



DOI: <https://doi.org/10.38035/dijms.v7i3.6186>
<https://creativecommons.org/licenses/by/4.0/>

Digital Transformation of Minutes Preparation and Sessions Management through the Minutes Information System (SIRIH) of the Indonesian House of Representatives in 2025

Muhamad Aaqil Imama¹, Budi Supriyatno², Azis Hakim³

¹Krisnadwipayana University, Jakarta, Indonesia, email. aaqilimama@gmail.com

²Krisnadwipayana University, Jakarta, Indonesia, email. budisupriyatno08@gmail.com

³Krisnadwipayana University, Jakarta, Indonesia, email. dr_azishakin@yahoo.com

Corresponding Author: aaqilimama@gmail.com

Abstract: The digital transformation of public institutions demands the integration of policy, governance, technology, and user behavior to generate public value. This qualitative study analyzes the implementation of the DPR RI Minutes Information System (SIRIH) at the DPR RI Secretariat General through a multi-level approach. At the macro level, the OECD Digital Government Policy Framework is used to assess digital governance maturity. At the meso level, a socio-technical system approach is used to analyze the integration of SPBE policies, organizational design, and court proceedings. At the micro level, the UTAUT model is used to explain the factors of system adoption and utilization by officials. Data were obtained through analysis of official documents and observation of work processes. The results show that at the macro level, SIRIH strengthens the efficiency, transparency, and accountability of court proceedings. At the meso level, SIRIH implementation encourages standardization of work processes and cross-unit coordination, but still faces limitations in system integration and alignment of technology design with organizational needs. At the micro level, *performance expectancy* and *social influence* are the main determinants of adoption, with challenges in digital literacy and interface quality. This study confirms that digital transformation of court proceedings is a multi-layered socio-technical process that requires simultaneous strengthening of policy, organizational design, and user capacity.

Keyword: Digital Transformation; Digital Government; SPBE; SIRIH; DPR RI

INTRODUCTION

Digital transformation has become a strategic agenda in governance in various countries, including Indonesia. The Indonesian government, through several national policies, one of which is Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE), emphasizes the importance of digitizing government administration processes to improve efficiency, transparency, accountability, and the quality of public services. In the context of legislative institutions, the digital transformation agenda

encompasses not only the management of legislative substance but also supporting technical-administrative processes.

In line with these developments, digital transformation in court governance and document management has become a strategic issue in many modern parliaments. Changes in legislative processes are not solely influenced by technological advances, but also by increasing demands for effectiveness, transparency, and public accountability (Heeks, 2022). In Indonesia, the digitization of court proceedings and legislation is increasingly relevant due to the increasing complexity of parliamentary work and the need for a more efficient and responsive bureaucracy to the public interest. Trial mechanisms that previously relied on manual processes, such as the physical distribution of documents, conventional recording, and face-to-face coordination, often presented challenges related to the speed, accuracy, and traceability of information.

Within the House of Representatives of the Republic of Indonesia (DPR RI), one crucial aspect of session governance is the preparation and management of meeting minutes. Meeting minutes are official documents that serve as *institutional memory*, systematically recording the entire deliberation process, decision-making, and legislative and oversight functions of the DPR RI. Accurate, consistent, and easily traceable minutes are essential for parliamentary institutional accountability.

However, historically, the preparation of meeting minutes within the Indonesian House of Representatives (DPR RI) has been dominated by conventional methods, ranging from manual recording, unintegrated document management, and the use of systems that have not been standardized across work units. This situation has given rise to various problems, including irregular workflows, long processing times for minutes, inconsistent document formats, and an increased risk of data loss and corruption. These challenges are becoming increasingly complex as the volume and intensity of hearings increases.

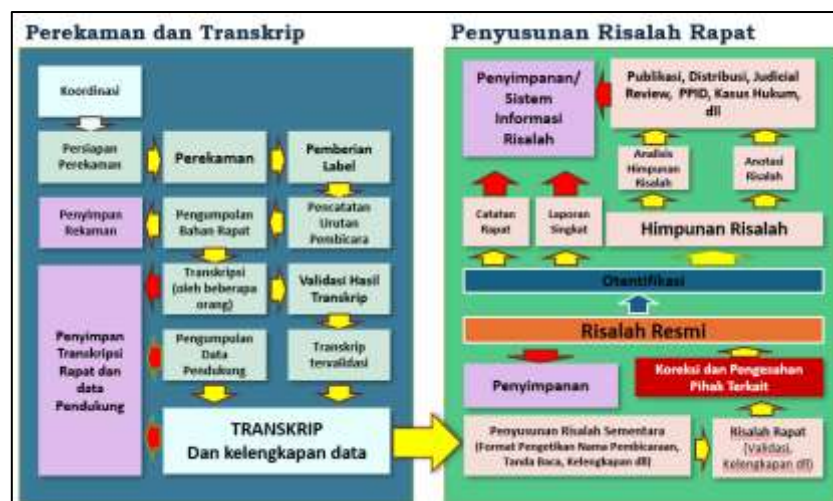


Figure 1. Preparing Minutes Workflow

In response to these conditions and in line with the 2020–2024 DPR RI Secretariat General Strategic Plan, which emphasizes that digitizing hearings is part of the modernization of DPR RI administrative and hearing support, the DPR RI Secretariat General developed the Minutes Information System (SIRIH) as part of the bureaucratic reform agenda and modernization of parliamentary administrative governance. The creation and development of SIRIH is aimed at automating the flow of preparing minutes, increasing the efficiency and speed of work for minute compilers, and strengthening the integration and security of hearing data. This digitization is also a strategic necessity considering that the DPR RI hearing cycle involves various actors, such as council apparatus, factions, experts, and administrative support units, as well as managing sensitive and high-strategic documents.

Several previous studies have shown that the implementation of digitalization of government administration in Indonesia still faces various challenges, particularly in terms of organizational readiness, digital literacy of civil servants, and system integration. Renanda and Rosidin's (2025) study found that although digitalization has the potential to increase bureaucratic efficiency and accountability, limited digital literacy among civil servants and resistance to change remain significant obstacles. Similar findings were presented by Rahmadi and Rusmiati (2025), who emphasized that a manual work culture and low human resource readiness slow down the digital transformation process in government agencies. Furthermore, Suhartono et al. (2025) highlighted that the effectiveness of e-government implementation is highly dependent on inter-system integration and organizational capacity to manage change.

In the context of government document administration and governance, these studies indicate that the success of digitalization is determined not only by the availability of technology, but also by the alignment between system design, work processes, and the readiness of organizational actors. Similar problems are evident in the implementation of SIRIH, where the shift from manual to digital work formats requires competency adaptation, changes in work habits, and consolidation between technical units. This transformation also requires managerial legitimacy, policy support, and adequate technological infrastructure. Therefore, this study specifically examines the model of digital technology use in the governance of DPR RI trials, by examining its effectiveness, organizational readiness, and its impact on the organization. Furthermore, this paper analyzes how digital transformation can support the bureaucratic reform agenda and improve legislative administration performance. This paper is expected to provide a practical contribution to the development of digital trial systems and serve as an academic reference regarding digital transformation in other institutions.

METHOD

This study uses a descriptive qualitative approach to analyze the digital transformation of court proceedings through the utilization of the DPR RI Minutes Information System (SIRIH) at the DPR RI Secretariat General. This approach was chosen because the study focuses on the process, institutional context, and organizational dynamics, rather than on testing quantitative relationships (Creswell & Poth, 2018). The analysis was conducted by integrating three levels of analysis. At the macro level, the OECD/UN Digital Government framework was used to assess the direction and maturity of institutional digital transformation. At the meso level, the study applies a socio-technical systems (STS) approach to analyze the implementation of SIRIH in the context of SPBE and Bureaucratic Reform, emphasizing the interaction between technical subsystems (applications, SPBE architecture, and digital procedures) and social subsystems (organizational structure, roles, work culture, and coordination mechanisms). At the micro level, the Unified Theory of Acceptance and Use of Technology (UTAUT) model was used to explain the perceptions, intentions, and behavior of application use by officials. Data were collected through document analysis and non-participatory observation, including planning and performance documents, SPBE policies and architecture, trial SOPs, SIRIH technical documents, and observations of the scheduling process and application usage in daily work practices. Data analysis was conducted thematically, with coding based on the OECD/UN framework, STS elements, and UTAUT constructs. Data validity was maintained through source and theory triangulation, audit trails, and the application of research ethics principles within a public organization environment.

RESULTS AND DISCUSSION

From a public administration perspective, digital transformation is understood as a systemic and integrated change in how public organizations design work processes, manage resources, and deliver public services using digital technology. Heeks (2022) emphasized that

digital transformation in the public sector goes beyond technology adoption alone, but encompasses shifts in work paradigms, governance, organizational structures, and relationships between actors within the government ecosystem.

The digital transformation of the preparation of minutes and management of sessions in the Indonesian House of Representatives (DPR RI) through the implementation of the Minutes and Session Information System (SIRIH) application reflects the characteristics of New Public Management (NPM) through its emphasis on process efficiency, work standardization, and control of session administration performance (Hood, 1991). At the same time, the digitization of minutes and sessions is also related to the values of the New Public Service (NPS), particularly in increasing accountability, transparency, and strengthening the role of public administration as a servant of the public interest, not merely a technical implementer (Denhardt & Denhardt, 2015). Furthermore, the use of integrated applications such as SIRIH indicates a shift towards Digital Era Governance (DEG), which emphasizes the reintegration of bureaucratic functions, reduction of organizational fragmentation, and the use of digital technology as a primary instrument of modern governance (Dunleavy et al., 2006). In practice, digital transformation policies in a government institution reflect this synthesis, namely optimizing the budget efficiency typical of NPM, while expanding access to participation and transparency for citizens in accordance with NPS principles.

In Indonesia, the digital transformation of the public sector is institutionalized through the Electronic-Based Government System (SPBE) policy. SPBE is not simply defined as the implementation of ICT applications, but as an integrative effort to achieve effective, efficient, transparent, and accountable governance. Within the SPBE framework, applications such as SIRIH are positioned as part of the domain of government administration services and internal agency services, whose success is measured not only by technical aspects but also by governance, change management, and organizational performance impact.

In this study, the discussion is conducted in stages by combining three main frameworks. At the macro level, the OECD digital transformation framework is used to assess the direction of change and the maturity level of digital governance in the Indonesian House of Representatives (DPR RI) within the context of *digital-era governance*. At the meso level, the Electronic-Based Government System (SPBE) framework is positioned as a policy context and institutional indicator to assess how SIRIH implementation is institutionalized within the state administration system, specifically in the domains of business processes, governance, architecture, and SPBE management. In this case, SPBE does not function as the main analytical construction, but rather as a normative reference that shapes the design, boundaries, and legitimacy of digital system implementation within the Secretariat General of the DPR RI (KemenPANRB, 2018; OECD, 2020). At the micro level, the *Unified Theory of Acceptance and Use of Technology* (UTAUT) framework is used to explain the dynamics of acceptance and use of SIRIH by the apparatus, which is a determining factor in the success of digital transformation beyond the logic of efficiency of *New Public Management* alone (Venkatesh et al., 2003).

By linking empirical findings to the NPM, NPS, and DEG paradigms, this study not only assesses the technical achievements of SIRIH implementation but also positions it as part of a paradigm shift in public administration in the Indonesian House of Representatives. This approach allows for a more comprehensive analysis of the extent to which the digital transformation of minutes and session preparation has shifted from an internal efficiency orientation to a more integrated, accountable, and public value-oriented digital governance.

1. Analysis of the implementation of the SIRIH Application based on the 6 OECD Dimensions

In line with the principles of digital transformation, the OECD (2014; 2020) developed a Digital Government framework that emphasizes the principles of digital by design, whole-of-government, data-driven public sector, user-driven services, and open and proactive

government as the main foundations of modern digital governance. Meanwhile, the UN, through various reports from UN-DESA and UNDP (2022), emphasizes digital transformation as a strategic instrument to strengthen government effectiveness, inclusiveness of public services, and achieve sustainable governance.

Digital Government Framework is widely used in public administration studies as an analytical tool to assess the maturity level of government digital transformation and to understand its implications for governance quality and institutional capacity (OECD, 2014; OECD, 2020). The strength of the OECD framework lies in its ability to bridge the technical, organizational, and public policy dimensions in a comprehensive analytical approach that is relevant to the public sector context.

In this study, the OECD framework is used as the primary analytical lens to assess the position and maturity level of the SIRIH application in supporting the digital transformation of the preparation of minutes and governance of DPR RI trial documents, while linking it to the national SPBE policy and the bureaucratic reform agenda.

a. Digital by Design

Digital by design dimension emphasizes that work processes are designed from the outset to be digitally based, rather than simply converting manual procedures into electronic form. Based on the SIRIH document and the author's observations, the implementation of SIRIH demonstrates a significant shift from a document repository function to a system integrated into the core business processes of the Indonesian House of Representatives (DPR RI) sessions, including recording meeting proceedings, managing minutes, and storing and tracking trial documents. Within the OECD digital transformation framework, this position places SIRIH within the digital operations and digital services dimensions, as the application has become embedded within the organization's core workflow (OECD, 2020). However, from a digital by design perspective, SIRIH's design still reflects conventional bureaucratic procedural logic, characterized by a reliance on multi-layered manual verification and workflows that follow formal organizational structures. This suggests that the transformation is more oriented toward digitizing existing processes than toward business process re-engineering, as emphasized in the Electronic-Based Government System policy (Presidential Decree No. 95 of 2018). Thus, SIRIH can be categorized as being in the early to intermediate digital by design stage, where the system has been designed to be integrated from the start, but has not yet fully reflected the born digital principle which places technology as the main driver of simplifying governance and structural changes to trials.



Source: SIRIH Innovation Proposal
Figure 2. SIRIH DPR RI Workflow

b. Data-Driven Public Sector

At this stage, the OECD emphasizes that digital government must leverage data as a strategic asset for decision-making and performance improvement. Documents related to SIRIH indicate that the system has generated structured courtroom data (meeting metadata, time, agenda, organizers, minutes, and outcomes). This is a crucial prerequisite for a *data-driven approach*.

The existence of statistical features in the SIRIH application, such as a recap of the number of meetings per year and quarter, statistics per board apparatus, the volume of minutes and other court documents, as well as data on the performance of minutes and employees based on work input, indicates that this system has gone beyond *the data availability stage* and is starting to support data-driven governance practices. Within the OECD framework, this condition reflects achievements at the *data-enabled organization level*, where data is not only collected, but also processed and presented in the form of descriptive analytics for the purposes of monitoring organizational performance and accountability.

However, SIRIH data is still predominantly used as an administrative monitoring and reporting instrument and has not been fully institutionalized as a basis for strategic leadership decision-making. Available analyses are still descriptive in nature and have not been systematically integrated with performance evaluation processes, work planning, or cross-system organizational policy making. Thus, while SIRIH has provided an important foundation for a *data-driven government approach*, the system has not yet fully achieved the strategic *data value creation stage* emphasized in the OECD digital government framework.

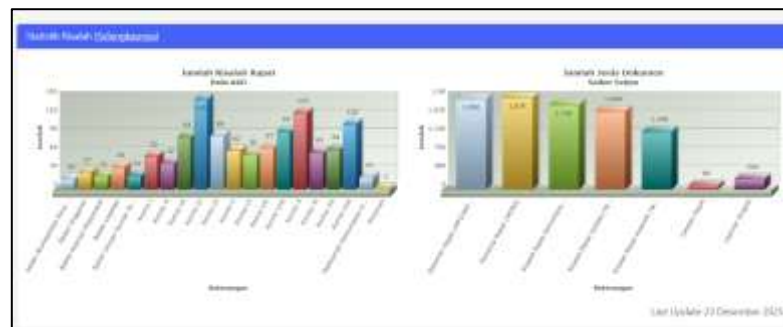


Figure 3. SIRIH Statistics feature which displays organizer data, number of meetings, and document types in a way period time and real time



Figure 4. Report features show performance as employee for monitoring and evaluation and agency leaders

c. Government as a Platform

This dimension assesses the extent to which a digital system enables interoperability, integration, and cross-unit use. SIRIH is designed as an internal platform used by various trial support units (the minutes, the AKD secretariat, and other supporting elements). Based on existing documentation, SIRIH has begun to function as a single reference system for trial minutes and documents.

The integration of the SIRIH application with SIAKD (House Equipment Information System), SIPERDANA (Plenary Session Information System), and SILEG (Legislative Information System) shows that this system has functioned as a cross-system platform in the domain of DPR RI trials and legislation, particularly in the exchange of meeting data, supporting documents, and minutes of bill discussions. This condition fulfills the principle of Government as a Platform at the level of functional interoperability and a single source of truth for trial documents. However, the scope of utilization of the SIRIH platform is still limited to certain domains and has not yet fully played a role as a shared digital infrastructure at the institutional level that supports the entire work ecosystem of the DPR RI. Thus, SIRIH can be positioned as being at the advanced internal platform stage, not yet reaching the full maturity of institution-wide Government as a Platform. In the long term, according to the SIRIH innovation proposal document, it appears that SIRIH will continue to be developed so that interoperability will be more comprehensive across the DPR RI ecosystem.



Figure 5. SIRIH DPR RI Interoperability Design

d. Open by Default

The principle of *open by default* relates to transparency, data openness, and public access, while still maintaining confidentiality. The SIRIH proposal document shows that this system is consciously designed to separate the internal and public domains, considering the sensitivity of the DPR RI trial documents. This reflects a precautionary approach (*controlled openness*). However, from the OECD perspective, openness does not necessarily mean disclosing all data, but rather providing a structured disclosure mechanism. In this regard, SIRIH has not been fully optimized as an open data source that can support legislative transparency, for example through publicly accessible summary minutes or trial metadata. It can be said that the implementation of *open by default* in SIRIH is still normative and defensive, not strategic. SIRIH publication to the general/external public is carried out through another application intermediary, namely SIAKD, which will be displayed on the DPR RI website for open documents.

e. User-Driven

The user-driven dimension emphasizes that digital services should be designed based on user needs, not solely organizational logic. SIRIH demonstrates a strong orientation toward internal user needs through continuous system development based on user input. Feature proposals originate from court support staff and are prioritized annually according to organizational needs, reflecting a participatory and iterative development approach and co-creation practices in digital system development. Furthermore, SIRIH has functionally helped reduce manual administrative burdens and improve the consistency of court minutes formats. However, while recurring training mechanisms are largely aimed at introducing new features and onboarding users due to staff rotations and transfers, this situation indicates that while SIRIH has been functionally responsive to user needs, the system's interface design and workflow are not yet fully based on an intuitive user journey. Consequently, the process of adaptation and user behavior change is still heavily dependent on external training and outreach mechanisms. Thus, SIRIH can be positioned as a functional and participatory user-oriented system, but not yet fully experience-driven as emphasized in the OECD digital government framework.

f. Proactiveness

Within the OECD framework, mature digital governance is characterized by a high level of proactivity, namely the ability of digital systems to anticipate user needs and support early strategic decision-making. In practice, SIRIH still operates within a responsive logic, where the system is used primarily when court proceedings are underway and documents are required, while the utilization of predictive features, intelligent notifications, and advanced analytics has not yet been optimally developed. However, the availability of structured historical court data and the standardization of digital processes indicate that the foundations for proactivity are beginning to be established. Thus, in terms of *proactiveness*, SIRIH can be positioned at an early stage, where the technical prerequisites are in place, but the system's utilization to anticipate needs and support strategic planning and decision-making is still limited.

The following table presents a brief mapping of SIRIH implementation based on the six dimensions of OECD digital governance to assess the level of maturity of digital transformation within the Secretariat General of the Indonesian House of Representatives.

Table 1. Mapping OECD's 6- dimensional analysis of implementation of SIRIH DPR RI

OECD Dimensions	Summary Findings Implementation of SIRIH	Position Maturity
Digital by Design	Integrated in channel Work trial, however, still reflect logic old procedures and manual verification	Early-Intermediate
Data-driven Public Sector	Trial data and performance available and structured, but utilization Still dominant descriptive and administrative	Intermediate
Government as a Platform	Integrated with SIAKD, SIPERDANA, and SILEG applications as references document trial, however Not yet nature institutional comprehensive	Advanced Internal
User-driven	Developed based input users and help Work operational, but UX and <i>change management by design</i> Not yet dominant	Intermediate
Proactiveness	Still responsive to events, not yet utilize analytic predictive and notification intelligent	Early
Open by Default	Used especially for internal users; connectivity with openness of information public still limited	Early

Source: Processed

Overall, the mapping of the six dimensions of OECD digital governance indicates that the implementation of SIRIH within the Secretariat General of the Indonesian House of Representatives has reached a medium level of maturity, with key strengths in the integration of court proceedings and its role as a cross-system internal platform. However, the transformation remains more focused on digitalization and operational integration than on comprehensive governance reengineering. Limitations remain in the strategic use of data, the level of system proactivity, user experience, and openness and cross-ecosystem utilization. These findings confirm that SIRIH serves as a key enabler of digital bureaucratic reform but has not yet fully assumed the role of a key driver of institutional transformation in line with the characteristics of a mature OECD digital government. SIRIH's key strengths lie in the digitalization of core court proceedings and the creation of an institutional database, while its main challenges lie in cross-system integration, strategic data utilization, user orientation, and service proactivity.

2. Analysis of SIRIH Application Implementation based on Socio-Technical System.

The success of information system implementation in public organizations cannot be separated from the socio-technical system approach (Bostrom & Heinen, 1977), which emphasizes the importance of alignment between technical systems (applications, infrastructure, data standards) and social systems (organizational structure, work culture, competencies, and user behavior). In this case, SIRIH as a digital application will only be effective not only determined by the quality of the application, but also supported by the organizational readiness of the Secretariat General of the DPR RI, clarity of SOPs, inter-unit coordination, and user acceptance (functional officials of the DPR RI's minutes and staff of the DPR RI's supporting apparatus).

The implementation of SIRIH is part of the digital transformation effort of the DPR RI's trial administration, which is in line with the Electronic-Based Government System (SPBE) policy. Within the SPBE framework, SIRIH is categorized as an internal government administration service application (*back-office*) that supports the DPR RI's core institutional processes, particularly in its legislative and oversight functions. This transformation is aimed at increasing the effectiveness, efficiency, and accountability of work processes using information technology (KemenPANRB, 2018). Thus, SIRIH contributes directly to areas of change in Bureaucratic Reform, particularly in structuring governance and strengthening performance accountability.

In the SPBE Business Process domain, the implementation of SIRIH encourages the digitization and standardization of trial procedures and the preparation of minutes. Previously manual and fragmented processes have become more integrated, reducing reliance on individuals and increasing output consistency. The existence of a digital *audit trail* and document version control mechanisms strengthens the accountability and transparency of work processes. This indicates that *technical alignment* in the business process domain has been relatively achieved. However, the integration of these processes is not yet fully *end-to-end* with other supporting systems, so the maturity level of the DPR RI's digital business processes remains at an intermediate level (OECD, 2020).

In the SPBE Governance domain, SIRIH contributes to strengthening the standardization of internal administrative services and controlling the implementation of work processes. This system promotes uniformity in the format of minutes and a more structured working mechanism for trials. However, analysis results indicate that the integration of digital systems with internal policies—such as trial SOPs, the division of roles for functional officials, and tiered validation mechanisms—has not been fully internalized in the application design. This condition indicates that technical transformation has not been fully accompanied by organizational governance transformation, thus the

principle of governance by design, a key indicator in SPBE, has not been fully achieved (KemenPANRB, 2022).

From the perspective of the SPBE Application and Architecture, SIRIH still functions as a relatively stand-alone thematic application. Data integration and interoperability with other systems—such as document management, digital archiving, and legislative support systems—remain limited. As a result, court data has not been optimally utilized as a shared organizational resource for institutional analysis and strategic decision-making. In the context of the SPBE index, this condition indicates that the indicators for application integration and cross-functional data utilization have not been fully met, even though the system is technically capable of producing well-structured and documented data (OECD, 2019).

In addition to technical aspects, the implementation of SIRIH is also closely related to the SPBE Management domain, particularly change management and human resource capacity development. The application adoption rate is strongly influenced by the readiness of the apparatus and the role of the conference leadership in encouraging changes to digital work patterns. The resistance that emerged stemmed more from organizational culture and established work habits, rather than from technological limitations. This finding aligns with the socio-technical systems approach, which emphasizes that the success of digital transformation is largely determined by the alignment between the technical system and the organization's social system (Bostrom & Heinen, 1977; Kotter, 1996).

In summary, the results of the analysis of the suitability between the SIRIH technical subsystem and the social subsystem of the DPR RI Secretariat General organization are summarized in the table below.

Table 2. Socio-Technical Analysis of Digital Transformation of the Indonesian House of Representatives

SPBE Domain	Major Changes through SIRIH	Socio-Technical Conformity
Business Process	Digitalization and standardization of court proceedings and minutes	Efficiency increased; technical <i>alignment</i> achieved; work process adaptation still gradual
Governance	Strengthening SOPs and system-based work mechanisms	Governance is more controlled; <i>governance by design</i> is not yet fully mature
Applications & Architecture	Integration of trial data in thematic applications (SIRIH)	<i>Technical alignment</i> is increasing; interoperability across systems remains limited.
SPBE Management	Increasing awareness of digital work culture	<i>Social alignment</i> dependence on leadership is still high
Data Utilization	Structured and documented data	The potential of <i>data-driven governance</i> has not been optimally utilized.

Source: Processed

The table above shows that strengthening the technical subsystem—through process digitization, thematic application integration, and data structuring—has increased efficiency, accountability, and standardization of trial administration. However, the level of alignment with the social organizational subsystem remains partial, particularly regarding governance consistency, managerial capacity, and the internalization of a digital work culture.

Overall, based on the SPBE assessment indicators, the implementation of SIRIH can be categorized as being at an intermediate maturity level. This application has significantly contributed to improving the efficiency and accountability of the DPR RI's trial administration, particularly in the domain of business processes and internal administrative services. However, to achieve a higher level of SPBE maturity, strengthening aspects of digital architecture integration, strategic data utilization, and more systematic change

management are needed. These findings confirm that the success of digital transformation in the DPR RI environment is determined not only by technology adoption and compliance with SPBE policies, but also by the organization's ability to align technical innovations with existing bureaucratic structures, work processes, and culture.

The table above summarizes the results of the alignment analysis *between* the SIRIH technical subsystem and the social subsystem of the organization within the Secretariat General of the House of Representatives. The analysis shows that strengthening the technical subsystem—through digitalization of court proceedings, integration of thematic applications, and data structuring—has increased work efficiency and accountability in accordance with the SPBE principles. However, the level of alignment with the social subsystem of the organization is not yet fully balanced, particularly regarding consistency of governance, managerial capacity, and internalization of a digital work culture. This condition confirms that SPBE plays a role as a policy context and institutional indicator that influences system design and implementation, while the dynamics of successful digital transformation are more determined by the organization's ability to align technical innovation with existing bureaucratic structures, work processes, and culture.

3. Analysis of the Implementation of the SIRIH Application based on the Unified Theory of Acceptance and Use of Technology (UTAUT)

The Unified Theory of Acceptance and Use of Technology (UTAUT) developed by Venkatesh et al. views the acceptance and use of technology as influenced by four main constructs: *performance expectancy*, *effort expectancy*, *social influence*, and *facilitating conditions*. In the context of public administration, UTAUT is often used to analyze the adoption of government information systems because it can explain the interaction between technological, organizational, and behavioral factors of the apparatus.

The application of UTAUT in this study is relevant to complement the OECD framework, because the OECD explains the maturity level of digital transformation, while UTAUT explains the micro-organizational factors that influence the acceptance and utilization of the SIRIH application by internal users of the DPR RI.

The results of a survey conducted at the Trial Bureau I & II (May 19–23, 2025) on 105 respondents consisting of minutes and PIC functional at AKD showed high acceptance of 100% feeling the benefits of SIRIH in documentation; 73.3% strongly agreed and 26.7% agreed that SIRIH makes documentation easier; 68.6% strongly agreed and 30.5% agreed that searching for meeting data is more effective; 59% strongly agreed and 36.2% agreed that data protection is secure (although 3.8% stated that they disagree).

a. Performance Expectancy (PE)

Performance expectancy refers to the extent to which users believe using SIRIH will improve their performance. According to the 2024 Performance Report of the Secretariat General of the House of Representatives and the Deputy for Trials, SIRIH is considered to have contributed to the acceleration of the preparation of minutes, increased accuracy of trial documentation, and consistent formatting of trial results. The excellent ranking of the Member Satisfaction Index of the Indonesian House of Representatives (DPR RI) reinforces the finding that SIRIH is perceived as providing added value to the quality of court services. Within the UTAUT framework, this indicates relatively high-performance expectations for SIRIH, which is a key driving factor in technology adoption within the DPR RI Secretariat General.

The results of a survey conducted at the Trial Bureau I & II (May 19–23, 2025) on 105 respondents consisting of the minutes functionaries and PICs at AKD showed: 100% of respondents felt the benefits; 73.3% strongly agreed, 26.7% agreed that SIRIH made documentation easier; 68.6% strongly agreed and 30.5% agreed that data retrieval was more effective. This indicates high PE (*perceived usefulness*).

SIRIH implementation results in integrated documents, digital workflows, faster access, and real-time performance monitoring. According to UTAUT, high PE is a strong foundation for SIRIH adoption intentions and sustainability.

b. Effort Expectancy (EE)

Effort expectancy relates to the perceived ease of use of the system. The SPBE 2024 evaluation document indicates that the challenges in implementing government applications generally lie in variations in digital competency of civil servants and adaptation to the new system. In the implementation of SIRIH, although the system has been operationally deployed, the level of ease of use is not yet fully uniform across all work units. This indicates that effort expectancy is moderate, with some users already accustomed to it, while others still require assistance and streamlining of business processes. This finding is consistent with UTAUT literature, which states that ease of use is strongly influenced by user experience and digital literacy.

The survey results indicate a need for improved ease of use: 97.1% of respondents agreed that SIRIH's interface needs to be updated to be more modern; 97.1% agreed that a helpdesk during business hours is necessary; this signals that some user experiences still need improvement. This could be considered a positive EE, but improvements to the user interface (UI), guidance, and live support would lower perceived ease of use and strengthen adoption.

c. Social Influence

Social influence refers to the extent to which an individual feels pressure from their superiors, organization, or work environment to use the system. In the context of the Indonesian House of Representatives (DPR RI), the use of SIRIH is institutionally supported through internal policies, leadership directives, and its integration with court proceedings.

This structural support creates positive normative pressure for officials to adopt SIRIH as the official court minutes system. Thus, social influence on SIRIH adoption is relatively strong, although in practice, the level of internalization of the system's use still depends on the commitment of unit leaders and the digital work culture within each division.

The encouragement from superiors and the organization for the use of digital systems within the DPR RI environment is reflected in the commitment of the leadership of the Secretariat General to make technology a tool for the apparatus' work. The Secretary General of the DPR RI emphasized that the development of digital government is carried out through strengthening data centers and utilizing technology, including artificial intelligence, as part of the organization's work system (E-Media, 2025). In addition, the Deputy for Trials stated that the SIRIH application has had a real impact in increasing the efficiency and accountability of meeting minutes management and needs to be continuously developed and integrated with other systems within the DPR RI Secretariat General (E-Media, 2025). National recognition through the Digital Government Award at the 2024 SPBE Summit further strengthens the legitimacy and positive normative pressure for the apparatus to use official digital systems to support the DPR RI trial process (E-Media, 2024). Thus, maintaining leadership encouragement and the work environment will strengthen SI, which in UTAUT has an impact on the intention to use, especially in the early phase of adoption.

d. Facilitating Conditions (FC)

Facilitating conditions include the availability of infrastructure, technical support, and organizational policies. Based on the 2024 SPBE evaluation report, the Secretariat General of the House of Representatives (DPR RI) has an adequate ICT infrastructure foundation, information security governance, and internal regulatory support. However, performance documents also indicate that strengthening human resource capacity,

standardizing business processes, and system integration remain ongoing tasks. From a UTAUT perspective, the supporting conditions for SIRIH can be categorized as quite adequate, but not yet optimal to encourage maximum and innovative system utilization. The SIRIH application has implemented RBAC (role -based access), encryption, document standards, integration between systems (SILEG, SIAKD, SIPERDANA, NUSANTARA), and interoperability have been designed as positive FC.

The survey revealed that there are gaps in SIRIH infrastructure & support to be improved, related to: 1) Storage capacity: 100% of respondents support increasing the capacity of recorded files; 2) Handover Minutes Feature: 100% support adding features for accountability; 3) Network speed: 71.4% strongly need and 25.7% need to improve network access; 4) Backup & operational security: the majority strongly agree/need to strengthen backups in the face of cyber-attacks/technical disruptions; and User mutation/rotation impacts security; need SOP for -account handover.

This FC determines the smoothness of actual use; investments in network, capacity, helpdesk, security SOPs, and operational continuity will strengthen UB (use behavior).

Based on the four UTAUT constructs, the implementation of SIRIH shows that performance expectancy (PE) and social influence (SI) are the main drivers of system adoption. Meanwhile, effort expectancy (EE) and facilitating conditions (FC) remain areas that need to be strengthened so that SIRIH use is not only for administrative compliance but also for optimal and sustainable utilization.

This UTAUT analysis complements OECD-based findings by demonstrating that the challenges of SIRIH's digital transformation lie in user behavior and organizational capacity, not solely in technology availability. Therefore, the successful digital transformation of the Indonesian House of Representatives (DPR RI) requires an integrated approach that includes strengthening digital governance and managing human resource change.

Furthermore, the analysis results show that the intention (Behavioral Intention) and user behavior (User Behavioral) towards the SIRIH application are relatively high and widespread within the Secretariat General of the Indonesian House of Representatives. This is reflected in the increasing institutionalization of SIRIH as an official system in the process of compiling and managing minutes of the trial, so that its use is no longer voluntary, but rather part of the organization's work routine. Apparatus involved in the trial process consistently use SIRIH because this system has been integrated with the formal workflow, including recording, processing, and distribution of meeting minutes.

High behavioral intention is influenced by a combination of performance factors, ease of use, and strong institutional support from leaders and the organization. Meanwhile, widespread use behavior indicates that SIRIH adoption has moved from initial acceptance to routinized use. However, despite the structural expansion of SIRIH, the depth of feature utilization and consistency of digital practices still vary across work units, depending on the level of digital literacy, the commitment of unit leaders, and the digital work culture that develops in each department.

CONCLUSION

1. The implementation of the DPR RI Minutes Information System (SIRIH) application has shown significant progress as part of the institutional digital transformation agenda but has not yet fully achieved a holistic and sustainable level of transformation.
2. At the macro level, digital governance, based on the six OECD dimensions, shows that the Indonesian House of Representatives (DPR RI) has entered an intermediate digital maturity phase. This system has progressed beyond administrative digitization, but does not yet fully reflect a proactive, open, and strategically data-driven digital government. Therefore,

- SIRIH is more appropriately positioned as a foundation for institutional digital transformation, rather than the final manifestation of *digital government*.
3. At the Meso Level, based on the direction of SPBE and Bureaucratic Reform, the implementation of SIRIH can be categorized as being at an intermediate maturity level. This application has made a positive contribution to improving the efficiency, accountability, and standardization of the DPR RI's trial administration, particularly in the domain of business processes and internal administrative services. However, to achieve a higher level of SPBE maturity, strengthening aspects of architectural integration, system-based digital governance, strategic data utilization, and more comprehensive change management are required.
 4. At the micro level, based on user behavior analysis using UTAUT, the implementation of SIRIH shows that performance expectancy (PE) and social influence (SI) are the main drivers of system adoption. Meanwhile, effort expectancy (EE) and facilitating conditions (FC) remain areas that need to be strengthened so that SIRIH use is not only for administrative compliance but also for optimal and sustainable utilization.
 5. The success of the SIRIH application's digital transformation is determined not only by the availability of technology or the existence of formal policies, but also by the integration of institutional digital governance maturity, national policy consistency, and user acceptance and capacity at the operational level. Therefore, strengthening the DPR RI's digital transformation forward requires a more integrative approach, focusing not only on application development but also on cross-system integration, data utilization for decision-making, and sustainable human resource change management.

REFERENCE

- Session Bureau I, Secretariat General of the Indonesian House of Representatives. (2025). DPR RI SIRIH Proposal: Public Service Innovation in 2025
- Bostrom, R. P., & Heinen, J. S. (1977). MIS problems and failures: A socio-technical perspective. *MIS Quarterly*, 1(3), 17–32.
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design* (4th ed.). Sage.
- Denhardt, R.B., & Denhardt, J.V. (2015). *The new public service: Serving, not steering* (3rd ed.). New York, NY: Routledge.
- Dunleavy, P., Margetts, H., Bastow, S., & Tinkler, J. (2006). New public management is dead—Long live digital-era governance. *Journal of Public Administration Research and Theory*
- Dunleavy, P., Margetts, H., Bastow, S., & Tinkler, J. (2006). *Digital Era Governance: IT Corporations, the State, and e-Government*. Oxford University Press.
- Heeks, R. (2022). *Digital transformation of public services*. London: Routledge.
- Heeks, R. (2022). *Digital government for development: Concepts, frameworks and practices*. University of Manchester.
- Hood, C. (1991). A Public Management for All Seasons? *Public Administration*, 69 (1), 3–19. <https://doi.org/10.1111/j.1467-9299.1991.tb00779.x>
- Hood, C. (1991). A public management for all seasons? *Public Administration*, 69 (1), 3–19.
- Ministry of Administrative and Bureaucratic Reform. (2020). *Roadmap for bureaucratic reform 2020–2024*. KemenPANRB.
- Ministry of Administrative and Bureaucratic Reform. (2022). *Guidelines for Evaluating Electronic-Based Government Systems*. Jakarta: KemenPANRB.
- Ministry of Administrative and Bureaucratic Reform. (2018). *Presidential Regulation of the Republic of Indonesia Number 95 of 2018 concerning Electronic-Based Government Systems*. Jakarta: KemenPANRB.
- Kotter, J. P. (1996). *Leading change*. Boston, MA: Harvard Business School Press.

- Organization for Economic Co-operation and Development. (2014). *Recommendations from the Council on Digital Government Strategies*. Paris: OECD Publishing
- Organization for Economic Co-operation and Development. (2020). *The OECD digital government policy framework: Six dimensions of a digital government*. OECD Publishing.
- OECD. (2020). *Digital Government Index 2019: Results and key findings*. Paris: OECD Publishing.
- OECD. (2019). *Digital government review of Indonesia: Towards digital transformation of the public sector*. Paris: OECD Publishing.
- Osborne, D., & Gaebler, T. (1992). *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*. Addison-Wesley Publishing Company.
- Presidential Regulation of the Republic of Indonesia Number 95 of 2018 concerning Electronic-Based Government Systems
- Rahmadi, MH, & Rusmiati, ET (2025). *Digital transformation of human resource management in government agencies: Adaptation, challenges, and opportunities*. Petanda: Journal of Communication and Humanities Studies.
- Renanda, AA, & Rosidin, A. (2025). *The effectiveness of digital services in simplifying bureaucracy and public data management*. Journal of Multidisciplinary National Research, 1(8). <https://doi.org/10.59837/jpnmb.v1i8.310>
- Secretariat General of the Indonesian House of Representatives. (2024). *Performance Report of the Secretariat General of the Indonesian House of Representatives in 2024*.
- Secretariat General of the Indonesian House of Representatives. (2024). *Report on the implementation of the SPBE evaluation in 2024*.
- Secretariat General of the Indonesian House of Representatives. (2020). *Strategic Plan of the Secretariat General of the Indonesian House of Representatives 2020–2024*.
- Suhartono, B., Rivai, FH, & Wibowo, E. (2025). *Implementation of e-government in public services at the Ministry of Home Affairs' administrative service unit*. Journal of Apparatus Resources.
- United Nations. (2022). *United Nations E-Government Survey 2022: The future of digital government*. New York: United Nations Department of Economic and Social Affairs (UN DESA).
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, 27 (3), 425–478.