Effectiveness in Implementing Office Administration Interconnection Policy through the Srikandi Application at the Tanjungpinang City Council Secretariat

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Abstract:- This research is entitled "Effectiveness in Implementing Office Administration Interconnection Policy Through the SRIKANDI Application at the Tanjungpinang City Council Secretariat." The aim of this research is expected to be able to provide comprehensive information in implementing the office administration interconnection program through the SRIKANDI Application at the Tanjungpinang City Council Secretariat. Meanwhile, the benefits of the research are expected to provide information to the readers, among other things, theoretically, this research is expected to provide better knowledge and understanding in the field of Public Administration, especially in dynamic archive management in government and non-government institutions or agencies. The practical benefit is to increase knowledge in implementing effective and correct applications in accordance with existing regulations. In this research, researchers have used data collection techniques in the form of interviews, observation and documentation (Moleong, 2011). Meanwhile, in this research, researchers have also used the Grindle model of public policy implementation approach theory (in Winarno, 2002) which details Digital Policy Implementation in two criteria. First, Digital Policy Content which includes the interests of the target group, types of benefits, degree of change, location of decision making, program implementation and resources involved. Second, the Implementation Environment which includes power, interests, characteristics of institutions and authorities as well as compliance and responsiveness. The research results provide an illustration that the implementation of the SRIKANDI application still has a number of obstacles, especially when accessing the application, such as limited internet connection access and other resource limitations. Apart from a number of problems above, the potential for implementing E-Government through the SRIKANDI application is considered to be able to overcome the challenges of effective, efficient and needs-oriented government administration, the implementation of online digital applications and web browsers can be automated and can reduce the need for time-consuming manual work and resources.

I. INTRODUCTION

The existence of information and communication technology (ICT) in government today is absolute and must be developed as an important form of electronic government (E-Gov) development. Significant changes to government methods, especially in the context of administration and management of data and public information services. E-Gov principles in the government context refer to the use of ICT based on digital online applications and web browsers.

The basic policy principles of E-Gov in Indonesia have been mandated in Law Number 25 of 2009 concerning Public Services, for example, emphasizing the use of information technology in various matters of administering public services, providing public services that are effective, efficient and oriented towards the needs of the community. Apart from that, government documents have other policies and regulations that specifically regulate the development of E-Gov at the national, provincial and district/city levels. This can certainly provide direction for government institutions in implementing E-Gov initiatives to improve public services and bureaucratic efficiency. The development of E-Gov has given birth to a public service model that is carried out online. Manual government services are starting to be eliminated through application tools that are flexible and oriented towards user satisfaction.

The pressure to use Information and Communication Technology (ICT) in the public service sector continues to strengthen in line with the development of the paradigm for a new era of public service management, which makes the public sector more effective and efficient.

According to Hartono (2010) explains that e-government, namely the use of information and communication technology (ICT) or Information, Communication and Technology in government systems, has developed into a medium to provide convenience in transaction and communication processes. Both to the community, government institutions and their staff and other

business organizations. This is intended to achieve effectiveness, efficiency, accountability and transparency of the government towards its citizens. With the development relationship between Government to Citizens (G2C), Government to Government (G2G), and Government to Business (G2B).

The development of E-Government is based on the need for the central government and regional governments to use systems that can be integrated. With the Instruction of the President of the Republic of Indonesia Number 03 of 2003 concerning National Policy and Strategy for the Development of electronic government and the Decree of the Minister for Empowerment of State Apparatus Number 13/Kep/MENPAN/1/2003 concerning general guidelines for internet electronic offices in the government industrial environment. The use of digital online applications and web browsers is in line with the spirit of bureaucratic reform to improve the quality of public services so that the service process and delivery of information can run effectively and efficiently for the public.

Nowadays, almost all government activities have implemented E-Gov through a number of online applications as databases/big data to support work systems and implementation of administrative and managerial activities. Various documents and information media on government activities will be easier to store, search and provide information when needed. This digitalization principle has become the work culture of employees. There are several applications that have been used by the government, one of which is the Dynamic and Integrated Archives Information System (SRIKANDI) application which is intended for the dynamic archives management process, an evaluation of the SIKD application.

The SRIKANDI application is a digital application that is required for all government apparatus to document office administration, generally including the need to create correspondence and integrated digital archives online and continuously. This policy is in line with the decision of the Minister for Administrative Reform and Bureaucratic Reform (MenPAN-RB) Number 679 of 2020 concerning General Applications in the Field of Dynamic Archives, that the Srikandi application is designated as a General Application in the Field of Dynamic Archives in government institutions. The SRIKANDI application is a digital-based archive processing application in the category of automatic and decentralized archiving activities in office administration matters, thereby simplifying the bureaucratic service coordination process which is expected to be able to provide quality public services for government agencies or other bodies that use the Srikandi application.

The combination of the need and potential of information technology to overcome the challenges of work difficulties gives rise to new problems. The narrowness of the concept which is only limited to the quantity of applications can actually hamper the bureaucratic process. This innovation is aimed at providing effective and efficient services, cheap and easy. However, this has recently created

the emergence of thousands of overlapping applications and has actually led to waste of state finances (https://theconversation.com, accessed, 1 January 2024).

Apart from that, bureaucratic actors also often fail to understand how to operationalize applications because they are not involved comprehensively, starting from idea discovery, the decision-making process in the organization to the level of implementation and evaluation. This situation is also demonstrated in the use of the SRIKANDI application within the Secretariat of the Regional Representative Council (SEKWAN) of Tanjungpinang City. This is confirmed by obtaining initial information from several employees that in implementing the application there are a number of limitations faced by employees in accessing it, such as when accessing an internet connection that is still unstable which often interferes with the administrative work process with the application.

The Tanjungpinang City Council Secretariat (Sekwan) has a very important role in carrying out various council activities and functions as well as ensuring the creation of an efficient and effective work environment for council members in carrying out their duties. Therefore, it is very important that general administration activities and management of correspondence, archives, meeting schedules and documentation of board activities can run well, including preparing meeting agendas, distributing agendas and related documents to board members, as well as providing meeting rooms and supporting equipment. others. The existence of problems in using the SRIKANDI application may disrupt the information system and administrative distribution in the work environment of the council secretariat.

Initial information from one of the section heads at the Tanjungpinang City Council Secretariat (Sekwan) stated that the infrastructure and facilities are still not available properly. During the pre-observation, the author also found that the availability of information technology infrastructure in the office was inadequate, such as not all computers had adequate technical specifications, and the existing scanner equipment was also considered to be inadequate.

Not only that, support from human resources (HR), especially from state civil servants (ASN) who have competence and expertise in the field of information and communication technology (ICT), is still inadequate. This can be seen from the absence of employees having certification in the ICT field, either primary, intermediate or even primary expert certificates.

Apart from a number of problems above, the potential for implementing E-Gov through the SRIKANDI application is to be able to overcome the challenges of effective, efficient and needs-oriented government administration, the implementation of online digital applications and web browsers can be automated and can reduce the need for time-consuming manual work. and resources. Therefore, researchers are interested in looking more comprehensively at the phenomena that occur as a

whole, so as to provide a clear picture regarding the use of the application referred to in the research title: Effectiveness in Implementing Office Administration Interconnection Policy Through the SRIKANDI Application at the Tanjungpinang City Council Secretariat.

II. THEORETICAL BASIS

➤ *Public Policy*

Willian Dunn (1999), explains that policy comes from the root words in Greek and Sanskrit, namely polis (city-state) and was developed in Latin into politia (state) and finally in English policie, which means dealing with public problems or government administration.

Furthermore, Anderson (in Mulyadi, 2016), defines that public policies are policies developed by government agencies and/or officials.

"Public policy is a series of activities or actions that have certain objectives which are followed and implemented by an actor or group of actors related to a problem or matter of concern." Mulyadi (2016).

According to Mulyadi, public policy is an effort to achieve goals from a series of activities carried out to achieve organizational goals in order to know and measure the extent of progress that has been made.

A similar thing was also stated by Dye (in Suaib, 2016) that public policy is a series of actions that the government has chosen to carry out or not to carry out. In the sense of the word, public policy is not only to be done but also includes things that are not done by the government which have a significant impact on society, such as actions or programs carried out by the government.

Meanwhile, according to Jenkin (in Suaib 2016), public policy is a number of interrelated decisions, which are initiated by policy makers (stakeholders) either from political actors or certain groups to achieve organizational goals in a situation where decisions are made. In principle, this decision is still within the limits of the authority of these actors.

In general, the term "policy" is interpreted as the behavior of an actor, whether a public official, politician, or certain group or official in a government agency or other actors in a certain field of activity.

➤ *Stages in Public Policy*

The stages of making public policy are a complex process, because they involve a number of processes and variables that must be passed and studied. Therefore, many experts and politicians are interested in studying public policy by dividing the processes of formulating public policy into several stages.

The purpose of this division is to make it easier to study public policy. However, some experts sometimes divide these stages in a different order. For example, the

policy assessment stage, as stated in the section below, is not the final stage of the public policy process, but there is still one more stage. Namely, the stages of policy change and termination or stopping the policy. This is as quoted from William Dunn's theory as follows:

- *Agenda Preparation Stage.*
  Elected and appointed policy makers place issues on the public agenda. They place these problems based on a priority scale. This means that previously, these issues competed first to get onto the policy agenda. Next, several issues enter the policy agenda to be determined by policy formulators. At this stage, these issues may not be touched on at all, while other issues may become the focus of discussion. Or there is also a problem that for certain reasons is postponed for a relatively long time.

- *Policy Formulation Stage*
  Next, problems that have been included in the priority agenda will be scheduled to become a policy, then discussed by policy makers. The problem is defined and then a solution is sought. Either as an alternative solution or existing policy option. At this stage, each actor will "play" to propose the best solution to the problem.

- *Policy Adoption Stage*
  There are alternative solutions to policy problems offered by formulators and policy makers, in the end one of these alternative policy solutions can be adopted with the support of a legislative majority, consensus between institutional directors or a judicial decision.

- *Policy Implementation Stage*
  A policy program will in turn be used as material for notes and evaluation by elite circles of policy makers. This is if the program is not implemented. However, if the policies have been implemented by administrative units that mobilize financial and human resources. At this implementation stage various interests will compete with each other. Some policy implementations receive support from implementers (implementation), but others may be and are opposed by implementers.

- *Policy Evaluation Stage*
  At this stage the policies that have been implemented will be assessed or evaluated, to see to what extent the policies made have been able to solve the problem. Public policies are basically created to achieve the desired impact. In this case, solving problems faced by society. Therefore, measures or criteria are determined which are the basis for assessing whether public policy has achieved the desired impact.

➤ *Public Policy Implementation*
  According to Mazmanian and Sebatier (in Wahab, 2012), implementation is a way of understanding what actually happens after a program is declared to have been formulated and declared to be in effect. What is the focus of attention in policy implementation is the stages of events and activities that arise after the ratification of a series of public policies, especially in the form of administration so

that they have a real impact on society or the activities that have been implemented.

In other words, the implementation of public policy is in principle a way to achieve its goals, nothing more or less. To implement public policy, there are two steps available, namely implementing it directly in the form of programs or through the formulation of derivative policies or derivatives of the policy. Public policy in the form of laws or regional regulations is a type of policy that requires explanatory public policies or is often termed implementing regulations. Public policies that can be directly operationalized include Presidential Decrees, Presidential Instructions, Ministerial Decrees, Regional Head Decrees, Service Head Decrees, etc. (Nugroho, 2004).

The meaning of implementation above when related to policy is that in fact the policy is not only formulated and then made in a positive form such as a law and then left silent and not implemented or implemented, but a policy must be implemented or implemented to have the desired impact or goal. Policy implementation is an effort to achieve certain goals with certain means and in a certain time sequence (Sunggono 1994).

The process of implementing public policy can only begin if public policy objectives have been determined, programs have been created, and funds have been allocated to achieve these policy objectives.

➢ *Public Policy Implementation Model*
Van Metter Van Horn (in Winarno, 2002) stated that the implementation process is an abstraction or policy performance that is based on intention to obtain maximum policy implementation performance and progresses linearly with a number of problems. This model makes the analogy that policy implementation takes place linearly from political decisions, implementers and public policy performance. This implementation model explains that policy performance is significantly influenced by a number of interrelated problems and the detailed explanation is as follows:

• *Policy Standards and Targets/Policy Parameters and Objectives*
The performance of policy implementation can actually be measured from the level of success in policy parameters and targets that are realistic and socio-cultural at the policy implementing level. When policy parameters and targets are too ideal or utopian, they will be difficult to realize (Agustino, 2006). Van Meter and Van Horn (in Widodo, 2007) explain that measuring the performance of policy implementation must emphasize certain standards and targets that must be achieved by policy implementers and policy performance in general is an assessment of the level of achievement of these standards and targets.

• *Understanding Resources*
The success of policy implementation is very dependent on the ability to utilize available resources. Humans are the most important resource in determining the

success of policy implementation. Each stage of implementation requires the presence of quality human resources, linear work as required by politically determined policies. Apart from the human resource aspect, financial resources and time factors are important calculations in the successful implementation of Derthicks policies (in Van Mater and Van Horn, 1975), new town study suggests that the limited supply of federal incentives was a major contributor to the failure of the program.

• *Characteristics of the Implementing Organization*
The focus of attention on implementing agents includes formal organizations and informal organizations that will be involved in policy implementation. This condition is important because the performance of policy implementation will be significantly influenced by the precise and linear characteristics of the implementing agents. This condition is linear in the scope of policies that will be implemented in several policies which require policy implementers to carry out implementation strictly and disciplinedly. The scope of other discussions requires a democratic and persuasive implementing agent. Apart from these factors, the scope or area is an important consideration in determining the policy implementing agent.

• *Communication between Organizations*
The purpose of public policy can be implemented effectively, based on Van Horn and Van Mater (in Widodo 2007) what is the standard objective must be understood by individuals or implementors and who is responsible for achieving policy standards and objectives, based on this reason, standards and objectives must be communicated to stakeholders. executor. Communication within the framework of conveying information to policy implementers regarding material that is standards and objectives must be consistent or consistency and uniformity from a number of information sources.

• *Disposition or Attitude of the Implementers*
Based on the opinion of Van Metter and Van Horn (in Agustino 2006), the attitude of acceptance or rejection of policy implementing agents has a very significant influence on the success or failure of implementing public policy. This condition is very likely to occur because the policies implemented are not the result of formulation by local residents who are thoroughly familiar with the problems and problems they are experiencing. However, public policy is often top down, which makes it very possible for decision makers not to identify or even be able to touch on the needs, desires or problems that must be resolved.

• *Social, Political and Economic Environment*
The final factor that needs to be considered in order to assess the performance of policy implementation is the effectiveness of the external environment's role in encouraging the success of public policy. An unconducive social, economic and political environment is a comorbid problem of failure in policy implementation performance. It was concluded that policy implementation efforts require conducive external environmental conditions.

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Furthermore, in order to describe details related to problems or factors that have a significant influence on the implementation of public policy and to simplify understanding, the description of the policy implementation model in this research is based on Grindle's theory (1980), which is one of the concepts that explains the process of implementing a program or policy.

Grindle model policy implementation is a political and administrative process which is described as a decision-making process involving a number of actors, the final output will be largely determined by the program material that has been achieved and through the interaction of a number of decision makers within the scope of administrative politics. A perspective based on the political scope indicates that this process is reflected in the decision-making process and within the administrative scope it is reflected as administrative actions that can be analyzed at a certain program level ((Winarno, 2002).

The Grindle model of public policy implementation approach is based on the explanation above which is described in detail that the degree of success of implementation is based on public policy which can be measured based on the process of achieving final results or outcomes, namely the achievement of the desired targets. These factors can be identified from two aspects, namely paying attention to the process, the effectiveness of policy implementation which is linear which is decided according to the linear design of the policy action and considering the degree of success of the policy being implemented.

The description related to this explanation illustrates the degree of success in implementing public policy which will greatly determine the level of implementability or implementation of the policy and the level of implementation includes policy material or content of policy which includes a number of dimensions, namely:

✓ Interests that influence or interest effected. Interest effected linear a number of interests that influence policy implementation.
✓ Type of benefit or type of benefits. The policy material in the type of benefits dimension seeks to direct a number of benefits that have a significant positive impact on policy implementation.
✓ The effectiveness of the change to be achieved or the extent of change envisioned. Every policy has a target that it aims to achieve and wants to achieve. The policy material to be explained should be supported on a definitive scale.
✓ The location of decision making or site of decision making is a significant factor in decision making and the location of the policy or program should have been determined because this factor will have a significant impact on policy implementation.

✓ Program implementer or program implementor. When implementing a policy or program it must be supported by competent and capable policy implementers so that the policy is successful.

✓ Resources used or resources committed. Policies or programs that are supported by adequate resources are very necessary and adequate resources are intended for the implementation of policies so that they run optimally.

The reason the researcher uses the theory of public policy implementation from Grindle's theory (1980), is because the office administration governance policy using the SRIKANDI application is Top-Down, meaning that the policy is proclaimed by the national government and is mandatory for all government organizations at both the central and regional levels. , which aims to simplify the deposition, archiving and recording process relating to the position of the structure and its authority, apart from that the variables or indicators put forward are variables that comprehensively explain policy implementation and can be more concrete in explaining the actual policy implementation process.

III. RESEARCH METHODS

➢ *Research Approach*
This research utilizes a qualitative descriptive research type. The descriptive method is used to describe problems that are occurring or are currently ongoing. The aim is to describe what happened when the research was conducted. According to Sukardi (2013), descriptive research is used to answer questions related to phenomena or events that are currently occurring, whether related to phenomena in one variable, correlations, or comparisons of various variables.

➢ *Research Objects and Locations*
This research aims to understand how office administration interconnection is implemented through the SRIKANDI Application at the Tanjungpinang City Council Secretariat. The location of this research is focused on the Tanjungpinang City DPRD Secretariat Office, considering the crucial role of the Council Secretariat as the person responsible for various administrative activities including the work of DPRD members who are obliged to carry out supervisory, legislative and budgeting activities in the Tanjungpinang City regional government.

➢ *Research Focus*
That research using qualitative methods focuses on descriptions involving aspects of places, actors and activities (Sugiyono, 2016). In this context, research was conducted in Tanjungpinang City, with the main actors, namely employees at the Tanjungpinang City DPRD Secretariat Office who used the SRIKANDI Application as a means of supporting administrative and office activities in the available work units.

➢ *Data Collection Techniques*

The data collection techniques used in this research are as follows:

• Observation or better known as observation, is a data collection method in which researchers actively observe and record certain activities or phenomena. The use of this observation technique involves optimizing the researcher's ability to pay attention to motives, beliefs, unconscious behavior, habits and other relevant aspects (Moleong, 2005).

• An interview is a conversation with a specific purpose. The conversation is carried out by two parties, namely the interviewer who asks questions and the interviewer who provides answers to those questions (Moleong, 2011). The data collection technique is by asking questions or in-depth interviews conducted systematically, to parties who understand and understand the phenomena and conditions in the field and have relevance to the research topic so that it can strengthen the data held by the researcher.

• Documentation is the collection of data obtained by recording data, collecting data based on relevant documents, photos and archives regarding employee activities in using the SRIKANDI Application at the Tanjungpinang City Council Secretariat.

➢ *Data Analysis Techniques*

Data analysis techniques are carried out to carry out the process of compiling related data systematically, the data in question comes from the results of interviews, findings at the research location, both written and unwritten. There are several uses of data analysis related to this research, namely:

• *Data Reduction*

Carrying out data reduction is a process of simplifying, abstracting and creating raw data in a notebook and field documents. This stage is used to select the data needed to solve the problem of the research object.

• *Data Presentation (Data Display)*

In making data easy to understand, the process of presenting data is a step to collect data that has been simplified into files or documents, presenting data also makes it easier for researchers to carry out the next steps to complete the research.

• *Conclusion Drawing*

Drawing conclusions is carried out when the research has been completed, however, when conducting research, drawing temporary conclusions is also necessary as a provisional statement when in the process the related parties question the results of the research, temporary conclusions will also continue to change when the final results have been found (Moleong, 2018).

IV. RESULTS AND DISCUSSION

In this research, the researcher chose several informants as sources of information who sufficiently understood and mastered the search for research information. The key informant in the research was Secretary of the Tanjungpinang City People's Representative Council (DPRD), while the other informants were Structural Officials and employees within the Tanjungpinang City DPRD Secretariat, a total of 7 (people). There were more informants who were male, namely 4 (six) structural officials, and 3 (three) staff members of the Tanjungpinang City DPRD Secretariat.

The implementation of office administration intraconnection through the SRIKANDI Application at the Tanjungpinang City Council Secretariat refers to Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE) which generally explains that it is mandatory to provide services for the availability of reliable archives and information in Central and Regional Government Agencies by using services General Application of Dynamic Archives (AUBKD) which is systemic, comprehensive and integrated to face global challenges in the development of information and communication technology.

Therefore, in order to support administrative operational performance and improve the quality of archives, the Tanjungpinang City government is currently implementing an Integrated Dynamic Archives Information System (SRIKANDI). SRIKANDI application which can be accessed via https://srikandi.arsip.go.id/. The following is an image of the SRIKANDI Application:
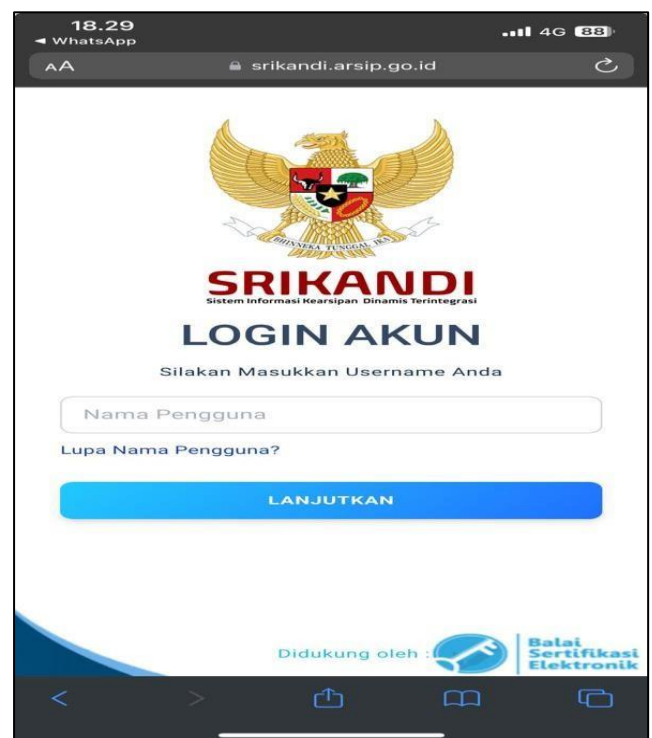
Fig 1 Display of the SRIKADI Application
Source: web https://srikandi.arsip.go.id/. 2024

SRIKANDI is a public archival application developed by ANRI which is currently managed by the Ministry of Communication and Information with supervision from BSSN. SRIKANDI is designed to support the creation of big data nationally. Utilizing SRIKANDI is very appropriate to overcome archival problems because it will be the only archival application implemented in all government agencies nationally.

Employees can use the Srikandi program to manage the filing system so that it runs smoothly and effectively, enabling fast and safe delivery of public services. Therefore, efforts need to be made to develop and expand archives so that they can carry out government duties adequately, function well, effectively and smoothly. The determination of Srikandi as a general application that applies nationally in the field of dynamic archives is based on the Decree of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 679 of 2020.

There are 32 (thirty two) types of manuscripts that can be archived in the Srikandi application. Filing of Duty Orders (SPT) is the most frequently archived official document in the Srikandi application. Effectiveness means being able to explain briefly that effectiveness refers to the level of success achieved by an organization over time.

➢ *Meanwhile, according to Duncan in Ismaya et al (2021), service effectiveness has several components as follows:*

- Achievement of basic legal objectives, targets, and completion schedules can all be used as measures of the success of a goal. In terms of time. required to complete a task, especially the time required to carry out a task by meeting the service standards and SOPs that have been set, whether the SOPs are adhered to or not.
- Integration of procedures and social processes are 2 (two) key categories that form integration. A procedure is a method for carrying out an action. Meanwhile, social processes are means that connect individuals and groups by interacting to build certain systems.
- Adaptation of infrastructure and facilities are 2 (two) key signs of adaptability. Facilities are also used either directly or indirectly to carry out tasks.

The concept of service delivery is a strategy used to bring about change through action. So it can be said that offering services is an activity that directly involves the community. Munir (Nurdin, 2019). Every work carried out by the government for the satisfaction of the community, even though the results are not in the form of goods, is considered a form of public service (Sinambela in Harma, 2021).

The concept of employees according to Widjaja (2006) is that employees are physical and spiritual employees who are always needed. This is one of the most important forms of capital in collaborating to achieve organizational goals.

The effectiveness in implementing the office administration interconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat can be used as a parameter to measure the extent of results and success in implementing this policy at the Tanjungpinang City Council Secretariat. The existence of the DPRD Secretariat organization is an integral part of the performance of Tanjungpinang City DPRD members. As per their main duties and functions, all elements of the DPRD secretariat are required to provide professional and quality services in supporting the functions of the Tanjungpinang City DPRD as representatives of the regional people.

Based on the research results, the activity of utilizing the SRIKANDI application can be implemented well, this can be seen from the concentration of information and administrative documentation for the Tanjungpinang City DPRD secretariat electronically. Of course, this really supports the organization's performance. However, researchers found a number of problems and this leads to the lack of optimal implementation of policies that are linear in the interests of fast, precise and effective secretarial services, especially administrative services that require speed of data information.

This information is also supported by the results of interviews with several informants, one of which is the Head of Administration who said:

"In implementing the SRIKANDI implementation policy, delays are often experienced, especially in approval for DPRD members' official activities outside the region, this is the result of slow access to the disposition of tiered leadership. "Usually, DPRD leaders often carry out activities outside, while services must be carried out immediately to ensure administrative needs are met within the available time."

The effectiveness of administrative intraconnections in carrying out the duties and functions of the DPRD secretariat will determine the success of the DPRD's duties and functions. Maximum roles in accordance with their authority must be carried out well. Furthermore, the research results also found that the application of the SRIKANDI Application in the DPRD secretariat was divided into three activities, namely: (1) Organizing administration of the secretariat and DPRD members; (2) financial administration of the secretariat and DPRD members and (3) Supporting the implementation of the duties and functions of the secretariat and DPRD members. And these two things are of course related to the leadership of the organization for the process of following up activities and approvals.

Based on the main tasks above, it can be seen that the tasks of the DPRD secretariat are quite numerous, but in general the routine activities of the Tanjungpinang City DPRD Secretariat facilitate DPRD members to carry out their 3 (three) functions which in reality many DPRD members have minimal knowledge so that in various activities the process is through the Application SRIKANDI assigns the burden of duties to the staff. However, the research results found that staff with limited authority were unable to communicate with DPRD members. For example, just to get access to the deposition of letters to fulfill administrative needs, you have to wait a long time because DPRD members cannot be contacted.

By using the SRIKANDI application, the administrative duties and responsibilities of the Tanjungpinang City DPRD secretariat can make things easier for policy makers, however, if the attitudes of the actors in its implementation are still not willing to change, then the aim of making this easier will be hampered. This at least provides input to all elements to immediately improve the management process so that complaints related to problems in the field can be handled wisely.

Seeing that there is inequality when implementing this policy, to better answer this research as a problem formulation question, namely, how effective is the implementation of the office administration interconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat.

Researchers will explain the research results using Grindle's theory, 1980 (Winarno 2002) by referring to two large variables, namely: policy content (Content of Policy) and implementation environment (Context of Implementation). The policy content variable includes the interests of the target group, benefits received, desired changes, appropriateness of a program, program implementers and program resources.

The results of research on the interests of the target group are the extent to which interested actors have been included in the policy content so that it will have a big influence on the implementation of office administration intraconnection policies through the SRIKANDI Application at the Tanjungpinang City Council Secretariat. The research results found that there had been a determination of policy targets, namely in order to facilitate the process of administering and documenting various administrative routines and activities, both related to the secretariat of the DPRD and related to the duties and functions of services and facilitation of members of the Tanjungpinang City DPRD. Considering that the purpose of using the SRIKANDI Application at the Tanjungpinang City Council Secretariat is very clear, commitment is needed in its implementation.

One member of the Tanjungpinang City DPRD stated, "Using this application is a state order, as long as it can be carried out well, it will certainly provide positive benefits for ease of service at the DPRD secretariat. Indeed, we feel the benefits because we don't have to wait long or look for information on activities. "We also have passwords to enter the application and everything can be accessed by members and staff can also see the flow of document targets online."

So far, the research results show that the contents of this policy have been understood by all actor components involved in the target group of this policy who have understood the contents of the tasks and functions in the administrative process. Furthermore, the results of the conclusions and analysis of the responses of informants of interest to the research target group found the answer that intraconnection of office administration through the SRIKANDI Application at the Tanjungpinang City Council Secretariat is currently a strategic part in fulfilling performance accountability, especially for administrator officials in accordance with their duties and functions as directed by government policy. There is ease in financial management including planning and administration, reporting and accountability.

The results of research on Types of Benefits provide information that the use of office administration intraconnection through the SRIKANDI Application at the Tanjungpinang City Council Secretariat, especially by organizational decision-making actors, has shown a positive impact, organizational intensity is not only carried out inside the office but can be carried out outside, whenever needed. This can certainly shorten time compared to conventional interaction activities that previously occurred in secretarial administrative and administrative processes.

This statement was almost the same as that conveyed by the informants, one of whom was the Head of the Finance Sub-Section who stated.

"With the SRIKANDI application, financial errors can be minimized. "This application can provide transparent, accountable and orderly administration, everything is recorded well, so it really helps overcome budget calculation errors, and it can also shorten the time for the activity disbursement process."

Thus, as a conclusion, the results of the conclusions and analysis of the responses related to the types of benefits obtained by the existence of office administration intraconnection through the SRIKANDI Application, financial management will become more orderly and focused and in preparing accountability reports it will also be more transparent, so you can know where finances are used. .

Therefore, the implementation of office administration intraconnection through the SRIKANDI Application is in line with the principles of financial management, namely transparency and accountability and budget discipline in government institutions can be realized well. Furthermore, the Degree of Change provides information that the office administration intraconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat has provided good output in organizational performance.

The research results found that e-government practices have been able to drive changes to more efficient ways of working. Several interview results also provide information that the SRIKANDI application used is able to reduce transaction costs, provide more accurate data storage and display information transparency so that communication between stakeholders can be carried out more easily.

Interaction in work using the SRIKANDI application aims to open communication channels between actors, so that they can work together in serving needs and become more proactive in dealing with tasks and service work in the Tanjungpinang City DPRD.

In practice, e-government has experienced quite encouraging developments, because the impact of e-government implementation has provided The concept of service delivery is a strategy used to bring about change through action. So it can be said that offering services is an activity that directly involves the community. Munir (Nurdin, 2019). Every work carried out by the government for the satisfaction of the community, even though the results are not in the form of goods, is considered a form of public service (Sinambela in Harma, 2021).

The concept of employees according to Widjaja (2006) is that employees are physical and spiritual employees who are always needed. This is one of the most important forms of capital in collaborating to achieve organizational goals.

The effectiveness in implementing the office administration interconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat can be used as a parameter to measure the extent of results and success in implementing this policy at the Tanjungpinang City Council Secretariat. The existence of the DPRD Secretariat organization is an integral part of the performance of Tanjungpinang City DPRD members. As per their main duties and functions, all elements of the DPRD secretariat are required to provide professional and quality services in supporting the functions of the Tanjungpinang City DPRD as representatives of the regional people.

Based on the research results, the activity of utilizing the SRIKANDI application can be implemented well, this can be seen from the concentration of information and administrative documentation for the Tanjungpinang City DPRD secretariat electronically. Of course, this really supports the organization's performance. However,

researchers found a number of problems and this leads to the lack of optimal implementation of policies that are linear in the interests of fast, precise and effective secretarial services, especially administrative services that require speed of data information.

This information is also supported by the results of interviews with several informants, one of which is the Head of Administration who said:

"In implementing the SRIKANDI implementation policy, delays are often experienced, especially in approval for DPRD members' official activities outside the region, this is the result of slow access to the disposition of tiered leadership. "Usually, DPRD leaders often carry out activities outside, while services must be carried out immediately to ensure administrative needs are met within the available time."

The effectiveness of administrative intraconnections in carrying out the duties and functions of the DPRD secretariat will determine the success of the DPRD's duties and functions. Maximum roles in accordance with their authority must be carried out well. Furthermore, the research results also found that the application of the SRIKANDI Application in the DPRD secretariat was divided into three activities, namely: (1) Organizing administration of the secretariat and DPRD members; (2) financial administration of the secretariat and DPRD members and (3) Supporting the implementation of the duties and functions of the secretariat and DPRD members. And these two things are of course related to the leadership of the organization for the process of following up activities and approvals.

Based on the main tasks above, it can be seen that the tasks of the DPRD secretariat are quite numerous, but in general the routine activities of the Tanjungpinang City DPRD Secretariat facilitate DPRD members to carry out their 3 (three) functions which in reality many DPRD members have minimal knowledge so that in various activities the process is through the Application SRIKANDI assigns the burden of duties to the staff. However, the research results found that staff with limited authority were unable to communicate with DPRD members. For example, just to get access to the deposition of letters to fulfill administrative needs, you have to wait a long time because DPRD members cannot be contacted.

By using the SRIKANDI application, the administrative duties and responsibilities of the Tanjungpinang City DPRD secretariat can make things easier for policy makers, however, if the attitudes of the actors in its implementation are still not willing to change, then the aim of making this easier will be hampered. This at least provides input to all elements to immediately improve the management process so that complaints related to problems in the field can be handled wisely.

Seeing that there is inequality when implementing this policy, to better answer this research as a problem formulation question, namely, how effective is the implementation of the office administration interconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat.

Researchers will explain the research results using Grindle's theory, 1980 (Winarno 2002) by referring to two large variables, namely: policy content (Content of Policy) and implementation environment (Context of Implementation). The policy content variable includes the interests of the target group, benefits received, desired changes, appropriateness of a program, program implementers and program resources.

The results of research on the interests of the target group are the extent to which interested actors have been included in the policy content so that it will have a big influence on the implementation of office administration intraconnection policies through the SRIKANDI Application at the Tanjungpinang City Council Secretariat. The research results found that there had been a determination of policy targets, namely in order to facilitate the process of administering and documenting various administrative routines and activities, both related to the secretariat of the DPRD and related to the duties and functions of services and facilitation of members of the Tanjungpinang City DPRD. Considering that the purpose of using the SRIKANDI Application at the Tanjungpinang City Council Secretariat is very clear, commitment is needed in its implementation.

One member of the Tanjungpinang City DPRD stated, "Using this application is a state order, as long as it can be carried out well, it will certainly provide positive benefits for ease of service at the DPRD secretariat. Indeed, we feel the benefits because we don't have to wait long or look for information on activities. "We also have passwords to enter the application and everything can be accessed by members and staff can also see the flow of document targets online."

So far, the research results show that the contents of this policy have been understood by all actor components involved in the target group of this policy who have understood the contents of the tasks and functions in the administrative process. Furthermore, the results of the conclusions and analysis of the responses of informants of interest to the research target group found the answer that intraconnection of office administration through the SRIKANDI Application at the Tanjungpinang City Council Secretariat is currently a strategic part in fulfilling performance accountability, especially for administrator officials in accordance with their duties and functions as directed by government policy. There is ease in financial management including planning and administration, reporting and accountability.

The results of research on Types of Benefits provide information that the use of office administration intraconnection through the SRIKANDI Application at the Tanjungpinang City Council Secretariat, especially by organizational decision-making actors, has shown a positive impact, organizational intensity is not only carried out inside the office but can be carried out outside, whenever needed. This can certainly shorten time compared to conventional interaction activities that previously occurred in secretarial administrative and administrative processes.

This statement was almost the same as that conveyed by the informants, one of whom was the Head of the Finance Sub-Section who stated.

"With the SRIKANDI application, financial errors can be minimized. "This application can provide transparent, accountable and orderly administration, everything is recorded well, so it really helps overcome budget calculation errors, and it can also shorten the time for the activity disbursement process."

Thus, as a conclusion, the results of the conclusions and analysis of the responses related to the types of benefits obtained by the existence of office administration intraconnection through the SRIKANDI Application, financial management will become more orderly and focused and in preparing accountability reports it will also be more transparent, so you can know where finances are used. .

Therefore, the implementation of office administration intraconnection through the SRIKANDI Application is in line with the principles of financial management, namely transparency and accountability and budget discipline in government institutions can be realized well. Furthermore, the Degree of Change provides information that the office administration intraconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat has provided good output in organizational performance.

The research results found that e-government practices have been able to drive changes to more efficient ways of working. Several interview results also provide information that the SRIKANDI application used is able to reduce transaction costs, provide more accurate data storage and display information transparency so that communication between stakeholders can be carried out more easily.

Interaction in work using the SRIKANDI application aims to open communication channels between actors, so that they can work together in serving needs and become more proactive in dealing with tasks and service work in the Tanjungpinang City DPRD.

In practice, e-government has experienced quite encouraging developments, because the impact of e-government implementation has provided significant changes in the public service process. E-government is then understood as a model of public service in a new form, and is considered capable of implementing the principles developed in the New Public Service paradigm.

The results of research on the Location of Decision Making provide information that the office administration intraconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat is carried out by stakeholder actors in stages starting from the administrative deposition from the leaders/managers of field units up to the highest decision making implementers in the organization. By implementing the SRIKANDI Application, action plans cannot be manipulated considering that responsibilities are adjusted to the duties and functions of each stakeholder actor and in accordance with rules and regulations.

Based on the research results, there are several problems in implementing the SRIKANDI Application at the Tanjungpinang City Council Secretariat. The first problem found was that errors often occurred resulting in delays.

This kind of thing was stated by all the informants, one of whom was the Head of the Administration and Secretariat Department who stated that usually during working hours the application often had problems/errors. It takes time to re-access. The SRIKANDI application that is being implemented is connected and integrated on the same network in all OPDs in Tanjungpinang City. It is possible that the server capacity is very limited. This complaint is not only at the DPRD secretariat, even other OPD friends are also experiencing the same thing.

Researchers obtained information that technically, the SRIKANDI Application connection is operationally controlled/managed by operators from the center, namely the Ministry of Communication and Informatics and Srikandi application development activities are developed and managed by the National Archives of the Republic of Indonesia. Government offices/institutions, both central and regional, are the only users.

This is supported by a statement made by one of the IT staff of the Tanjungpinang City DPRD secretariat who stated that, each unit/organizational unit leader is an operator but only accesses and carries out functions, that is in all OPDs. However, operationally the server and operational service capabilities of the SRIKANDI Application are controlled by the central government.

From this information, the government needs to strengthen the information access distribution system or increase server capacity, so that error problems due to busy application services can be avoided. With high service requirements, application access speed is very necessary, of course delays in information have an impact on the overall performance of the organization.
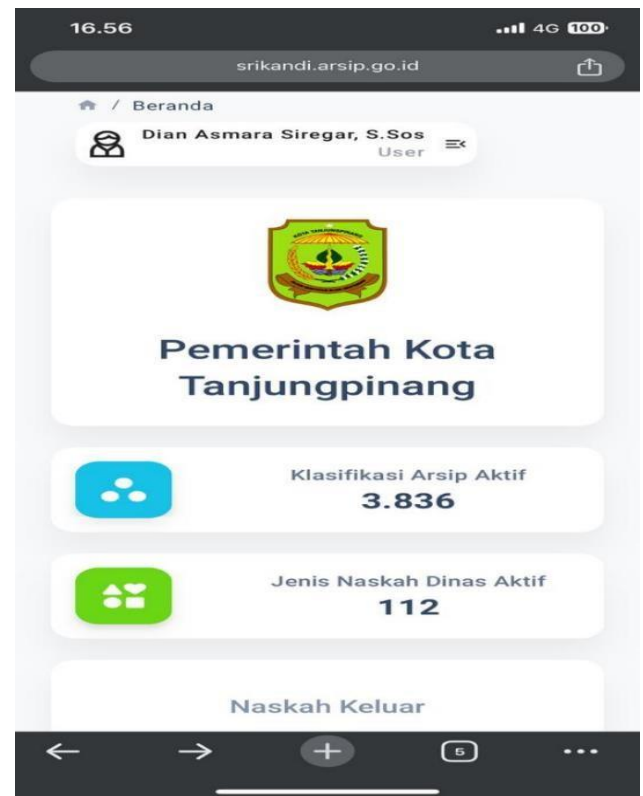

Fig 2 Display of the use of the SRIKADI Application which is Connected Directly to other Agencies/OPDs within the Tanjungpinang City Government
Source: website https://srikandi.arsip.go.id/. 2024

The results of research on Program Implementation provide information that the office administration intraconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat will begin to be implemented in 2022. The SRIKANDI Application Program is an implementation of PP Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE), specifically intended to facilitate policy implementation services or in other words intended for public officials to control administrative processes and internal organizational services in an integrated manner. Therefore, the success of program implementation is very dependent on the ability of the implementing elements of the organization to manage and supervise the policy implementation process.

Observations and deepening of the information obtained by researchers provide the answer that the Tanjungpinang City Council Secretariat is part of the scope of work for operating the SRIKANDI Application, all organizational units have been facilitated with adequate supporting tools in the form of electronic devices (laptops and PCs). This is supported by statements from a number of informants, one of whom is the Head of the Program Sub-Section, who said, to make performance easier, office tools and facilities are available to make work easier, especially now that everything is application-based which requires interactive activity via applications, so it is only natural that facilities such as work support is provided.

Furthermore, as a result of the conclusions and analysis of the informant's responses, the leadership is actually responsible for ensuring that the program for operating the SRIKANDI Application in the Tanjungpinang City DPRD skeetariat can be implemented with service quality and that internal interaction between employees within the organization is well maintained, one of which is realized in the form of providing supporting facilities. and building interactive patterns in work relationships.

The results of research on the resources involved provide information that the office administration intraconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat can be accessed on a limited basis only to the leaders of the available structural equipment and does not involve all employees/staff part of the policy implementing elements. Implementation of the SRIKANDI application.

➢ *The results of the research found that there were 30 members of the Tanjungpinang City DPRD, but those who had access to the application were only the leaders of the Tanjungpinang City DPRD apparatus, namely:*

- Leadership (1 chairman and 2 deputy leaders)
- Leadership of the Deliberative Body;
- Commission Leaders (3 Commissions);
- Head of Bapemperda;
- Head of the Budget Agency;
- Chairman of the Honorary Board;

The results of research related to Human Resources (HR) in the activities of using the SRIKANDI Application in the DPRD Secretariat have been optimally implemented. Researchers found that capacity and capability had been realized, that every employee at the leadership level could access the application and could use it according to its operational purposes.

The availability of resources in a policy is an important thing. This is due to the influence of the importance of resources which determine their effectiveness and efficiency. Government apparatus resources occupy a strategic position that not only colors but also determines the direction in which an area will be taken. Regional Government is the implementer of public policy which carries out the duties and functions of service, protection and empowerment of the community.

Therefore, the government of the future will be an intelligent government, capable of translating public policy into creative and innovative operational steps with an orientation towards the interests of society. Smart government can only be realized if the apparatus is intelligent. Furthermore, the results of research on the Budget provide information that the office administration intraconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat does not burden the Secretariat's budget. It's just that special internet access within the DPRD secretariat with the use of wifi is covered by operational costs by the institution. For this reason, it is necessary to pay attention to the speed of the internet network so that the connection between uses of the SRIKANDI application can run well.

From the results of the investigation, the provision of network facilities has been carried out well, this means that there are no more internal operational obstacles regarding costs because it is already well connected. in relation to Budget management through the SRIKANDI Application, it includes administrative activities for financial management, consisting of fulfilling the salaries and allowances of DPRD leaders and members and the costs of activities and official travel within the Tanjungpinang City DPRD environment.

Apart from the budget, the provision of other infrastructure and facilities to support the intraconnection of the SRIKANDI Application office administration at the Tanjungpinang City Council Secretariat. The results of the research found that the procurement of facilities and infrastructure in order to improve services to stakeholders is already well available. Observations carried out by researchers found that there were laptop and PC facilities with the latest versions, then there were generators placed in the DPRD building and the residence of the DPRD leadership, in anticipation of electrical problems.

Judging from the accumulated information that researchers have obtained, efforts to support the performance of using the SRIKANDi Application at the Tanjungpinang City DPRD Secretariat for organizational performance service needs are considered adequate, however, the available assets should be supported by maintenance and utilized properly.

V. CONCLUSIONS AND RECOMMENDATIONS

➢ *Conclusion*

As with the formulation of the research problem, namely how is the effectiveness in implementing the contents of the office administration interconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat, the conclusions from the results of this research are as follows:

- The Element of Interest of the target group finds that actors with an interest in the policy understand the content of the policy and their duties and functions in the administrative process. The SRIKANDI application at the Tanjungpinang City Council Secretariat helps simplify the process of administering and documenting various administrative routines and activities. Using the SRIKANDI Application also provides positive benefits for ease of service at the DPRD secretariat, such as not having to wait long or search for activity information. Thus, the implementation of the SRIKANDI Application at the Tanjungpinang City Council Secretariat has succeeded in simplifying the administrative process and providing positive benefits for ease of service at the DPRD secretariat.

- Types of benefits in using office administration intraconnection through the SRIKANDI Application at the Tanjungpinang City Council Secretariat have shown a positive impact, shortening time, and increasing transparency and accountability in financial management. This application can also minimize financial errors and facilitate the process of disbursing activities. The research results show that using the SRIKANDI application makes financial management more orderly, transparent and disciplined, so you can know where finances are used.

- The degree of change in the use of office administration intraconnection policies through the SRIKANDI Application at the Tanjungpinang City Council Secretariat has provided good output and is able to improve organizational performance. This application is able to reduce transaction costs, increase data accuracy, and increase information transparency. Apart from that, the SRIKANDI application is also able to open communication channels between actors and make interactions at work more efficient. In practice, e-government has experienced significant development and is understood as a new public service model capable of implementing New Public Service principles.

- Location of Decision Making in Using the SRIKANDI Application at the Tanjungpinang City Council Secretariat involving stakeholder actors in stages in decision making. However, this application experienced several problems, such as errors and delays in the input, processing and follow-up processes. This is caused by limited server capabilities and busy application services. Therefore, the government needs to strengthen the information access distribution system or increase server capacity to overcome this problem and increase the speed of application access.

- Implementation of the SRIKANDI Application program at the Tanjungpinang City Council Secretariat has been carried out since 2022 as part of the SPBE implementation. This program aims to simplify policy implementation services and control administrative processes and internal organizational services in an integrated manner. The success of program implementation is highly dependent on the ability of the implementing elements of the organization to manage and supervise the policy implementation process.

- Observation results show that the Tanjungpinang City Council Secretariat has provided supporting facilities in the form of adequate electronic devices for employees, making performance easier. The leadership also ensures that the SRIKANDI Application operation program at the Tanjungpinang City DPRD Secretariat can run well and that internal interactions between employees within the organization are well maintained.

- Office administration intraconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat which is only limited to heads of structural apparatus and does not involve all employees/staff part of the policy implementing elements. Access to the SRIKANDI Application is only given to the leadership of the Tanjungpinang City DPRD apparatus and the head of the Tanjungpinang City DPRD secretariat.

- The research results show that activities using the SRIKANDI Application have run optimally and capacity and capability have been realized. Regional Government has a strategic role in carrying out the duties and functions of service, protection and community empowerment. Therefore, future governments must be intelligent and able to translate public policies into creative and innovative operational steps with an orientation towards the interests of society. Apart from that, the office administration intraconnection policy through the SRIKANDI Application at the Tanjungpinang City Council Secretariat does not burden the Secretariat's budget, only special internet access within the DPRD secretariat with the use of WiFi which is covered by the operational costs of the institution. Pay attention to internet network speed so that connections between users of the SRIKANDI Application can run well.

- In terms of budget management, administrative activities for the use of finance consist of fulfilling the salaries and allowances of DPRD leaders and members and the costs of activities and official travel within the Tanjungpinang City DPRD environment. Procurement of other infrastructure supporting intra-connection office administration for the SRIKANDI Application at the Tanjungpinang City Council Secretariat is already well available, such as laptops, PCs, generators, etc.

➢ *Recommendations*
   The researchers' recommendations are as follows:

- To increase the effectiveness of using the SRIKANDI Application, it is necessary to pay attention to the capabilities of the server and internet network so that the input, processing and follow-up processes can run quickly.

- To increase information openness and transparency, it is necessary to expand access to the SRIKANDI Application to all employees/staff part of the policy implementing element.

- To increase cost efficiency, it is necessary to pay attention to the use of WiFi used to access the SRIKANDI Application.

- To improve the quality of service, it is necessary to pay attention to the procurement of other infrastructure supporting the intraconnection of the SRIKANDI Application office administration, such as laptops, PCs, generators, etc.

- To improve organizational performance, it is necessary to pay attention to the implementation of the SRIKANDI Application program which has been carried out since 2022 as part of the SPBE implementation.
- Thus, it is hoped that the SRIKANDI Application can function better and provide positive benefits for ease of service at the Tanjungpinang City DPRD Secretariat.

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