The research found that security concerns significantly influenced user attitudes toward SRIKANDI, with some users expressing reluctance to store sensitive documents in digital format. Building trust in system security required ongoing communication and demonstration of robust security measures.

Integration and Interoperability Challenges

SRIKANDI operates within a complex ecosystem of organizational systems and processes. Limited integration with other systems creates inefficiencies and user frustration as staff members must work across multiple platforms to complete their tasks. Achieving better integration requires technical solutions but also organizational coordination and policy alignment.

Sustainability and Long-term Viability

The long-term sustainability of SRIKANDI implementation depends on continued financial support, technical maintenance, and organizational commitment. The research identified concerns about the sustainability of current implementation approaches, particularly regarding ongoing training,

technical support, and system enhancement needs.

2. Discussion

Theoretical Contributions and Framework Integration

This research makes several important theoretical contributions to the literature on digital transformation, policy implementation, and organizational change in public sector contexts. The integration of Edward III's policy implementation framework, DeLone and McLean's information systems success model, and Lewin's organizational change theory provides a comprehensive analytical lens that captures the multi-dimensional nature of digital transformation in parliamentary institutions.

Extension of Policy Implementation Theory: The application of Edward III's framework to digital transformation contexts reveals both the continued relevance of the original four factors and the need for theoretical extension to accommodate technological dimensions. The research findings suggest that a fifth factor technological readiness and capability should be considered as a distinct dimension of policy implementation in digital contexts. This technological dimension encompasses not only technical infrastructure and system capabilities but also organizational capacity for technology adoption and adaptation.

The study also highlights the dynamic and interactive nature of implementation factors, challenging linear interpretations of the Edward III model. For example, communication effectiveness was found to be heavily dependent on technological capabilities, while resource adequacy influenced implementer disposition through its impact on training quality and technical support availability. This finding suggests that implementation frameworks should emphasize the systemic relationships between factors

rather than treating them as independent variables.

Refinement of Information Systems Success Theory: The application of the DeLone and McLean model in a parliamentary context reveals the importance of contextual factors in determining system success. While the six dimensions of the model (system quality, information quality, service quality, use, user satisfaction, and net benefits) remain relevant, their relative importance and measurement approaches require adaptation for parliamentary environments.

The research findings suggest that the "use" dimension is particularly complex in mandatory system contexts such as government organizations. Traditional measures of voluntary usage may not adequately capture the nuances of compliance-driven adoption, resistance behaviors, and the evolution of usage patterns over time. The study proposes a more nuanced understanding of "use" that distinguishes between compliance usage, competent usage, and innovative usage, each representing different levels of system integration and organizational benefit realization.

Advancement of Organizational Change Understanding: The application of Lewin's three-stage model to digital transformation reveals both the model's enduring insights and the need for contemporary refinements. The research confirms that successful digital transformation requires attention to all three stages unfreezing, changing, and refreezing but also highlights the iterative and non-linear nature of change processes in complex organizational environments.

The study findings suggest that digital transformation involves multiple, overlapping change cycles rather than a single linear progression through Lewin's stages. Different organizational units, user groups, and system components may be at different stages simultaneously, requiring adaptive change management approaches that can

accommodate this complexity. This finding contributes to contemporary organizational change theory by emphasizing the importance of change agility and adaptive capacity in digital transformation contexts.

Practical Implications for Parliamentary Digital Transformation

The research findings have significant practical implications for parliamentary institutions considering or implementing digital transformation initiatives. These implications extend beyond technical considerations to encompass organizational, political, and strategic dimensions of change management.

Leadership and Governance Implications: The study demonstrates the critical importance of sustained leadership commitment throughout the digital transformation process. However, the research reveals that leadership support must extend beyond initial policy endorsement to include ongoing engagement with implementation challenges, resource provision, and change facilitation. Parliamentary leaders must develop digital leadership capabilities that enable them to navigate the technical, organizational, and political complexities of transformation initiatives.

The findings also highlight the importance of governance structures that can effectively coordinate digital transformation across complex parliamentary organizations. Traditional hierarchical governance approaches may be insufficient for managing the cross-functional, iterative nature of digital transformation. Parliamentary institutions may need to develop more agile governance mechanisms that can respond quickly to implementation challenges and opportunities.

Change Management Strategy Development: The research provides evidence for the importance of comprehensive change management strategies that address technical,

organizational, and human dimensions simultaneously. Successful digital transformation requires more than technical deployment; it demands systematic attention to communication, training, support, and cultural adaptation processes.

The study findings suggest that change management strategies should be tailored to the specific characteristics of parliamentary environments, including their political nature, diverse stakeholder groups, and public accountability requirements. Generic change management approaches developed for private sector contexts may not adequately address the unique challenges of parliamentary digital transformation.

Capacity Building and Human Resource Development: The research reveals significant capacity building needs that extend beyond basic technical training to include digital literacy development, change readiness preparation, and ongoing skill enhancement. Parliamentary institutions must invest in comprehensive capacity building programs that address the diverse needs of different user groups and organizational units.

The findings also highlight the importance of developing internal change champions and technical expertise to reduce dependence on external consultants and vendors. Building internal capacity for digital transformation enables parliamentary institutions to maintain greater control over their transformation processes and develop sustainable capabilities for ongoing innovation.

Implications for Developing Country Contexts

This research provides important insights for digital transformation initiatives in developing country contexts, where resource constraints, institutional capacity limitations, and infrastructure challenges create additional complexities for implementation.

Resource Optimization

Strategies: The study findings suggest that developing country parliamentary institutions must develop sophisticated resource optimization strategies that maximize impact while working within budget constraints. This may involve phased implementation approaches, strategic partnerships with technology providers, and creative financing mechanisms that spread costs over time.

The research also highlights the importance of building on existing capabilities and infrastructure rather than attempting comprehensive system replacement. Incremental transformation approaches that leverage existing investments while gradually introducing new capabilities may be more sustainable and effective than radical transformation initiatives.

Institutional Capacity Development

Development: The study demonstrates that successful digital transformation requires significant institutional capacity development that extends beyond technical capabilities to include project management, change management, and strategic planning competencies. Developing country parliamentary institutions may need to invest in fundamental capacity building before attempting large-scale digital transformation initiatives.

The findings also suggest the importance of regional and international cooperation in developing digital transformation capabilities. Sharing experiences, best practices, and technical resources across parliamentary institutions can help overcome individual capacity limitations and accelerate learning processes.

Cultural and Contextual

Adaptation: The research emphasizes the importance of adapting digital transformation approaches to local cultural and contextual factors. Technology solutions developed for Western contexts may not be appropriate for developing country parliamentary institutions without significant adaptation to accommodate

local work practices, cultural norms, and institutional characteristics.

The study findings suggest that successful digital transformation in developing countries requires careful balance between international best practices and local adaptation. Parliamentary institutions must develop capabilities for contextual adaptation while also learning from global experiences and innovations.

Broader Implications for Democratic Governance

The research findings have broader implications for understanding the relationship between digital transformation and democratic governance, particularly regarding transparency, accountability, and citizen engagement.

Transparency and Accountability Enhancement: The study provides evidence that digital transformation can significantly enhance transparency and accountability in parliamentary institutions through improved information access, audit trails, and public reporting capabilities. However, realizing these benefits requires deliberate design choices that prioritize transparency objectives rather than simply focusing on internal efficiency gains.

The research also highlights potential risks to transparency and accountability if digital systems are not properly designed and managed. Technical complexity can create new forms of opacity, while system failures or security breaches can undermine public trust in democratic institutions. Parliamentary institutions must carefully balance efficiency gains with transparency and accountability requirements.

Citizen Engagement and Democratic Participation: While this study focused primarily on internal organizational dynamics, the findings have implications for citizen engagement and democratic participation. Digital transformation can

create new opportunities for citizen access to parliamentary information and processes, but only if systems are designed with external stakeholder needs in mind.

The research suggests that parliamentary digital transformation initiatives should consider citizen engagement objectives from the outset rather than treating them as secondary considerations. This may require different technical architectures, user interface designs, and information management approaches than those optimized purely for internal efficiency.

Democratic Institution Resilience: The study findings contribute to understanding how digital transformation affects the resilience of democratic institutions. Well-implemented digital systems can enhance institutional capacity to respond to crises, maintain operations during disruptions, and adapt to changing circumstances. However, digital dependence also creates new vulnerabilities that must be carefully managed.

The research suggests that parliamentary institutions should develop digital resilience strategies that include backup systems, cybersecurity measures, and contingency planning for technology failures. Building resilient digital capabilities requires ongoing investment and attention rather than one-time implementation efforts.

Limitations and Future Research Directions

While this study provides valuable insights into digital transformation in parliamentary institutions, several limitations should be acknowledged, and these limitations suggest important directions for future research.

Generalizability and Comparative Analysis: The single case study design limits the generalizability of findings to other parliamentary institutions or different cultural contexts. Future research should include

comparative studies across multiple parliamentary institutions to identify common patterns and contextual variations in digital transformation processes.

Comparative research could usefully examine digital transformation initiatives in parliamentary institutions with different political systems, resource levels, and technological capabilities. Such comparisons would help identify universal principles and context-specific factors that influence transformation success.

Longitudinal Analysis and Sustainability: This study captured digital transformation processes during a specific time period and may not adequately address longer-term sustainability and evolution issues. Future research should include longitudinal studies that track digital transformation initiatives over extended periods to understand how systems and organizational practices evolve over time.

Longitudinal research could also examine the sustainability of digital transformation benefits and the factors that contribute to long-term success or failure. Understanding sustainability factors is particularly important for developing country contexts where resource constraints may limit ongoing investment in digital systems.

Quantitative Impact Assessment: This study relied primarily on qualitative data and did not include comprehensive quantitative assessment of digital transformation impacts. Future research should include mixed-methods approaches that combine qualitative insights with quantitative measures of efficiency gains, cost savings, and performance improvements.

Quantitative impact assessment could help build stronger business cases for parliamentary digital transformation and provide evidence for resource allocation decisions. However, such assessment must be carefully designed to capture the full range of benefits and costs associated with digital

transformation, including intangible factors such as transparency and accountability improvements.

Citizen and External Stakeholder Perspectives: This study focused primarily on internal organizational perspectives and did not extensively examine the experiences of citizens, civil society organizations, and other external stakeholders who interact with parliamentary information systems. Future research should include these external perspectives to develop more comprehensive understanding of digital transformation impacts.

Research on external stakeholder experiences could examine how parliamentary digital transformation affects citizen access to information, participation in democratic processes, and trust in democratic institutions. Such research would contribute to understanding the broader democratic implications of parliamentary digitalization.

Technology Evolution and Innovation: The rapid pace of technological change means that the specific technologies examined in this study may become obsolete or be superseded by new innovations. Future research should examine how parliamentary institutions adapt to technological evolution and incorporate new innovations into their digital transformation strategies.

Research on technology evolution could also examine emerging technologies such as artificial intelligence, blockchain, and advanced analytics that may have significant implications for parliamentary information management and democratic governance. Understanding how these technologies can be effectively integrated into parliamentary contexts will be increasingly important for future digital transformation initiatives.

CONCLUSION

This study highlights that the digital transformation of Indonesia's

House of Representatives through the SRIKANDI system is not merely a technical upgrade but a complex organizational change that requires strong leadership, robust infrastructure, digital literacy development, and adaptive change management. The findings demonstrate significant improvements in efficiency and transparency, but also reveal persistent challenges in cultural adaptation, technical capacity, and user readiness. By integrating policy implementation, information systems success, and organizational change theories, the research underscores that parliamentary digitalization follows iterative, non-linear processes that demand flexible strategies. Beyond technical deployment, success depends on aligning technology with democratic values, building institutional capacity, and sustaining long-term commitment. These insights provide valuable guidance for legislative bodies worldwide as they navigate the opportunities and risks of digital governance in strengthening transparency, accountability, and democratic resilience.

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