



EMPLOYEE COMPETENCY IN USING THE SRIKANDI APPLICATION IN SALAM BABARIS DISTRICT TAPIN REGENCY

By

M. Sayuti Enggok¹, Normajatun², Hairansyah³, Maulida Rahmah⁴

^{1,2,3,4}Public Administration Studies, Faculty of Sosial Science and Political Science, Islamic University of Kalimantan, Indonesia

Email: msayutienggok@gmail.com

Article Info

Article history:

Received Sept 01, 2025

Revised Sept 30, 2025

Accepted Oct 03, 2025

Keywords:

Competence, Employees,
District

ABSTRACT

The purpose of this study was to determine employee competency and obstacles in using the Srikandi Application in Salam Babaris District, Tapin Regency. The research method used a qualitative approach with a descriptive research type. Data were collected through observation, documentation and interviews to four informants consisting of the Sub-district Head, Sub-district Secretary, Head of General and Personnel Sub-division and Operator Staff. Data analysis was carried out qualitatively. The results of the study indicate that employee competency in using the Srikandi Application is: most employees have understood the basic functions of the application, but have not fully mastered the advanced features, there is a gap in technical ability between employees who are accustomed to using computers and those who are not, some employees have high self-confidence in facing digitalization while others are still lacking, responsible personality in accelerating adaptation, and there are differences in employee motives in using digitalization and the role of the application in supporting work success. The obstacles faced include low technical skills, unstable motives, minimal ongoing training and inadequate facilities and infrastructure

This is an open access article under the [CC BY-SA](#) license.



Corresponding Author:

M. Sayuti Enggok

Public Administration Studies, Faculty of Sosial Science and Political Science, Islamic University of Kalimantan, Indonesia

Email: msayutienggok@gmail.com

1. INTRODUCTION

Technological development the increasingly complex digital era has led the government to continue developing electronic government as a means of accelerating bureaucratic reform. In today's digital era, correspondence, as a form of written communication within an organization or government agency, is handled electronically. This has led to changes in the systems and working methods of agencies, which are beginning to shift to an Electronic-Based Government System (ESG). To address the challenges of slow and inefficient bureaucracy, the Indonesian government is implementing an E-Government System as a form of digital transformation in public services. One concrete step in this policy is the implementation of the application Integrated Dynamic Archiving Information System (HEROINE). This application was developed as a strategic solution to accelerate digital transformation, particularly in the field of managing archives and correspondence between government agencies.

The SRIKANDI application is an integrated dynamic archival information system created to comply with Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE). Therefore, the National Archives of the Republic of Indonesia issued National Archives Regulation Number 4 of 2021 concerning Guidelines for the Implementation of the Integrated Dynamic Archival Information System Application, which is a general application in the archival sector. The SRIKANDI application aims to innovate in the archival sector to facilitate the creation of manuscripts as well as the process of sending, receiving, and scheduling received manuscripts

so that they can be processed. In addition, the letter signing process also involves assigning numbers before the manuscript submission process and the classification process of received and submitted manuscripts will be archived according to applicable regulations.

Digital transformation in the public service sector is certainly essential. The SRIKANDI application is a common application, one of the innovations implemented by the government, both at the regional and central levels. SRIKANDI's features include organizing letter and filing documents, complemented by electronic signatures, which significantly streamline the correspondence process. With the SRIKANDI application, work is no longer limited by time and location because it can be done from anywhere and at any time (Anastacia Sherren Syah Putri Noor, 2023:22). This application is designed to simplify administrative processes and improve efficiency in various aspects of public services. Salam Babaris District, Tapin Regency, began implementing the SRIKANDI application in 2024. Previously, the administrative process for correspondence in Salam Babaris District was still done manually, which caused the letter completion process to be slower and prone to errors. The letters were in the form of regular letters, regional gazettes, certificates, memos, minutes, cover letters, recommendations, and charters.

With the introduction of the SRIKANDI application, the correspondence administration process has become faster and more efficient. This application simplifies the management of incoming and outgoing mail and expedites the follow-up process. Furthermore, using the SRIKANDI application also reduces the potential for administrative errors that often occur in manual systems. Effective organizations implementing information technology require a clear structure and a culture that supports change. Competence is a crucial component that individuals must possess to effectively carry out their work tasks. According to Sedarmayanti (2017:111), competency is important because it forms the basis of human resource quality, determines performance, and determines organizational success. Competent human resources are able to adapt, collaborate, and support the achievement of organizational goals sustainably.

Efforts to improve this competence cannot be done spontaneously, but must be designed through planned, systematic and continuous training. As emphasized by Kasmir (2019:230), consistent employee training is crucial for building skills and readiness to face new systems. Employees must be equipped with technical training related to application usage, intensive mentoring at the beginning of implementation, and regular competency evaluations to ensure the digital transformation process does not create resistance or errors during implementation. In addition to training, organizations also need to build a work culture that supports technological innovation. This culture will create a work environment that encourages openness to change, collaboration between departments, and a proactive attitude in using digital systems. Support from agency leaders is also a crucial factor in accelerating the process of technology adoption by all elements of the organization. The use of the SRIKANDI application in Salam Babaris District still faces various problems, including: lack of understanding and skills in operating application features in Srikandi such as sending letters, creating letters, checking incoming letters, electronic signatures, sending letters and automatic archiving. Two employees are still experiencing difficulties in using the features of the Srikandi application so that the process which should have been completed in one day was delayed for up to two days in completing administrative tasks, low motivation, and weak response to technological changes. based on the description above, the research This is intended to determine employee competency and obstacles in using the Srikandi application in Salam Babaris District, Tapin Regency.

2. LITERATURE REVIEW

Understanding/Definition of Competence

Competence is a crucial component that individuals must possess to effectively carry out work tasks. According to Wibowo (2019:8–9), competence is the ability to perform work or tasks based on skills and knowledge, supported by the work attitudes required by the job. This means that competence extends beyond technical skills to encompass behavioral aspects that underlie how a person performs their tasks consistently and effectively.

According to Spencer & Spencer in Triastuti (2019:27), competence is more defined as a person's underlying characteristics related to the individual's work effectiveness in their job. Gordon (1988) in Sudarmanto (2021:47) states that several aspects contained in competence are: knowledge, understanding, skills, values, attitudes, and interests. Meanwhile, according to the National Civil Service Agency (2003) in Sudarmanto (2021:49) defines competence as the abilities and characteristics possessed by a Civil Servant in the form of knowledge, skills, and behavioral attitudes required in carrying out their job duties.

Based on the explanation above, employee competency is the characteristics that employees have, including knowledge, skills and attitudes to support the successful implementation of their work duties.

Benefits of Competence

According to Emron Edison (2016:143), competency is crucial in the business world as a basis for recruitment. The importance of competency makes a development system mandatory for every institution seeking success,



.....
especially in today's modern institutions. Human resource competency generally benefits an institution because it is hoped that the benefits of competency will enable the institution to operate in accordance with its objectives.

According to Tannady in Oktaviana (2018:17) there are three benefits of competence, namely:

1. Predictors of job success.
Accurate competencies will be able to determine exactly what knowledge and skills are needed to succeed in a job.
2. Recruiting Reliable Employees.
If it has been determined that what competencies are required in a particular position, then it can easily be made into a specific position, then it can easily be used as a basic criterion in recruiting new employees.
3. The basis for employee assessment and development.
Accurate identification of job competencies can also be used as a benchmark for a person's abilities. Therefore, a competency system can determine whether a person has developed them.

Competency Indicators

Employee competency variable indicators according to Spencer and Spencer in Jufri (2018:10-12) that is:

1. Knowledge
Knowledge is the information a person possesses. It's a key component of competence that's easily identifiable. Knowing a lot about something doesn't necessarily mean they can do what they know.
2. Skills
Skill/Ability to do something well.
3. Self Concept
Self-concept is an individual's attitudes or values. Individual values are reactive and can predict what a person will do in the near future. Self-concept is influenced by the values a person holds, acquired from childhood to a certain point.
4. Personality Traits
Personality traits are innate characteristics, such as consistent reactions to things. These traits are physical, cognitive, and social characteristics that are permanently inherent to a person.
5. Motive (Motive)
A motive is something a person consistently thinks about or desires, which can lead to action. These needs, desires, and concerns, which are usually unconscious, influence a person's thinking about achieving their work goals, ultimately impacting their behavior.

This model is relevant for assessing competency comprehensively because it encompasses cognitive, affective, and behavioral aspects (Jufri, 2018; Wibowo, 2016). These indicators are important for analyzing employee readiness to face technological changes, including the use of the SRIKANDI application.

3. METHOD

This research uses a qualitative approach. The type of research is descriptive. Data collection techniques were conducted through interviews, supported by documentation reviews and observations. Interviews were conducted with five informants, namely: Sub-district Head, Sub-district Secretary, Head of General Affairs and Personnel Sub-division as well as operators, as well as staff directly involved in using the SRIKANDI application. The research data were then analyzed descriptively and qualitatively, including the stages of data collection, data condensation, data display and drawing conclusions or verification, with the aim of providing an overview of research findings with reference to theory.

4. RESULTS AND DISCUSSION

A. Overview of the Process of Using the SRIKANDI Application (Integrated Dynamic Archiving Information System)

The process of using the SRIKANDI Application (Integrated Dynamic Archival Information System) by employees in Salam Babaris District, Tapin Regency refers to the technical provisions issued by the National Archives of the Republic of Indonesia (ANRI) in the form of technical instructions (juknis) and standard operating procedures (SOP) which were then gradually adopted by local governments, including the Tapin Regency Government. However, based on the results of observations and interviews, no official documents in the form of technical instructions or SOPs have been found from the Tapin Regency Government or from Salam Babaris District that regulate in detail the procedures for using the SRIKANDI application in their work environment. Therefore, in this study, the process of using the SRIKANDI Application is described based on general guidelines from ANRI and practices that have been running in the field. This process is also reinforced by national legal frameworks such as National Archives Regulation

of the Republic of Indonesia Number 4 of 2021 concerning Guidelines for the Use of the Integrated Dynamic Archival Information System (SRIKANDI) Application, Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE), and Law Number 43 of 2009 concerning Archives. Furthermore, the SRIKANDI implementation process also refers to Circular Letter of the Minister of Administrative and Bureaucratic Reform Number 1 of 2020 concerning Strategic Steps for the Implementation of SPBE and Presidential Instruction Number 3 of 2003 concerning E-Government Development.

Employees who have received technical guidance or training from the Tapin Regency Archives and Library Service can use this application through a process that includes logging into the SRIKANDI application, creating official letters electronically, uploading archives to the system, filling in metadata, and distributing archives digitally to the intended agencies. All of these processes are carried out within an integrated system and are aimed at supporting more orderly and effective archive management in accordance with modern archival principles.

The process of using the SRIKANDI (Integrated Dynamic Archiving Information System) application in government agencies involves several main stages, namely:

The first step in implementing the SRIKANDI program begins with user login. Every employee who uses the application must have a registered official account. After entering a username and password, users will be logged into the SRIKANDI dashboard according to their access rights (e.g., as a letter writer, superior, or archive administrator). This login process is crucial for maintaining data security and ensuring that every transaction is recorded accountably.

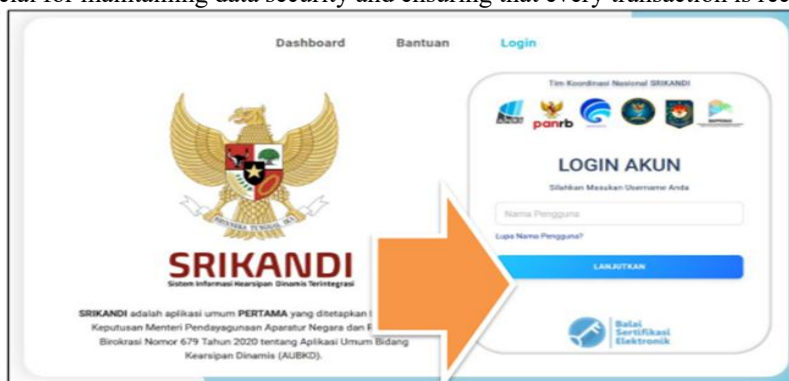


Figure 1. Account Login View
 Source: SRIKANDI Application, 2025

Second, incoming mail is checked by the admin or administrative officer to distribute digital mail quickly and accurately. After successfully logging in, users can check incoming mail received by their agency through the SRIKANDI system. This incoming mail can originate from other government agencies or from internal departments. Administrative officers or administrators are typically tasked with opening and digitally distributing incoming mail to the appropriate officials or units according to its intended purpose. This system streamlines mail flow and ensures proper documentation.

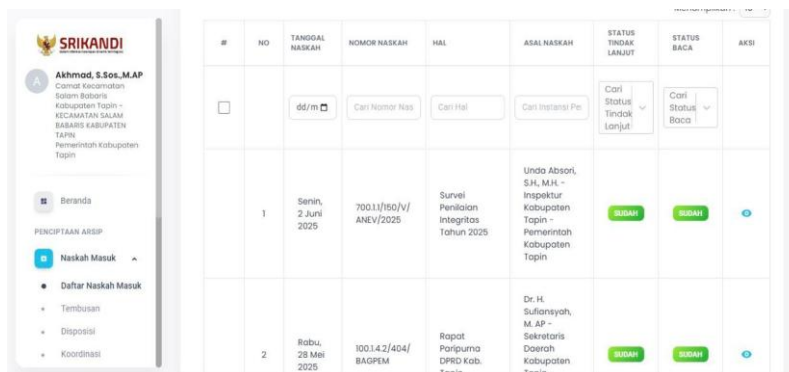


Figure 2. Incoming Mail Check
 Source: SRIKANDI Application, 2025

The third is the creation of outgoing letters, which is done using a system template according to the type and format of the agency's official letter. If you need to send a letter from an agency to an external party or between units,

users can create an outgoing letter directly in the SRIKANDI application. Letters are created using available templates, ensuring the format and structure comply with agency regulations. Letters can be in the form of regular letters, regional gazettes, certificates, memos, minutes, cover letters, recommendations, and charters. Once typed, the letter will go through the review and approval stage before being electronically signed.

Figure 3. Creating Outgoing Letters

Source: SRIKANDI Application, 2025

Fourth, checking outgoing letters by superiors to ensure completeness and accuracy before approval. Before an outgoing letter is officially sent, it will undergo review and verification by an authorized official, usually the immediate superior or department head. This review covers aspects of completeness of content, accuracy of purpose, and formatting. If errors are found, the letter can be returned to the author for correction. If correct, the letter will proceed to the electronic signature stage.

	dd/mm	Cari Nomor Naskah	Cari Hal	Cari Instansi Peng	Cari Status Berkas
1	Selasa, 20 Mei 2025	800.11/81/6305.11/2025	Undangan Penyuluhan Hukum	Akhmad.S.Sos, MAP - Camat - Kecamatan Salam Babarlis	TERKIRIM
2	Selasa, 8 Oktober 2024	800.1.9.1/462-DAPENINFO/BKP SDM/2024	Menindaklanjuti kegiatan Sosialisasi Perencanaan Data pada SIAIN dan Padaringan pada hari	Gusti Riha Jaya Wardana, S.Sos - Kepala Badan Kepegawaian dan Pengembangan SDM - BADAN KEPEGAWAIAN	TERKIRIM

Figure 4. Inspection of Outgoing Mail

Source: SRIKANDI Application, 2025

Fifth, letters that pass verification will be signed electronically (TTE) through a legally valid system. After passing the inspection, the letter will be given an Electronic Signature (TTE) by an authorized official. TTE is a legally valid digital signature with the same force as a wet signature. Using TTE speeds up the administrative process by eliminating the need for printing documents and minimizing the risk of document manipulation. TTE is implemented through integration with the National Civil Service Agency (BSSN) or an authorized government TTE provider.

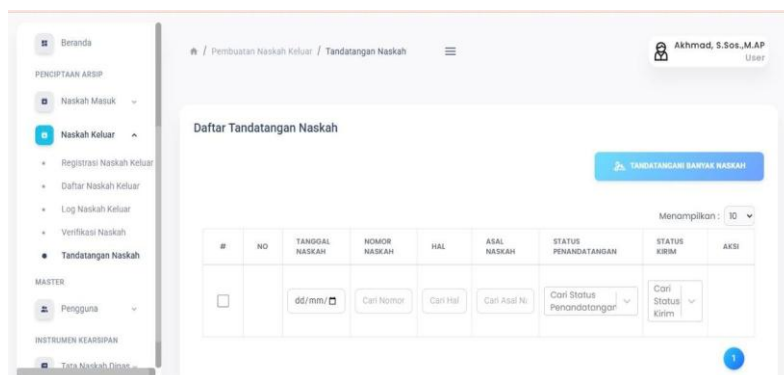


Figure 5. Inspection of Outgoing Mail

Source: SRIKANDI Application, 2025

Sixth, the letter is then sent digitally to the destination via the SRIKANDI system, so that the process is fast and efficient. Once electronically signed, the letter is ready to be sent to its destination. Delivery is done digitally through the SRIKANDI app to the destination agency or unit that also uses the same system. The sent letter will be directly submitted to the recipient's incoming mail dashboard. This method ensures faster, more efficient delivery, and eliminates the need for courier services or manual delivery.

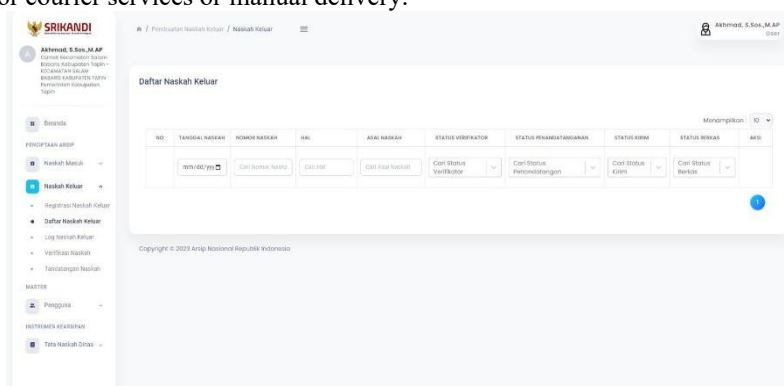


Figure 6. Outgoing Mail Delivery

Source: SRIKANDI Application, 2025

Finally, automated archiving is carried out by a system that supports orderly and documented national archiving. Every letter created and sent through the SRIKANDI application will be automatically digitally archived. This system stores documents based on archive classification, date, letter number, and letter category. This automatic archiving facilitates future archive retrieval and supports a neat, secure, and documented national archiving program in accordance with ANRI (National Archives of the Republic of Indonesia) regulations.

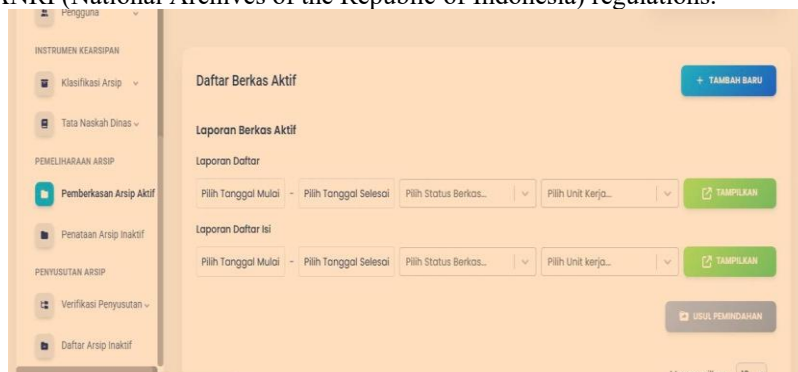


Figure 7. Inspection of Outgoing Mail

Source: SRIKANDI Application, 2025

B. Employee Competence in Using the Srikandi Application in Salam Babaris District, Tapin Regency

This study analyzes employee competency in using the Srikandi application in Salam Babaris District, Tapin Regency. The legal basis is Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE) and National Archives Regulation of the Republic of Indonesia Number 4 of 2021 concerning Guidelines for the Implementation of the Srikandi Application (Integrated Dynamic Archival Information System).

The research data was obtained through a qualitative descriptive method, with data collection techniques in the form of observation, interviews, documentation, and triangulation. Informants consisted of State Civil Servants (ASN) who worked in Salam Babaris District. To measure competence, five indicators were used according to Spencer in Jufri (2018:10-12) namely: Knowledge, Skills, Self-Concept, Traits, Motives, Description of employee competency in using the SRIKANDI application can be seen in the following description.

1. Knowledge

Based on the research results, it was found that the level of employee knowledge in using the Srikandi application still varies. Some employees have demonstrated a fairly good understanding of the application's functions and objectives, particularly in the context of digitalizing archive management. They are able to explain the application's workflow, from letter creation and electronic disposition to the archiving process. This understanding is generally possessed by employees who actively participate in outreach and training. However, employees still have limited knowledge, particularly in understanding the technical steps and specific features within the application. Lack of participation in training and minimal technical assistance contribute to this low understanding. As a result, the digital archiving process has not been running evenly and optimally.

These differences in knowledge levels impact the quality and speed of administrative services. Employees who understand application flows and features can complete tasks efficiently without having to wait for assistance from colleagues. They are also able to effectively utilize features like electronic signatures, document tracking, and automatic archiving. This demonstrates that technical knowledge is a key asset in supporting digital transformation within the sub-district.

Employees who lack adequate knowledge tend to experience confusion when facing technical disruptions or when having to follow new digital-based procedures. In some cases, they prefer to manually print and archive documents conventionally because they don't fully understand the digitalization steps. This situation highlights the need for ongoing efforts to increase employee knowledge capacity through more structured and equitable strategies, including the provision of self-learning modules and regular Q&A sessions.

Improving employee knowledge also needs to be supported by a regular evaluation system to identify which parts of the application are most difficult to understand, so that subsequent training can be more focused and tailored to needs.

2. Skills

In terms of skills, some employees have demonstrated good proficiency in operating the Srikandi application. They are able to independently use the application's key features for daily administrative activities, such as uploading documents, disposing of letters, and storing digital archives. This is supported by personal experience, active participation in training, and confidence in using digital systems. However, some employees still experience technical difficulties and lack confidence, often requiring assistance from colleagues or written guidance. This lack of technical skills results in work delays and dependence on other employees.

In general, employee skills in using the Srikandi application still need to be improved through practical approaches, such as hands-on training based on job simulations, technical assistance, and the creation of more applicable user guides. With equitable skills among all employees, digital-based administration will be more efficient and experience fewer obstacles.

3. Self-Concept

Employees' self-concepts regarding technology use also vary. Some employees have a positive self-concept, feeling capable and confident in adapting to digital systems like the Srikandi app. They demonstrate enthusiasm and a willingness to learn and try new features. However, others exhibit weak self-concepts, experiencing difficulties, lacking confidence, and even being reluctant to try without guidance. This presents a challenge in adapting to the ever-evolving technological changes within the government.

This difference in skill levels significantly impacts the smooth running of administrative processes within Salam Babaris District. Skilled employees are not only capable of completing administrative tasks digitally but also serve as informal references or mentors for colleagues still learning. They can quickly navigate application menus, understand system logic, and complete documents in a timely manner. Some are even familiar with integrating Srikandi with other relevant applications, such as e-Office or the regional correspondence system.

Less skilled employees tend to avoid tasks directly related to applications or only perform them when provided with assistance. This leads to uneven workloads and internal dependencies among employees. The lack of independent practice and repetitive learning contributes to skills stagnation in this group. Therefore, improved learning facilities, such as hands-on simulations, intensive technical guidance, and incentives for employees who successfully improve their digital skills, are needed.

A positive self-concept plays a crucial role in fostering an open attitude toward digital innovation. Employees with a strong self-concept tend to adapt more quickly, are less afraid of making mistakes during the learning process, and view technical challenges as opportunities for growth. They perceive using the Srikandi app as part of professionalism in the digital age, thus committing to mastering it.

Employees with a negative self-concept typically perceive technology as a hindrance, not a tool. They easily become anxious when encountering technical errors, and some even experience chronic reluctance to use applications because they feel "it's not the time to learn new things anymore." This phenomenon can be a major obstacle to the widespread implementation of digitalization systems. Therefore, a personalized and motivational approach is needed to build their self-confidence, for example through mentoring programs, appreciation for small successes, and education about the long-term benefits of application use.

4. Personality Traits

Personal characteristics such as thoroughness, responsibility, and discipline also influence the successful use of the Srikandi application. The majority of employees demonstrated thoroughness in the archive digitization process, taking responsibility for completing tasks despite technical difficulties. However, differences in employee characteristics also led to variations in work speed and accuracy. Some employees took longer because they were more cautious and had not yet fully mastered the system. These personal characteristics were not the main obstacle, but rather indicated the need to cultivate and strengthen work character in using digital applications.

Personality traits such as meticulousness, diligence, discipline, and responsibility play a crucial role in ensuring work processes through the Srikandi application run according to procedure. Employees with these traits tend to be more consistent and careful in data input, ensuring documents are not misclassified, and maintaining the validity of digital archives. While the process can sometimes be slower due to the increased care, the quality of the work produced is generally neater and meets standards.

Variations in personal characteristics also lead to differences in work outcomes. Employees who are impatient, give up easily, or lack discipline often exhibit inconsistent work patterns, rush, or lack thoroughness in application use. This can impact filing accuracy, delay mail delivery, and even potentially lead to data errors. Therefore, in addition to technical training, it is necessary to build a work culture that instills the values of responsibility, discipline, and thoroughness as part of a digital work ethic.

5. Motive (Motive)

Motivation is also a crucial factor in supporting Srikandi app usage. Some employees are highly motivated, aware of the importance of digitalization and the app's role in supporting work efficiency. They demonstrate a passion for learning, take initiative in self-development, and actively seek solutions when faced with obstacles. On the other hand, some employees' motivations are more functional, simply fulfilling work obligations without a strong internal drive, driven solely by the demands of their duties and institutional obligations. These motivations tend to result in inconsistent and less in-depth app usage.

This situation demonstrates the need for a strategic approach to building and maintaining employee motivation. Support from leadership, recognition for good performance, and providing space for self-development can be effective motivators. Furthermore, it is crucial to instill the values of professionalism, responsibility, and contribution to public service so that each employee works not only out of obligation but also out of an awareness of their vital role in supporting modern and efficient governance.

C. Obstacles faced by employees in using the Srikandi application in Salam Babaris District, Tapin Regency

In implementing the Srikandi application in Salam Babaris District, a number of obstacles were found that could affect employee competence, namely:

1. Low Technical Skills
Many employees still struggle to operate application features independently due to their lack of familiarity with technology. This leads to delays in completing administrative tasks.
2. Less Stable Motives
Some employees do not yet have an intrinsic motive for using the application, so they only operate Srikandi out of obligation, not out of awareness of the importance of digital transformation.
3. Lack of Ongoing Training
Training was only conducted twice and unevenly, despite the Srikandi app's continued development. This left some employees dependent on more skilled colleagues.

4. Facilities and infrastructure

These facilities and infrastructure are related to the problem of unstable internet networks and inadequate work equipment, which also hamper the smooth use of applications, especially in the process of archiving and sending digital documents.

4. CONCLUSION

The results of this study indicate that employees in Salam Babaris District, Tapin Regency, have good competency in using the Srikandi Application. In terms of knowledge and skills, several employees have understood and are able to operate the application well, especially those who actively participated in training. From the aspect of self-concept, some employees already have a positive self-concept, then from the aspect of self-characteristics, employees have responsibility and perseverance to support the smooth use of the application and demonstrate a meticulous attitude in the process of digitizing archives. All of this is supported by the existence of good motives from employees to adapt to digital systems, have self-confidence and tend to be more ready and enthusiastic in learning the application.

5. RECOMMENDATION

To address the challenges of implementing the Srikandi application in Salam Babaris District, the author recommends three key areas. First, improve employee understanding and technical skills through gradual training from basic to advanced levels, accompanied by hands-on simulations. Second, to reduce dependence on colleagues, intensive mentoring from the Library and Archives Service is recommended to foster employee independence. Third, accelerate adaptation to digital systems by providing shared practice time and discussion forums among employees, which can instill a sustainable digital-based work culture.

REFERENCES

- [1] Anastacia Sherren Syah Putri Noor, Fenny Damayanti, and Agus Garnida (2023). Srikandi Application in Improving Written Communication at the West Java BKKBN Representative Office. *Journal of Management and Information Systems*. Vol. 22, No. 2, 215-226.
- [2] Edison, E., Anwar, Y., & Komariyah, I. (2016). *Human Resource Management: Strategy and Change in Human Resource Management*. Bandung: Alfabeta.
- [3] Herwanto, TS Rohmansyah, H., Daga, AK, Roflebabini, BG (2024). Civil Service Competence in the Digital Era: A Conceptual Framework. *Journal of Administrative Science*, Vol. 15 No. 2. 201-209.
- [4] Irawan, F., Suwarlan, E., & Nursetiawan, I. (2024). Analysis of Employee Competence in Optimizing the Implementation of Electronic-Based Government Systems at the Communication and Informatics Office of Ciamis Regency. *Jurnal Otonomi*, 1(2), 189–202
- [5] Jufri, M. (2018). *Human resource development*. Makassar: Alauddin University Press.
- [6] Kasmir. (2019). *Human Resource Management: Theory and Practice*. Jakarta: Rajawali Pers.
- [7] Oktaviani, L., Istianda, M., & Kuswandi, A. (2018). The Influence of Structure, Culture, and Competence on the Performance of Government Organizations with Transformational Leadership as a Moderating Variable. *Journal of Government and Politics*.
- [8] Robbins, S.P., & Judge, T.A. (2023). *Organizational Behavior* (18th ed.). Pearson.
- [9] Sedarmayanti. (2017). *Human Resource Planning and Development to Improve Competence, Performance, and Work Productivity*. Bandung: PT. Refika Aditama.
- [10] Sudarmanto. (2021). *Human Resource Performance and Competency Development: Theory, Measurement Dimensions, and Implementation in Organizations*. Yogyakarta: Pustaka Pelajar.
- [11] Sugiyono. (2022). *Quantitative, Qualitative and R&D Research Methods* (4th ed.). Alfabeta.
- [12] Triastuti, DA (2019). The Influence of Work Environment, Competence, and Organizational Climate on Employee Performance. *Journal of Management Review*, 2(2), 203.
- [13] Wibowo. (2019). *Performance Management* (5th Edition). Jakarta: Rajawali Pers.
- [14] Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE).
- [15] Regulation of the Minister of Civil Service Empowerment & Bureaucratic Reform No. 14 of 2015.
- [16] Decree of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 679 of 2020 concerning General Applications in the Field of Dynamic Archives, KEMENPANRB is Responsible as Coordinator of the E-Government System or SPBE.
- [17] Regulation of the National Archives of the Republic of Indonesia Number 4 of 2021 concerning Guidelines for the Implementation of the SRIKANDI (Integrated Dynamic Archival Information System) application.

THIS PAGE IS INTENTIONALLY LEFT BLANK