ANALISIS KEBIJAKAN DIGITALISASI KEARSIPAN DINAMIS DALAM REFORMASI BIROKRASI DI DINAS PERPUSTAKAAN DAN KEARSIPAN KOTA BLITAR

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Abstract

Dynamic archiving digitization is a form of optimizing the development and utilization of e-government, to create good governance towards sustainable integrated information so as to overcome problems in archive management activities. The purpose of this study is to describe the analysis of dynamic archiving digitization policies in bureaucratic reform at the Blitar City Library and Archives Service and to describe the supporting and inhibiting factors in the analysis of dynamic archiving digitization policies in reform at the Blitar City Library and Archives Service. The method used in compiling this final assignment is descriptive qualitative research with data collection methods in the form of in-depth interviews with 9 (nine) informants, observation, and documentation. Data analysis was carried out by data reduction, presentation or display of data and conclusions or verification. The results of the study found that the implementation of dynamic archiving digitization in bureaucratic reform at the Blitar City Library and Archives Service was based on policy stages with an empirical approach with a retrospective model. In line with the optimization of the archiving system within the framework of e-government, optimization is needed at the monitoring and evaluation stages, and participation needs to be increased on the part of the community. In the employee participation indicator, namely joint commitment and readiness to accept change, community participation in public services provided by the City of Blitar, in law enforcement there needs to be strict sanctions against employees who do not implement the rules for digitizing dynamic archives, and in the diverse responsiveness of employees so that periodic socialization and technical guidance are needed. Supporting factors and inhibiting factors for the analysis of dynamic archive digitization policies in bureaucratic reform at the Blitar City Library and Archives Service can be seen from the flow of policy stages which will later be used as a determinant of policy and direction for the sustainability of archive digitization at the Blitar City Library and Archives Service.
Keywords: Dynamic Archive Digitalization, City Library, Blitar Archives Service, Bureaucratic Reform.

INTRODUCTION

Since 1998, the national reform movement has brought fundamental changes to the governance system in Indonesia. The implementation of bureaucratic reform is currently in the third period of the Grand Design of Bureaucratic Reform (GDRB) 2010-2025, namely 2020-2024 with the target of a clean and accountable bureaucracy, a capable bureaucracy, and excellent public services. According to [1, p. 11], "Good archive management is needed to facilitate the retrieval of archives, but in reality not all organizations

are able to manage archives well, what needs to be given to office archives is a good management system, so that with a good management system the system will be able to help support work efficiency in terms of providing information ". Reinforced by the opinion of [2] that "Office activities are often hampered due to problems in archive management activities. The existence of obstacles in the management of these archives can have a negative impact on overall office activities". As a result of all that, it also has an impact on society which results in being burdened with high economic costs every time they deal with bureaucracy. Uncertainty of time, rates/costs, and who is responsible for the services provided are some empirical facts about how weak bureaucratic services are in Indonesia.

This era of the industrial revolution 4.0 also requires institutions/organizations to be able to master everything that smells digital, such as the digital revolution, digital information, digital archives, and so on. The California Department of General Services (DGS) State Records, explains that electronic archives are information that is created and stored in digital format through storage devices on computers and to be able to read them using the help of applications [3]. With the existence of electronic archives, it will make it easier for users, communities, and the public to access digital archives from anywhere and anytime and is not limited by the distance and time specified [4]. In addition, in order to meet the demands of the community for bureaucratic performance, the government is carrying out reforms where in accordance with Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE), a new chapter for governance or government management in Indonesia.

Based on Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems [5], one of the mandates that must be implemented

immediately is the acceleration of SPBE. The goal is to accelerate the implementation of integrated shared general applications for all government agencies. In this case, there are four quick wins in the implementation of general applications. First, integration of planning, procurement, performance and monitoring evaluation. Second, integration of personnel services, third integration of archiving services, and fourth integration of public complaint services. Meanwhile, there are also two quick wins in terms of SPBE infrastructure, namely the national data center and intra-government network. The existence of the SRIKANDI application is regulated in the Decree of the Minister of Empowerment of State Apparatus and Bureaucratic Reform Number 679 of 2020 [6], concerning General Applications in the Dynamic Archiving Sector. This regulation is the implementation of the provisions of Article 36 and Article 43 of Presidential Regulation Number 95 of 2018 [5], concerning Electronic-Based Government Systems. The policy states that every central and regional agency is required to switch to using the Integrated Dynamic Archiving Information System (SRIKANDI) application in the creation of official documents, their distribution and archiving.

Based on the researcher's initial observations, according to the results of the internal archival supervision survey carried out by the Blitar City Library and Archives Service, until the end of 2020 the SRIKANDI application had not been implemented. Reported from the websitepemerintahkotablitar.go.id, Drs. H. Santoso, M.Pd, Mayor of Blitar 2021-2024 said that in 2023 through a policy analysis process, namely the Decree of the Mayor of Blitar Number 188/249/HK/410.010.2/2022 [7], concerning the Implementation of the Integrated Dynamic Archival Information System, the SRIKANDI Application was finally implemented and became one of the implementations of the regional government's

mission as stated in the 2021-2026 Regional Medium-Term Development Plan (RPJMD). Namely to realize good and clean governance based on information technology." Head of the Blitar City Library and Archives Service, added that by August 2023, thirty regional devices had used the SRIKANDI application, including three sub-districts within the Blitar City Government.

The implementation of dynamic archiving digitization at the Blitar City Library and Archives Service still has problems, especially in the implementation of policies, namely in human resource factors, budget, facilities and infrastructure, and methods applied. In this case, a policy analysis is needed by considering the urgency, driving factors and inhibiting factors so that the direction of the digitalization policy at the Blitar City Library and Archives Service can be implemented optimally for the realization of bureaucratic reform towards good governance.

RESEARCH METHODS

The research method is a way to gain knowledge about a particular object and therefore must be in accordance with the nature of the object's existence as stated by the theory [8]. According to Creswell in [9] that qualitative descriptive analysis is data collected in the form of words or pictures so that it does not emphasize numbers, where the collected data is analyzed and then described so that it is easy for others to understand. In this study, the method used is a qualitative descriptive method by prioritizing the description of data through words that contain thousands of meanings. Researchers use qualitative methods to determine the digitalization of archiving in bureaucratic reform at the Blitar City Library and Archives Service so that a deep understanding of the phenomenon is obtained to produce a discovery or the expected data. The data obtained by researchers in the field are categorized according to the main problem so that researchers can more easily see the

relationship between one data and another. Descriptive presentation/display helps researchers to be able to understand the main problem in depth so that researchers can easily draw research conclusions. In this study, primary data obtained from data sources came from informants who were directly involved as implementers of the program and observations. Secondary data in this study is data that can be searched for reading sources in the form of documents, reports, journals, or books related to the focus of the study. Informants from this study are divided into, among others:

- Key Informants: Tasks executor Head of the Blitar City Library and Archives Service, Head of the Blitar City Communication, Informatics and Statistics Service and Head of the Organizational Section of the Blitar City Regional Secretariat.
- Main Informants: Head of Archives Division of the Blitar City Library and Archives Service, First Expert Archivist - Blitar City Library and Archives Service, First Expert Archivist - Blitar City Library and Archives Service, Skilled Archivist - Blitar City Library and Archives Service and Skilled Archivist - Blitar City Library and Archives Service.
- Additional Informant: Young Expert Policy Analyst - Organization Section of the Regional Secretariat.

This study will use the triangulation examination technique with data analysis techniques according to [10], namely this analysis technique has three flows used, namely data reduction, data presentation or display and conclusions or verification.

RESULTS AND DISCUSSION
A. Dynamic Archives Digitalization Policy Analysis at the Blitar City Library and Archives Service

According to [11, pp. 117–122] The empirical approach with a retrospective model emphasizes mainly on explaining the various

causes and effects of a particular public policy by analyzing and explaining the causes and consequences of public policies and programs, but does not pay attention to the development and testing of basic theories. The empirical approach with a retrospective model includes the identification of policy goals and objectives of policy makers and policy actors. Information on policy goals and objectives provides a basis for monitoring and evaluating specific policy outcomes, which can be used by practitioners to formulate policy problems, develop new policy alternatives, and recommend directions for action to solve problems. The process of analyzing dynamic archiving digitalization policies in bureaucratic reform at the Blitar City Library and Archives Service has been in line with the optimization of the archiving system within the e-government framework which includes: aspects of institutional management leadership (e-leadership); Human resources aspects; regulatory aspects at the institutional level related to the development of e-government (regulation). Evidence of conformity related to the process of analyzing the dynamic archive digitization policy at the Blitar City Library and Archives Service in bureaucratic reform, as follows:

Table 1. Analysis of Dynamic Archive Digitalization Policy at the Blitar City Library and Archives Service

1	**Policy Making**
a.	Based on the strategic issue that the Blitar City Library and Archives Service is having difficulty in retrieving archives.
b.	The formulation of the policy is in accordance with the regulations from the center.
c.	The preparation of the dynamic archiving digitalization policy is based on the Blitar City Regional Medium-Term Development Plan (RPJMD).
d.	Formulating policies based on strategic issues and dynamic archival problems and to realize good governance.
2	**Policy formulation**
a.	The policy formulation has been discussed by relevant policy makers.
b.	Policy formulation is based on consideration of human resource, organizational and technological dimensions.
3	**Policy adoption**
	Implementation of the SRIKANDI application by preparing human resources, infrastructure, and technology.
4	**Policy implementation**
	Monitoring and supervision are carried out by the Blitar City Library and Archives Service, the Blitar City Communication, Informatics and Statistics Service and the Organizational Section of the Blitar City Regional Secretariat.
5	**Policy evaluation**
	The evaluation was carried out by the Blitar City Library and Archives Service, the Blitar City Communication, Informatics and Statistics Service and the Organizational Section of the Blitar City Regional Secretariat.

B. Dynamic archiving digitalization policy in bureaucratic reform as an indicator of good governance.

When the dynamic archiving digitization policy analysis in bureaucratic reform at the Blitar City Library and Archives Service has been implemented, a performance assessment must be carried out with good governance indicators (UNDP, 1997), which include:
a. Participation;

b. Rule of law;
c. Transparency;
d. Responsiveness;
e. Consensus orientation;
f. Equity;
g. Efficiency and effectiveness;
h. Accountability; and
i. Strategic vision.

Table 2. Dynamic Archiving Digitalization Policy Analysis in Bureaucratic Reform Good Governance Indicators

1	Participation
	Employee participation Everyone already has an active role in implementing digitalization of archiving, almost everyone has a SRIKANDI account, what needs to be improved is the joint commitment and readiness to accept change.
2	Law enforcement
	In terms of regulations, it has been adopted from central regulations, namely regarding the implementation of the Electronic-Based Government System (SPBE) starting from the reasons why it was implemented to its implementation, even the Blitar City Library and Archives Service has reached the supervision, the results of which will later be used as the basis for evaluating the sustainability of the implementation of the integrated archiving system. The weakness is that there are no strict sanctions if this regulation is not implemented.
3	Transparency
	It has fulfilled the transparency element of the purpose of the direction of digitalization of archives, namely increasing archive security and being able to find archives quickly, precisely, and accurately with the help of social media. Public complaint services and the
	Government Agency Performance Accountability System (SAKIP) can also be seen by the public on the website of each agency.
4	Responsiveness
	The responsiveness of employees in responding to the implementation varies so that periodic technical guidance and information transfer are needed, related to the application having met the requirements of speed in public services and the ease of employees in running the application. Perhaps what needs to be improved is the speed of application access.
5	Consensus orientation
	Starting from planning to implementation, everything is based on a joint consensus which is useful for making decisions regarding performance in the following year, determining the priority scale for program targets and activity programs.
6	Equality and Justice
	The application is used and implemented for all employees and for the benefit of public services according to the proportion of tasks and functions.
7	Efficiency and effectiveness
	The analysis of the dynamic archive digitization policy has been said to be effective because the results of the dynamic archive digitization have been effective and efficient, effective because it can be measured with program parameters that can reach the interests of various groups. Efficient because with a limited budget it was decided to carry out the dynamic archive digitization.
8	Accountability
	The data generated from the digitization of dynamic archiving is

	truly accurate because it is based on data from the Government Agency Performance Accountability System (SAKIP) and is included in the Regional Medium-Term Development Plan (RPJMD) and there is monitoring, evaluation and supervision.		have not been carried out regularly.
		Full support from policy makers	Lack of employee adaptation related to transition.
9	**Sustainability Strategy (Strategic Vision)**	Monitoring, evaluation and supervision that has been carried out by related agencies such as the Blitar City Library and Archives Service, the Blitar City Communication, Informatics and Statistics Service, Section There are no strict sanctions for not implementing dynamic archive digitization. Organization of the Blitar City Regional Secretariat and the Regional Development Planning Agency.	There are no strict sanctions for not implementing dynamic digitalization of services.
	Analysis of the dynamic archive digitization policy at the Blitar City Library and Archives Service related to sustainability strategies, namely by looking at existing problems so as to produce an effective strategy in terms of improving performance, determining the priority scale of the program being run, which is then very important in its sustainability in the coming year, namely towards an integrated dynamic archive information system.		
		Supporting infrastructure for the digitalization of dynamic archives that has been prepared one year before the full implementation of digitalization.	Communication between policy makers (heads of regional apparatus) and policy implementers is less than optimal, so that problems in the field are not resolved immediately.
		The policy stages are in accordance with procedures.	The implementation of joint commitments between policy makers has not been maximized.

C. Supporting factors and inhibiting factors.

In the process of analyzing the dynamic archiving digitalization policy in bureaucratic reform at the Blitar City Library and Archives Service, there are supporting factors and inhibiting factors that can later be used as considerations and follow-up to policy directions. These factors include:

Table 3. Supporting factors and inhibiting factors

Supporting factors	Inhibiting factors
The policy stages are in accordance with procedures.	In terms of quantity, human resources have not been met.
There are archivists in regional apparatus.	In terms of the quality of human resources, training and socialization

There are archivists in regional apparatus.	The implementation of joint commitments between policy implementers is not yet optimal.		digitalizing dynamic archives.
Full support from policy makers.	The program budget is not yet optimal in each agency.		In terms of quantity, human resources have not been met.
Monitoring, evaluation and supervision have been carried out by related agencies such as the Blitar City Library and Archives Service.	There are no clear norms, standards, procedures and criteria.		In terms of the quality of human resources, training and socialization have not been carried out regularly.
Blitar City Communication, Informatics and Statistics Service, Blitar City Regional Secretariat Organization Section and Regional Development Planning Agency			Lack of employee adaptation related to transition.
			There are no strict sanctions for not implementing dynamic digitalization of records.
Supporting infrastructure for the digitalization of dynamic archives that has been prepared one year before the full implementation of digitalization.	There is no clear job description regarding the digitalization of dynamic archives in several regional/agency devices.		Communication between policy makers (heads of regional apparatus) and policy implementers is less than optimal, so that problems in the field are not resolved immediately.
Policy stages are in accordance with procedures.	Evaluation has not been carried out continuously.		The implementation of joint commitments between policy makers has not been maximized.
	Technical problems in using the application or website.		The implementation of joint commitments between policy implementers is not yet optimal.
	There is still a lack of infrastructure for		The program budget is not yet optimal in each agency.
			The absence of clear norms, standards,

	procedures and criteria.
	There is no clear job description regarding the digitalization of dynamic archives in several regional/agency devices.

CONCLUSION

The implementation of dynamic archiving digitization in bureaucratic reform at the Blitar City Library and Archives Service is based on policy stages with an empirical approach with a retrospective model. In line with the optimization of the archiving system within the framework of e-government with good governance indicators (UNDP, 1997), optimization is needed at the monitoring and evaluation stages, participation needs to be increased on the part of the community. In the employee participation indicator, namely joint commitment and readiness to accept change, community participation in public services provided by Blitar City, in law enforcement there needs to be strict sanctions against employees who do not implement the rules of dynamic archiving digitization, and on the diverse responsiveness of employees so that periodic socialization and technical guidance are needed. Supporting factors and inhibiting factors for the analysis of dynamic archiving digitization policies in bureaucratic reform at the Blitar City Library and Archives Service can be seen from the flow of policy stages which will later be used as a determinant of policy and direction for the sustainability of archiving digitization at the Blitar City Library and Archives Service.

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