

Artificial Intelligence Readiness in Public Archival Institutions: A Case Study of the Jakarta Provincial Library and Archives Office

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ABSTRACT

Background: The increasing relevance of artificial intelligence (AI) within archival administration reflects the rapid growth of digital records and the rising demand for data-driven public services. Yet many initiatives struggle to move beyond pilot stages, largely because organizations struggle to adapt work practices, organizational structures, and decision-making cultures to accommodate AI integration.

Purpose: This study examines AI adoption readiness within the Jakarta Provincial Library and Archives Office (Dispusip DKJ) as it develops its 2025–2029 strategic plan.

Methods: The analysis draws on interviews with senior officials, observation of digitization infrastructure, and a review of internal policy documents.

Findings: The findings revealed a readiness gap: although Dispusip DKJ has built a solid technical base, organizational conditions remain uneven. The office lacks data arrangements suitable for model training, faces fragmented formats and limited system integration, and shows inconsistent metadata practices, alongside limited internal understanding of AI within the organization.

Originality/Value: This study argues that AI readiness in archival organizations cannot be inferred from infrastructure and digitization alone but should be understood as a broader process of organizational transformation, one that depends on leadership capacity to institutionalize data standardization, organizational learning, and reconfiguration of working arrangements within existing policy boundaries. This reframing offers a novel conceptual lens for assessing AI readiness in public archival institutions, moving beyond technology-centric evaluations.

Keywords: Artificial intelligence (AI) readiness; Archival administration; Organizational transformation; Digital records management

1. INTRODUCTION

Artificial intelligence (AI) has advanced rapidly over the past two decades and is reshaping how organizations process information and make decisions. Beyond a system that imitates human reasoning (Russell & Norvig, 2010), AI is now seen as a technological innovation that automates data-driven workflows and reconfigures organizational routines (Kaplan & Haenlein, 2019; Füller et al., 2022). In archival governance, AI supports metadata extraction, optical character recognition (OCR), pattern analysis, automatic classification, and large-scale retrieval tasks that are impractical to achieve manually (Colavizza et al., 2022; Modiba, 2023; Sumarsono & Wibowo, 2025). Further advances in text mining and predictive analytics enable archives to support cross-collection discovery and evidence-based services beyond their institutional boundaries (Patil & Moorthy, 2023). These advances promise higher speed, consistency, and accuracy in processing digital records while enhancing the role of archives as a strategic knowledge resource.

Prior work in archival field also highlights the use of AI which results in accurate models, refined pipelines, and improved retrieval (Cameron et al., 2023; Wang et al., 2024; Shinde et al., 2024; Jain & Mitra, 2025; Barbudo, 2025), with several works combining machine learning and natural language processing pipelines (Wang et al., 2024; Jain & Mitra, 2025; Modiba & Shekgola, 2024). Other work emphasizes enterprise data centers and integration as key support in training datasets and high-quality inference to accelerate the use of AI in a scalable digital archive (Modiba & Shekgola, 2024). Evidence also shows that without documented paradata and contextual metadata, AI-assisted archival decisions are hard to audit and reproduce (Cameron et al., 2023; Barbudo, 2025; Gorai & Nene, 2019).

Despite this promise, many AI initiatives stall at the pilot stage. Organizational studies have found that pilot projects of AI adoption often fail when leaders overlook the redesign of roles, workflows, and decision mechanisms; investment must cover change management, training, and incentive alignment, not just focusing on building the AI stack (Fountain et al., 2019; Brynjolfsson et al., 2017; Füller et al., 2022). Studies on public-sector digital change reinforce that readiness depends on managerial direction, workforce capacity, and learning processes rather than on tools alone (Tsabedze, 2024; Hána & Lameijer, 2026; Putranto, 2018; Pavitra et al., 2024; Arshad et al., 2013; Horani et al., 2025; Jöhnk et al., 2021; Vial, 2019). Together with technical success stories, these perspectives frame AI readiness in archives as a socio-technical condition that relies on data standards and model pipelines which must be matched with leadership capacity to institutionalize standards, embed learning, and manage cross-functional collaboration while maintaining accountability.

Research on AI readiness in archival organizations has largely concentrated on technologically advanced countries (Wirtz et al., 2019; Zuidervijk et al., 2021), while empirical studies from developing contexts remain limited. In Indonesia, the discussion on archives has mostly focused on digital transformation aligned with the Electronic-Based Government System (SPBE) and the strengthening of the National Archival Information Network (JIKN) (Makmur, 2023; Azizah, 2025; Susana, 2025; Cahyono & Suprpto, 2025). However, questions of organizational readiness for AI spanning policy, data quality, culture, roles, and change management are rarely addressed, since AI adoption in the archival sector in Indonesia remains relatively new and underexamined.

Across Indonesia, the relevance of AI readiness is increasing as the government expands the nationwide digital archival ecosystem through *Jaringan Informasi Kearsipan Nasional* (JIKN) which by late 2024 connected 538 archival nodes across ministries and local

governments ([Kasman et al., 2025](#)). This networked ecosystem creates a growing pressure for institutions to meet national targets for digital archival integration. As part of this nationwide system, the Jakarta Provincial Library and Archives Office (Dispupip DKJ) is registered as one of the key nodes in the JIKN network ([Jaringan Informasi Kearsipan Nasional, n.d.](#)). Tied into these objectives, Dispupip DKJ is increasingly focused on contributing to Indonesia's broader ambitions for integrated and AI-ready archival governance ([Dinas Perpustakaan dan Kearsipan Provinsi DKI Jakarta, 2022](#); [Dinas Perpustakaan dan Kearsipan Provinsi Daerah Khusus Jakarta, 2025](#)).

As Jakarta articulates its vision as a global city, Dispupip DKJ is also beginning to position its role as a Jakarta government institution focused on strengthening public information literacy (Badan Perencanaan Pembangunan Daerah Provinsi DKI Jakarta, 2023). Recent literacy indicators vary across Jakarta's municipalities (Table 1), revealing uneven access and outcomes that the office seeks to address through integrated documentation systems ([Perpustakaan Nasional Republik Indonesia, 2024](#)).

Table 1. Data on the Jakarta Community Literacy Development Index for 2023–2024

No	Area	2023	2024
1	South Jakarta Administrative City	82,49	88,75
2	East Jakarta Administrative City	72,39	64,49
3	West Jakarta Administrative City	69,89	61,84
4	Central Jakarta Administrative City	79,1	85,81
5	North Jakarta Administrative City	67,86	69,45
6	Thousand Islands Administrative Regency	69,31	69,45

(Source: Perpustakaan Nasional Republik Indonesia (2023) & (2024))

This variation reflects an access gap across regions. Dispupip DKJ's drive to strengthen public literacy culture is reinforced by the evidence of a linear effect between literacy gains and community welfare ([Budiono et al., 2021](#)). The information network reflected in archival interconnection can, in turn, help advance literacy through an integrated government documentation system. AI's capacity for pattern analysis based on text extraction and machine-learning-based context understanding has, accordingly, drawn growing attention toward using AI to build an integrated archival network at Dispupip DKJ, as reflected in the AI implementation plans that have already entered the discussion stage in drafting the office's five-year Strategic Plan.

Understanding Dispupip DKJ's readiness to implement AI is, therefore, relevant to help describe the current state of AI implementation planning and identify the potential and barriers Dispupip DKJ faces in adopting AI, by examining the availability of both technical and non-technical conditions, such as organizational culture, work structures, and leadership, which are often overlooked. Against this background, the present study addresses the following research question: How ready is a government archival organization to adopt AI? This study employs a qualitative case study of Dispupip DKJ. Data were collected through in-depth interviews with two senior officials representing archival and information-technology functions, selected via purposive sampling due to their roles in planning AI initiatives. Non-participant observation and a systematic review of internal policy documents complemented the interviews, enabling a holistic view of current capabilities and bottlenecks. Analysis followed a pattern-matching approach guided by the conceptual framework outlined in the Methods section, situated within a case-study logic ([Yin, 2018](#)).

The study advances the literature in two ways. First, it brings evidence from a developing-country context, showing how institutional constraints shape AI readiness in archives. Second, it reframes AI readiness beyond infrastructure and digitization by demonstrating how leadership, data standardization, and organizational learning jointly influence whether AI can progress from pilots to embedded practice. Practically, the findings generate a readiness profile and targeted recommendations for Dispusip DKJ, with wider relevance for other public archival institutions in Indonesia planning AI adoption.

2. METHODS

This study adopted a qualitative approach with a single-case study design to explore how an archival organization prepared for the adoption of artificial intelligence (AI). A qualitative case study was chosen because it can capture the meaning of an evolving phenomenon (Hussein, 2023). The case study design also allowed in-depth exploration of an organization's contextual dynamics in real-life settings (Yin, 2018), which is valuable because Indonesian archival literature has so far paid little attention to this phenomenon. A single case allowed the study to capture the specific dynamics, constraints, and organizational interpretations that shape AI adoption in practice.

The Jakarta Provincial Library and Archives Office (Dispusip DKJ) was selected as the research site because it was integrating AI-related goals into its strategic planning, particularly through its 2025-2029 strategic plan. This placed the organization at a critical moment, when discussions about AI were shifting from abstract aspirations to concrete policy and operational considerations. Studying the institution at this stage offered timely insights into how a public archival organization assessed its internal capacities, negotiated policy boundaries, and interpreted the role of AI in its future governance model.

Data were collected through in-depth interviews with two purposively selected interviewees, coded as Interviewee K (archival division) and Interviewee T (information technology division). Both held senior leadership positions responsible for their divisions and had been directly involved in drafting the Strategic Plan (Renstra), including its AI adoption provisions. Table 2 summarizes their profiles. Both interviewees gave informed consent before participating, and their responses are reported anonymously under these codes to protect confidentiality. The quotations in the following section illustrate analytic themes only. They do not identify individuals or disclose sensitive institutional information.

Table 2. Data of the Informants Profile

Code	Division	Position	Rank	Work Experience	Reason of Selection
Informant K	Archival	Senior Official, Archival Division	Echelon III civil servant	>5 years	Directly involved in drafting Dispusip DKJ's 2025–2029 Strategic Plan, including its AI-adoption provisions
Informant T	Information Technology	Senior Official, Information Technology Division	Echelon III civil servant	>5 years	Directly involved in drafting Dispusip DKJ's 2025–2029 Strategic Plan, including its AI-adoption provisions

(Source: Primary data collected by the author through in-depth interviews (2025))

Interviews were complemented by non-participant observation of the digital infrastructure and tools supporting Dispusip DKJ's ongoing digitization work. These observations provided a practical view of how existing systems function and what technological and procedural gaps may influence AI readiness. The research also incorporated document analysis, including the Dispusip DKJ Strategic Plans for 2023–2026 and 2025–2029, as well as the Final Draft of the Jakarta Long-Term Regional Development Plan (RPJPD) 2025–2045. These documents offer institutional context and enable triangulation across data sources.

Data analysis followed a pattern-matching approach (Yin, 2018), informed by the study's conceptual framework, adapted from Fountaine et al.'s (2019) on the four leadership actions for building AI-powered organizations (Table 3 and Figure 1). This framework was then compared against the empirical findings to identify convergence or divergence from the predicted pattern. The process involved organizing interview transcripts and observational notes, conducting repeated readings to identify meaningful patterns, coding themes related to organizational readiness, and interpreting these findings within the logic of the case (Yin, 2018). This approach made it possible to link empirical observations to broader discussions about leadership, data governance, organizational culture, and policy constraints that influence the trajectory of AI adoption in public archives.

Overall, the methodological design provides a comprehensive and contextually grounded understanding of how an archival institution interprets and prepares for AI adoption at a strategic level.

Table 3. Four Leadership Actions for Building the AI-Powered Organization

Leadership Action	Core Idea
Setting Up for Success	Leaders build a compelling narrative for why AI matters and anticipate the specific cultural barriers likely to resist it
Organizing for Scale	AI responsibilities are distributed across a hub (central strategy/governance), spokes (business-unit execution), and a shared gray area, coordinated by a cross-functional governing coalition
Educating Everyone	Organizations build internal "AI academies" that train leaders, analytics staff, translators, and end-users at different depths
Reinforcing the Change	Leaders model new behaviors, hold business units accountable for AI outcomes, track adoption, and align incentives with AI use

(Source: Adapted from Fountaine et al. (2019))



Figure 1. Four Leadership Actions for Building the AI-Powered Organization
(Source: Adapted from Fountain et al. (2019))

3. RESULTS AND DISCUSSION

The Jakarta Provincial Library and Archives Office (Dispusip DKJ) manage both dynamic and static records within the provincial government and provide archival services to public bodies, state-owned enterprises, private organizations, as well as citizens. In recent years, the office has embedded these functions in a digital ecosystem that combines born-digital records and materials digitized through media conversion.

Two core applications underpin this ecosystem. First, e-Office supports the creation and distribution of official correspondence across the provincial bureaucracy, generating a steady stream of born-digital records. Second, Arjuna (Arsip Harian Jakarta Mendunia) extends functionality across the records lifecycle while being integrated with e-Office to create an ecosystem in which dynamic records can be appraised and, when eligible, transferred to static archives. As Informant T summarized,

Arjuna manages dynamic records, even as some later become static based on archival appraisal. From creation to disposition, e-Office and Arjuna must operate as a single system.

(T, personal interview, 2025)

Beyond systems integration, the technical workflow for digital records includes scanning, media conversion, compiling archival lists, temporary storage on network-attached storage (NAS), and long-term retention in an internal data center. While the office has used e-Office for more than five years, only a small portion of holdings are born-digital, whereas most digital files are the product of media conversion. As Informant K described,

Only around five percent of the holdings in the repository are born digital. Mainly are photos and audiovisuals. Most records were originally printed; we scan them or migrate magnetic media.

(K, personal interview, 2025)

Dispusip DKJ already leverages this digital corpus in two ways. First, archives are delivered as public information services through the PPID portal, enabling agencies, companies, and citizens to request records online without visiting the office. All public information can be accessed through this website: <https://dispusip.jakarta.go.id/ppid>. Second,

archives are treated as cultural heritage, with efforts to open access and build knowledge networks in collaboration with other institutions.

Our considerations are twofold: service and heritage. For digital services, we rely on the PPID platform. Jakarta residents who need archival information no longer need to come to the office, they simply access the DKI Jakarta website, submit their request, and receive a response by email after verification. We also support more specific requests, such as institutions preparing exhibitions and needing historical documentation. For example, a hotel in Central Jakarta once requested thematic materials relating to East Jakarta; we provided access, and the service is not charged. We cannot claim Jakarta's archives are the most complete, especially for pre-1966 and colonial eras. Archival work must be open, sharing knowledge and, where possible, sharing materials under common standards.

(K, personal interview, 2025)

These observations show that Dispusip DKJ has already built a working digital environment for archival governance and service delivery. This foundation is a logical springboard for AI-enabled functions such as large-scale text extraction, content discovery, and cross-collection analysis noted in the literature on archives and AI (Colavizza et al., 2022; Modiba, 2023; Sumarsono & Wibowo, 2025).

Readiness to Adopt Artificial Intelligence

This study examined Dispusip DKJ's readiness to adopt AI by tracing conditions that have emerged from its digital archival practices drawing on the empirical conditions of record-capture workflows, storage and platform arrangements, data and metadata practices, staff capacity and learning, along with the policy and regulatory context. Early indications suggest a solid technical foundation, while also revealing organizational requirements that need attention if AI adoption is to progress beyond the pilot stage.

On the capture side, Dispusip DKJ uses optical character recognition (OCR)-ready scanning to ensure text is machine-readable, echoing how text and image extraction models elsewhere have been used to render archival holdings machine-readable at scale (Wang et al., 2024). The office has also developed 3D-scanning capabilities for non-textual records such as photographs, historical artifacts, and maps. As Informant K noted:

For textual materials we use scanners that produce OCR-readable files with high accuracy. For images, we have built the capability to scan in 3D.

(K, personal interview, 2025)



Figure 2. OCR-integrated archival scanning and media-conversion tools
(Source: Primary data documented by the author in the field (2025))

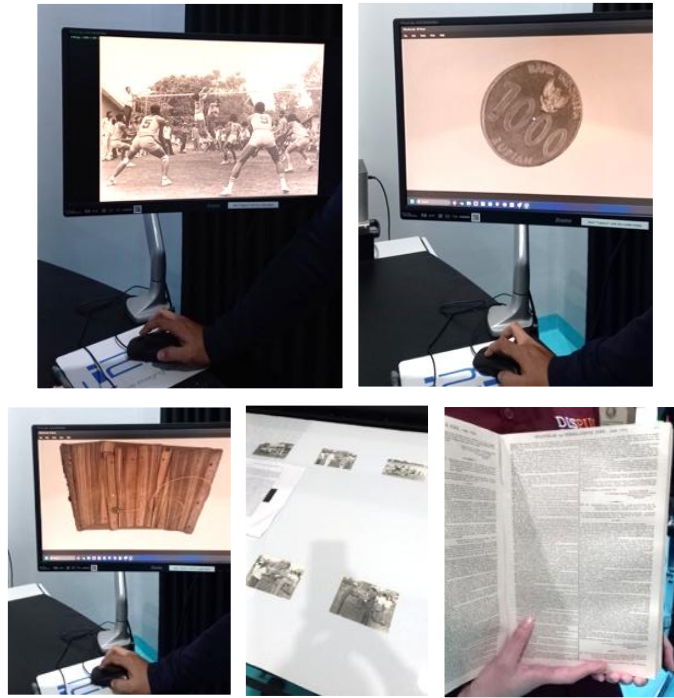


Figure 3. Display of non-textual archives undergone by 3D-scanning media conversion
(Source: Primary data documented by the author in the field (2025))

Digital storage infrastructure is managed internally by the Information Technology division, covering the data center, networks, and applications. Handling these functions within a single unit helps maintain security and the longevity of digital holdings within a locally developed ecosystem (Modiba & Shekgola, 2024). Informant K described this arrangement as follows:

Our facilities are in good shape. We regularly update the data center, network, and applications. Storage is handled by a dedicated IT unit that manages the data center, networks, and applications. We do not rely on private servers; we have our own infrastructure.

(K, personal interview, 2025)

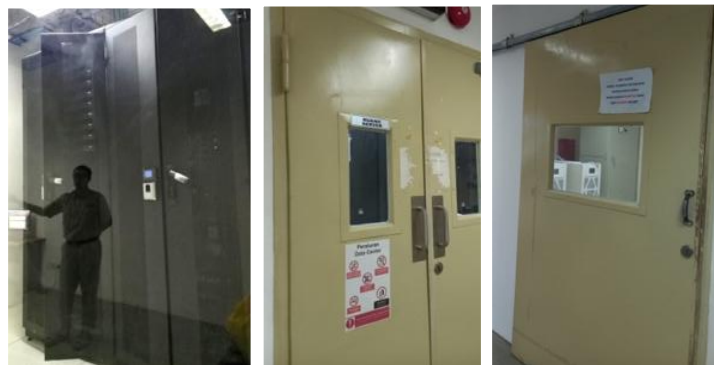


Figure 4. Data center and server room of Dispusip DKJ
(Source: Primary data documented by the author in the field (2025))

While these elements form a solid base, the current configuration has not yet been directed toward a systematic AI learning environment, as reflected in the following statements:

We do not yet have a dedicated mechanism to harmonize (meta)data so that today's holdings can become training material for AI in the future.

(K, personal interview, 2025)

We need better standardization, such data types and how they feed the data management layer. Some are in spreadsheets and other formats; they exist but are not yet ready to serve.

(T, personal interview, 2025)

Bringing these scattered data into a cohesive dataset would close the gap and allow it to become usable training data for machine learning (Jöhnk et al., 2021; Gorai & Nene, 2019). However, as these statements show, there is no explicit mechanism to store and manage archival data as a training dataset. Challenges remain in standardizing data types, aligning formats, and synchronizing data management across applications.

Readiness is also observed through metadata quality and the consistency of digital records management. Consistent, well-documented metadata, together with paradata that tracks how records are processed, is what keeps AI-assisted archival decisions auditable (Cameron et al., 2023; Barbudo, 2025). Dispusip DKJ applies basic metadata structures including time, creator, and classification across various formats that are generally surfaced as PDF or text. Informant T described the current situation and the immediate need for firmer conventions:

We already have standard metadata: timestamp, creator, classification. Formats vary, but front formats are PDF or text. Model training will benefit from more consistent file-naming conventions, so records are unambiguous.

(T, personal interview, 2025)

Data quality is maintained through standard operating procedures (SOPs), tiered work arrangements, and the use of a shared master archival repository list among staff. As Informant K stated:

We have forty-four contract staff, each supervised by an archivist acting as controller, so quality, targets, and standards are maintained. We also use a master archival list so all workers refer to the same data.

(K, personal interview, 2025)

At the same time, standards and SOPs are only partially documented and not easily accessible to the public. SOPs are in place for only digital creation and media conversion, while publication procedures and a mechanism to align stored data for future AI needs are still in preparation:

SOPs currently cover digital creation and media conversion. The publication procedure still needs to be developed. For stored data, there is no dedicated mechanism to ensure alignment so it can serve as training material for AI in the future.

(K, personal interview, 2025)

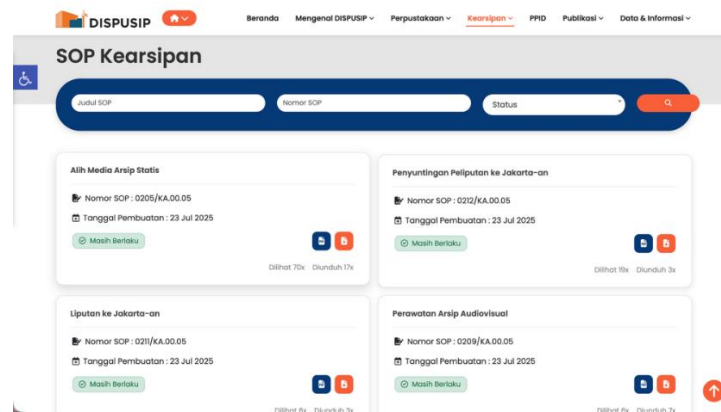


Figure 5. Display of archival standard operating procedures (SOPs)
(Source: Website Dispusip DKJ (2025))

The office already uses metadata and conducts quality control. What still needs to mature are policy commitments to file naming, versioning, lineage tracking, and publication standards so that training and large-scale, auditable use of AI can be supported (Gorai & Nene, 2019; Jöhnk et al., 2021). Dispusip DKJ has access to IT expertise (programming, applications, networks) and archival personnel with relevant education and foreign-language skills, which Informant K sees as important for collaboration and AI development:

We have many computer experts covering programming, applications, and networks. For archival personnel in Jakarta, we are fortunate to have strong graduates from major programs (UNS, UI, UGM, UIN Ciputat), with backgrounds in library and information science, and most have English proficiency.

(K, personal interview, 2025)

However, this capacity has not yet been internalized as a shared understanding of AI across the organization. Awareness of AI's potential for decision support and contextual reading of records remains uneven. The procedural and clerical character of archival routines is not yet aligned with the working patterns implied by AI, as stated by Informant K:

Awareness has not been internalized because not everyone in our organization has an archival background or understands these issues. In truth, it is our internal readiness that is still lacking.

(K, personal interview, 2025)

Jöhnk et al. (2021) point out the awareness gap as one of the preconditions that must be addressed before adoption can proceed. Some areas including technical upskilling, by contrast, are largely organized through the provincial human resources body, as Informant T indicated:

Training is conducted through BPSDM (Badan Pengembangan Sumber Daya Manusia).

(T, personal interview, 2025)

Taken together, the data-center capacity, training-data gaps, and uneven organizational awareness illustrate that AI readiness depends on more than infrastructure alone (Jöhnk et al., 2021). This readiness is further shaped by how Dispusip DKJ navigates national archival policy. Informant K noted that national rules do not always match Jakarta's

needs and capacity. Dispusip DKJ is accountable to the Governor and guided by ANRI; even with technical readiness, regulatory limits may narrow room for innovation:

Our organizational tie with the National Archives (ANRI) is not vertical: we are accountable to the Governor, and ANRI acts as a coach. We must follow ANRI's guidance. For example, Jakarta may want to build various digital infrastructures and develop its own applications, and technically we are ready, but regulations may not yet allow it. We then adjust to the conditions.

(K, personal interview, 2025)

In summary, Dispusip DKJ has established a strong technical base reflected in its OCR capture, 3D scanning, internal data center, integrated applications and provided human resources to support further development. Yet sustained adoption of AI still depends on addressing data integration, metadata consistency, organizational understanding of AI, and regulatory flexibility. The findings indicate that readiness is shaped not only by technology, but also by the organization's ability to reconfigure work practices, build shared understanding, and manage change in a systematic manner (Fountain et al., 2019; Colavizza et al., 2022; Hana & Lameijer, 2026).

The Role of Leadership in Implementing AI

Empirical findings show that leadership at Dispusip DKJ acts as a key mediator between the potential of AI and the realities of public archival work. Consistent with prior perspectives on digital transformation (Vial, 2019) and with Fountain et al.'s (2019) account of AI-powered organizations, leaders at Dispusip DKJ build a narrative of AI as a strategic need, not merely a technical product. Informant K characterizes AI as a force that can rework established routines:

If we may put it simply, AI can be a disruptor for archival work.

(K, personal interview, 2025)

This narrative aligns with Fountain et al.'s (2019) emphasis on leaders framing AI as a collaborative tool that strengthens professional capacity rather than threatens it. Inside the body of Dispusip DKJ, AI is positioned to enhance the organization's ability to use archives as a source of data-driven decision-making.

Leaders also show an ability to articulate AI's strategic value for long-term archival governance. AI is understood as an instrument for extracting context from textual archives that have undergone OCR, so that archives no longer remain mere storage objects but become a source of policy analysis:

With OCR-ready PDFs and an AI engine, queries can be answered in one or two minutes.

(K, personal interview, 2025)

This finding shows that leadership does not treat AI merely as task automation, but as a technology for organizational learning. This is similar to Hana and Lameijer's (2026) argument that AI helps organizations recognize patterns, test hypotheses, and refine policy based on evidence.

At the same time, leaders recognize that the main obstacles are organizational and cultural, not technical. Internal awareness is uneven as already noted by Informant K in the prior section, and redesigning work will take time. This reinforces Fountain et al.'s (2019) finding that AI adoption often fails when organizations treat it as an instant solution without

systematically preparing changes in work practices, collaborative patterns, and workforce learning. In the current situation at Dispusip DKJ, leadership recognizes that cognitive readiness and a supportive work culture are essential preconditions before AI can be integrated at scale. Informant K noted that this cognitive readiness is being addressed through training, alongside efforts to supply qualified staff who can support AI use at Dispusip DKJ:

As for specialized technical training in the IT field, I'm not sure — since I work in archival management, technical guidance in my area is still within the scope of archives. But in our information-technology function, we have many computer experts: some in programming, some in applications, some in networks. So what we actually need is, in the end, accelerated by providing already-capable human resources."

(K, personal interview, 2025)

In organizing and regulatory terms, leadership navigates the tension between national policy and regional innovation needs. Informant K was critical of the uniform, top-down character of national archival policy, which does not always adapt to Jakarta's complexity:

"National archival policy tends to be dictated by the National Archives... yet certain regional contexts simply cannot follow it uniformly."

(K, personal interview, 2025)

This situation reflects [Fountain et al.'s \(2019\)](#) point that leaders must reorganize AI work mechanisms within existing structural constraints. In this condition, leadership is expressed through adaptive strategies comprising improving standard operating procedures (SOPs), restructuring tiered work standards, and integrating internal systems to remain aligned with national regulation:

We improved SOPs... and we have established tiered work so that quality, targets, and standards are maintained.

(K, personal interview, 2025)

Leaders also show a strong external orientation by exploring international collaboration and private-sector partnerships, reflecting efforts to expand the organization's capacity beyond internal bureaucratic limits:

We are exploring a sister-city relationship with Amsterdam... and encouraging the development of local AI.

(K, personal interview, 2025)

Based on these findings, leadership's role in shaping AI at Dispusip DKJ can be understood as that of an organizational change agent, as formulated by [Fountain et al. \(2019\)](#). Leadership builds the narrative of AI's urgency, directs its strategic meaning for archival work, manages regulatory constraints, and gradually prepares the organization through restructured SOPs, staffing, and work patterns. This finding therefore reinforces that AI adoption readiness at Dispusip DKJ cannot be understood as a matter of technology alone, but as the outcome of leadership that reconfigures work practices, learning mechanisms, and the direction of transformation in public archival governance.

4. CONCLUSION

Organizations planning to use artificial intelligence (AI) as a performance-enhancing technology need to develop a comprehensive understanding long before they begin preparing systematic implementation. In the case of the Jakarta Provincial Library and Archives Office (Dispusip DKJ), readiness to adopt AI in archival governance cannot be understood simply as a matter of having technology or digitizing archives. The findings of this study indicate that although Dispusip DKJ already operates within a digital archival ecosystem and has supporting infrastructure, these conditions also reveal a set of organizational and cultural challenges that shape its AI readiness. Issues such as data integration, metadata consistency, the internalization of organizational understanding about AI, and the flexibility of regulatory arrangements continue to appear as important gaps that the institution must address.

Incorporating AI within an organization requires organizational transformation that demands shifts in mindset, leadership patterns, and institutional learning. The evidence from Dispusip DKJ reflects that leadership plays a strategic role in giving direction to how AI is understood. This role becomes visible through the shaping of internal policy, the adjustment and refinement of standard operating procedures (SOPs), and the creation of capacity-building schemes that explicitly prepare staff for AI-related work. Leadership becomes the place where meaning is shaped, where learning is guided, and where organizational adjustment begins.

This study underlines that AI adoption readiness at Dispusip DKJ should be understood as an ongoing process. The institution's ability to move toward AI depends on how leadership steers technological change, how the organization makes sense of that change, and how regulatory structures allow room for innovation. Readiness cannot be understood by the infrastructure alone but by the continuous interplay between leadership, organizational learning, and regulatory flexibility that together determine whether AI adoption can move from aspiration to practice.

AUTHORS' CONTRIBUTIONS

Bintang Izeddina Almustafa: Writing original draft preparation. Ideas; formulation or evolution of overarching research goals and aims. **Taufik Asmiyanto:** Supervision.

CONFLICT OF INTERESTS

We state that there are no known conflicts of interest linked with this publication, and that there has been no significant financial assistance for this work that could have influenced its outcome.

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