Dimensions of Effectiveness in Organizing Archives at the Office of the Ministry of Religion of South Sulawesi Province

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Abstract

Effectiveness is the main reason modern offices manage records using electronic filing systems. This study focuses on elements of archival governance at the Office of the Ministry of Religion of South Sulawesi Province by looking at the effectiveness element. A qualitative research model with a case study method is used in this research. Data sources were obtained from interviews with informants selected according to research needs and to support primary data. The necessary document studies were also used: data analysis through data collection, reduction, data presentation, and conclusion. This study found clear SOPs for managing archives at the Office of the Ministry of Religion of South Sulawesi Province. However, the arrangement of archives was still carried out without being guided by existing regulations. At the Hindu Pembimas, archive shrinkage has never been carried out, and there has been no special guidance in managing archives. This is caused by a lack of support from the leadership and weak supervision of employees who do archive work. Support from the leadership is needed to realize a comprehensive and integrated national archive management system.

Keywords: *Good Governance; Effectiveness; Archives System*

Introduction

Bovaird and Loffer (2003) say that good governance carries several issues, such as stakeholder involvement, transparency, gender equality agenda, ethnicity, age, religion, ethics and honest behavior, accountability, and sustainability. In Indonesia, at the beginning of the third millennium, the demands for democracy had begun with different nuances from the previous demands for democracy for the sake of improving the government system. The concept of good governance in Indonesia originated from the monetary crisis that hit Indonesia in 1998. Good governance is applied to improve the delivery of public services and has become a modern paradigm for developing countries, including Indonesia.

There are several problems related to archival governance, including those revealed in a study conducted by Sumrahadi (2008), which raised issues related to Rethinking the Functions and Roles of Archives stating that archiving activities will run smoothly if supported by a standardized system that is applicable according to needs. This organization and system are specifically designed for the benefit of the relevant agency (tailor-made). Meanwhile, other supporting elements are Archives Human Resources, which can generally be grouped into decision makers, archiving supervisors, and archiving implementers.

Of the three types of archival human resources, it seems that they have a very dominant role, namely archiving coaches, because they are the spearhead to carry out institutional guidance on the application of the system as a whole. Meanwhile, the implementing staff, archivists, or other archive management personnel will only carry out according to the leadership's instructions and follow the direction of the archiving builder. This study recommends the need for rethinking the functions and roles of archival organizations, reducing the archival function at the central level, and establishing regional offices for archival institutions.

Managing archives is managing the information contained in them; managing archives requires understanding the physical aspect, structure, content, and context, especially in the face of developments in information. The purpose of archive management is to provide information recorded in archive form to meet the community's needs, both individually and institutionally, for research, education, or policy purposes. In essence, archive users need archives according to their interests. One provision of information in the archive can be accessed to archives. Changes in archive management from the conventional to the digital era must consider the interests of archive users so that Effectiveness can be implemented.

Research conducted by Lesmana Rian Andika (2017) with the research title Evolution of Governance Concepts: Sound Governance, Dynamic Governance, and Open Government was carried out qualitatively with the results of the research being that the concept of government governance has the essence and refers to government innovation as an effort to manage government activities, and contribute to providing good public services. The concept of government governance will be meaningless if it is carried out by people with low-quality human resources, unintelligent and unresponsive.

Advances in modern technology in the field of archives through electronic filing systems provide convenience for officers engaged in the archives. The ease and availability of transparent access to information is evidence of implementing activities carried out programmatically to create work effectiveness. The work program is described in the form of an archival work plan. The archive work plan accommodates the organization's needs for archives, so standard operating procedures are needed in archive services.

The archive service starts from the archive user's request, so an effective work system is needed to carry out the archive service. Archival Human Resources must be able to present archives by established procedures so that archives can be searched appropriately, quickly, and carefully according to requests by those who need archives. The recovery of archives depends on the storage system carried out by Archives Human Resources. Dynamic archives still used in day-to-day office activities are closed, so SOPs are needed.

Effectiveness describes the level of success or excellence in achieving the goals that have been set and the relationship between varying values (Sedarmayanti, 2012). An organization must realize that doing the right things or doing the right job is called Effectiveness. The ultimate goal of Effectiveness is the achievement of goals. Performance as evidence of the results of the implementation of activities is always related to accountability by implementing a system of checks and balances. Performance is showing the execution of fulfillment of duty (implementation or achievement of a task). Effectiveness leads to the achievement of organizational goals. Effectiveness is described as a measure of whether HR can do a good and right job. Organizational Effectiveness is about doing everything you know and doing it well, as archivists at the Regional Office of the Ministry of Religion of South Sulawesi Province. Performance is tangible evidence of the implementation of tasks that have been carried out that are real. Comprehensively, public administration activities involve management aspects and other very strategic aspects related to public policy, organization, and the development of performance accountability.

The archives volume continues to increase from time to time, along with the growing work intensity. For example, the Hindu Community Guidance (BIMAS Hindu) at the Regional Office of the

Ministry of Religion of South Sulawesi Province only has two file cabinets made of large wood and two iron filing cabinets. Based on interviews and preliminary observations conducted on April 4, 2022, specifically for the Hindu Community Guidance, there has never been an assessment in the context of shrinking their archives. Shrinkage of records should be done to avoid inefficiency and ineffectiveness of work in managing records. Shrinkage is one of the stages in managing dynamic records as an organizational effort to reduce the archives created due to the increasing accumulation of archives. Besides, it is necessary to use dynamic records management instruments, one of which is the archive retention schedule. This is one of the portraits of archival problems faced by the Regional Office of the Ministry of Religion of South Sulawesi Province.

Method

Qualitative research or naturalistic inquiry is a research method intended to understand actuality, social reality, and existing human perceptions (Lincon & Guba, 1985) used in this study. The type of research used in this study is a case study that examines cases carried out intensively, in detail, and in-depth against an organization. The primary data sources in this study were: Key informants, as the main data source which were selected purposively, which included structural officials (Administrators), Archives Functional Positions (JFT), as well as implementers who served as archive managers in the Ministry of Religion Regional Office Environment. South Sulawesi Province, namely the Head of Administrative Section, Head of Division, Hindu Community Advisor, and archive manager, and with the consideration that they have authority over archive managers and archivists in each Division/Field as well as JFT archivists and archive managers who are responsible for managing archives. Files. Data analysis in this study is in the form of qualitative. Moleong (2005) intends to understand phenomena about what is experienced by research subjects, such as behavior, perception, motivation, action, etc., holistically and by way of description in the form of words and language in a special context that is natural and natural—using various natural methods. The data analysis technique that will be used is the interactive model of analysis.

Discussion

The Effectiveness of archive management in an office is also influenced by employees who work in the archives unit, the facilities or facilities used to assist archive management, and the funds available for maintaining the archives. Indicators of Effectiveness must reflect the input and output processes and must be able to reflect the relationship between the organization and the larger environment in which the organization is located, for example, the Ministry of Religion and the Religious and Religious Institutions of each religion.

According to one senior archivist at the Regional Office of the Ministry of Religion of South Sulawesi Province, Mrs. Msw, when the researcher asked about the work program and archive SOPs at the Regional Office of the Ministry of Religion of South Sulawesi Province, said that:

"We have made a work program and submitted it to the leadership, but so far, there has been no response and follow-up, so we are just waiting for a policy from the leadership" (Interview, September 13, 2022)

"We already have an SOP as a guideline in every archivist's duties, but whether it is used as a reference or not by archive managers or archivists" (Interview, September 13, 2022)

Referring to the information given by the informants above, it can be said that in the administration of archives, support from the leadership is needed to realize a comprehensive and integrated national archive management system that is built by implementing principles, rules, norms,

standards, procedures, and criteria, archiving development, systems archive management, supporting resources, as well as the participation of the community and professional organizations in such a way that they can respond to the demands of the dynamics of progressing society, nation, and state in the future.

For Sections/Fields/Businesses that do not have an archivist, the archive management is managed by the staff/implementers of the Section/Field/Businessman. One of the Divisions/Fields/Businesses that does not have an archivist is the Hindu Community Counselor. At Pembimas Hindu, their archives are managed by honorary staff who archive all archives based on the division of tasks and functions such as Hindu religious education, Hindu religious affairs, and management support. This was conveyed by the Hindu Pembimas at the Regional Office of the Ministry of Religion of South Sulawesi Province, Mr. Smn, the following:

> "Each person in charge of activities manages the archives here. For example, in Hindu religious affairs, the archives are handled by certain people but different from those who handle Hindu religious affairs archives and management support". (Interview, September 13, 2022).

Apart from archive managers, who are handled by non-archivists, they organize archives without being guided by existing regulations. Even at the Hindu Pembimas, archive shrinkage has never been carried out. So far, they have never been visited by archivists at the Regional Office of the Ministry of Religion of South Sulawesi Province to guide archive management.

Standard Operating Procedures contain a sequence of steps in carrying out the work, how it is done, where it is done, and who does it. Archive managers and archivists must know SOPs to be able to understand the technical duties of archivists. Organizing archives is expected to help everyone right to be able to participate effectively as a communication link in building partnerships between the government, the community, and the private sector.

Organizations obtain inputs (inputs), carry out the transformation process, and produce outputs (outputs). Input becomes an input resource used in a certain process to produce output. These inputs can be raw materials for processes, professional human resources, infrastructure, and technology. The transformation process is the process of converting inputs into outputs. Inputs are sources converted into outputs and the means used to convert them. Outputs are goods and services or other results produced by the organization.

The Effectiveness of organizing archives can also be seen from the supervision carried out by authorized officials, in this case, administrator officials or echelon III officials at the Regional Office of the Ministry of Religion of South Sulawesi Province. One of the archival programs owned by the archivist of the Regional Office of the Ministry of Religion of South Sulawesi Province is to organize archives from the Division/Field/Pembimas at the Regional Office of the Ministry of Religion of South Sulawesi Province as stated by the informant (Ms. Msw) below:

> "We once proposed a work program to each field to organize archives from the fields, but our program plan at that time was stopped because the work program would be reviewed first by the responsible person in charge, so we needed leadership support, including in the supervision of the result of our work as archivists." (Interview, September 13, 2022).

Motivation and encouragement from the leadership will affect the ability to complete work effectively and efficiently in achieving the planned goals. Supervision is carried out to determine whether the planning has been implemented and to evaluate the implementation of the archives at the Regional Office of the Ministry of Religion of South Sulawesi Province. Effectiveness can improve archive management services at the Ministry of Religion Office of South Sulawesi Province.

Archives Human Resources are people who manage archives professionally and are responsible for managing archives, especially dynamic archives, to maintain the integrity, authenticity, security and safety of archives at the Regional Office of the Ministry of Religion of South Sulawesi Province. Archives have functions and use that align with government administration activities in carrying out management functions. It is necessary to manage archives as a whole, known as the archive life cycle.

Integrated archive management will support an effective, efficient government and create appropriate, fast, and safe public services. Effectiveness is related to the ability to achieve the desired results. The procedure for organizing archives must be clear so that it has a positive impact on archive users. Effectiveness in the administration of archives is seen as a system with basic input elements in the form of information, facilities and infrastructure, human resources, and costs. Processing of archive management related to the archive life cycle then produces output in the form of ready-to-serve information for information users, the State Archives of the Republic of Indonesia (2015).

Effectiveness refers to management efficiency (Keping, 2018). The process of the program being implemented by utilizing available resources through clarity of objectives and clarifying procedures for action. An organization must realize that doing the right things or doing the right work is called Effectiveness. The ultimate goal of Effectiveness is the achievement of goals. Performance as evidence of the results of the implementation of activities is always related to accountability by implementing a system of checks and balances. Performance is showing the execution of fulfillment of duty (implementation or achievement of a task). Effectiveness leads to the achievement of organizational goals.

One of the instruments in the management of dynamic archives in order to achieve Effectiveness in the administration of archives is to have an archive retention schedule. At the same time, the objectives of the General Application for the Dynamic Archives Sector are: To achieve clean, effective, transparent, and accountable governance through the application of the SPBE for the Dynamic Archives in Central Agencies and Local Governments. Many stakeholders adopt electronic archives in related industrial sectors. Therefore, the ability to manage them is needed to create a more effective and transparent public administration system.

Effectiveness is the main reason modern offices manage records using electronic filing systems. The electronic filing system is based on the conventional archival management concept. McKemmish (2005) states that archives can be used as a communication and interaction tool, facilitator in decision-making, continuous support, the guarantor of consistency and Effectiveness of human actions, memory storage, experience storage, and evidence of rights and obligations.

In Article 40 Paragraph (1) of Law Number 43 of 2009 concerning Archives, dynamic archive management is carried out to ensure the availability of records in the implementation of activities as material for performance accountability and valid evidence based on a system that meets the requirements that are reliable, systematic, intact, comprehensive, and following norms, standards, procedures, and criteria. Paragraph (4) further explains that archive creators make official document arrangements, archive classifications, archive retention schedules, and archive security and access classifications to support the effective and efficient management of dynamic archives.

In the function of archiving activities, there are substantive functions and facilitative functions. The substantive function in the archival world is an archive created from work related to main technical tasks carried out professionally. In contrast, the facilitative function is an archive created from implementing supporting activities such as financial, staffing, public relations, or supporting functions carried out in the archives—the administrative Section at the Regional Office of the Ministry of Religion of South Sulawesi Province.

One of the archivist's works that support Effectiveness is archive shrinkage. Saffady (2016) suggests that the archive retention schedule is the main component of a systematic dynamic records

management program. It is said to be the main component because the JRA greatly determines the efficiency and Effectiveness of archive shrinkage. Archival shrinkage is carried out carefully based on the JRA, established through the Decree of the Minister of Religion Number 120 of 2013.

Conclusion

Given the importance of archives for the organization, commitment and related supervision are needed as evidence of the implementation of the work responsibilities carried out by archival human resources. Accountability for archiving is demonstrated through the commitment to archiving human resources at the Regional Office of the Ministry of Religion of South Sulawesi Province, which is proven through performance in the form of good and technically correct archive management. In addition to the commitment of archival human resources, it is also necessary to have archival supervision carried out by competent authorities. This supervision aims as a form of control in the administration of archives at the Regional Office of the Ministry of Religion of South Sulawesi Province. An archive work team is needed to solve the problem of organizing archives at the Regional Office of the Ministry of Religion of South Sulawesi Province under the responsibility of the authorized official.

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