

CHAPTER 1

INTRODUCTION

1.1 Background

The rapidly evolving digital era demands significant development of information technology and drives digital transformation across various sectors, including the government sector. The strategic utilization of information technology within various organizational contexts significantly assisted organizations in achieving their objectives, particularly by enhancing the ease and speed of service delivery (Tulungen et al., 2022). Digital transformation is one of the government's key efforts to support the establishment of good governance. The Government of Indonesia, through various strategic policies, has emphasized the importance of implementing the Electronic-Based Government System (SPBE) as a concrete step toward realizing modern, accountable, and responsive governance that meets the needs of society. This commitment is formally stated in Presidential Regulation Number 95 of 2018, which serves as the legal foundation for the national strategy in developing E-Government across all government agencies in Indonesia. Further reinforcing this direction, Presidential Regulation No. 82 of 2023 mandates the acceleration of national digital transformation through the development of common applications, specifically the SPBE Program, which must meet defined criteria and be utilized collaboratively by central and local governments.

These two regulations serve as foundations, affirming that as part of clean, effective, transparent, and accountable governance, all central and local government institutions are obligated to implement integrated digital transformation through the

adoption of the Electronic-Based Government System (SPBE).

The government's commitment to digital transformation extends further, as reflected in the "Indonesia Emas 2045" (Golden Indonesia 2045) vision: a sovereign, advanced, and prosperous archipelagic nation, one of whose national development agendas is the realization of digital based governance transformation.

Realizing digital governance transformation within government institutions requires more than just systems and infrastructure, the effectiveness of data and information management also plays a crucial role particularly in the management of archives, which is a critical aspect. Electronic archive management includes the activities of creating, storing, distributing, reusing files, maintaining and disposing (Rifauddin, 2016). Archival management is a critical office function that is not easily performed. Archives within an institution must be managed well to ensure they are easily retrievable when needed, assisting leadership, and supporting the work of all employees (Bernadetha et al., 2025).

Based on Law No. 43 of 2009, article 1, number 2 concerning Archives, archives are defined as "records of activities or events in various forms and media in accordance with the development of information and communication technology, created and received by state institutions, regional governments, educational institutions, companies, political organizations, community organizations, and individuals in the implementation of community, national, and state life".

This definition underscores the significant role of archives as official documents. Archives function not only as records of activities but also as valid evidence in strategic decision making processes and in demonstrating the

accountability of government agencies to the public. This process is undoubtedly streamlined when archive management within the government is conducted digitally and integrated. Digital archive management offers users convenience in searching for files and information that have been collected to support their work (Putra & Merliana, 2021).

To support digital archive management, a system capable of integrating various archival processes into a secure and easily accessible platform is indispensable. Recognizing this need, the Indonesian government, through various pertinent institutions, has developed digital solutions to ensure more modern and standardized archive management. Specifically, the Ministry of Administrative and Bureaucratic Reform (Kemenpan RB), in collaboration with the Ministry of Communication and Informatics (acting as the application developer and provider of information and communication technology infrastructure), the National Cyber and Crypto Agency (BSSN) (responsible for application security and electronic certification provision), and the National Archives of the Republic of Indonesia (ANRI), developed the Integrated Dynamic Archival Information System (SRIKANDI) as a digital platform for national archive management. The SRIKANDI application is an archival application designed to meet the needs of online and integrated electronic document creation and archival management (Devega & Yuhelmi, 2023). SRIKANDI has key features such as cloudbased storage, easy access, and enhanced security (National Archives Regulation of the Republic of Indonesia Number 6 of 2021). Furthermore, this application is capable of filing and data collection with guaranteed completeness of electronic signatures.

The Minister of Administrative and Bureaucratic Reform (MenPAN-RB) also issued a policy mandating the use of the SRIKANDI application for all central and regional agencies. This policy, regulated in MenPAN-RB Decree Number 679 of 2020, requires the use of the SRIKANDI application and its phased implement in central and local government agencies. The SRIKANDI application aims to drive digital transformation in government archive management, replacing manual systems with a more efficient and transparent electronic approach accessible to users anytime and anywhere, without reliance on physical documents vulnerable to damage and loss. To further guide its adoption, the National Archives of the Republic of Indonesia (ANRI) issued Regulation Number 4 of 2021 concerning guidelines for the used of the SRIKANDI application, which includes indicators for the application such as technology, organizational, and human resources dimensions. This application is based on Government to Government (G2G), thus can be utilized by various government agencies, both at the central and regional levels (Idris et al., 2024). The figure below is an illustration of the application interface as displayed on the SRIKANDI website.

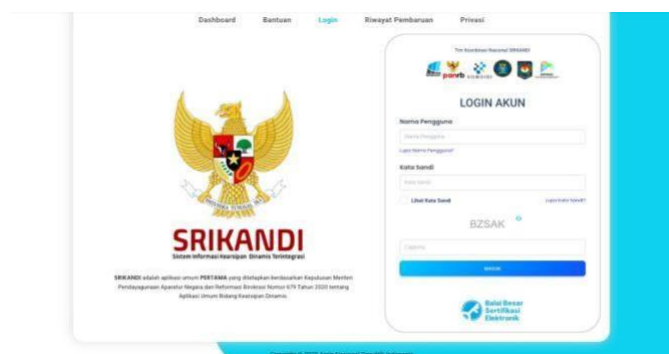


Figure 1. 1 SRIKANDI Login Application Display

Source: Srikandi.arsip.go.id

The presence of the SRIKANDI application serves as concrete evidence of the government's commitment to adopting electronic government practices in legislative institutions, including the People's Consultative Assembly (MPR), the House of Representatives (DPR), and the Regional Representative Council (DPD). The Regional Representative Council of the Republic of Indonesia (DPD RI) functions as a legislative body tasked with law making, government oversight, and accommodating regional aspirations. In executing these duties and authorities, the DPD RI inevitably generates and receives a large volume of archives. In response to this, the Secretariat General of the Regional Representative Council (Setjen DPD RI) began adopting the SRIKANDI application in 2022.

The Secretariat General of the Regional Representative Council (DPD RI) has previously implemented an archive media transfer program to convert and store archives from conventional to digital formats (Handoko, 2024). Furthermore, the Secretariat General of the DPD RI has also been able to produce electronic archives using SRIKANDI. Through SRIKANDI, both manual and digital information can be effectively recorded, strengthening the evidence of accountability and the collective memory of the nation (Idris et al., 2024). It is anticipated that this application will render inter agency letter dispatch activities more efficient and integrated. The figure below shows the socialization SRIKANDI application within the Regional Representative Council workforce.



Figure 1. 2 Socialization of Srikandi Application

Source: Youtube RB Birokrasi Setjen DPD RI, 2021

The Secretariat General of DPD RI, through its Bureau of Information Systems and Documentation, conducted a socialization program on the use of the SRIKANDI Application for all work units within the Secretariat General of DPD RI. This initiative was undertaken in preparation for the application's implementation in 2021.

The socialization was conducted online, with optimized material delivery covering topics from the legal basis of the SRIKANDI application to its operational procedures. This was expected to facilitate users, particularly employees across all fields within the Secretariat General of DPD RI, in their correspondence activities.

Despite these socialization efforts regarding the use of the SRIKANDI application within the Secretariat General of DPD RI, various obstacles have proven unavoidable due to the SRIKANDI application as a form of digital transformation in archive management, which has a significant impact on the management of institutional data and documentation. One indicator potentially reflecting persistent obstacles in applying digitalization at the Regional Representative Council is the achievement of its evaluation of the Electronic Based Government System (SPBE) Index. SPBE evaluation is the process of assessing SPBE implementation in Central

Agencies and Regional Governments to produce an SPBE Index Score that reflects the maturity level of SPBE implementation in Central Agencies and Regional Governments (Anugrah et al., 2022).

According to the performance report of the Secretariat General of the House of Representatives (DPR) in 2024, the achievement of the Electronic Based Government System (SPBE) implementation index has exceeded the target, reaching a score of 4.23 with a “Satisfied” rating. This surpasses the initially set target of 3.6, which was classified as “Very Good,” and even approaches the “Excellent” category (DPR, 2024). Similarly, the SPBE achievement index of the Secretariat General of the People's Consultative Assembly (MPR RI) during the 2019–2024 period demonstrated a positive trend, attaining a value of 3.00 and a "Good" category on a scale of 5 (MPR RI, 2024).

In contrast, the SPBE (Electronic-Based Government System) implementation index of DPD RI reached a score of 2.99 in 2024. This achievement places DPD RI within the "Good" category (Sekretariat Jenderal DPD RI, 2024). When compared to previous years, this score represents the highest SPBE index ever recorded by the institution. In 2023, the SPBE index stood at only 2.24, while the lowest score was recorded in 2018, at 1.3. The following data presents the SPBE index achievements of DPD RI from 2018 to 2024.

Figure 1. 3 SPBE Index Achievement of DPD RI, 2024



Source: Instagram page bpsi.dpr ri

The significant difference in the achievement index values among these three legislative institutions indicates that, although DPD RI's SPBE index has markedly increased from previous years, a considerable gap remains compared to DPR RI and MPR RI in the practices of Electronic Based Government System in the Secretariat General of DPD RI. Given that all three are legislative bodies, this stark difference implies that factors beyond the nature of legislative work itself such as institutional capacity, leadership commitment, resource allocation, and the effectiveness of change management within DPD RI are likely key differentiating elements. This observation underscores the importance of the "organizational dimension" and "human resources dimension" outlined in ANRI Regulation No. 4 of 2021 as critical for successful SPBE implementation.

The implementation of archive management within DPD RI is evaluated through both internal and external oversight mechanisms by ANRI, the national archival authority. Based on the oversight results, DPD RI received an "A (Satisfied)" category with 9th rank position, as stated in announcement Number AK.01.00/30/2024 concerning the archival oversight results for 2024. Meanwhile

in 2023, DPD RI could reach in 7th rank position based from the oversight results held by ANRI (Arsip Nasional Republik Indonesia, 2023). In along to the shift in DPD RI's ranking from 7th in 2023 to 9th in 2024 indicates a potential decrease in performance in the area of archive management compared to the previous year. Although the category remains the same, this shift suggests there may have been shortcomings in maintaining or improving aspects such as archival compliance, system effectiveness, or documentation quality.

Despite the used of the SRIKANDI application, a system intended to improve archival management, this ranking fall is a noteworthy indicator. It implies that the potential advantages of digitalization by underlying systemic problems or that the use of technology itself may be creating new complications. Since the system's goal is to increase archival management's efficiency and integration, a drop in ranking is illogical and suggests that there may be issues with SRIKANDI's deployment, efficacy, underlying pre existing problems, or difficulties with the transition itself. Ultimately, efficient and effective records management poses a challenge for many government institutions (Rahmah & Meirinawati, 2023).

In conducting the research, the researcher reviewed secondary data to cross-check the relevant issues that might causing the suboptimal archival supervision score in 2024, which showed a decline from the previous year. The issue is related to the transformation or media transfer of archives in using the SRIKANDI application. Based on secondary data, a study conducted by Roviana et al. (2024) analyzed user satisfaction with the SRIKANDI application in the Government of Gorontalo using the UTAUT method revealed that based on observations, the

SRIKANDI application has never been evaluated for system performance. In implementing the application, there are technical obstacles such as bugs, errors or features that do not function properly.

Further supported secondary data study conducted by Handoko (2024), which revealed that the use of the SRIKANDI application within the Secretariat General of the Regional Representative Council (DPD RI) is still suboptimal the researcher found several technical obstacles were identified, such as the lack of a direct archive scanning feature, frequent delays in document uploads during peak hours, and the inactive archive management and archive reduction features not yet functioning. Furthermore, users still experience difficulties accessing the application at certain times and do not receive real time mail notifications. However, this study only assessed the effectiveness of the application's use based on technical aspects and did not evaluate the level of user satisfaction with the system.

The secondary data research conducted by Rizal and Nurmantu (2025) evaluated the implementation of the SRIKANDI application within the General Secretariat of the Regional Representative Council (DPD RI) during 2023–2024, highlighting areas where challenges still persist. According to their findings, the SRIKANDI application still remains problems that are found within DPD RI. First the benefits of SRIKANDI are not evenly distributed across all units. Technical issues such as application lag indicate that the implementation has not been fully successful, and several challenges remain, including difficulties for new users to adapt. The system also has problems such as delays during system updates and

urgent situations. Consequently, system integration issues, data security and privacy concerns, as well as a shortage of trained archival staff, further affect the overall effectiveness of the application. In user satisfaction this problem is related to timeliness as it relates to system delays and slow responses that affect user satisfaction. It also partially overlaps with the accuracy dimension due to system errors and reliability concerns.

The issues in the used of the SRIKANDI application are also emphasized in the Strategic Plan (Renstra) of the DPD RI for the years 2020-2024, which mentions that the problems still being addressed include the manual storage system for library materials and archives at the DPD RI, communication between the archiving and documentation sections, and the internet facilities with DPD equipment being inadequate (Sekretariat Jenderal DPD RI, 2020).

Besides that, other issues are also mentioned in the DPD RI strategic plan for 2020-2024, which states that internet use within DPD RI has become a crucial need. However, internet related facilities within the Setjen DPD RI still do not optimally support DPD RI's performance, with a capacity of 200 Mbps (Megabytes) used by 400-800 computers/users, whereas such a user base ideally requires a supporting capacity of 1 Gb (Gigabyte). Another constraint is the lack of dedicated personnel consistently handling and responsible for this information system and technology (Sekretariat Jenderal DPD RI, 2020).

This problems statement indicates that previous research is relevant where it is found that users experience difficulties accessing the application and having system problems. Previous studies reinforce the relevance and urgency of the

research to be conducted at the General Secretariat of the Regional Representative Council of the Republic of Indonesia (DPD RI). Based on the problems described above, the appropriate approach to use in analyzing the level of user satisfaction the use of SRIKANDI is End User Computing Satisfaction (EUCS) method. EUCS is a method used to measure user satisfaction with an application system by comparing users expectations with the actual performance of the information system (Darwati & Fitriyani, 2022a). This model EUCS focuses user satisfaction with an information system, utilizing its inherent characteristics, such as content, accuracy, format, ease of use, and timeliness as directly experienced by users (Winantu & Viony, 2023). Content of a system/application is in the form of functions and information that can be used by users who use the system. Accuracy is measurements in terms of the timeliness of the system in presenting and providing information. Format dimensions assess whether the display presented by this system is attractive and makes it easier for users or not when used. Ease to use measurement of user convenience when using a system. Timeliness measurements in terms of the speed of the system in presenting and providing information

Based on the background and previous research on SRIKANDI application, the author is interested in exploring further the "**Analysis of User Satisfaction on SRIKANDI Application at the Secretariat General of Regional Representative Council Republic of Indonesia**".

1.2 Problem Identification

1. DPD RI's ranking from 7th in 2023 to 9th in 2024 indicates a potential decrease in performance in the area of archival management.

2. Limited technical support has resulted in infrastructure constraints that cannot process letters delivery during working hours.
3. Users experience difficulties accessing the application at certain times and the benefits of the system are not evenly felt across all units.
4. The system is affected by limited resources, such as a shortage of trained archival staff, insufficient dedicated personnel for IT management, inadequate internet speed, and the continued use of manual storage systems in some units, all of which hinder optimal performance.

1.3 Problem Formulation

1. What variables significantly influence user satisfaction toward the SRIKANDI application at the Secretariat General of the Regional Representative Council of the Republic of Indonesia?

1.4 Research Objectives

1. To analyze the most variables that significantly influence user satisfaction toward the SRIKANDI application at the Secretariat General of the Regional Representative Council of the Republic of Indonesia.

1.5 Uses of Research

1.5.1 Academic Uses

This research are expected to broaden scientific knowledge and provide contributions particularly for the Faculty of Social and Political Sciences as an additional reference and study material for other students interested in conducting research with similar focus. This study also aims to give deepen insight on the users satisfaction of SRIKANDI application in public institutions

based on End User Computing Satisfaction.

1.5.2 Practical Uses

This research are expected to provide input for employees at the Secretariat General of the Regional Representative Council (DPD) in the implementation of the SRIKANDI system. This study is also useful for readers as a reference to apply and optimize the use of SRIKANDI application systems in their institutional, particularly in government offices. Furthermore, the findings may contribute to improving work effectiveness and efficiency in archive management, while also serving as a model for other public institutions seeking to adopt digital governance practices.

1.6 Previous Research

Table 1. 1 Previous Research

| No | Author/Year | Title | Methods | Variable | Theory | Result |
|----|-----------------------|--|--------------|--|----------------------------------|---|
| 1. | Hidayah et al. (2020) | “Model Satisfaction Users Measurement of Academic Information System Using EndUser Computing Satisfaction (EUCS) Method” | Quantitative | Content, Accuracy, Timeliness, Format, Ease of Use, System Speed, and System Reliability | End User Computing System (EUCS) | The findings showed that from 7 variables to measure the user satisfaction 5 of variables are accepted to have influence, namely content, accuracy, timeliness, system speed, and system reliability. Meanwhile the format, Ease of Use variables have no effect on system end user satisfaction. |
| 2. | Al Habsyi (2021) | “Analisis Tingkat Kepuasan Pengguna E-Learning Universitas Telkom Menggunakan Metode End-User Computing Satisfaction” | Quantitative | Content, Accuracy, Format, Timeliness, and Ease of Use | End User Computing System (EUCS) | The results show that Accuracy and Format do not have a significant effect on End-User Satisfaction on the information system of e-learning called CeLOE LMS, as their t-statistic values are below the required threshold. Meanwhile, the other three variables demonstrate positive and significant |

| No | Author/Year | Title | Methods | Variable | Theory | Result |
|----|--------------------------|--|--------------|---|--|---|
| | | | | | | influences, indicating that they play a more important role in determining user satisfaction |
| 3. | Harmutika, et al. (2024) | “Analisis Kepuasan Pengguna Aplikasi BRImo Menggunakan Metode End User Computing Satisfaction dan Delone & Mclean” | Quantitative | Content, Accuracy, Format, Timeliness, Ease of Use, System Quality, Information Quality, and Service Quality. | End User Computing Satisfaction (EUCS) and Delone & Mclean | The level of user satisfaction in this research categorized “satisfied” indicating that users of the BRImo application are generally satisfied with their experience. The findings reveal that the variables of content, ease of use, information quality, service quality, and timeliness have a significant influence on user satisfaction. In contrast, accuracy, format, and system quality do not demonstrate a significant positive effect on user satisfaction in the BRImo application. |
| 4. | Ilias & Razak (2011) | “End-user computing satisfaction (EUCS) towards | Quantitative | Content, Accuracy, Format, Timeliness, Ease of Use, Satisfaction with | End User Computing Satisfaction (EUCS) | The results show that all seven factors are valid in measuring user satisfaction. The findings confirm that the |

| No | Author/Year | Title | Methods | Variable | Theory | Result |
|----|---------------------------|---|--------------|--|--|---|
| | | computerised accounting system (CAS) in the public sector: A validation of instrument.” | | System Speed, System Reliability | | revised EUCS model remains a valid and reliable tool for measuring end-user satisfaction, and the results support the original EUCS model developed by Doll and Torkzadeh (1988). |
| 5. | Pramudito et al. (2023) | “The Implementation of End User Computing Satisfaction and Delone & Mclean Model to Analyze User Satisfaction of M.TIX Application” | Quantitative | Accuracy, Content, Format, Ease of Use, Timeliness, System Quality, Information Quality, and Service Quality | End User Computing Satisfaction (EUCS) and Delone & Mclean Model | The results showed that users were satisfied using the online ticket application, and out of eight hypotheses, two were rejected and 6 were accepted. So that the factors that influence user satisfaction in online ticket applications are accuracy, ease of use, timeliness, system quality, information quality, and service quality. |
| 6. | Yudistira & Novita (2022) | "Analisis Kepuasan Pengguna Aplikasi Arsip Digital Menggunakan | Quantitative | Accuracy, Format, Content, Timeliness, Ease of Use | End User Computing Satisfaction (EUCS) | The result of the findings, among the five EUCS dimensions tested individually, only the content variable shows a significant influence on user satisfaction. |

| No | Author/Year | Title | Methods | Variable | Theory | Result |
|----|-----------------------|--|--------------|---|--|--|
| | | Model End User Computing Satisfaction (EUCS)." | | | | Meanwhile, accuracy, format, ease of use, and timeliness do not demonstrate a significant partial effect on user satisfaction but the overall EUCS model remains relevant in explaining user satisfaction in the Digital Archive application. |
| 7. | Haryani et al. (2022) | “Analisis Kepuasan Pengguna Sistem Informasi Tambahan Penghasilan Pegawai (TPP) Dengan Metode EUCS (Studi Kasus ASN Di PemKab Purwakarta)” | Quantitative | Format, Accuracy, Content, Ease of Use, Timeliness. | End User Computing Satisfaction (EUCS) | The findings showed out of the five proposed research hypotheses, four variables were found to have a significant effect on user satisfaction. These variables include Content, Accuracy, Format, and Timeliness. Meanwhile, one hypothesis was found to be insignificant influencing user satisfaction with the Employee Income Supplementary Information System in the Purwakarta Regency Government |
| 8. | Kurniasih & Pibriana | “Pengaruh | Quantitative | Format, Accuracy, Content, Ease of | End User Computing Satisfaction | The findings of this study indicate that all five proposed |

| No | Author/Year | Title | Methods | Variable | Theory | Result |
|-----|------------------------------|--|--------------|---|--|--|
| | (2021) | Kepuasan Pengguna Aplikasi Belanja Online Berbasis Mobile Menggunakan Metode EUCS” | | Use, Timeliness. | (EUCS) | hypotheses were accepted. This shows that the variables of content, accuracy, format, ease of use, and timeliness have a positive and significant influence on user satisfaction in mobile-based online shopping applications. |
| 9. | Suryawan & Prihandoko (2017) | “Evaluasi Penerapan SIAKAD Politeknik Negeri Madiun Menggunakan Pendekatan TAM dan EUCS” | Quantitative | Format, Accuracy, Content, Ease of Use, Timeliness, Perceived ease of use and Perceived of Usefulness | End User Computing Satisfaction (EUCS) and Technology Acceptance Model (TAM) | Based on the findings, From the TAM perspective, ease of use and usefulness were found to have a positive and significant influence on system acceptance meanwhile from the EUCS perspective only content and ease show a positive and significant effect on user satisfaction. Meanwhile, accuracy, format, and timeliness do not have a significant influence on the satisfaction. |
| 10. | Fitriantoro & Husnah | The | Quantitative | Format, Accuracy, Content, Ease of | End User Computing Satisfaction (EUCS) | The results of the research indicate that content, |

| No | Author/Year | Title | Methods | Variable | Theory | Result |
|----|-------------|--|---------|------------------|--------|--|
| | (2017) | Implementation of the End-User Computing Satisfaction Model into SCeLE: A Study of the Undergraduate Program of the Accounting Department in Universitas Indonesia | | Use, Timeliness, | | accuracy, format, ease of use, and timeliness all have a positive influence on SCeLE user satisfaction, and every proposed hypothesis was supported. Among these factors, timeliness showed the weakest effect on user satisfaction, while ease of use emerged as the most influential factor in determining overall user satisfaction with SCeLE. |

1.7 Theoretical Framework

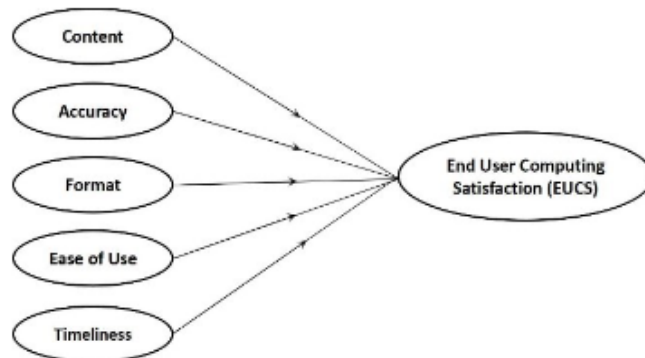


Figure 1. 4 Research Thinking Framework

Source: Doll & Torkzadeh, 1988

1.7.1 Public Administration

Public Administration is a field that studies and implements policies formulated by the government, as well as various activities undertaken by public institutions to manage services to the community (Kusumadani, 2017). As a discipline, Public Administration functions to bridge the gap between political decisions made by the government and their execution in the form of tangible services and programs for the community. According to Nicholas Henry (2015) in his book *Public Administration and Public Affairs*, Public Administration is defined as all activities related to the implementation of government policy, both at the central and regional levels. This definition emphasizes the crucial role of Public Administration as an instrument for translating public policies into tangible actions that can be felt by the community. This implies that without effective public administration within a government, policies will not achieve their desired objectives.

According to Yeremias T. Keban, public administration concerns how the government acts as a single agent of power or as a regulator, actively and

consistently taking the initiative in regulating or taking steps deemed important or beneficial for society. Public administration involves managing and coordinating public resources and personnel to formulate, implement, and regulate decisions necessary in public policy (Chandler and Plano 1988:29-30 in Keban 2019). Meanwhile, McCurdy (1986) views public administration as a political mechanism, that is, a way of instructing the state and/or understanding principles for performing various state functions. Thus, public administration addresses not only managerial issues but also political ones, leading to the term "bureaucracy" (Kettl, 1993), which is often more easily understood by the general public. This variation in terminology stems from the meaning of "public" itself, which can refer to the general society or to those working for public interest, i.e., "government institutions." Public administration can be interpreted as "administration of public," "administration for public," or even "administration by public." The term "administration of public" highlights the government's role as the sole agent possessing power to actively and innovatively create regulations and manage societal affairs, assuming a society that is passive and subservient to government decisions.

Based on these definitions, it can be concluded that public administration is both a discipline and a practice focused on the management of public policy and the execution of governmental functions to provide services to the community effectively and efficiently. It encompasses not only managerial aspects such as human resource management, finance, and organization but is also closely intertwined with political aspects, as it pertains

to the process of formulating and implementing policies concerning public interest. Thus, public administration plays a crucial role as a liaison between political decisions and tangible services to the community, serving as the foundation for carrying out responsive and accountable bureaucratic and governmental functions. The emphasis on Public Administration as the mechanism for *executing* policy and *solving public problems* directly frames the SRIKANDI implementation as a core public administration challenge. Consequently, failures or shortcomings in SRIKANDI's implementation are not merely technological issues but represent challenges in public administration's capacity to effectively implement policy and deliver necessary services.

1.7.2 Paradigm of Public Administration

Paradigm is a way of viewing, values, methods, basic principles, or ways of solving a problem, adopted by a scientific community at a certain time (Kuhn, 1970). When a certain perspective faces external challenges and experiences a crisis or anomaly, the trust and authority of that perspective will decline or fade. In this situation, people start looking for a more relevant perspective, which will give rise to a new paradigm. Nicholas Henry mentioned that there are 5 paradigms in public administration:

1) The Dichotomy of Politics-Administration (1900-1926)

Goodnow (1900) through his work, "Politics and Administration," conveyed that politics should focus on policy or the expression of the people's will, while administration focuses on the execution or implementation of that policy or will. The separation between politics and administration is reflected in the difference

between the legislative body, which is tasked with expressing the will of the people, and the executive body, which is responsible for implementing that will. In this context, the judiciary functions to assist the legislative body in setting goals and formulating policies. The implication of this paradigm is that administration must be viewed as something value-free, with the aim of achieving efficiency and economy in government bureaucracy. Unfortunately, in this paradigm, only the "locus" aspect is emphasized, namely the government bureaucracy, while the focus or methods that need to be developed in public administration are less clearly and thoroughly discussed.

2) Principles of Administration (1927-1937)

Marked by the publication of the second textbook in public administration, by Willoughby titled *Principles of Public Administration*, in 1927. This book emphasizes that there are certain scientific principles related to administration that can be discovered, and that administrators will become experts in their field if they learn how to apply these principles. These principles are summarized in POSDCORB (Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting). This second paradigm primarily relates to the "focus" of public administration, which is the essential expertise in the form of administrative principles. The locus of public administration is not an issue because it is believed that administrative principles apply in all administrative contexts, whether in public or private organizations, without cultural boundaries.

3) The Paradigm of Public Administration as Political Science (1950-1970)

This paradigm is the transformation of Public Administration as a Political Science. According to Herbert Simon, the principles of scientific management POSDCORB do not explain the meaning of "Public" in "public administration." This criticism sparked a debate regarding the dichotomy between administration and politics. As a result, another perspective has emerged that considers public administration as a study focused on government bureaucracy, but its focus has become less clear due to many weaknesses in the principles of public administration.

4) Public Administration as the Science of Administration

This paradigm is Public Administration as the Science of Administration. The management principles that were previously popular are now developed in this paradigm, which is more scientific and in-depth. The focus of this paradigm is on organizational activities, management analysis, and the use of technology. Thus, development occurs in two directions, focusing on the development of pure administrative science supported by the discipline of social psychology, and the other focusing on public policy. The assumption of the various developing focuses is that these focuses can be applied not only in the business field but also in the world of public administration. This research is relevant within the paradigm of Public Administration as Administrative Science, which emphasizes the scientific study of administrative processes, management analysis, and the use of technology in improving organizational performance.

5) Public Administration as Public Administration

The paradigm of public administration as public administration is the latest

perspective. This paradigm has greater clarity regarding focus and locus. The focus of public administration in this paradigm is on organizational theory, management theory, and public policy, while the locus is on public issues and interests.

1.7.3 Public Services

According to the Civil Service Law Number 43 of 1999, Civil Servants (PNS) as government apparatus have the obligation to serve the community professionally. As public servants, civil servants (PNS) must provide the best or excellent service to service recipients without discrimination. So, civil servants are obligated to provide services or serve the community, rather than asking to be served by the community. Public service is an activity or series of activities that aims to fulfil service needs in accordance with regulations for every citizen and resident, providing goods and/or services and/or administrative services. The fulfillment of public services becomes the obligation of the state (public service providers) and must be organized in accordance with the expectations of the community members who use the services. (Nuhcayanto, 2022)

According to Roth (1926: 1), public service is defined as "a form of service provided for use by the community, both generally and specifically." Moenir (2002: 8) states that there are several elements of service besides systems, procedures, and methods, namely personal elements that significantly contribute to achieving excellent service. The skills and competencies of the officers in their respective fields will certainly be able to fulfill their duties well

through the provision of good service. Thus, competent service personnel become an important aspect in achieving satisfaction from the service users.

Public service according to Ivancevich, Lorenzi, Skinner, and Crosby in Nuhcayanto (2022) states that service is a tangible product (not touchable) that involves human efforts and uses equipment. Referring to that opinion, service can be defined as something that cannot be seen but can be felt and involves human efforts and the use of equipment. Public services are essentially expected by service users in the form of excellent service, meaning service that is easy, fast, precise, and safe, characterized by straightforward service, well informed service, responsive, accommodating, consistent, and with certainty (time-legal cost) and no unofficial fees.

1.7.4 User Satisfaction

User satisfaction is a part in public services where citizen as as the one who receive services, hold certain expectations regarding the quality of goods and services provided to them. User satisfaction occurs when individuals feel content with the outcomes or benefits they receive. It serves as an important indicator of how effectively a product or service meets or exceeds the expectations of its users. According to DeLone and McLean (2003), user satisfaction represents a critical indicator of system success, especially in government managed information systems where public accountability and transparency are essential. Kuswandi (2004), states that user satisfaction occurs when there is a positive gap between a user's perception of the service and their expectations. There are various causes of dissatisfaction of service users with

the services provided by service providers can be identified as follows:

- a. Service providers do not know what service users expect
- b. Incorrect/inappropriate service standard setting
- c. Low service performance
- d. What is promised does not match what is given

When public digital systems, such as e-government platforms, e-libraries, and administrative service portals deliver reliable, accurate, and user friendly information, they contribute not only to improving operational efficiency but also to reinforcing public trust and civic engagement. Consequently, assessing user satisfaction serves as a vital evaluative mechanism for determining the effectiveness of public service delivery and for guiding continuous improvements to ensure that such services remain responsive to the dynamic needs and expectations of citizens.

1.7.5 End User Computing Satisfaction

EUCS model is the extension of User Information Satisfaction (UIS) model, which previously had been developed by Ives, Olson and Baroudi in 1983.

1. User Information Satisfaction

UIS model was formulated by Ives, Olson and Baroudi (1983) measures user satisfaction with an information system based on the extent to which the system meets its users information needs. It serves as a subjective measure of information system success, especially when objective performance indicators (like productivity or financial gains) are

difficult to quantify. Several studies conducted by information system researchers have treated user information satisfaction (UIS) as their dependent variable. Hamilton and Chervany (1981) stated that several researchers in this field have suggested that user satisfaction can be used as a measure of success for their empirical research on information systems. These researchers discovered that user satisfaction was an appropriate measure when a specific information system was involved.

UIS emerged as an early and widely used framework to evaluate information system effectiveness from the users perspective. Rather than focusing on technical or operational performance, UIS emphasizes user perceptions whether the information provided by the system is accurate, relevant, timely, and useful for decision making. Ives, Olson, and Baroudi (1983) refined this model, validated it psychometrically, and proposed a short form UIS instrument to assess overall user satisfaction efficiently.

2. End User Computing Satisfaction (EUCS)

The EUCS model was initially developed by Doll and Torkzadeh (1988). According to Doll and Torkzadeh, EUCS is an evaluation of a specific computer application based on direct interaction with it. It is a method of measuring user satisfaction with an application system by comparing their expectations with the reality of the information system (Pratama et al.,2012). End user computing satisfaction is the overall evaluation of an information system by its users, taking into account their experience of using it. This experience is measured to determine whether the system is effective and meets the desired requirements (Chin & Lee,

2000).

It emphasizes the measurement of how effectively an information system fulfills user needs and expectations in supporting their tasks. The model conceptualizes user satisfaction through five key dimensions: content, accuracy, format, timeliness, and ease of use, each reflecting a distinct aspect of system quality that collectively determines overall user satisfaction.

The EUCS model prioritizes user satisfaction based on direct interaction with the system (Puspitasari et al., 2021)

1. Content

Content refers to the completeness, clarity, and usefulness of the information provided by the application. It emphasizes how well the system presents data and whether the information displayed meets the user's needs. This variable evaluates how well the system delivers relevant and appropriate information that meets user needs (Puspitasari et al., 2021).

Indicators for measuring Content in this study include:

- a. The information provided is complete as required
- b. The Information is clear and easy to understand
- c. The content produced by the information system is beneficial for users in obtaining information
- d. The system provide the precise information that user need

2. Accuracy

The Accuracy variable measures the level of precision and reliability of information and system functions provided by the application. It focuses

on whether the displayed information is correct, whether the system functions as intended, and how often errors occur. Indicators for measuring

Accuracy:

- a. Able to deliver and show information that corresponds with user need
- b. Match the clicked feature displays to the appropriate page
- c. System errors rarely occur.
- d. Display service information correctly and accurately

3. Format

The Format variable concerns the visual presentation and design structure of the application interface. It assesses how the layout, color combination, and typography contribute to the ease of use and attractiveness of the system. Indicators for measuring format:

- a. Has a layout that makes it easy to find services
- b. The color combination is well matched
- c. Standardization or uniformity of font format is clear and easy to read
- d. Attractive menu display

4. Ease of Use

Ease of Use refers to the simplicity and convenience experienced by users when interacting with the application. It measures whether the system facilitates user interaction with features such as data entry, processing, and retrieving information according to their needs (Siregar, 2016). Indicators

for measuring ease to use:

- a. The application can be easily accessed anytime and anywhere
 - b. Provides error messages that are informative and easy to understand
 - c. The practical work data input/entry process carried out on the system is easy to do
 - d. User Friendly
5. Timeliness

Timeliness refers to the speed and responsiveness of the application in delivering information and performing system functions. This variable emphasizes how quickly the system loads, updates information, and executes commands, which directly affects the efficiency and satisfaction of users in completing tasks. Indicators for measuring timeliness:

- a. Response time in displaying the homepage is quite fast
- b. Displays up to date Product (letter) descriptions/ information
- c. The system provides information needed quickly
- d. Speed of executing menus and features

Based on research by Seddon and Yip (1992) A comparison was conducted between the EUCS and UIS methods, and it was found that the EUCS method is more useful. This finding is supported by the research of Xiao and Dasgupta (2002), who tested the EUCS instrument to determine user satisfaction with web based information systems. These researchers found that, despite being 20 years old, the EUCS instrument can still be used to assess user satisfaction with web-based systems. This model was chosen because in

calculating the quality level of a system or application that is currently operating, the institution must understand how to reduce customer complaints and improve facilities or features to increase customer satisfaction which can be improved in the form of feedback as an effort to improve the system or application (McLeod Jr & Schell, 2008).

1.8 Hypothesis Development

A hypothesis serves as a provisional response to a research problem formulated as a question. The hypotheses in this study are as follows:

Ha1 : The content of the SRIKANDI application has a significant influence on user satisfaction.

Ho1 : The content of the SRIKANDI application does not has a significant influence on user satisfaction.

Ha2 : The accuracy of the SRIKANDI application has a significant influence on user satisfaction.

Ho2 : The accuracy of the SRIKANDI application does not has a significant influence on user satisfaction.

Ha3 : The format of the SRIKANDI application has a significant influence on user satisfaction.

Ho3 : The format of the SRIKANDI application does not has a significant influence on user satisfaction.

Ha4 : The ease of use of the SRIKANDI application has a significant influence on user satisfaction.

Ho4 : The ease of use of the SRIKANDI application does not has a significant

influence on user satisfaction.

Ha5 : The timeliness of the SRIKANDI application has a significant influence on user satisfaction.

Ho5 : The timeliness of the SRIKANDI application does not has a significant influence on user satisfaction.

1.9 Conceptual Definition

This study will focus on the level of user satisfaction on the SRIKANDI application. Budiman et al. (2018) defined user satisfaction as the level of fulfillment or disappointment based on product performance compared to expectations. This studies will assessed using the EUCS model (Doll & Torkzadeh, 1988) which contains of :

1. Contents refers to the function of the system that users can utilize, which are assessed based on how well they meet the users' needs due to the completeness, clarity, and usefulness of the information provided by the application.
2. Accuracy measures the level of precision and reliability of information output when in use, it evaluates whether the information presented is correct, the system operates as expected, and how often the error occur.
3. Format refers to visual presentation, layout, and readability of the system interface including the color combination and font design in the system
4. Ease of Use refers to how simple and convenient the application is for users. It measures whether users can easily enter, process, and access

information to meet their needs.

5. Timeliness refers to how fast and responsive the application is in providing information and performing its functions. Including the system's speed in loading, updating data, and executing commands.

1.10 Operational Definition

Table 1. 2 Research Questionnaire Development

| Variable | Indicators | Questionnaire Items | Measurement Scale | References |
|----------|---|--|--|------------------------------|
| Content | The information provided is complete as required | The SRIKANDI application provides information based on my needs. | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Kurniasih & Pibriana, 2021) |
| | The Information is clear and easy to understand | I can easily understand the information displayed in the SRIKANDI application | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Kurniasih & Pibriana, 2021) |
| | The content produced by the information system is beneficial for users in obtaining information | The documents and records generated by the SRIKANDI application are useful for me in obtaining the information I need. | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Agung & Nur, 2023) |
| | The system provide the precise information that user need | The SRIKANDI application delivers precise information according to my | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Doll & Torkzadeh , 1988) |

| | | | | |
|-----------------|--|--|--|-------------------------------|
| | | needs as a user. | | |
| Accuracy | Able to deliver and show information that corresponds with user need | The SRIKANDI application able to deliver and displays information that matches what I am looking for | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Kurniasih & Pibriana, 2021) |
| | Match the clicked feature displays to the appropriate page | The feature that I click on the SRIKANDI application displays the page that I am looking for | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Kurniasih & Pibriana, 2021) |
| | System errors rarely occur. | SRIKANDI application does not occur errors and glitches when used | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Suryawan & Prihandoko, 2017) |
| | Display service information correctly and accurately | I feel that the application always displays the letter status information (e.g., sent, processed, completed) accurately. | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Kurniasih & Pibriana, 2021) |
| Format | Has a layout that makes it easy to find services | The SRIKANDI application has a layout that makes it easy for me to find the services I need. | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Kurniasih & Pibriana, 2021) |
| | The color combination is well matched | The color combination | Scale 1-5 1 = strongly disagree | (Kurniasih & Pibriana, |

| | | | | |
|-----------------------|--|--|--|-------------------------------|
| | | used in the SRIKANDI application looks harmonious and consistent throughout the application display. | 5 = strongly agree | 2021) |
| | Standardization or uniformity of font format is clear and easy to read | The font style and format in the SRIKANDI application are standardized, clear, and easy to read. | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Suryawan & Prihandoko, 2017) |
| | Attractive menu display | I find the menu display on the SRIKANDI application visually appealing. | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Kurniasih & Pibriana, 2021) |
| (Ilias & Razak, 2011) | Can be easily accessed anytime and anywhere | I can easily access the SRIKANDI application anytime and anywhere. | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Kurniasih & Pibriana, 2021) |
| | Provides error messages that are informative and easy to understand | I receive clear and easy to understand error notifications from the SRIKANDI application when system problems occur. | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Kurniasih & Pibriana, 2021) |

| | | | | |
|-------------------|---|--|--|-------------------------------------|
| | The practical work data input/entry process carried out on the system is easy to do | I find the process of entering or inputting data into the SRIKANDI application easy to do. | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Agung & Nur, 2023) |
| | User friendly | I can easily understand how to use the SRIKANDI application because its interface is simple and not complicated. | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Doll & Torkzadeh, 1988) |
| Timeliness | Response time in displaying the homepage is quite fast | The homepage of the SRIKANDI application loads quickly when I access it. | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Bayu (Suryawan & Prihandoko, 2017) |
| | Displays up to date Product (letter) descriptions/ information | The documents or letters shown in the SRIKANDI application are consistently updated and current. | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Suryawan & Prihandoko, 2017) |
| | The system provides information needed quickly | I can access the documents I needed through the SRIKANDI system promptly | Scale 1-5 1 = strongly disagree 5 = strongly agree | (Agung & Nur, 2023) |
| | Speed of executing menus and | Each feature and menu in the SRIKANDI | Scale 1-5 1 = strongly disagree | Apriono, Heru Sutejo, |

| | | | | |
|--------------------------|--|---|--|--------------------|
| | features | application responds quickly when used. | 5 = strongly agree | Jim Lahallo (2024) |
| User Satisfaction | Application is very helpful | I feel that the SRIKANDI application very helpful | Scale 1-5 1 = strongly disagree 5 = strongly agree | Huda (2016) |
| | Satisfied with the functions provided by the application | I am satisfied with the functions of the SRIKANDI application in supporting my daily tasks efficiently. | Scale 1-5 1 = strongly disagree 5 = strongly agree | Huda (2016) |
| | Satisfied with the application performance | I am satisfied with the overall performance of the SRIKANDI application. | Scale 1-5 1 = strongly disagree 5 = strongly agree | Huda (2016) |
| | Confident with the services provided by the application | I am confident that the archival documents I manage through SRIKANDI are stored properly and securely. | Scale 1-5 1 = strongly disagree 5 = strongly agree | Huda (2016) |

1.11 Research Method

1.11.1 Type of Research

The research used is quantitative descriptive study to measure the level of user satisfaction with the SRIKANDI application within the General Secretariat of the Regional Representative Council (DPD RI). Sugiyono (2015)

Quantitative research is research that uses data in the form of numbers and is analysed statistically. Quantitative descriptive research refers to a method that utilizes numerical data and descriptive statistical techniques to systematically analyze and interpret patterns or trends, thereby generating academic insights (Alfatih, 2022). The research uses the End User Computing Satisfaction (EUCS) model to measure user satisfaction by assessing five key factors: content, accuracy, format, ease of use and timeliness.

1.11.2 Population and Sample

1.11.2.1 Population

Population refers to the entire set of objects, subjects, events, or phenomena that share particular characteristics and become the focus of a study (Sugiyono, 2021). The population in this study consists of all employees within the General Secretariat of the Regional Representative Council (DPD RI) who use the SRIKANDI application in their daily administrative and archival work, which currently there are 555 employees in the general secretariat.

1.11.2.2 Sample

In this study, the researcher will use the Slovin formula to determine the sample size. According to Hair et al. (2014), the sample is a group of individuals selected from a larger population to represent the characteristics of that population. The sample used in this study, was simple random sampling. This technique is a method of selecting samples randomly without considering any specific levels or strata within the population, so that every

member of the population has an equal chance of being chosen as a sample (Sugiyono, 2017). The determination of the sample size in this study used Slovin's formula because the total population was known with certainty, 555 employees based on DPD data. Slovin's formula was used to determine the sample size.

$$n = \frac{N}{1 + Ne^2}$$

Figure 1. 5 Slovin's Formula

Explanation:

n = Number of sample size/number of respondents

N = Total population size

e = Percentage of allowable sampling error that can still be tolerance

e = 0.1

In this calculation, the total population was entered into the formula with a margin of error of 10%. In the sample calculation using the Slovin formula, 84.90 respondents are needed, rounded up to 85 respondents from a total of 555 employees. Therefore, the data obtained from this sample is expected to accurately represent the actual condition of the population.

1.11.3 Data Types and Sources

1.11.3.1 Data Types

This research uses a quantitative approach. Quantitative data refers to information that can be measured and calculated directly, usually expressed in numbers or statistical figures (Kuncoro, 2021). Quantitative

research aims to assist in drawing conclusions or extending theories (Tashakkori & Creswell, 2007). In this research, quantitative methodology involves the researcher's effort to obtain knowledge by representing data numerically. All responses collected from participants are converted into numerical values and analyzed using statistical techniques to identify patterns, relationships, and levels of influence between variables.

1.11.3.2 Data Sources

1. Primary Data

Primary data in this research directly from the responses of distributing questionnaires to employees who use the SRIKANDI application in their daily administrative and archival activities. The data were collected through questionnaires distributed to the employees at Secretariat General DPD RI and used the SRIKANDI application. The questionnaire was designed using a Likert scale to measure the level of satisfaction for each indicator within the EUCS dimensions, content, accuracy, format, ease of use, and timeliness.

2. Secondary Data

Secondary data were collected from various supporting materials that provide background and contextual information for this study. These include institutional reports from the General Secretariat of DPD RI, government documents related to the implementation of the SRIKANDI application, and previous research and relevant journal. This type of data is useful for supporting research by providing existing insights and contextual

background (Hair et al., 2014).

1.11.4 Data Collection Technique

Data collection technique in this research conducted by using questionnaires and literature review to ensure a deeper understanding of user satisfaction with the SRIKANDI application within the General Secretariat of the Regional Representative Council (DPD RI).

1. Questionnaires

The primary data were collected through structured questionnaires distributed to employees who actively use the SRIKANDI application in their daily administrative and archival tasks. The questionnaires were designed using a Likert scale in the form of multiple choices that contain numbers 1-5 with categories of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree to measure the level of satisfaction across the five dimensions of the End User Computing Satisfaction (EUCS) model content, accuracy, format, ease of use, and timeliness.

A response of “Strongly Agree” indicates a very positive perception, meaning that the respondent strongly believes that the system meets their expectations. A response of “Agree” show a positive perception as well, but with a slightly lower level of confidence compared to “Strongly Agree,” indicating that although the system performs well, there may still be aspects that could be improved. A “Neutral” response indicates that the respondent neither agrees nor disagrees, which can be interpreted as uncertainty, lack of strong experience, or the perception that the system performs adequately but does not

stand out significantly. A “Disagree” shows that the respondent perceives that the system does not fully meet their expectations, but the dissatisfaction is still at a moderate level and may only relate to certain aspects of the system. Meanwhile A response of “Strongly Disagree” reflects a strong negative perception, where the respondent clearly believes that the system fails to meet expectations. The questionnaire results are in numerical form, which will later be processed for research analysis. Questionnaires were distributed both online, using Google Forms, and in printed form to accommodate respondents preferences and working schedules.

2. Literature Review

Literature review in this research will gather from the official reports from the General Secretariat of DPD RI, guidelines and policy documents regarding the SRIKANDI application, previous research studies, scientific journals, and books. Moreover the literature review will focus on theories related to End User Computing Satisfaction (EUCS) and information system usage in public administration. This includes examining how factors such as content, accuracy, format, ease of use, and timeliness influence user satisfaction. Reviewing institutional documents and policy guidelines allows the study to understand the expectations and standards set for the application’s performance and service quality. Combining insights from previous research with official documents ensures that the study is grounded both theoretically and practically, providing a strength foundation for analyzing user satisfaction.