Volume 9 (1) (2026). 109-124
Journal of Local Government Issues (LOGOS)
ISSN: 2620-8091 print | 2620-3812 online
Journal Homepage : http://ejournal.umm.ac.id/index.php/LOGOS/index

User Readiness and Digital Bureaucratic Transformation in Local Government: Evidence from SRIKANDI Adoption in Surakarta City

Fahmi Ulin Ni'mah[1]*, Hanum Kartikasari[2], Mutiara Auliya Khadija[3], Ida Setya Dwi Jayanti[4]

[1,2,3,4]School of Vocational Studies, Universitas Sebelas Maret, Indonesia

*Corresponding author: fahmiulin@staff.uns.ac.id

ABSTRACT

This study examines civil servants' readiness to adopt the SRIKANDI digital archival system within the Surakarta City Government as part of broader efforts toward digital bureaucratic transformation in local government administration. The research applies the Technology Readiness Index (TRI) framework to analyze how psychological factors influence users' intention to utilize the system. TRI conceptualizes technological readiness through four dimensions: optimism, innovativeness, discomfort, and insecurity. A quantitative approach was employed using purposive sampling, involving 105 civil servants responsible for archival management across local government organizations, technical units, and district offices in Surakarta City. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that optimism and innovativeness significantly increase civil servants' intention to use the SRIKANDI system, while discomfort and insecurity negatively influence adoption. Among these factors, insecurity demonstrates the strongest influence, suggesting that trust and perceived technological risks play a critical role in shaping digital system adoption within bureaucratic environments. These findings highlight that the successful implementation of digital archival systems in local government institutions is not solely determined by technological infrastructure but also by the psychological readiness of civil servants and the organizational context in which they operate. From a policy perspective, local governments need to complement technological innovation with capacity-building programs, user support mechanisms, and trust-building strategies to ensure the effective adoption of digital governance systems.

Article Info :

Article history :

Received : November 3, 2025
Revised : March 10, 2026
Accepted : March 27, 2026

Keywords:
Civil Servants;
Digital Government,;
Digital Archival Systems;
SRIKANDI

INTRODUCTION

E-government represents the government's initiative in utilizing information and communication technology to deliver public services more effectively, transparently, and accountably (Pazmiño-Sarango et al., 2022; Supratiwi et al., 2019; Martitah et al., 2021).

Please cite this article as: Ni'mah, F. U., Kartikasari, H., Khadija, M. A., & Jayanti, I. S. D. (2026). User Readiness and Digital Bureaucratic Transformation in Local Government: Evidence from SRIKANDI Adoption in Surakarta City. *Journal of Local Government Issues,* 9(1), 109-124. https://doi.org/10.22219/logos.v9i1.42671

This transformation is driven by demands for bureaucratic efficiency, improved quality of public services, and efforts to enhance open and participatory governance (Kawabata & Camargo, 2023; Latupeirissa et al., 2024; Moggi et al., 2025; Toro et al., 2025; Yang, 2024). Digitalization requires proactive and innovative governance approaches to address the impacts of technological change(Han & Zhang, 2024; Jonathan & Rusu, 2019). The successful implementation of e-government can improve service quality and transparency (Ammirato et al., 2024). In Indonesia, digital government initiatives are implemented through the Electronic Based Government System (SPBE), which promotes the integration of digital administrative services across government institutions (Anggara et al., 2024; Asgarkhani, 2005; Latupeirissa et al., 2024). The optimization of SPBE applies not only to the central government but also to all regional governments (Prihantoro et al., 2021).

One of the key elements within this framework is records management, which supports governance in terms of systematic information storage, security, and access (Dootson et al., 2021; Jones et al., 2023; Nadal et al., 2022;Shibambu & Marutha, 2022). Along with the advancement of digitalization policies, the need for an integrated electronic records system has become increasingly urgent (Gaebel et al., 2024; Gandolfi et al., 2025; Khan et al., 2025;Maroye et al., 2017). In response to this need, the Indonesian government developed the Integrated Dynamic Archival Information System (SRIKANDI). This system was officially launched at the national level in 2021 as part of the national SPBE digital service. As a manifestation of digital records transformation, SRIKANDI also supports the acceleration of bureaucratic reform by facilitating the electronic management of dynamic records across all central and regional government institutions. The system aims to establish an electronic document and correspondence management system within government institutions (Horota, 2024) .

This system is used to manage dynamic records digitally, encompassing their creation, use, maintenance, and disposal (Hadijah & Aulia Rahman, 2024). At the regional government level, the SRIKANDI system (Sistem Informasi Kearsipan Dinamis Terintegrasi – Integrated Dynamic Archival Information System) has been introduced to ensure that administrative processes and document governance adhere to uniform and accountable national archival standards. Its role is crucial in supporting bureaucratic efficiency, public service transparency, and compliance with archival regulations and legislation (Hagen, 2023). SRIKANDI users consist of civil servants responsible for correspondence and archival management in each organizational unit within government institutions.

Surakarta is one of the regions in Indonesia that has implemented the SRIKANDI system. The implementation was formalized through the Mayor of Surakarta's Decree No. 045.05/21.21 of 2022. While the implementation of SRIKANDI brings various benefits in supporting the digitalization of public administration, its execution in the field faces several challenges. One major issue is that not all human resources possess adequate understanding of electronic-based archival governance. As a result, the adaptation process to using SRIKANDI tends to be slow and requires ongoing training efforts. Civil servants as the primary users of SRIKANDI, are often not yet fully prepared to operate this system (Ningsih, 2024). In addition, resistance to change from manual to digital workflows remains a significant psychological barrier (Utami et al., 2024; Rahmah & Meirinawati, 2023).

User readiness is a key factor in the successful adaptation of e-government systems (Rehouma & Hofmann, 2018). Without a clear assessment of this readiness, the risk of implementation failure increases manifesting as stagnant system usage, procedural errors in archival practices, and compromised data integrity. Identifying user readiness can support the design of training programs and organizational strategies to facilitate digital transformation. To measure user readiness in adopting the SRIKANDI application, one approach that can be employed is the Technology Readiness Index (TRI), developed by Parasuraman (Iberahim et al., 2024).

TRI is an instrument designed to identify the extent to which an individual or group is prepared to accept and use new technologies (Maris et al., 2023). This method is particularly relevant in the context of electronic government system implementation, including digital archiving applications such as SRIKANDI, as it focuses on the psychological and behavioral dimensions of users toward technology. Compared with other technology adoption models such as TAM and UTAUT, which focus on perceived usefulness and behavioral intention, the Technology Readiness Index emphasizes the psychological readiness of individuals toward technology. Therefore, TRI is particularly relevant for analyzing civil servants' readiness in adopting digital bureaucratic systems.

Technology Readiness Index (TRI) assesses individuals' readiness to adopt technology through four key dimensions: optimism, innovativeness, discomfort, and insecurity (Iberahim et al., 2024). Optimism and innovativeness represent positive drivers that encourage individuals to adopt new technologies, whereas discomfort and insecurity act as inhibiting factors that may hinder technology acceptance. In the context of the SRIKANDI system, the TRI framework helps explain the psychological readiness of civil servants in adapting to digital archival systems within government institutions. readiness of civil servants in adapting to digital archival systems within government institutions

Studies on the SRIKANDI application have been widely conducted, both in terms of policy and its implementation at central and regional government levels. Previous studies have examined various aspects of the system, including its functions, implementation processes, and organizational readiness. For example, research by Ningsih (2024) explored the functions of SRIKANDI and user readiness from a psychological perspective, while (Andraini & Bella, 2022) evaluated the system from the perspectives of human resources, infrastructure, and organizational effectiveness, finding that many personnel were not adequately prepared to adopt the system. Other studies have also addressed issues related to regulatory frameworks, system effectiveness in archival digitalization, and technical challenges in its implementation (Devina et al., 2024; Rahmah & Meirinawati, 2023; Ramudin et al., 2024; Utami et al., 2024).

Despite these contributions, most existing studies primarily focus on policy implementation, infrastructure readiness, or technical aspects of the system. Empirical research that specifically examines the psychological readiness of civil servants in adopting digital archival systems remains limited, particularly within the context of local government organizations. Some studies addressing user readiness, such as the qualitative research by (Suyani et al., 2025), found significant gaps in civil servants' understanding of the system, while quantitative findings by (Azzahra et al., 2024), indicate that many civil servants still experience difficulties adapting to the system.

However, empirical studies that systematically measure the psychological readiness of civil servants in adopting digital archival systems remain limited, particularly within the context of local government organizations. Furthermore, research applying the Technology Readiness Index (TRI) framework to analyze the adoption of the SRIKANDI system is still relatively scarce. Given that digital bureaucratic transformation relies not only on technological infrastructure but also on the readiness of government personnel to adopt new systems, understanding the psychological readiness of civil servants becomes increasingly important. Therefore, this study aims to analyze the readiness of civil servants in adopting the SRIKANDI system within the Surakarta City Government using the Technology Readiness Index (TRI) framework. Accordingly, this study addresses the following research question: to what extent do the dimensions of the Technology Readiness Indeks optimism, innovativeness, discomfort, and insecurity influence civil servants' intention to use the SRIKANDI digital archival system in the Surakarta City Government?

METHOD

This study employs a quantitative research design to examine the readiness of civil servants in adopting the SRIKANDI system within the Surakarta City Government. The analysis focuses on the influence of the Technology Readiness Index (TRI) dimensions optimism, innovativeness, discomfort, and insecurity on users' intention to adopt the SRIKANDI digital archival system.This study involved four exogenous (independent) variables: optimism and innovativeness, which represent users' positive perceptions; and discomfort and insecurity, which reflect users' negative perceptions (Gunawan et al., 2023). The endogenous (dependent) variable in this study is the intention to use SRIKANDI, measured using four questionnaire items.

The study was conducted within the Surakarta City Government, which has implemented the SRIKANDI system as part of its digital archival management initiative. The organizational units involved in this study include 30 Local Government Organizations (Organisasi Perangkat Daerah/OPD), 10 technical implementation units, and 5 district administrative offices. These institutions utilize the SRIKANDI system to manage administrative correspondence and dynamic archives, including document creation, distribution, storage, and retrieval processes. However, the intensity of system utilization varies across organizational units depending on their administrative functions and the volume of document management activities. The respondents consisted of civil servants responsible for archival management and administrative correspondence, including archivists, heads of archives, and archive administrators. These positions were selected because they represent the primary users who interact directly with the SRIKANDI system in their daily tasks.

This study employed purposive sampling to ensure that the respondents selected were individuals who directly use the SRIKANDI system in their organizational units. Each organizational unit typically designates several operators responsible for managing the system, including a coordinator and supporting administrators. A total of 105 valid responses were collected and included in the analysis. Only fully completed questionnaires were considered valid for data processing.

Although purposive sampling may introduce potential selection bias, this approach is considered appropriate for studies examining user readiness within a

specific technological and organizational context where only certain personnel are directly involved in system operation. In addition, since the survey was conducted within a bureaucratic environment, there is a potential risk of social desirability bias, where respondents may tend to provide institutionally favorable answers. To minimize this risk, respondents were informed that the questionnaire was anonymous and that the data would be used solely for academic purposes.

The research instrument used in this study is based on the Technology Readiness Index (TRI) developed by Parasuraman (Iberahim et al., 2024). In this study, optimism and innovativeness are considered technology enablers, while discomfort and insecurity represent technology inhibitors. The endogenous variable in this study is intention to use the SRIKANDI system, which reflects the willingness of civil servants to adopt and utilize the digital archival system in their administrative tasks. All questionnaire items used in this study are presented in Table 1 (Research Instrument).

Table 1. Research Instrument

Variable	Indicator	Statement	Code
Optimism (OPT)	Easiness	The system is free from difficulties, obstacles, and problems.	OP1
	Connectivity	The system can easily connect with other systems.	OP2
	Effectiveness	The system is running effectively.	OP3
	Efficiency	The system is running efficiently.	OP4
	Productivity	The system is running productively.	OP5
Innovativeness (INN)	Problem Solving	A system is a tool for its user to solve problems.	IV1
	Independence	The system assists users independently,free from control and influence	IV2
	Challenge	The system supports its users to achieve their goals in difficult situations or problems.	IV3
	Stimulation	The system motivates its users to achieve their goals.	IV4
	Competitiveness	he system supports its users to become more successful than their competitors.	IV5
Discomfort (DIS)	Complexity	The system is confusing for users to use.	DS1
	Difficulty	The system is not easy to use.	DS2
	Dependence	The system is not available for use.	DS3
	Lack of Support	The system is running without full operational support.	DS4
	Innapropriateness	The system does not match with development plan.	DS5
Insecurity (INS)	Failure	The system did not run as planned during its development.	IS1
	Threat	The system is in a condition that can cause danger.	IS2
	Reducing Interaction	The system makes its users less interactive.	IS3
	Distraction	The system causes its users to lose focus on what is actually important for them.	IS4
	Incredulity	The system is questionable for use.	IS5

Source: Author's Analysis, 2024

Based on the Technology Readiness Index framework, the hypotheses proposed in this study are as follows:

H1: Optimism has a positive effect on civil servants' intention to use the SRIKANDI system.

H2: Innovativeness has a positive effect on civil servants' intention to use the SRIKANDI system.

H3: Discomfort has a negative effect on civil servants' intention to use the SRIKANDI system.

H4: Insecurity has a negative effect on civil servants' intention to use the SRIKANDI system.

The data were analyzed using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with the assistance of SmartPLS 4.0 software. The PLS-SEM approach was selected because it is suitable for exploratory research, does not require strict normal data distribution, and can be applied to relatively small sample sizes. Furthermore, PLS-SEM is widely used in studies examining behavioral intentions and technology adoption. The analysis consisted of two main stages:

1. Measurement Model (Outer Model) Evaluation
   This stage assessed the reliability and validity of the measurement indicators through composite reliability, Cronbach's alpha, and average variance extracted (AVE).
2. Structural Model (Inner Model) Evaluation
   This stage examined the relationships between variables through path coefficients, coefficient of determination (R^2), and hypothesis testing using the bootstrapping method.

The respondents consist of all SRIKANDI users within each department of Surakarta City. Each department has three SRIKANDI users: a coordinator and two administrators. In total, 105 SRIKANDI users from various departments in Surakarta City participated in this study, with the following characteristics:

Table 3. Respondent Profile Description

Information	Persentase
Number of samples	100%
gender	
Man	37%
Woman	63%
Level of education	
Senior high school	23%
Diploma	20%
Bachelor	54%
Postgraduate	30%
Age	
20-30	32%
31-40	24%
41-50	34%
51-60	10%

Source: Primary Data Collected in This Study, 2024.

Based on the respondent profile data presented above, 63% of the respondents are female, while the remaining 37% are male. Regarding education level, the majority (54%) hold an undergraduate degree. The age distribution of respondents is relatively balanced, with 32% aged 20–30 years, 24% aged 31–40 years, and 34% aged 41–50 years.

Data analysis in this study was conducted using Structural Equation Modeling (SEM) based on the Partial Least Squares (PLS) method, utilizing the SmartPLS 4.0 software. The PLS approach is practical because it does not require data to follow a normal distribution and is suitable for relatively small sample sizes. The analysis involved assessing both the measurement model and the structural model.

RESULTS AND DISCUSSION

Measurement Model (Outer Model) Evaluation

The measurement model was evaluated to assess the validity and reliability of the constructs used in this study. This step ensures that the indicators employed in the research instrument adequately represent the dimensions of the Technology Readiness Index (TRI): optimism, innovativeness, discomfort, and insecurity. The diagram is presented in Figure 1 below:

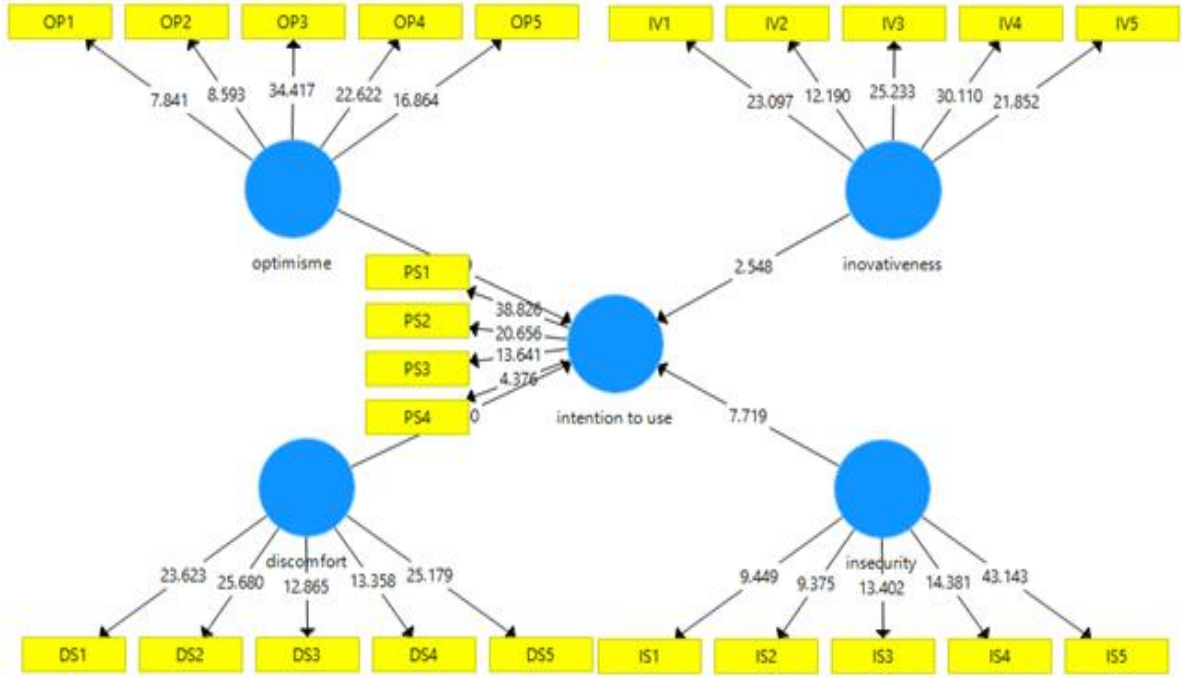

Figure 1. Path Diagram

The factor loading results indicate that all measurement items are strongly associated with their respective constructs, suggesting that the indicators successfully represent the underlying psychological dimensions of technological readiness among civil servants. These findings demonstrate that the TRI framework is capable of capturing different attitudes toward digital technology adoption within the bureaucratic environment.

Convergent validity was further assessed using the Average Variance Extracted (AVE).

Table 4. AVE

Construct	AVE
Optimism	0.652
Intention to use	0.588
Insecurity	0.587
Innovativeness	0.717
Discomfort	0.670

Source: Author's Analysis, 2024

As shown in Table 4, the AVE values for all constructs exceed the recommended threshold of 0.50. This indicates that the indicators consistently measure their respective constructs and that the TRI dimensions adequately represent the psychological responses of civil servants toward the SRIKANDI digital archival system. Table 4 shows that the innovativeness construct has the highest AVE value (0.717), followed by discomfort (0.670) and optimism (0.652). Meanwhile, insecurity and intention to use also demonstrate acceptable AVE values. Substantively, these results suggest that the constructs used in this study are capable of capturing the multidimensional nature of technological readiness, including both positive and negative perceptions toward digital systems.

Reliability was assessed using Cronbach's Alpha and Composite Reliability. As presented in Table 5, all constructs demonstrate high internal consistency, with Composite Reliability values exceeding 0.80 (Gunawan et al., 2023).

Table 5. Cronbach's Alpha dan Composite Reliability

Construct	Cronbach's Alpha	Composite Reliability
Optimism	0.861	0.902
Intention To Use	0.760	0.847
Insecurity	0.824	0.876
Innovativeness	0.901	0.927
Discomfort	0.877	0.910

Source: Author's Analysis, 2024

These results indicate that the measurement items consistently represent the underlying TRI constructs. In practical terms, this means that the indicators reliably capture civil servants' attitudes toward the adoption of the SRIKANDI system. Overall, the measurement model results confirm that the research instrument provides a valid and reliable representation of the technological readiness dimensions among civil servants. This validation allows the analysis to proceed to the structural model assessment in order to examine the relationships between TRI constructs and the intention to use the SRIKANDI system.

Structural Model (Inner Model) Evaluation

The structural model was evaluated to examine the influence of the TRI dimensions on civil servants' intention to use the SRIKANDI system. The results of the path coefficient analysis are presented in Table 6.

Table 6. Nilai Path Coefficient

	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
discomfort -> intention to use	0.080	2.150	0.032
innovativeness -> intention to use	0.087	2.548	0.011
insecurity -> intention to use	0.089	7.719	0.000
optimisme -> intention to use	0.083	2.489	0.013

Source: Author's Analysis, 2024

The findings indicate that all four TRI dimensions significantly influence the intention to use the SRIKANDI system. However, the magnitude and direction of these relationships differ across constructs, reflecting different psychological responses toward digital archival systems among civil servants. These variations suggest that individual readiness plays a critical role in shaping technology adoption behavior in public sector contexts.

Optimism shows a positive and significant relationship with the intention to use SRIKANDI. This suggests that civil servants who perceive digital systems as useful, efficient, and capable of improving their work performance are more likely to adopt the system in their administrative activities. Similarly, innovativeness also demonstrates a positive and significant influence on the intention to use the system. Civil servants who exhibit higher levels of technological curiosity and willingness to experiment with new systems tend to adopt digital tools more readily. These individuals often act as early adopters who facilitate the diffusion of digital systems within their organizational units.

In contrast, discomfort negatively affects the intention to use the SRIKANDI system. This finding indicates that feelings of difficulty, lack of control, or uncertainty when interacting with technology may reduce civil servants' willingness to rely on digital systems for administrative tasks. Among the TRI dimensions, insecurity demonstrates the strongest negative influence on the intention to use SRIKANDI. This result suggests that trust plays a critical role in shaping civil servants' attitudes toward digital systems. Concerns related to system reliability, data security, or potential technological errors may significantly influence the decision to adopt digital archival platforms in government institutions.

Overall, the structural model results highlight that technological readiness among civil servants involves a complex interaction between positive attitudes toward innovation and concerns related to technological risks. These findings suggest that the adoption of digital archival systems within local government institutions is not determined solely by technological availability, but also by the psychological readiness of users to engage with new digital tools.

DISCUSSION

The findings of this study demonstrate that the Technology Readiness Index (TRI) provides a meaningful framework for understanding civil servants' readiness to adopt the SRIKANDI digital archival system within the Surakarta City Government. The results show that optimism and innovativeness positively influence the intention to use the system, while discomfort and insecurity negatively influence users' willingness to adopt it. These findings confirm that technological readiness is not merely a matter of technical

capability but also reflects psychological attitudes toward digital transformation in government organizations.

The positive influence of optimism suggests that civil servants who perceive digital technology as useful and beneficial are more willing to adopt the SRIKANDI system in their daily administrative activities. Optimism reflects the belief that technology can enhance efficiency, flexibility, and productivity in the workplace. This finding aligns with the Technology Readiness Index theory, which emphasizes that optimistic individuals tend to perceive technology as an enabler that improves performance and simplifies tasks (Henriksen Hagen, 2023). In the context of digital archival systems, optimism may emerge when civil servants experience tangible benefits such as faster document retrieval, improved tracking of administrative correspondence, and reduced reliance on physical records. Similar findings have been reported in studies on technology adoption in public sector organizations, where positive perceptions of technology significantly increase the willingness of employees to integrate digital tools into their work processes (Madaki et al., 2024; Sameer, 2022)

In addition to optimism, innovativeness also plays a significant role in shaping the intention to use the SRIKANDI system. Innovativeness reflects an individual's tendency to experiment with new technologies and to adopt them earlier than others. Civil servants who demonstrate higher levels of innovativeness are more likely to view technological change as an opportunity to improve work processes rather than as a disruption to established routines. Previous research has shown that innovative individuals often function as early adopters who facilitate the diffusion of new technologies within organizations ((Tverskoi et al., 2022; Zhao et al., 2025). Within the bureaucratic environment of local government institutions, these individuals may act as informal champions of digital transformation, encouraging colleagues to adopt electronic systems and demonstrating the practical benefits of digital administrative tools.

However, the findings also reveal that discomfort negatively affects the intention to use SRIKANDI. Discomfort refers to feelings of being overwhelmed, lacking control, or experiencing difficulty when interacting with technology. Such perceptions often arise when digital systems are perceived as complex or when users feel insufficiently prepared to operate them effectively. In government institutions where administrative procedures have traditionally relied on manual documentation, the transition to digital archival systems may create uncertainty among employees who are less familiar with information technology. Previous studies have similarly found that technological discomfort can hinder technology adoption, particularly in organizational environments where digital literacy varies among employees (Arnaud et al., 2024; Camarena & Fusi, 2021; Yigitcanlar et al., 2023).

Among the TRI dimensions, insecurity demonstrates the strongest negative influence on the intention to use SRIKANDI. Insecurity reflects users' skepticism and distrust toward the reliability and safety of digital technologies. Individuals experiencing high insecurity may worry about system errors, data loss, cybersecurity risks, or the possibility that technological failures could disrupt administrative processes(Thomas et al., 2025). In the context of public administration, these concerns are particularly significant because government organizations operate within strict accountability frameworks where administrative errors can have institutional consequences. Studies on technology readiness indicate that insecurity is one of the most influential inhibitors of

technology adoption because users tend to avoid relying on systems they perceive as unreliable or risky (Zhao et al., 2025).

The strong influence of insecurity observed in this study highlights the importance of trust in the implementation of digital government systems. Civil servants may be reluctant to fully depend on electronic systems if they are uncertain about the system's stability or if they perceive digital processes as increasing administrative risk. In hierarchical bureaucratic environments such as local government organizations, where compliance with procedures is highly emphasized, concerns about technological reliability may significantly shape employees' attitudes toward digital transformation.

These findings also contribute to the growing body of literature on the implementation of the SRIKANDI system in Indonesia. Previous studies have primarily examined SRIKANDI from regulatory, technical, and policy implementation perspectives (Naufal & Aryono, 2025; Teku et al., 2024; Zakaria et al., 2025). While these studies highlight operational challenges and institutional readiness, they rarely address the psychological dimensions of technology adoption among civil servants. By applying the Technology Readiness Index framework, this study provides a deeper understanding of how individual attitudes toward technology influence the adoption of digital archival systems within local government institutions.

Furthermore, the results suggest that technological readiness in government organizations should not be interpreted solely as an individual-level phenomenon. Organizational characteristics such as hierarchical decision-making structures, administrative workloads, and institutional accountability mechanisms also shape how digital technologies are perceived and adopted by civil servants. In many government institutions, the introduction of electronic systems may alter established administrative routines and shift traditional patterns of information control. Consequently, employees may experience uncertainty as they adapt to new digital workflows.

The implementation of SRIKANDI also presents broader challenges for local governments pursuing digital transformation. One potential issue is the emergence of competency gaps among civil servants with different levels of digital literacy. Younger employees who are more familiar with digital technologies may adapt quickly to electronic systems, while senior employees may require additional training and institutional support. Another potential challenge is the risk of technological dependency, where administrative processes become heavily reliant on digital systems that require continuous maintenance and technical support.

Therefore, the successful implementation of digital archival systems such as SRIKANDI requires not only technological infrastructure but also organizational strategies that support user adaptation. These strategies may include continuous training programs, technical assistance mechanisms, and the development of digital governance policies that encourage trust in electronic systems. By addressing both psychological and organizational dimensions of technology adoption, local governments can ensure that digital transformation initiatives contribute to more efficient, transparent, and accountable public administration.

CONCLUSION

This study examines civil servants' readiness to adopt the SRIKANDI digital archival system within the Surakarta City Government using the Technology Readiness

Index (TRI) framework. The findings indicate that optimism and innovativeness positively influence the intention to use the system, while discomfort and insecurity negatively affect users' willingness to adopt it. These results demonstrate that the adoption of digital archival systems in local government institutions is strongly influenced by the psychological readiness of civil servants. Positive perceptions of technology encourage users to integrate digital systems into their administrative routines, whereas concerns about technological complexity and system reliability may hinder adoption.

Beyond individual psychological factors, this study also highlights the importance of organizational context in shaping technological readiness within government institutions. In bureaucratic environments characterized by hierarchical structures and procedural accountability, concerns related to technological risk, system reliability, and administrative responsibility may significantly influence users' attitudes toward digital systems. Therefore, the successful implementation of SRIKANDI should not be understood solely as a matter of individual technological competence but also as part of broader bureaucratic transformation. Local governments need to develop comprehensive strategies that include continuous training programs, institutional support mechanisms, and trust-building initiatives to ensure that digital systems are perceived as reliable tools that enhance administrative efficiency rather than as potential sources of risk.

This study has several limitations. First, the research focuses on a single municipal government, which may limit the generalizability of the findings to other regional contexts. Second, the analysis primarily examines individual-level psychological factors and does not fully capture broader organizational dynamics that may influence technology adoption in government institutions. Future research should therefore explore comparative studies across multiple regions and incorporate additional variables such as organizational culture, leadership support, and digital governance capacity to provide a more comprehensive understanding of digital transformation in local government administration.

ACKNOWLEDGMENTS

This research was funded by Universitas Sebelas Maret under the research grant of Penelitian Penguatan Kapasitas Grup Riset (PKGR-UNS). Special thanks are also extended to the Government of Surakarta City, particularly the Department of Communication and Informatics (Diskominfo) and the Department of Archives and Library Services (Dispersip), for granting permission, facilitating data access, and offering technical assistance throughout the research process. Deep appreciation is also conveyed to all respondents, especially the civil servants within the Surakarta City Government, who generously contributed their time and valuable insights, making this study possible.The authors gratefully acknowledge the anonymous reviewers for their thoughtful and constructive feedback, which substantially improved the manuscript. The authors also acknowledge the use of ChatGPT (Open AI, GPT-4) for language support, editorial assistance, and proofreading during manuscript preparation. All final content was critically reviewed, revised, and approved by the authors.

REFERENCES

Ammirato, S., Cutrì, L., Felicetti, A. M., & Di Maio, F. (2024). Business process management and digital transition. The case study of an Italian Public University. *Transforming Government: People, Process and Policy*, *18*(4), 825–855. https://doi.org/10.1108/TG-04-2024-0087

Andraini, L., & Bella, C. (2022). Pengelolaan Surat Menyurat Dengan Sistem Informasi (Studi Kasus: Kelurahan Gunung Terang). *Jurnal Portal Data, 2*(1), 1-11. https://portaldata.org/index.php/portaldata/article/view/71

Anggara, S. M., Hariyanto, A. D., Suhardi, Arman, A. A., & Kurniawan, N. B. (2024). The Development of Digital Service Transformation Framework for The Public Sector. *IEEE Access*, 1. https://doi.org/10.1109/access.2024.3406571

Arnaud, J., Mamede, H. S., & Branco, F. (2024). The relationship between digital transformation and digital literacy - an explanatory model: Systematic literature review. *F1000Research*. https://doi.org/10.12688/f1000research.146991.1

Asgarkhani, M. (2005). Digital government and its effectiveness in public management reform. *Public Management Review*, *7*(3), 465–487. https://doi.org/10.1080/14719030500181227

Camarena, L., & Fusi, F. (2021). Always Connected: Technology Use Increases Technostress Among Public Managers. *The American Review of Public Administration*, 027507402110503. https://doi.org/10.1177/02750740211050387

Devina, A. S., Safii, Moh., Prasetyawan, A., & Ghazali, A. M. (2024). Evaluasi Penggunaan Aplikasi Sistem Informasi Kearsipan Dinamis Terintegrasi (Srikandi) Pada Dinas Perpustakaan Dan Kearsipan Kota Batu. *BIBLIOTIKA: Jurnal Kajian Perpustakaan Dan Informasi, 8(1), 220-237*. https://dx.doi.org/10.17977/um008v8i12024p220-237

Dootson, P., Tate, M., Desouza, K. C., & Townson, P. (2021). Transforming public records management: Six key insights. *Journal of the Association for Information Science and Technology*, *72*(5), 643–648. https://doi.org/10.1002/ASI.24429

Gaebel, J., Schreiber, E., & Neumuth, T. (2024). The Emergency Medical Team Operating System — a vision for field hospital data management in following the concepts of predictive, preventive, and personalized medicine. *The Epma Journal*. https://doi.org/10.1007/s13167-024-00361-9

Gandolfi, S., Bellé, N., Cantarelli, P., Cruciani, V., Gazzetti, A., & Piazzoli, A. (2025). An umbrella review of behavioral factors influencing the efficiency and effectiveness of EHR. *European Journal of Public Health*, *35*(4). https://doi.org/10.1093/eurpub/ckaf161.1289

Gunawan, A., Mukmin, Fitri Wahyuni, S., & Sari, M. (2023). Factors affecting financial management behavior of Paylater users in Indonesia: Examining the moderating role of locus of control. *Investment Management and Financial Innovations*, *20*(4), 171–181. http://dx.doi.org/10.21511/imfi.20(4).2023.15

H, I. Azzahra., Natalia, N., & Ilman, N. (2024). Studi Pengguna Aplikasi Sistem Informasi Kearsipan Dinamis Terintegrasi (Srikandi) Pada Pemerintah Kota Palopo. *Cendekia: Jurnal Ilmu Pengetahuan*, *4*(4), 371–https://doi.org/10.1108/DLP-12-2020-0123377

Hadijah & Aulia Rahman. (2024). Implementasi Sistem Informasi Kearsipan Dinamis Terintegrasi (Srikandi) Pada Kantor Kecamatan Haruai Kabupaten Tabalong. *JAPB*, *7*(2), 1386–1395. DOI:10.35722/japb.v7i2.1088

Han, F., & Zhang, D. (2024). Government digitalization and its influence on government functions transformation adopting a Structural Functionalism perspective: Evidence from county-level governments in China. *Heliyon, 10*(17). https://pubmed.ncbi.nlm.nih.gov/39296109

Henriksen Hagen, D. (2023). The effect of digitalization on the daily use of and work with records in the Norwegian public sector. *Records Management Journal*, *33*(2/3), 105–119. https://doi.org/10.1108/RMJ-10-2022-0030

Horota, M. H. (2024). Efektivitas Pelayanan Aplikasi Sistem Informasi Kearsipan Dinamis Terintegrasi (Srikandi) Di Badan Perencanaan Pembangunan Daerah Kabupaten Kaimana. *Soetomo Magister Ilmu Administrasi, 2*(2), 215–230.

H., Albashri, N. O. R., Warnoh, I., Rushdan, A., & Matsuura, Y. (2024). Port Digitalisation: Technology Readiness Assessment and Segmentation Profile Of Malaysian Port Operators. J*ournal Of Sustainability Science and Management, 19*, 104–122. https://doi.org/10.46754/jssm.2024.11.007

Kawabata, M. K., & Camargo, A. S. (2023). E-Government Innovation Initiatives in Public Administration: A Systematic Literature Review and a Research Agenda. *Administration & Society*, *55*(9), 1758–1790. https://doi.org/10.1177/00953997231185847

Khan, S., Akhtar, N., Mushtaq, M. F., Samee, N. A., Mahmoud, N. F., & Ashraf, I. (2025). Towards robust electronic health record systems: integrating formal verification and process modeling techniques. *BMC Medical Research Methodology*, *25*(1). https://doi.org/10.1186/s12874-025-02637-8

Jonathan, G. M., & Rusu, L. (2019). eGovernment Adoption Determinants From Citizens' Perspective: A Systematic Literature Review. *International Journal of Innovation in the Digital Economy*, *10*(1), 18–30. https://doi.org/10.4018/IJIDE.2019010102

Jones, M. C., Stone, T., Mason, S., Eames, A., & Franklin, M. (2023). Navigating data governance associated with real-world data for public benefit: an overview in the UK and future considerations. *BMJ Open*, *13*. https://doi.org/10.1136/bmjopen-2022-069925

Latupeirissa, J. J. P., Dewi, N. L. Y., Prayana, I. K. R., Srikandi, M. B., Ramadiansyah, S. A., & Pramana, I. B. G. A. Y. (2024). Transforming Public Service Delivery: A Comprehensive Review of Digitization Initiatives. *Sustainability*. https://doi.org/10.3390/su16072818

Madaki, A. S., Ahmad, K., & Singh, D. (2024). Information technology integration implementation in public sector organizations: Exploring challenges, opportunities, and future trends. *Information Development*. https://doi.org/10.1177/02666669241255661

Maris, N. A., Agustini, E. P., Megawaty, M., & Oktarina, T. (2023). Analisis Kesiapan Pemerintahan Kota Prabumulih Dalam Implementasi E-Government Menggunakan Metode Technology Readiness Index (TRI). *Journal of Information System Research (JOSH)*, *4*(3), 947–952. https://doi.org/10.47065/josh.v4i3.3263

Maroye, L., Van Hooland, S., Aranguren Celorrio, F., Soyez, S., Losdyck, B., Vanreck, O., & De Terwangne, C. (2017). Managing electronic records across organizational

boundaries: The experience of the Belgian federal government in automating investigation processes. *Records Management Journal*, *27*(1), 69–83. https://doi.org/10.1108/RMJ-11-2015-0037

Martitah, M., Arifin, S., Sumarto, S., & Widiyanto, W. (2021). Confronting E-Government Adoption in Indonesian Local Government. *Journal of Indonesian Legal Studies*, *6*(2), 279–306. https://doi.org/10.15294/jils.v6i2.47795

Moggi, S., Zardini, A., & Rossignoli, C. (2025). When digitalisation enhances public (in)efficiency. *Journal of Public Budgeting, Accounting & Financial Management*, 1–17. https://doi.org/10.1108/jpbafm-10-2024-0216

Nadal, S., Jovanovic, P., Bilalli, B., & Romero, O. (2022). Operationalizing and automating Data Governance. *Journal of Big Data*, *9*,117. https://doi.org/10.1186/s40537-022-00673-5

Naufal, D., & Aryono, G. D. P. (2025). Policy Analysis of the SRIKANDI Archiving System in Banten Province. *Jurnal Ilmu Administrasi Negara*, *13*(1), 27–34. https://doi.org/10.31629/juan.v13i1.7069

Ningsih, S. J. (2024). *Pemanfaatan Aplikasi Sistem Informasi Kearsipan Dinamis Terintegrasi (Srikandi) oleh Arsiparis dalam Pengelolaan Arsip di Dinas Perpustakaan dan Kearsipan Kota Payakumbuh*. *2*. https://doi.org/10.31958/jipis.v3i2.13079

Pazmiño-Sarango, M., Naranjo-Zolotov, M., & Cruz-Jesus, F. (2022). Assessing the drivers of the regional digital divide and their impact on eGovernment services: Evidence from a South American country. *Information Technology & People*, *35*(7), 2002–2025. https://doi.org/10.1108/ITP-09-2020-0628

Prihantoro, E., Mukodim, D., & Ohorella, N. R. (2021). *Policy Analysis for the Implementation of Electronic-Based Government Systems (SPBE) in the City Government of Depok in Realizing an Open, Participative, Innovative and Accountable City Government*. *19*, 221-234.

Rahmah, F., & Meirinawati, M. (2023). Penerapan Electronic Government Melalui Sistem Informasi Kearsipan Dinamis Terintegrasi (Srikandi) Di Dinas Perpustakaan Dan Kearsipan Kota Probolinggo. *Publika*, 2341–2350. https://doi.org/10.26740/publika.v11n3.p2341-2350

Ramudin, R. P., Ramli, A. M., & Rosmana, H. (2024). Kepastian Hukum Penerapan Aplikasi Sistem Informasi Kearsipan Dinamis Terintegrasi (SRIKANDI). *Khazanah: Jurnal Pengembangan Kearsipan*, *17*(2), 142. https://doi.org/10.22146/khazanah.93331

Rehouma, M. B., & Hofmann, S. (2018). Government employees' adoption of information technology: A literature review. *Proceedings of the 19th Annual International Conference on Digital Government Research: Governance in the Data Age*, https://doi.org/10.1145/3209281.3209311

Sameer, S. K. (2022). The Interplay of digitalization, organizational support, workforce agility and task performance in a blended working environment: evidence from Indian public sector organizations. *Asian Business & Management*, 1–21. https://doi.org/10.1057/s41291-022-00205-2

Shibambu, A., & Marutha, N. S. (2022). A framework for management of digital records on the cloud in the public sector of South Africa. *Information Discovery and Delivery*, *50*(2), 165–175. https://doi.org/10.1108/IDD-10-2020-0128

Supratiwi, W., . I., & Angesti Octorizki, F. (2019). The Role of Good Government Governance on the Influence of E-Government Implementation Toward Local Government Performance. *KnE Social Sciences*, *3*(11), 540.

Suyani, A., Winarti, W., & Haryanto, A. T. (2025). Implementasi Kebijakan Sistem Informasi Kearsipan Dinamis Terintegrasi (SRIKANDI) di Pemerintah Kabupaten Madiun. *Cerdika: Jurnal Ilmiah Indonesia*, *5*(1), 302–317. https://doi.org/10.59141/cerdika.v5i1.2407

Teku, M., Gobang, J. K. G. D., Retu, M., & Sedu, V. (2024). Digital Transformation of Archives through the SRIKANDI Application. *International Journal of Education and Social Science (IJESS)*, *5*(2), 261–268. https://doi.org/10.56371/ijess.v5i2.334

Thomas, H. J., Harmse, C. P. J., & Schultz, C. (2025). Predicting wearable technology readiness in a South African government department: Exploring the influence of wearable technology acceptance and positive attitudes. *African Journal of Science, Technology, Innovation and Development*, *17*(1), 1–18. https://doi.org/10.1080/20421338.2024.2414468

Toro, S., Olivares, A., Sáez-Vergara, R., Valenzuela, S., Valenzuela, M., & Correa, T. (2025). The Missing Link: Identifying Digital Intermediaries in E-Government. *Public Administration Review*. https://doi.org/10.1111/puar.70033

Tverskoi, D., Babu, S., & Gavrilets, S. (2022). The spread of technological innovations: effects of psychology, culture and policy interventions. *Royal Society Open Science*, *9*(6). https://doi.org/10.1098/rsos.211833

Utami, Y., Khairi, H., & Sartika, I. (2024). Efektivitas Penerapan Sistem Informasi Kearsipan Dinamis Terintegrasi di Pemerintah Kabupaten Kendal Provinsi Jawa Tengah. *Action Research Literate*, *8*(4), 649–660. https://doi.org/10.46799/arl.v8i4.297

Yang, Y. (2024). E-Government and Entrepreneurship: The Perspective of Risk. *Emerging Markets Finance and Trade*. https://doi.org/10.1080/1540496x.2024.2311726

Yigitcanlar, T., Corchado, J. M., Cheong, P. H., Mossberger, K., & Mehmood, R. (2023). Understanding Local Government Digital Technology Adoption Strategies: A PRISMA Review. *Sustainability*, *15*(12), 9645. https://doi.org/10.3390/su15129645

Zakaria, T., Deliarnoor, N. A., & Sukarno, D. (2025). Srikandi and indonesia's e-government policy: system reliability and the crucial role of political commitment. *JWP (Jurnal Wacana Politik)*, *10*(1), 81–93. https://doi.org/10.24198/jwp.v10i1.57854

Zhao, J., Li, X., & Gao, Z. (2025). From innovativeness to insecurity: Unveiling the facets of translation technology use behavior among EFL learners using TRI 2.0. *Humanities and Social Sciences Communications*, *12*(1), 436. https://doi.org/10.1057/s41599-025-04777-0