

IMPLEMENTATION OF THE INTERNAL ARCHIVES SUPERVISION POLICY AT THE ONE-STOP INTEGRATED SERVICES INVESTMENT, TRANSMIGRATION AND LABOR SERVICE IN BALANGAN REGENCY

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Abstract

This research aims to determine and analyze the implementation of internal archives supervision policies at the One Stop Integrated Services Investment, Transmigration and Manpower Service in Balangan Regency. This research uses a qualitative descriptive research method. Data collection techniques using observation, interviews, documentation and as a research informant Head of the One Stop Investment and Integrated Service, Transmigration and Manpower Department of Balangan Regency, Secretary of Investment and One Stop Integrated Services, Transmigration and Manpower of Balangan Regency, Head of the Capital Investment Division and One Stop Integrated Services, Transmigration and Balangan Regency Workers and Community Leaders. The research results show that Communication: Effective communication is the key to achieving successful records management. There was an improvement in communication between departments following awareness of the need for change in 2019. This is reflected in significant improvements in records management in 2022, demonstrating the positive impact of better communication within the organization. Resources: Limited human resources, especially the number and quality of archivists, are the main challenges in archival management. Even though the budget resources related to archival management are sufficient, the need to increase the capacity of archivists is still in the planning process. However, efforts to improve human resources continue to be made through various policies and training. Disposition: A strong disposition from the leadership towards the administration of archives has been seen, but it is not evenly distributed at all levels of office. Complex disposition problems need to be addressed by increasing the awareness and responsibility of ASNs in managing records. These steps are in line with the aim of the National Archives Awareness Movement to increase awareness of the importance of archives management. Bureaucratic Structure: An efficient and non-fragmented bureaucratic structure is an important factor in implementing records management policies. However, the Department still needs to prepare SOPs related to archival management to ensure better technical implementation. The establishment of a more integrated bureaucratic structure and the implementation of clear SOPs will facilitate better coordination in records management. Factors Inhibiting the Implementation of Internal Records Supervision Policies at the One Stop Integrated Services Investment, Transmigration and Labor Service in Balangan Regency Ineffective communication, lack of human resources and knowledge, incompatibility of dispositions, and linkages with bureaucratic structures.

Keywords: Implementation, Archives, Supervision.

INTRODUCTION

As times develop increasingly rapidly and modernly, science continues to develop rapidly, having a significant impact on the progress of various institutions, including education, government and the private sector. Every institution certainly needs good administration in managing its archives (Wiyono & Bafadal, 2018). In carrying out organizational activities, administrative activities that produce archives have an important role as information in the life of government agencies and private companies. Archives are an important element in an organization's information system, containing data and information related to the agency, as well as being used as material for decision making by leadership.

Archives are an important source of information that supports administrative and bureaucratic processes, functions as a memory center, decision-making tool, proof of the existence of an organization, and for other purposes. Therefore, good management or management of archives is needed from creation to depreciation (Faturrahman, 2018). Records that are not managed well can hinder the achievement of organizational goals, so good records management is very necessary (Kristina & Asamara, 2020). Good and correct archive management is very necessary so that archives can be presented quickly and precisely when needed. Factors that influence the positive image of archives include tidiness of storage, skilled staff, ease of storing and retrieving archives, and archive security (Mursidah, 2021). Archives are not only stored, but also need to be maintained so that they remain in good condition, especially active dynamic archives that are frequently used (Rahmi & Prahajmaja, 2012).

The aim of organizing archives in accordance with Article 3 of Law Number 43 of 2009 concerning Archives is to ensure the creation of authentic and trustworthy archives, the realization of reliable archive management, protection of state interests and civil rights, safety and security of archives, and improving the quality of public services. (Wuryatmini, 2020). To realize this goal, a comprehensive and integrated national archives administration system was built, by implementing principles, rules, norms, standards, procedures and criteria which include archival development, records management systems, supporting resources, as well as the participation of the public and professional organizations.

National development in the archives sector is one of the pillars of implementing the priority development agenda (NAWACITA), namely building clean, effective, democratic and trustworthy governance. National priority archival activities for 2020-2024 include the implementation of archival supervision in district/city governments and follow-up on the results of archival supervision, with the strategic issue of low levels of public compliance with archival policies. Archives supervision contributes to the structuring of governance and the quality of records management, measured by the value of the results of archives supervision.

The implementation of archival supervision is expected to provide a complete picture of archival administration and can improve its quality, representing accountability in archival administration with authentic, complete and trustworthy archives. Implementation of archival policies is influenced by communication, resources, disposition and bureaucratic structure (Edward in Subarsono, 2011: 90-92). The One Stop Integrated Services Investment, Transmigration and Manpower Service of Balangan Regency, through the Archives Unit and Processing Unit, is implementing an archives program to improve the quality of archives administration. One of the instruments for measuring archival quality is the Archives Supervision Results Report (LHPK), which assesses the conformity between archival principles, rules and standards and archival administration.

Based on Government Regulation Number 28 of 2012 and Regulation of the Head of the National Archives of the Republic of Indonesia Number 6 of 2019 concerning Archives

Supervision, archives supervision is carried out to assess the suitability of archives administration to established standards. The National Archives of the Republic of Indonesia (ANRI) continues to supervise and provide guidance to the administration of archives in ministerial institutions, including the Department of Investment, One-Stop Integrated Services, Transmigration and Manpower of Balangan Regency, which received a score of 23.40% in the "Poor" category. in reports on the results of internal archival supervision. It is important to carry out this research to examine in more depth the implementation of archives supervision policies in improving the quality of archives administration, and the results are expected to be a good example for other organizations in implementing archives supervision policies.

RESEARCH METHODS

This research approach uses qualitative methods which involve collecting and analyzing data in the form of human words and actions, without quantifying the data. This method produces descriptive data in the form of writing or speech regarding individuals or observable behavior (Moleong, 2014). Data collection techniques include interviews, document analysis, focused discussions, or observation. The researcher chose the qualitative method because it is in accordance with the research topic regarding the implementation of internal archives supervision policies at the One Stop Integrated Services Investment, Transmigration and Manpower Service of Balangan Regency. This method allows researchers to hear employees' opinions about the implementation of supervision. The location of the research was at the Investment and One-Stop Integrated Services, Transmigration and Manpower Service, Balangan Regency, located at Jl. Gen. A. Yani Km. 1 Number 1 Paringin City, Balangan Regency.

Data collection was carried out in a natural environment, including primary and secondary data. Primary data is obtained directly from the source, while secondary data comes from documents. The techniques used include observation, interviews and documentation. Observation is an important method in qualitative research, allowing researchers to document and reflect on the activities and interactions of research subjects. Observations were carried out directly in the field to observe the implementation of internal archives supervision policies. Obstacles faced include the inability to observe activities that have been completed. Interviews are data collection techniques by asking respondents directly. Researchers asked questions related to this research to employees at the Balangan Regency Investment and One-Stop Integrated Services, Transmigration and Manpower Service. Documentation involves collecting data through documents such as written notes, books, regulations, etc. that are relevant to this research.

The main research instrument is the researcher himself who plays a role in determining the research focus, selecting informants, collecting data, analyzing data, and drawing conclusions. Researchers used in-depth interviews, direct observation, and document analysis as data collection techniques. Research informants are individuals who provide information related to research. Informants in this research included Heads of Services, Secretaries, Heads of Divisions, and community leaders at the Investment and One-Stop Integrated Services, Transmigration and Manpower Services of Balangan Regency.

The validity of the data was tested using triangulation, both technical triangulation and source triangulation. Technical triangulation is carried out by comparing data from interviews, observations and documents. Source triangulation was carried out by comparing data from several informants. Data validity testing also includes testing the credibility, transferability, dependability and confirmability of the data. The data analysis technique uses Miles and

Huberman's interactive model which includes three activity streams: data reduction, data presentation, and drawing conclusions. Data are reduced to focus on essential information, presented in an easy-to-understand form, and conclusions are drawn and verified to ensure the validity of the data.

RESULTS AND DISCUSSION

Archives supervision is the process of assessing the conformity between archival principles, rules and standards and their implementation (Wuryatmini, 2020; Putri & Maryam, 2019; Krisnawati, 2022). This supervision involves archival audits to identify problems, analyze and evaluate evidence independently, objectively and professionally to ensure the efficiency and reliability of archival administration. In government agencies, such as the Balangan Regency PMPTSP Transmigration and Manpower Service, archives are an integral part of employee duties and obligations. According to Mrs. Hanarita, S.Pd., MM, Head of General and Civil Service Subdivision, "archives supervision faces various obstacles in the field, such as a lack of understanding and application of ANRI standards which causes archival irregularities."

The 2019 archive monitoring results show low scores in the "NOT ENOUGH" category in various units (see Table 1). Based on an interview with Mrs. Hanarita, this conclusion shows that there are significant gaps in archive management. Several sections in the Balangan Regency Transmigration and Labor DPMPTSP do not understand and carry out archiving properly, thus causing chaos in archive management. Improvement efforts are made by increasing training and understanding regarding archive management according to ANRI standards.

Table 1. Results of Monitoring Assessment of DPMPTSP Transmigration and Manpower Archives Balangan Regency

No.	Object of Supervision	Value of Supervision Results	Category
A. PROCESSING UNIT			
1.	General and Personnel Sub Chart	34.81	NOT ENOUGH
2.	Field of Planning Climate Development and Investment Promotion	34.18	NOT ENOUGH
3.	Field of Investment Implementation Control and Investment Information	34.18	NOT ENOUGH
4.	Field of Policy Complaints and Service Reporting	34.18	NOT ENOUGH
5.	Sector of Providing Licensing and Non-Licensing Services	34.18	NOT ENOUGH
	Average Value of Processing Units	34.31	NOT ENOUGH
B. ARCHIVES UNIT			
1.	Secretariat of the Investment Service and PTSP	12.50	NOT ENOUGH
	Total Value	23.40	NOT ENOUGH

Source: 2019 Internal Archives Supervision Results Report

Supervision of internal archives in Balangan Regency is carried out by the Archives Service by forming an Internal Archives Supervision Team. The focus of supervision includes the management of dynamic archives, human resources, and facilities and infrastructure at the Balangan Regency Transmigration and Manpower DPMPTSP. Based on interviews, complicated bureaucratic structures and poor communication between leaders and employees worsen records management. However, in 2022, the results of the internal records monitoring assessment show significant improvements thanks to inter-departmental cooperation and increased communication.

Improvement efforts are also focused on human resources. Interviews with the Head of Planning, Climate Development, Promotion and Investment Implementation Control, Mr. Rafiul Amal, M.Pd., and the Head of Investment and Information Implementation Control, Mr. Muhammad Iwan Setiady, SH, explained that "the internal archives supervision policy is very It is important to improve the filing system. Even though there is a shortage of archivists, coaching and training continues to be carried out to improve the quality of archivists."

The research results show that the internal control policy has brought positive changes in archive management at the DPMPTSP Transmigration and Manpower Balangan Regency. The 2022 archives supervision assessment shows the "GOOD" category in almost all areas (see Table 2), reflecting effective policy implementation. Leadership dispositions, although sometimes complex, also play an important role in the implementation of archiving policies. However, the suitability of the disposition to the conditions of the government environment must continue to be improved to avoid negative impacts such as loss of important information or data security breaches. Thus, improving the bureaucratic structure and communication between units is the key to improving archive management in the agency.

Table 2. Results of Supervision Assessment of DPMPTSP Transmigration and Manpower Archives Balangan Regency

No.	Object of Supervision	Result Value Supervision	Category
A.	PROCESSING UNIT		
1.	General and Personnel Subdivision	82.91	GOOD
2.	Field of Development Planning Climate and Investment Promotion	85.44	GOOD
3.	Field of Investment Implementation Control and Investment Information	82.91	GOOD
4.	Field of Policy Complaints and Service Reporting	82.91	GOOD
5.	Sector of Providing Licensing and Non-Licensing Services	84.18	GOOD
	Average Value of Processing Units	83.67	GOOD
B.	ARCHIVES UNIT		
1.	Secretariat of the Investment Service and PTSP	85.23	GOOD
	Total Value	83.45	GOOD

Source: 2022 Internal Archives Supervision Results Report

Policy is a stable and purposeful action taken by an actor or group of actors to deal with a problem (Anderson, 2003). Dye (1992, in Birkland, 2011) states that public policy is what the government chooses to do or not to do. Anderson (2003) explains that the policy process includes the stages of policy agenda, policy formulation, policy adoption, policy implementation, and policy evaluation, while Dunn (2003) calls it problem formulation, forecasting, recommendation, monitoring, and assessment. First, problems of concern to society are included in the policy agenda, where the government considers various actions to address them. Second, the government develops several programs or actions based on the proposals. Third, the government takes certain decisions from several proposals to be ratified. Fourth,

implementation of decisions is carried out to solve problems. Finally, the government evaluates these decisions. Mius et al. (2019) define policy implementation as the implementation of activities or programs after the policy is made in the form of regulations. Policy implementation is as important as problem formulation because good policy objectives will not be achieved if they are not implemented well (Mubarok et al., 2020).

According to George Edwards III, the success of policy implementation is determined by communication, resources, disposition and bureaucratic structure. Mius et al. (2019) stated that information must be conveyed to policy implementers so that they know what must be done to achieve policy goals. Communication dimensions according to Edwards III (1980) include transmission, clarity and consistency. Transmission means that the policy is conveyed to implementers, target groups and related parties. Clarity means that the policy is conveyed clearly so that its aims and objectives are understood. Consistency ensures policies do not confuse implementers and target groups. The results of the research show that the archive management policy has been conveyed clearly and consistently to ASN at the Balangan Regency Investment and One-Stop Integrated Services, Transmigration and Manpower Service (DPMPTSPPTTK).

In the context of archive management at the Balangan Regency DPMPTSPPTTK Service, Edward III's communication theory highlights the importance of effective communication in achieving organizational goals. Complex bureaucratic structures often create barriers to information flow and coordination. Initially, communication patterns between employees tended to be fragmented, but with awareness of the need for change in 2019, organizations increased communication and collaboration between departments. As a result, in 2022, there will be a significant improvement in archive management.

Edwards III (in Widodo, 2018) classifies resources as human resources, budget, equipment, information and authority. Human resources of sufficient quantity and quality make policy implementation more effective. A budget is needed for operational policy implementation, and budget limitations can limit service quality. Equipment resources such as buildings and other facilities are also important to facilitate service. Information about how to implement policies and the authority of institutions to make decisions also influences policy implementation. In the Balangan Regency DPMPTSPPTTK Service, the number of archival human resources is very insufficient, there are only two archivists without archive managers, and equipment resources are still limited. However, this agency is trying to meet the need for archival equipment and improve the quality of human resources through recruitment and training.

Disposition according to Edwards III (in Widodo, 2018) is the tendency of policy implementers to implement policies. This desire is influenced by knowledge, deepening and understanding of the policy, which influences attitudes of acceptance, neutrality or rejection. A high disposition influences the level of success of policy implementation. The disposition of the leadership of the Balangan Regency DPMPTSPPTTK Service towards the administration of archives is very high, showing commitment to bureaucratic reform. However, this high disposition has not reached all levels of executive positions, many ASNs do not yet have the awareness and responsibility to manage records properly. The priority of this service is to increase awareness and responsibility of ASN to manage archives, in line with the objectives of the National Archives Awareness and Orderly Movement (GNSTA).

An efficient and non-fragmented bureaucratic structure is important for effective policy implementation (Edwards III, in Mubarok et al., 2020). The bureaucratic structure of the Balangan Regency DPMPTSPPTTK Service is performance-based and efficient, simplifying

echelonization and aligning with strategic plans. An efficient structure increases effectiveness in achieving development performance targets, avoiding communication failures and information distortion that can hamper policy implementation.

CONCLUSION

Based on research results, the archives management policy at the Balangan Regency Investment and One-Stop Integrated Services, Transmigration and Manpower Service (DPMPTSP) shows that effective communication is the key to achieving successful archives management, with a significant increase in communication between departments since 2019 which has had an impact positive for archive management in 2022. However, limited human resources, especially the number and quality of archivists, remain a major challenge even though budget resources are sufficient. A strong disposition from the leadership towards the administration of archives is visible but not evenly distributed at all levels of office, so the awareness and responsibility of ASN needs to be increased. An efficient and non-fragmented bureaucratic structure is important in implementing archive management policies, but the Department still needs to prepare SOPs related to archive management to ensure better technical implementation. To support the effectiveness of archive management, it is recommended that the Balangan Regency DPMPTSP improve internal communication, increase the number and quality of human resources, adjust their disposition to environmental conditions, and improve the bureaucratic structure. DPMPTSP Balangan Regency also needs to add archivists and archive managers through the formation of functional archivist positions and the appointment of archive managers.

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