

ARCHIVAL HUMAN RESOURCES DEVELOPMENT STRATEGY IN THE IMPLEMENTATION OF ELECTRONIC-BASED GOVERNMENT SYSTEMS

Wirastri Dyah Puspita

Arsip Nasional Republik Indonesia

E-mail: wirastri.asti@gmail.com*

Lufi Herawan

Arsip Nasional Republik Indonesia

E-mail: lufi.herawan@gmail.com

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Abstract

The development of information and communication technology had a fundamental impact on the records sector, including changing the way managed records conventionally to digitally. Archival human resources play an important role in the implementation of the Electronic Based Government System not only in terms of quantity but also quality. However, to answer this, regulations regarding the functions, duties and authority of archival human resources are no longer relevant, there is no road map for the development of archival human resources, and there is no database for developing archival human resources, also the test not yet able to measure the competency archival human resources in implementing Electronic Based Government System. This research aims to provide input to policy makers for the development of archival human resources in the implementation of the Electronic Based Government System. The research was carried out using descriptive methods in the form of library research, where data was taken from books, articles, regulations and other document sources. The analysis uses SWOT to obtain recommendations for problem solving which are outlined in the strategy. The conclusion for this research is to increase the commitment of leaders and employees, expand understanding of the role of archival human resources, and optimize the use of budget and infrastructure. Increased awareness and understanding of the important role of archival human resources. There is an updated and comprehensive road map for developing archival human resources, technical competency standards that include ICT competencies, as well as an adequate database for archival human resource development.

Keywords: Archival Human Resources, Archival Human Resources Development, Electronic Based Government Systems, e- Government, Human Resources

INTRODUCTION

The rapid development of information and communication technology has brought changes to the way of life, mindset, and way of working of humans both in personal life and in social interactions. The advancement of information and communication technology is part of the Industrial Revolution which has gone through several stages. The use of very rapid technological developments in the industrial world today is called the industrial revolution 4.0. The use of Information Systems has become a necessity at this time, not only in the industrial world but also in the field of records management (Herawan, L., 2020). The development of information and communication technology has influenced changes in the work system of an

organization, including in government institutions. The impact extends to every level of government bureaucracy. The responsive steps of the Indonesian Government began in 1997 with the formation of a telematics coordination team during the administration of President Soeharto and were further strengthened by the launch of the e-Government policy in 2003 during the administration of President Susilo Bambang Yudhoyono. Continued with the establishment of the National Information and Communication Technology Council in 2006, until the issuance of Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE) to provide a legal basis for the development and implementation of SPBE, as well as the implementation of government from central agencies to regional governments, so that the implementation of government in the form of administration and public services becomes more effective, efficient, accountable, and transparent (Herawan, L., & Ilmuse, D.I., 2018). This change certainly has a fundamental impact on the field of records management. This change affects the approach of records management which has changed from traditional to digital (digital transformation of archiving). There is a need to be new ways of managing records in this era of technological disruption by using digital technology. In his speech on the 50th archive day, Indonesian President Joko Widodo invited all archivists to abandon inefficient methods. "Leave the old way, which is inefficient, slow to find, and storage is scattered everywhere" (Kominfo, 2021).

In carrying out the President's mandate, the policy of the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 679 of 2020 concerning General Applications in the field of records management (AUBKD) has been established by building the Integrated Records Information System (SRIKANDI) application. SRIKANDI is a development of the Records Information System (SIKD) (Herawan, L., 2023). The objectives of AUBKD include uniformity and integration of electronic records management, ensuring clean, effective, transparent and accountable government governance through the implementation of SPBE in the field of records management in the central agencies and regional governments (Herawan, L., 2023). The implementation of the SRIKANDI application as the implementation of SPBE in the field of records management in all government agencies is a mandate of the National Archives of the Republic of Indonesia (ANRI) in implementing digital transformation in the field of records management. This transformation/change requires more than just technology but also various other variables that also influence it (Center for Research and Development of the ANRI Archiving System, 2019). One of the important variables is the capacity of Archival Human Resources. The readiness and skills of Archival Human Resources in saving records in the SPBE era are key factors in achieving the effectiveness and sustainability of digital transformation of archival affairs.

Archival Human Resources plays a crucial role in the implementation of SPBE in the records management in each agency because of their technical competence and understanding of information technology, policies, and procedures required. They are responsible for change management, ensuring the quality and security of information, and improving efficiency and productivity through effective digital records management. Skilled Archival Human Resources also helps in providing better public services by increasing accessibility and responsiveness to information requests. Therefore, the success of SPBE implementation is highly dependent on the quality and capability of Archival Human Resources in carrying out their roles and responsibilities. This is in line with the strategic plan for the implementation of SPBE according to Presidential Regulation Number 95 of 2018, there are 4 (four) strategic initiatives, namely SPBE governance, SPBE services, information and communication technology (ICT), and SPBE

Human Resource . Understanding and improving the competence of Archival Human Resources in the field of ICT is essential in facing the challenges of digital transformation of records.

In accordance with Law Number 43 of 2009 on Archives, ANRI is responsible for conducting archival development at the national level. This includes development of Archival Human Resources which includes provision of needs, implementation of technical guidance and training programs to improve competence and ensuring the effectiveness of regulations related to the functions, duties, and authorities of Archival Human Resources. In the context of implementing SPBE, the need for Archival Human Resources is not only limited to quantity, but rather to developing quality. The competence of Archival Human Resources is not only limited to conventional records management, but also includes a deep understanding of the development of information and communication technology in the field of archives and electronic records management. In order to realize quality Archival Human Resources who have competence in carrying out records management tasks in the SPBE era, ANRI is responsible for designing a framework for fostering and developing Archival Human Resources in the implementation of SPBE. Referring to the Regulation of the Head of ANRI Number 12 of 2017 concerning the Grand Design for Fostering Archival Human Resources, it is stated that the development of Archival Human Resources carried out by ANRI is through improving performance management and the quality of Archival Human Resources. However, the problem is that the strategy for developing Archival Human Resources has not supported the development of Archival Human Resources in the implementation of SPBE. Regulations related to the functions, duties, and authorities of Archival Human Resources are no longer relevant to the SPBE era, there is no road map for developing Archival Human Resources in the implementation of SPBE, there is no database for developing Archival Human Resources in the implementation of SPBE, and the implementation of training education and competency tests/certification have not been able to measure the competence of Archival Human Resources in the implementation of SPBE.

Based on the background of the problems described above, the author is interested in analyzing the strategies carried out by ANRI to develop Archival Human Resources in the implementation of SPBE. Previous studies that influenced this research include (Handayani, F. & Rahmita Sari, 2018) entitled Analysis of Professional Archivist Competence in Indonesia, (Hernawati, L., et al., 2022) entitled Strategy for Developing Archival Human Resources, (Rodin, R., et al., 2023) entitled Policy for developing and improving the quality of Archival Human Resources at the Library and Archives Service of Rejang Regency, and (Hayati, N., 2023) entitled Analysis of Archival Human Resources Competence at the State Islamic University of Maulana Malik Ibrahim Malang. Research that discusses the strategy for developing Archival Human Resources is not much and is relatively difficult to find, if there is, it only discusses the improvement and competence of Archival Human Resources in general. (Handayani, F. & Rahmita Sari, 2018) concluded that to develop archivist competency, references and articles are needed as references. (Hernawati, L., et al., 2022) concluded that to produce competent Archival Human Resources, continuous Human Resource development is needed, this is also in line with research (Rodin, R., et al., 2023). Meanwhile (Hayati, N., 2023) describes the emerging Archival Human Resources skill competencies. (Hernawati, L., et al., 2022) greatly influenced this study where the strategy analysis was carried out on the Regulation of the Head of ANRI Number 12 of 2017 concerning the Grand Design for Development of Archival Human Resources, which is the scope of this study. The use of the Regulation of the Head of ANRI is still considered relevant. Although there are previous studies based on the framework of the ANRI Head Regulation, the

studies above do not discuss the competency and strategy for developing Archival Human Resources competency in the implementation of SPBE. Based on this, the discussion of the strategy for developing Archival Human Resources competency in the implementation of SPBE is new in this study. This is very important and needs to be done immediately because in the implementation of the functional position of an archivist, the functions, duties, and authorities of Archival Human Resources are needed that are relevant to the SPBE era, there needs to be a road map for developing Archival Human Resources in the implementation of SPBE, the availability of a database for developing Archival Human Resources in the implementation of SPBE, and measuring the competence of Archival Human Resources in the implementation of SPBE.

Based on the description in the introduction above, the formulation of the problem in this study can be formulated as follows: What are the strategies for Archival Human Resources Development in the implementation of SPBE? The purpose and objective of this study is to determine the policies implemented by ANRI to develop Archival Human Resources in the implementation of SPBE. This study will discuss the development of Archival Human Resources in the implementation of SPBE in the field of records management. The discussion is limited by looking at the development of Archival Human Resources in the framework of ANRI Head Regulation Number 12 of 2017 concerning the Grand Design for the Development of Archival Human Resources.

Archival Human Resources

Human resources are the most strategic factor in running an organization or institution. According to (Sulistyowati, A., 2021) Human resources are people who employed by an institution as actors, thinkers, and planners to achieve organizational goals. In the context of archiving, good records management requires in-depth knowledge of records principles, archiving of filing techniques, records security, and best practices in the organization and preservation of archives, so it is very important to have qualified personnel (Rodin, R., et al., 2023). According to (Handayani, F. & Rahmita Sari, 2018) the provision of competent human resources to manage records requires adequate background knowledge and skills to support records management. Also, efforts to improve human resource skills in order to carry out their work. Archival Human Resources consists of 3 (three) main components, namely: 1). Structural officials in records management, 2). Archivists, and 3). General functions in records management. To carry out their duties, functions and roles, special expertise is required in records management (Rodin, R., et al., 2023), as well as meeting the required competencies.

Human resource development in the field of archives is aimed at improving performance and achieving organizational goals. Various benefits can be obtained by organizations by improving the competence of their human resources. It is very important for human resources to master skills and knowledge (Hernawati in Rodin, R. et al., 2023). To be able to carry out effective records management, archivists must continue to develop themselves and master the latest practices according to technological developments. Based on this, the development of Archival Human Resources is important because archives play an important role in providing access to information, preserving history, and supporting decision-making. Organizations will be better prepared to face future opportunities and challenges if they have quality human

resources and human resources that continue to develop (Heidjrachman in Rodin, R., et al., 2004).

Electronic-Based Government System (SPBE)

SPBE is a government administration that utilizes information and communication technology to provide services to SPBE Users. SPBE was known as E-Government or Electronic Government before the issuance of Presidential Regulation of the Republic of Indonesia Number 95 of 2018 concerning SPBE (Rusdi, R.M. Imam Rifai, Suci Flambonita, 2023). Previously, the assessment of e- Government success could be measured using the Indonesian e-Government Ranking (PeGI) instrument (Pusparani, N. A., et al., 2019). The government's need to keep up with changing times and public transparency is the basis for SPBE being important to implement (Anggraini, Dewi & Islami, Syaifuddin, 2021). One of its goals is to improve public services through the utilization of information and communication technology with reference to the principles of effectiveness, integration, continuity, efficiency, accountability, interoperability, and security. To support SPBE in the records management, the SRIKANDI application has been developed. Aplikasi SRIKANDI yang memadukan prosedur pengelolaan kearsipan dengan teknologi informasi dan komunikasi dapat digunakan untuk mewujudkan SPBE. After the implementation of SPBE in the records management, finally government administration activities can be connected using the SRIKANDI application in each agency with appropriate adaptation (Millenia, & Harapan T. RFS, 2023). In supporting the implementation of SPBE, human resources play the most important role in realizing an integrated and sustainable SPBE.

RESEARCH METHOD

This study uses a descriptive method in the form of library research or bibliographic research (also known as library research). Library research is research that uses library data collection techniques, which are then read, recorded, and further processed (Zed, M., 2018). Library research is also an activity that theoretically investigates scientific references related to the values, culture, and norms that exist in the social conditions being studied (Sugiyono, 2021). In this literature review, the author searches for and collects library data in the form of theories regarding the strategy for developing Archival Human Resources that ANRI has attempted to overcome the problems of Archival Human Resources. Data is taken from library research such as various sources of books and articles, regulations, laws, and other documentary sources related to the development of Archival Human Resources. Data sources that are in accordance with the objectives of the study are collected and analyzed. This is according to (Miles and Huberman quoted by Sugiyono, 2021: 322) who state that data analysis techniques are carried out through complete data collection activities, data reduction (data sorting and selection), data presentation, and drawing conclusions.

RESULT AND DISCUSSION

Factual Conditions and Data

Since the early 2000s, ANRI has raised the issue of electronic/digital records management as one of the priorities that continues to be considered. This is further strengthened by the mainstreaming of the Electronic-Based Government System (SPBE) in Indonesia today. Presidential Regulation Number 95 of 2018 emphasizes the importance of increasing human resource capacity in the implementation of SPBE through: 1) determining

SPBE competency standards, 2) developing human resource technical competencies, and 3) developing human resource career and remuneration patterns. The implementation of the

SRIKANDI application as the implementation of the SPBE policy mandate in the field of archives has become an obligation for all ministries/institutions including ANRI, in accordance with the provisions of Kepmenpanrb Number 679 of 2020 concerning AUBKD. As a national archival and development institution, ANRI has initiated various programs to ensure the success of the implementation of SRIKANDI. In terms of developing Archival Human Resources, ANRI has carried out various activities to improve records management using SRIKANDI such as socialization, technical guidance on records management, training on the use of the SRIKANDI application, competency tests/certification of Archival Human Resources, and others. In order to produce quality Archival Human Resources, ANRI carries out competency-based Archival Human Resources development in accordance with the Regulation of the Head of ANRI Number 12 of 2017 concerning the Grand Design of Archival Human Resources Development. The success of archival human resources development is measured by the achievement of improving performance management and improving the quality of Archival Human Resources, as a response to the demands of technological developments, shifts in governance (governance issues), and archive decentralization policies and regional autonomy.

Improving the Performance Management of Archival Human Resources

Referring to the Grand Design for Development of Archival Human Resources as stated in the Regulation of the Head of ANRI Number 12 of 2017, there are several activities that have been carried out by ANRI, namely:

- a. Strengthening regulations related to the development of Archival Human Resources.

ANRI seeks to make regulations related to Archival Human Resources effective. Although regulations related to the development of Archival Human Resources, especially in this case related to archivists, have been prepared, there are still obstacles in accommodating the duties, functions, roles, and authorities of Archival Human Resources in the implementation of SPBE.

This can be seen through the regulations related to the implementation of the duties of the Archivist. In ANRI Regulation Number 4 of 2017 concerning the implementation of the duties of the Functional Position of Archivists, the duties of archivists are grouped into 4 (four) main tasks, namely: 1). Records Management (PAD), 2). Archives Management (PAS), 3). Archival Development (PK), and 4). Records Processing and Presentation into Information (PAPAMI). In relation to the use of SRIKANDI, the activities of archivists should include electronic-based records management. However, the main duties of Archivists that have been stipulated in the regulation are not yet broad in accommodating activities related to ICT. For example, in the first main task, namely PAD, the focus of the work description and details of the duties are still on conventional records management, without utilizing information technology. In the details of these duties, there is no emphasis on electronic-based records management. Then in the main task of PAS, the description and details of the archivist's duties only accommodate a small part of records management activities with the use of ICT. When talking about digital records management, the archivist's duties must include preserving digital records, and this has not been accommodated in the main duties of the PAS. The main duties of PAPAMI are the main duties that best accommodate the description of the Archivist's duties related to the use of ICT. In the details of his duties, it

can be seen that the archivist must be able to identify, analyze and process records to then present the information, input records data, and serve it to the public.

Furthermore, in the context of the SPBE human resource technical competency standards mandated in Presidential Regulation Number 95 of 2018, it can be observed that the technical competency standards for the functional position of archivist that have been set do not fully cover adequate ICT competencies. By only setting 4 (four) technical competencies for Archivists, namely: records management, archives management, archiving development, and records processing and information presentation, the technical competency standards for archivists can be said to be still very minimal. The biggest challenge for Archivists in managing records in the SPBE era is when their roles and competencies are juxtaposed with Computer Administrators. With the development of ICT, the opinion has begun to emerge that the profession of Archivist will disappear and will be replaced by machines, so that the profession of Computer Administrator will play a greater role in designing government service information systems. In fact, when SPBE is implemented, public services will automatically produce electronic records as evidence. Electronic records are a new form of records in government, although there are still conventional records (paper media) (Kemoni, H. N., 2009). The management of electronic/digital records created from public service transactions must be managed properly, and the Archivist is responsible for ensuring that the archives generated in the information system are managed properly. This includes the classification, storage, maintenance, and destruction of records in accordance with applicable regulations. Based on this, the Archivist has an important role in the SPBE business process. Archivists and Computer Administrators have different roles and competencies, but both are essential so they must complement each other for the success of effective and efficient SPBE development.

From what has been described above, it is absolutely necessary to formulate ICT competencies in the technical competency standards of Archivists. Competency indicators related to the management of digital records/ICT at each level of archivist positions must be clearly described.

b. Coordination and synergistic cooperation with various parties..

In the context of implementing SRIKANDI, there needs to be an effort to form a strong synergy to build a digital archival ecosystem. However, so far what ANRI has done has not focused on how to build awareness and understanding among all parties involved about the importance of the role of Archival Human Resources in managing records in the SPBE era. ANRI has not developed a strategy to optimize the role of Archival Human Resources in implementing SPBE. As research (Kane, G. C., et al., 2015) quoted in the study of the digital archival ecosystem, "this digital transformation is not just a matter of technology, but more of a matter of strategy".

c. Development of a database for developing Archival Human Resources.

In order to monitor, assess and evaluate archivists in terms of the qualifications required for each position, the competencies they possess whether they are in accordance with the applicable job competency standards and the performance they possess, ANRI has built an information system for developing Archival Human Resources (SiArsiparis). The features and functionalities of SiArsiparis that have been built have functionalities or services in the

form of: (1) Management of Databases and Profiles of Archivist Functional Positions, (2) Certification Services (Competency Tests) for Archivist Functional Positions, and (3) Performance Achievement Assessment Services for Archivist Functional Positions.

In the context of developing Archival Human Resources in the implementation of SPBE, the obstacles faced in building SiArsiparis are the inability to collect information related to the availability of Archival Human Resources with an ICT education background, and the competency gap of Archival Human Resources related to ICT. Both pieces of information are needed because by knowing Archival Human Resources who have an ICT background, ANRI can find out the number of Archival Human Resources who have superior digital literacy compared to Archival Human Resources who do not have an ICT background. So this can be a consideration in implementing the strategy to accelerate the development of Archival Human Resources in the implementation of SPBE. Then information related to the competency gap of Archival Human Resources related to ICT, this is also very much needed as a material for decision making to determine the form of increasing the competency of Archival Human Resources. However, this is very closely related to the competency standards of Archival Human Resources in the implementation of SPBE which have not been prepared by ANRI.

- d. Preparation of the basic framework for the development of Archival Human Resources through the preparation of detailed work steps (road map).

ANRI periodically manages programs, facilitates access to activities, monitors and evaluates Archival Human Resources development activities according to the provisions. program in the implementation of SPBE, ANRI needs to refer to the road map for the development of Archival Human Resources. The road map for the development of archival resources presented in the Regulation of the Head of ANRI Number 12 of 2017 concerning the Grand Design for the Development of Archival Human Resources has not been updated. The road map only covers the program plan from 2016 to 2019 and does not provide specific details regarding the Archival Human Resources development program in the context of the implementation of SPBE.

Improving the Quality of Archival Human Resources

In the context of improving the quality of Archival Human Resources in the implementation of SPBE, it can refer to the Regulation of the Head of ANRI Number 12 of 2017 concerning the Grand Design for Development of Archival Human Resources, which can be carried out through several activities, namely: (1) Implementation of technical guidance based on competency standards. In improving the understanding of Archival Human Resources related to electronic records management, ANRI has carried out several work programs, including the implementation of technical guidance related to electronic records management, technical guidance related to the use of records information systems, and others, (2) Implementation of archival education and training activities (diklat) both functional and technical that are measurable according to the provisions of the curriculum that refer to the applicable competency standards, and (3) Assurance of the quality of Archival Human Resources by implementing competency tests/certification of Archival Human Resources to assess professionalism, expertise and service according to the applicable competency standards.

Based on the activities that have been carried out by ANRI, both technical guidance, education and training, and competency tests, are carried out by referring to the applicable

competency standards. The current problem is that the applicable competency standards do not provide clear guidance in the context of Archival Human Resources competency in the implementation of SPBE. So this also affects the material in the training curriculum and competency tests/certification of Archival Human Resources which have not fully directed at the implementation of ICT-based records management. In addition, improving the quality of Archival Human Resources also often faces significant classic challenges. The limited training program budget is often unable to meet urgent training needs. In addition, the available infrastructure is also inadequate to support effective training. The existing curriculum has not been directed at developing the competency of Archival Human Resources in the implementation of SPBE, because there are no clear and comprehensive competency standards. This condition is exacerbated by the implementation of training, which is centralized at ANRI, causing long queues for participants who want to take part in training. The implementation of technical guidance and certification is still very limited, which further hampers the improvement of the quality of human resources in archiving. These obstacles require strategic solutions that can ensure the development of human resources in achieving sustainable and in accordance with the demands of the digitalization era.

Expected Conditions

Based on the factual conditions and data presentation described above, the expected conditions to realize the development of Archival Human Resources in the implementation of SPBE are: (1) The expansion of the functions, duties, roles, and authorities especially archivists as Archival Human Resources who play a key role in managing records in the SPBE era, (2) The existence of competency standards in the implementation of SPBE. Adequate ICT technical competency standards are a reference in improving and developing Archives Human Resources in implementing SPBE, and (3) The availability of a coaching database in the implementation of SPBE as a source of information related to the number of human resource in SPBE, educational qualifications, competencies, types of competency development, etc. The existence of a road map for the development of Archival Human Resources in the implementation of SPBE, as a reference for work steps and targets that must be achieved by ANRI.

Problem Analysis

From the problems that have been described above, the next step is to analyze the problems using the SWOT analysis method as follows:

Tabel 1. Results of Problem Analysis Using the SWOT Method

S: Strength:	O: Opportunity:
<ol style="list-style-type: none"> 1. Archives play an important role in transparency, accountability, and continuity of government administration 2. Archival Human Resources are an essential factor in the implementation of SPBE because they have in-depth knowledge in records management 3. Archival Human Resources can ensure that records created electronically from transactions on SPBE have been managed properly in accordance with applicable regulations 	<ol style="list-style-type: none"> 1. Government policies related to SPBE support the development of human resources in the implementation of SPBE 2. Collaboration with other Ministries/Institutions and expertise in the field of ICT to develop Archival Human Resources in the implementation of SPBE 3. Opportunities for developing training and certification to improve the competence and competitiveness of Archival Human Resources in the SPBE era
W: Weakness	T: Threat

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| <ol style="list-style-type: none"> 1. The commitment of leaders and employees, especially in work units responsible for formulating policies for developing Archival Human Resources in the implementation of SPBE is still low 2. Limited understanding of the role of Archival Human Resources in the implementation of SPBE due to the lack of reference materials, such as study literature and discussion forums to explore this understanding from experts or competent parties 3. Limited budget, infrastructure, and human resources to develop Archival Human Resources in the implementation of SPBE through training, certification/competency tests, and development of coaching databases | <ol style="list-style-type: none"> 1. The rapid development of ICT makes the competence of Archival Human Resources obsolete if not balanced with continuous development 2. The competence and role of Computer Administrators are considered more relevant and play a role in SPBE 3. Archival Human Resources, especially the profession of archivists, can be lost and replaced by machines if they do not expand their duties, functions, roles, and competence in the implementation of SPBE |
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Strategy for Developing Archival Human Resources in the Implementation of SPBE

Based on the formulation of the analysis above, the following problem-solving recommendation formulation was obtained:

Tabel 2. Problem-Solving Recommendation Formulation

Strategy S-O	Strategy W-O
<ol style="list-style-type: none"> 1. In the optimal implementation of SPBE, Archival Human Resources is an essential factor to ensure that electronic records management is carried out in accordance with applicable rules, and to ensure that the electronic records created remain intact, authentic and reliable. Therefore, regulations/policies related to the duties, functions, roles and competencies of Archival Human Resources in the implementation of SPBE that are clear will optimize the goals and objectives of SPBE 2. Government policies related to SPBE support the development of human resource competencies involved in SPBE in a sustainable manner. Therefore, in the implementation of SPBE, the goals and performance targets of ANRI as the National Supervisory Agency must be clear, precise and systematic. 	<ol style="list-style-type: none"> 1. The limited understanding of the role of Archival Human Records in the implementation of SPBE can be overcome by building a culture of knowledge sharing with experts and ICT through appropriate methods 2. Actual reference materials are needed in formulating policies related to the tasks, functions, roles and competencies of Archival Human Records in the implementation of SPBE. Therefore, studies/research, and accurate competency databases are needed and can be developed through collaboration with various parties. 3. Improving the quality of Archival Human Records in the implementation of SPBE can be obtained through competency development programs such as technical guidance, workshops, socialization, etc. The limited resources in this regard can be overcome through collaboration with various parties such as professional organizations, and archival institutions abroad.
Strategy S-T	Strategy W-T
<ol style="list-style-type: none"> 1. The need to develop sustainable training and certification programs. This program can collaborate with higher education institutions, professional organizations, and overseas 	<ol style="list-style-type: none"> 1. The need to hold regular meetings, seminars, and workshops involving leaders and employees to improve their understanding of the importance of developing Archival Human Resources in SPBE

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- archival institutions that are more qualified regarding electronic records
2. The importance of the role of Archival Human Resources, especially the profession of archivists with the threat of the role of computer institutions in the implementation of SPBE can be overcome by increasing collaboration between archivists and computer institutions. For this reason, a work team can be formed between work units, agencies, and hold regular meetings to share knowledge in designing, maintaining, and implementing SPBE.
 2. The need to form a community of practice or discussion forum involving leaders, archivists, experts, and computer administrators to share knowledge and experiences
 3. The need to optimize the use of existing budgets by focusing on priority programs, seeking partnerships with other institutions, both government, private, and international to obtain financial support, training, and infrastructure
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Based on the results of the analysis above, the author argues that the development of Archival Human Resources in the implementation of SPBE needs to be maximized on the target of ANRI as the national fostering agency. Therefore, several strategies can be determined that can be carried out:

- a. Preparing a road map for developing Archival Human Resources in the implementation of SPBE

Development of Archival Human Resources in the implementation of SPBE is greatly influenced by commitment and policy, thus establishing a road map to provide input to the leadership that development of Archival Human Resources in the implementation of SPBE needs to be implemented with clear time stages, and the road map is a plan set out in the Grand Design for Developing Archival Human Resources in the implementation of SPBE.

Tabel 3. Roadmap Plan for Development of Archival Human Resources in the implementation of SPBE

In 2025	In 2026	In 2027	In 2028
1. Building partnerships for developing human resources for archiving in the implementation of SPBE.	1. Formation of cross-work unit and cross-organizational teams	1. Improvement and determination of technical policies for the implementation of tasks, functions, roles and authorities of Archives HR in the implementation of SPBE	1. Implementation of competency improvement through technical guidance, socialization, and training for Archives HR in the implementation of SPBE
2. Implementation of research and knowledge sharing with expertise in the field of digital archiving at home and abroad.	2. Active discussions with expert staff in ANRI, Ministry of PANRB, Professional Organization of Archivists (AAI), and Universities	2. Preparation of the draft of Archival HR Competency Standards in the implementation of SPBE	2. Implementation of competency tests/HR certification Archiving in the implementation of SPBE
	3. Preparation of a draft of technical policies for the implementation of tasks, functions, roles and authorities of Archives HR in the implementation of SPBE	3. Improvement and determination of competency standards for Archival HR in the implementation of SPBE	
	4. Random testing of technical policies for implementing tasks, functions, roles and authorities of Archives HR in implementing SPBE	4. Development of SPBE Archives HR Database	

b. Determining effective active discussion and knowledge sharing methods

Active discussions and knowledge sharing are conducted to improve knowledge and implementation of best practices related to SPBE for leaders and archivists and parties involved in the formulation of policies/regulations related to the role and competence of Archival Human Resources in the implementation of SPBE. Effective methods that can be selected include: 1). Knowledge Management Method: Knowledge management is a way to encourage all parties involved to actively participate in sharing knowledge that can be utilized in formulating policies and implementing the development of Archival Human Resources. Knowledge management can help ANRI in identifying, selecting, organizing, distributing, and transferring important information and expertise to someone, and 2). Focus Group Discussion (FGD) Method: FGD is carried out routinely and on schedule with expertise personnel from the Ministry of PANRB, the Archivist Professional Organization (AAI), and Universities.

c. Building partnerships with related parties

Building partnerships with related parties needs to be done for program efficiency and effectiveness. Collaboration with various parties can help in the development of sustainable Archival Human Resources. The partnership or collaboration in question is in terms of implementing training/technical guidance/workshops, providing assessors in the SPBE field, conducting research, and strengthening the database for developing Archival Human Resources in the implementation of SPBE. The partnerships in question include: 1). Implementation of knowledge sharing, training/technical guidance/workshops is carried out by building partnerships between ANRI and archival institutions abroad that are more advanced in terms of research, implementation of digital archiving, and development of their human resources. ANRI also collaborates with professional archival organizations in implementing training/technical guidance for human resources for archives in the country, 2). Research is carried out by building collaboration with the National Research and Innovation Agency (BRIN). With in-depth expertise and extensive research capacity in various fields, collaborating with BRIN will be very beneficial in conducting comprehensive and in-depth research on the needs and development of human resources in the implementation of SPBE, 3). Strengthening the database for developing Archival Human Resources by building cooperation between ANRI and the State Civil Service Agency (BKN). BKN manages comprehensive and integrated national personnel data so that it can be used to collect information on Archival Human Resources who have an ICT education background, in addition BKN can help develop a competency test/certification system to measure the competency gap.

CONCLUSION

From the data and facts presented above, the author concludes that although ANRI has initiated various programs to ensure the success of SPBE implementation, challenges still exist in developing quality Archival Human Resources. Various activities to improve records management using SRIKANDI, such as socialization, technical guidance, training, and certification, have been carried out, but are not yet fully adequate in answering the demands of the digitalization era.

The main weaknesses lie in the low commitment of leaders and employees, limited understanding of the role of Archival Human Resources in SPBE, and limited budget and infrastructure. In addition, existing regulations, including ANRI Regulation Number 4 of 2017,

have not adequately accommodated the tasks and functions of archiving related to ICT. Technical competency standards for archivists are also still minimal, not reflecting the ICT competency needs required in the context of SPBE.

External challenges, such as the rapid development of ICT and the perception that Computer Administrators are more relevant in the implementation of SPBE, increasingly emphasize the importance of developing Archival Human Resources competencies. The archivist profession is at risk of being displaced if it is unable to expand its role and competency in the implementation of SPBE. To overcome this obstacle, the strategy is to increase the commitment of leaders and employees through advocacy and socialization, expand understanding of the role of Archival Human Resources through the provision of reference materials and discussion forums, and optimize the use of budget and infrastructure through partnerships and budget efficiency. In addition, ongoing training programs that keep pace with ICT developments, as well as redefining the role of archivists by expanding tasks that include ICT aspects, are essential.

Awareness and understanding of the importance of the role of Archival Human Resources in SPBE must be increased, with a focus on building a digital archival ecosystem. The existence of an updated and comprehensive Archival Human Resources development road map, technical competency standards that include ICT competencies, and an adequate Archival Human Resources development database will be the main pillars in achieving the success of Archival Human Resources development in SPBE. Thus, ANRI must commit to expanding the functions, duties, and roles of Archival Human Resources, and ensuring that ICT technical competency standards in archiving are adequate and clearly described. Strong synergy between archivists and Computer Administrators and other related professions must also be built to support the implementation of effective and efficient SPBE. Only with integrated and sustainable efforts can Archival Human Resources play a maximum role in the era of government digitalization, maintaining the integrity and authenticity of electronic archives, and supporting better governance.

SUGGESTION

Based on the conclusions in this study, the author can provide the following suggestions: (1) ANRI leaders need to make the development of Archival Human Resources in the implementation of SPBE as an urgent priority. This can be done by allocating adequate resources and providing strong support from leaders, (2) It is necessary to increase the integration of Archival Human Resources development into ANRI's strategic plan to ensure commitment at all levels, (3) It is necessary to immediately make the preparation of policies/regulations effective as an operational basis related to the development of Archival Human Resources in the implementation of SPBE. Among other things, this relates to expanding the functions, duties and roles of Archivists in implementing SPBE, and including the required ICT competencies in Archivist competency standards, (4) It is necessary to strengthen synergy between work units in ANRI, synergy with related Ministries/Institutions, Archivist Professional Organizations, as well as synergy between professions related to information governance to ensure effective integration between records management and information systems.

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