

Evaluating Digital Governance Strategy Through SWOT–IFAS–EFAS Analysis: A Case Study Of Srikandi Implementation In The East Kalimantan Provincial Government

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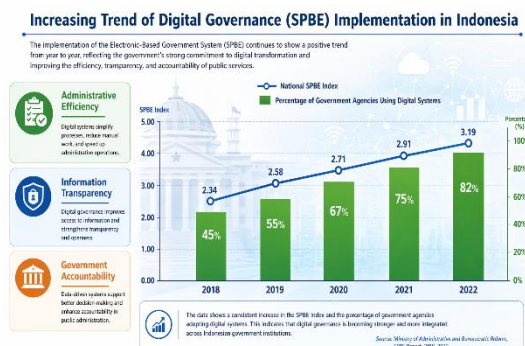
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Abstract: *This study aims to evaluate digital governance strategies through SWOT, IFAS, and EFAS analyses of the implementation of the SRIKANDI application within the East Kalimantan Provincial Government. SRIKANDI, a digital archiving system developed by the National Archives of the Republic of Indonesia, plays a role in improving the efficiency, transparency, and accountability of government administration. The research method used a qualitative descriptive approach to identify internal and external factors influencing system implementation. The analysis results indicate that key strengths lie in regulatory support, increased work efficiency, and archive digitization, while weaknesses include limited human resource competency and technical constraints. Opportunities include support for government digital transformation policies, while threats relate to infrastructure readiness and resistance to change. Overall, SRIKANDI implementation is strategically positioned to support the sustainable strengthening of digital governance.*

INTRODUCTION

Digital transformation has become an urgent necessity in modern government governance. Governments are required to improve administrative efficiency, transparency, and accountability through the utilization of information technology. Digital governance enables governments to reduce manual bureaucratic processes, accelerate document management, and enhance the quality of public services (Mappisabbi et al., 2024). The use of digital technology also supports the creation of more efficient and transparent administrative systems and minimizes errors that frequently occur in manual systems.



Picture 1. Trend of increasing digital

The phenomenon of digital transformation in government in Indonesia has increased along with the implementation of the Electronic-Based Government System (SPBE) (Prabowo & Lukman, 2026). The central government has encouraged the use of various digital systems to improve administrative efficiency and public service delivery. One concrete implementation of this policy is the use of digital archiving systems to replace conventional archive management. Archive digitalization is important because manual archiving systems have several limitations, such as the risk of document loss, delays in information distribution, and low efficiency in document management.

As part of the national digital transformation, the government developed SRIKANDI as an integrated digital archiving information system used by central and regional government institutions. This system is designed to support electronic archive and administrative management in order to improve government administrative efficiency and support e-government implementation. The implementation of SRIKANDI also aims to reduce the use of physical documents and improve archive management efficiency through the use of information technology (Suyani et al., 2025).

The implementation of SRIKANDI shows that this system has great potential to improve government administrative efficiency. Several studies indicate that digital archiving systems can enhance work efficiency, accelerate document access, and increase transparency in government administration. In addition, government digital transformation enables improvements in public service quality and operational efficiency within government organizations. However, the implementation of digital governance does not always run optimally. According to (Abdurrahman et al., 2025), there are still various challenges in implementing government digital systems, such as limited technological infrastructure, low digital competence of human resources, and organizational resistance to technological change. Furthermore, the gap between digital governance policies and implementation at the organizational level often becomes an obstacle to achieving effective digital government systems.

Previous studies such as (Hadijah & Rahman, 2024; Suyani et al., 2025) generally focused on evaluating digital system implementation from the perspective of effectiveness or system usage success, without conducting a comprehensive strategic analysis of internal and external factors influencing implementation success. Most studies only discussed operational aspects of the system, such as ease of use and administrative efficiency, without evaluating the organization's strategic position in developing sustainable digital governance. In addition, research related to SRIKANDI implementation is still limited to operational-level evaluation and has rarely used strategic analysis approaches such as SWOT, IFAS, and EFAS to evaluate the organization's strategic position in digital governance implementation. In fact, Purwanti, L. L., & Irawan, B. (2026) strategic analysis is essential to identify strengths, weaknesses, opportunities,

and threats that influence the success of digital government system implementation.

The research gap identified is the absence of studies that comprehensively evaluate digital governance strategies in SRIKANDI implementation using SWOT, IFAS, and EFAS analysis approaches, particularly at the regional government level. Moreover, there is limited research examining the strategic position of organizations in implementing digital government systems as a basis for determining digital governance development strategies.

The East Kalimantan Provincial Government, as one of the regional governments that has implemented SRIKANDI, faces various challenges in the implementation process of this digital system. Therefore, a strategic evaluation is needed to identify internal and external factors affecting system implementation and to determine appropriate strategies to improve digital governance effectiveness.

Based on the phenomenon and research gap, it is necessary to conduct a strategic evaluation of SRIKANDI implementation to understand the organization's internal and external conditions and to determine appropriate strategies in supporting digital government governance. Therefore, the research problems in this study are: (1) how the implementation of the SRIKANDI system supports digital governance within the East Kalimantan Provincial Government; (2) what internal factors, including strengths and weaknesses, and external factors, including opportunities and threats, influence SRIKANDI implementation based on SWOT, IFAS, and EFAS analysis; and (3) what strategies are appropriate to improve the effectiveness of digital governance through SRIKANDI implementation in the East Kalimantan Provincial Government. In line with these research problems, the objectives of this study are to analyze the implementation of the SRIKANDI system in supporting digital governance, identify internal and external organizational factors using SWOT, IFAS, and EFAS analysis, and determine appropriate strategies to improve the effectiveness of digital system implementation in supporting more effective, efficient, and transparent government governance.

RESEARCH METHODS

This study employs a qualitative approach with a case study design to evaluate the implementation of SRIKANDI in supporting digital governance within the East Kalimantan Provincial Government. Pemmasani, P. K., & Abd Nasaruddin, M. A. (2022) The research population includes all regional government organizations that have implemented the SRIKANDI system, while the sample was determined using purposive sampling, consisting of system administrators, archive managers, administrative staff, and structural officials directly involved in using the system. Data collection was conducted through semi-structured interviews, direct observation, and documentation review to obtain comprehensive information regarding system implementation. The data analysis technique used SWOT analysis to identify internal and external organizational factors, as well as IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) to evaluate the organization's strategic position through weighting and rating strategic factors, thereby determining appropriate strategies to improve the effectiveness of digital governance.

RESULTS AND DISCUSSION

a. Analysis SWOT

Internal Factors	Strengths	Weaknesses
System Technology &	○ The system is nationally integrated and follows central government standards. ○ Supports digital archiving and electronic correspondence. ○ Improves administrative efficiency and reduces paper usage. ○ Enhances government transparency and accountability.	○ Dependence on stable internet network infrastructure. ○ Technical issues such as system bugs or errors still occur. ○ Integration with legacy systems is not yet fully optimal.
Human Resources & Organization	○ Strong policy support from central and regional governments. ○ Availability of operators and administrators in each regional work unit (OPD). ○ Improves the digital competence of civil servants (ASN).	○ Digital literacy levels among civil servants vary. ○ Resistance to change from manual to digital systems. ○ Lack of continuous training programs.
Administrative Processes	○ Accelerates document disposition and archiving processes. ○ Enables real-time document tracking. ○ Improves coordination efficiency among work units.	○ Initial adaptation temporarily slows work performance. ○ Workflow changes require organizational adjustment.
Eksternal Factors	Opportunities	Threats
Technological Environment	○ Rapid development of digital technology. ○ Government support for digital transformation policies. ○ Potential integration with other e-government systems.	○ Cybersecurity risks and potential data breaches. ○ Dependence on centralized national systems.
Policy Environment	○ Strong national regulatory support for SPBE (Electronic-Based Government System). ○ Government commitment to digital governance.	○ Policy changes that may affect system implementation. ○ Uneven readiness among government institutions.
Organizational & Social	○ Improves public service quality.	○ Organizational cultural resistance to digitalization.

Environment	○ Encourages a modern digital work culture.	○ Lack of commitment from some employees.
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b. IFAS Weighting Table (Internal Factor Analysis Summary)

No	Internal Factors	Weight	Rating	Score
Strengths				
1	Nationally integrated system	0,12	4	0,48
2	Improves administrative efficiency	0,11	4	0,44
3	Supports transparency and accountability	0,1	3	0,3
4	Facilitates document tracking	0,09	3	0,27
5	Government policy support	0,08	3	0,24
6	Improves civil servants' digital competence	0,07	3	0,21
Subtotal Strengths		0,57		1,94
Weaknesses				
7	Uneven digital literacy among civil servants	0,1	2	0,2
8	Resistance to change	0,09	2	0,18
9	Dependence on internet connectivity	0,08	2	0,16
10	Technical system issues	0,08	2	0,16
11	Legacy system integration is not optimal	0,08	2	0,16
Subtotal Weaknesses		0,43		0,86
TOTAL IFAS		1		2,8

c. EFAS Weighting Table (Eksternal Factor Analysis Summary)

No	Eksternal Faktors	Weight	Rating	Score
Opportunities				
1	Digital transformation policy support	0,13	4	0,52
2	Rapid development of digital technology	0,12	4	0,48
3	Integration with e-government systems	0,11	3	0,33
4	Improvement of public service quality	0,1	3	0,3
5	Central government support	0,09	3	0,27
Subtotal Opportunities		0,55		1,9
Threats				
6	Cybersecurity risks	0,12	2	0,24
7	Dependence on centralized systems	0,1	2	0,2
8	Lack of readiness among some employees	0,09	2	0,18
9	Organizational cultural resistance	0,08	2	0,16

10	Technical system disruptions	0,06	2	0,12
Subtotal Threats		0,45		0,9
TOTAL EFAS		1		2,8

Implementation of the SRIKANDI System in Supporting Digital Governance

The implementation of the SRIKANDI system within the East Kalimantan Provincial Government represents an important part of the transformation toward digital-based government governance. This system enables electronic archive and correspondence management, making administrative processes faster, more efficient, and more transparent. The results of this study indicate that the system has helped accelerate document disposition processes, facilitate real-time document tracking, and improve coordination efficiency among work units. This finding shows that the implementation of the SRIKANDI system plays a significant role in improving the quality of digital government governance.

These findings are consistent with (Anggraini et al., 2026), who stated that SRIKANDI is an integrated electronic archiving system used by government institutions to improve the effectiveness of archive and administrative management. In addition, other studies have shown that the implementation of SRIKANDI can improve work efficiency, enhance archive organization, and significantly reduce paper usage.

In addition to improving administrative efficiency, the implementation of SRIKANDI also supports increased government transparency and accountability. The system allows every document to be recorded digitally, facilitating monitoring processes and reducing the risk of document loss. The implementation of digital archiving systems is an important component in achieving effective, efficient, and accountable governance through the Electronic-Based Government System (SPBE) (Abdurrahman et al., 2025). However, the implementation of this system still faces several challenges, such as dependence on internet connectivity, technical system issues, and the need for employee adaptation to digital systems.

Internal and External Factors Based on SWOT, IFAS, and EFAS Analysis

Based on the IFAS analysis, a score of 2.8 was obtained, indicating that the organization's internal condition is in a strong category. The main strengths of SRIKANDI implementation lie in its ability to improve administrative efficiency, support transparency, and facilitate digital archive management. Government policy support and the availability of operators in each regional work unit are also important factors contributing to successful system implementation. This condition indicates that the organization has sufficient internal readiness to support digital government transformation. These findings are consistent with (Sagai et al., 2026), who stated that the successful implementation of digital government systems is strongly influenced by policy support, the availability of human resources, and technological infrastructure readiness. Furthermore, digital archiving systems have been proven to improve administrative efficiency and support comprehensive government digital transformation.

The SWOT analysis also identified several weaknesses, such as uneven digital literacy among employees, resistance to change, and technical system constraints. This indicates that human resource factors remain a major challenge in implementing digital government systems. (Sari et al., 2025) found that one of the main obstacles in SRIKANDI implementation is the lack of human resource readiness, insufficient training, and the need for stronger organizational support.

The EFAS analysis resulted in a score of 2.8, indicating that external factors provide

significant opportunities for the successful implementation of the SRIKANDI system. Key opportunities include government digital transformation policies, rapid technological development, and the Electronic-Based Government System (SPBE) policy. (Irwansyah et al., 2025) stated that SPBE implementation is a critical part of government digital transformation aimed at improving efficiency, effectiveness, and public service quality. However, several threats must also be considered, including cybersecurity risks, dependence on centralized systems, and organizational cultural resistance to digital transformation. (Azizah & Rajab, 2025) noted that electronic-based government systems carry security risks and technological dependencies, requiring strengthened security strategies and organizational readiness.

Strategies to Improve Digital Governance Effectiveness through SRIKANDI Implementation

Based on the results of the SWOT, IFAS, and EFAS analyses, the appropriate strategy to improve digital governance effectiveness through SRIKANDI implementation in the East Kalimantan Provincial Government is to leverage existing strengths and opportunities while addressing weaknesses and threats in an integrated manner. One key strategy is to enhance human resource capacity through continuous training and assistance programs to improve employees' digital competencies, ensuring optimal system utilization and improved organizational performance. Sutrisno, E., Kurniawati, N., Reza, I. F., Nugroho, A. A., & Khaerunisa, D. (2023).

In addition, improving technological infrastructure and system stability is essential to reduce technical constraints and ensure smooth system operations. This includes improving network quality, performing regular system maintenance, and integrating SRIKANDI with other government systems. Strengthening organizational commitment and leadership support is also crucial, as leadership plays an important role in accelerating employee adaptation and promoting the transition from manual to digital work systems. Schneider, G. B. C. (2025)

Furthermore, strengthening system security is necessary to mitigate cybersecurity risks and protect government data, ensuring secure and sustainable system operation. Srivastava, S. K. (2025). By implementing strategies that include enhancing human resource capacity, strengthening technological infrastructure, improving system security, and reinforcing organizational commitment, the implementation of SRIKANDI can operate more effectively in supporting the realization of efficient, transparent, and accountable digital government governance.

CONCLUSION

The implementation of SRIKANDI in the East Kalimantan Provincial Government has made a significant contribution to supporting digital-based government governance. This system has improved administrative efficiency, transparency, and accountability in government document management. In addition, the organization's internal and external conditions indicate a strong position in supporting digital system implementation, although several challenges remain, particularly related to human resource readiness and technological infrastructure.

Therefore, strategies focusing on enhancing human resource capacity, strengthening technological infrastructure, improving system security, and reinforcing organizational commitment are essential to increase the effectiveness of SRIKANDI implementation. With the appropriate strategies, the implementation of this system can support the realization of more effective, efficient, transparent, and accountable digital government governance.

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