



Enhancing the Effectiveness of Governance and Records Management: A Case Study of the East Java Provincial Library and Archives Office

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ABSTRACT

This study analyzes the effectiveness of governance and archival management at the East Java Provincial Library and Archives Service by examining human resources, infrastructure readiness, and the implementation of archival management systems. Using a descriptive qualitative approach, data were collected through in-depth interviews, observations, and documentation involving three key informants: a junior archivist, a senior archivist, and a government facilitator. The results indicate that archival governance is constrained by both the limited number and uneven competence of personnel, particularly in digital literacy and the persistence of multiple job assignments. While archival storage facilities generally meet required standards, the digitalization process through the Srikandi application continues to face obstacles such as network instability, system disruptions, and potential data security vulnerabilities. Capacity-building programs provided by the East Java Human Resource Development Agency (BPSDM), the National Archives of the Republic of Indonesia (ANRI), and internal institutional training have contributed to improving staff capabilities and reducing generational skill gaps. However, more systematic and sustainable efforts are needed to strengthen competencies and restructure human resources. Overall, the study highlights that the effectiveness of archival management depends on the alignment of human resource readiness, infrastructural support, regulatory compliance, and the effective use of digital technologies. The findings are expected to contribute to archival studies and inform policy development aimed at enhancing regional archival governance

INTRODUCTION

The East Java Provincial Library and Archives Office plays a crucial role in providing access to information, promoting literacy activities, and preserving regional archives as part of its responsibility in public administration. As a public institution, the office is expected to implement efficient governance and a professional archival system to ensure the delivery of high-quality information and archival services to the community. The effectiveness of governance and archival management serves as a fundamental basis for realizing the principles of good governance, particularly in ensuring transparency, accountability, efficiency, and effectiveness in public service delivery (Jamaludin et al., 2023)

Governance at the East Java Provincial Library and Archives Office encompasses the processes of planning, organizing, implementing, and evaluating the management of regional libraries and archives. Effective governance supports the optimization of human resources, infrastructure, and budget allocation. A structured and accountable governance process enables the institution to provide responsive services that meet established public service standards. This aligns with the statement that (Menteri PANRB 2022) which emphasizes that archives function as records and evidence of governmental performance; therefore, orderly archival management is essential for ensuring transparency, accountability, and the improvement of public service quality.

Moreover, archival management plays a crucial role in preserving the continuity of regional information. Archives serve as the government's collective memory as well as an instrument of administrative accountability. Irregularities in the arrangement, storage, or maintenance of archives may hinder information services and increase the risk of losing important documents. (Isdaryani, 2023) which indicates that a well-organized and standardized archival system has a direct impact on administrative orderliness and supports the smooth functioning of public sector organizational processes.

The East Java Provincial Library and Archives Office, located at Jagir Wonokromo Street No. 355, Surabaya, is an institution that manages two primary functions simultaneously: library services and regional archival management. With a library collection exceeding 1.2 million items and thousands of static and dynamic archives that must be managed each year, the office carries significant responsibility in maintaining the quality of information services.

However, several challenges remain, including the limited number of competent archival staff, storage facilities that do not yet meet preservation standards, and archival digitization processes that are still not optimal. Some older archives particularly administrative documents and regional historical records have even begun to deteriorate due to age and inadequate environmental storage conditions. Another issue that emerges is the lack of an integrated archival retrieval system, which results in slow information retrieval processes. This condition reflects a gap between formal regulations such as Law No. 43 of 2007 on Libraries and Law No. 43 of 2009 on Archiving and their implementation in practice. These obstacles indicate that the effectiveness of governance and archival management within the office has not yet reached an optimal level.

Based on these conditions, this study aims to assess the effectiveness of governance and archival management at the East Java Provincial Library and Archives Office. The focus of the research includes human resource management, the availability of facilities and infrastructure, and the implementation of archival management systems, both manual and digital. In addition, the study identifies the factors that influence archival effectiveness as well as the challenges faced in efforts to achieve professional, accountable, and efficient governance.

This study examines the effectiveness of governance and archival management at the East Java Provincial Library and Archives Office. The research addresses three key questions: (1) How effective is archival governance in terms of human resources, infrastructure, and archival management systems? (2) What primary challenges arise in implementing archival governance and management? and (3) What strategies can be applied to enhance the effectiveness of governance and archival administration within the office? Correspondingly, the study aims to assess the effectiveness of archival governance across these dimensions, identify the major obstacles encountered, and formulate strategies for improving archival management performance. Theoretically, this research is expected to contribute to the advancement of library and archival science as well as offer a scholarly reference for future studies. Practically, the findings are anticipated to assist the East Java Provincial Library and Archives Office in strengthening its governance and archival management systems, support evidence-based policy development at the local government level, and help librarians and archivists better understand existing challenges and strategic opportunities for improving the quality of information and archival services.

Furthermore, this study provides a comprehensive evaluation of archival governance by emphasizing the interactions among infrastructure readiness, human resource capacity, and both manual and digital archival management systems within the institution. Limited prior research has simultaneously explored how employee competencies, facility adequacy, and the implementation of digital applications—such as the Srikandi system—collectively shape archival performance and service quality. By incorporating perspectives from multiple stakeholders, including junior and senior archivists as well as government facilitators, this research offers deeper insights into real-world challenges and practices. Beyond assessing governance effectiveness, the study also proposes practical recommendations aimed at achieving sustainable improvements in archival performance. The results are expected to serve as valuable references for policy formulation and archival management practices at provincial and national levels.

LITERATUR REVIEW

Concept of Governance and Aechival Management Effectiveness

The effectiveness of governance refers to the extent to which a public organization is able to utilize its resources to achieve its objectives optimally and efficiently. According to Siagian (2008), effectiveness is not solely measured by the outcomes achieved, but also by the accuracy of the implementation process and the organization's ability to adapt to environmental dynamics. In the context

of library institutions, governance encompasses the processes of planning service activities, organizing personnel, managing collections and archives, and evaluating the quality of services delivered to the public.

The principles of *Good Governance* serve as an essential foundation for realizing effective organizational management.. (Development et al., 1997) Good governance is characterized by transparency, accountability, public participation, responsiveness to community needs, and the application of effectiveness and efficiency principles in its implementation. The application of these principles at the East Java Provincial Library and Archives Office is reflected in efforts to improve service quality, develop digitalization systems, and provide public access to information. However, challenges remain in terms of internal coordination and the optimal utilization of human resources.

Effectiveness in public governance can be assessed through several indicators, including: (1) targeted and participatory planning, (2) the efficient implementation of programs, (3) the presence of a continuous monitoring and evaluation system, and (4) the involvement of competent human resources in their respective fields. Therefore, the effectiveness of governance in public institutions such as libraries is strongly influenced by leadership quality, managerial capabilities, and the organizational work culture that is established within the institution.

Concept and Theory of Archival Management

Archival management is a vital component of public administration systems, as it functions to preserve information continuity, serve as legal evidence, and maintain the historical value of all organizational activities. (Adam et al., 2018) It emphasizes that effective archival management must be based on the principles of efficiency, ease of access, document security, and accurate classification according to the institution's needs. In other words, the effectiveness of archival management is not only measured by the availability of adequate storage space but also by the clarity of policies, the accuracy of work procedures, and the extent to which the institution utilizes information technology in the management process.

The concept of the *Records Life Cycle* explains that every record passes through several stages, namely creation, use, maintenance, and disposition. (Suyanik et al., 2021). This stage illustrates the life cycle of archival records, beginning from their initial creation until they are either destroyed or permanently preserved as static archives. In practice, the East Java Provincial Public Library continues to encounter challenges in fully applying this concept, as many archival documents are still managed manually and have not been completely digitized. Furthermore, the absence of an integrated electronic archival classification system has hindered the efficiency of archival retrieval and reporting processes.

The success of archival management is also determined by the competencies of human resources in the archival field. Personnel who possess adequate knowledge and expertise in archival principles both conventional and digital are able to maintain order, accuracy, and fast access to information. Conversely, when archival activities are handled by non-archivist staff who have not received specialized training, the effectiveness of the archival system is difficult to achieve.

Therefore, strengthening human resource capacity is a strategic requirement in realizing a modern, efficient, and accountable archival governance system in public institutions, including within the East Java Provincial Public Library.

The Relationship Between Governance Effectiveness and Archival Management

Good governance plays an essential role in establishing a transparent, accountable, and efficient public administration system. One of the elements that reinforces effective governance is a well-structured archival management system. When archives are managed effectively, decision-making processes become faster and more accurate because they are supported by well-organized and accessible data and documents. Conversely, a weak archival system can impede organizational governance, particularly in planning, reporting, and oversight functions. Thus, the effectiveness of governance and the effectiveness of archival management can be described as mutually reinforcing components.

According to Siagian (2008), the success of a public organization is significantly influenced by its management's ability to optimize all organizational resources and elements, including information and documentation systems that support monitoring and decision-making processes. In this context, archives are not merely a collection of documents but also constitute an integral component of the management system that facilitates the achievement of transparency and organizational accountability. Therefore, the effectiveness of archival management may serve as an important indicator in evaluating the success of governance in public organizations.

Research conducted by (Suyanik et al., 2021) supports this argument by demonstrating that systematic library governance has a positive impact on archival management effectiveness. Planning, implementation, and supervisory processes carried out in accordance with sound managerial principles have proven to improve work efficiency, particularly in terms of the speed of document retrieval and the accuracy of information services. Furthermore, the study indicates that (Adam et al., 2018) The statement further emphasizes that archival effectiveness cannot be separated from organizational governance supported by clear policies, standardized storage facilities, and adequate digital technology. When governance is guided by well-managed archival data, public institutions such as libraries are able to provide efficient, transparent, and accountable services to the community. Conceptually, the relationship between governance effectiveness and the archival system is reciprocal. Effective governance fosters a disciplined, orderly, and transparent working environment, while a well-functioning archival system supplies administrative evidence that reinforces managerial functions. In the context of the East Java Provincial Public Library, the synergy between these two aspects is essential to ensuring that every operational process is carried out efficiently, accurately, and in accordance with the principles of public accountability.

Theoretical gap

Previous research has extensively explored the effectiveness of archival management within public institutions. Misalnya, Siagian (2008) and (Development et al., 1997) Previous research has extensively examined the effectiveness of archival management within public institutions with due regard

to the principles of good governance., and (Adam et al., 2018) and (Suyanik et al., 2021) This study focuses on archival management methodologies and the document life cycle. Despite these contributions, previous research typically examines archival governance or management in isolation, without comprehensively assessing how the interrelationship among human resources, infrastructure, and digital systems collectively influences the effectiveness of archival management. Moreover, although the East Java Provincial Library and Archives Office plays a direct role in providing information services and managing public archives, much of the existing research lacks sufficient understanding of the local context within Indonesia, particularly at the provincial level. Prior studies frequently analyze internal factors such as human resource competencies and external factors such as facilities and technology separately, thereby failing to provide a holistic understanding of operational challenges and strategies for enhancing archival effectiveness. In reality, the integration of these factors is crucial to ensuring efficient, accountable, and sustainable archival governance. Therefore, this research aims to address this theoretical gap by conducting a comprehensive evaluation of archival governance and management effectiveness, while also offering strategic recommendations that are applicable at the provincial level and potentially replicable in similar institutions.

RESEARCH METHODOLOGY

Research Type and Approach

This study is a qualitative research employing a descriptive approach. Qualitative research enables the investigator to understand social phenomena within their natural context and interpret behaviors, experiences, and on-the-ground practices. (Sugiyono, 2017). This approach enables the researcher to gather and interpret data in a comprehensive manner. The descriptive method is applied to deliver a systematic, factual, and accurate portrayal of the effectiveness of administrative management at the East Java Provincial Library and Archives Office. This includes examining the management of human resources, the archival management system, as well as the available facilities and infrastructure (Nazir, 2017). Additionally, this approach facilitates discussions regarding strategies aimed at enhancing performance and management effectiveness while addressing and mitigating obstacles. Consequently, the research findings prioritize a contextual interpretation and the substantive significance of the gathered data over statistical generalizations.

Research Location and Focus

The East Java Provincial Library and Archives Office is a regional governmental institution with a strategic role in archival management and the provision of public information. This study was conducted within this institution to examine whether archival processes are implemented manually, digitally, or through a hybrid approach. The site was selected to evaluate the methods, systems, and resources that support archival activities, particularly how human resources, archival management systems, and physical facilities influence the effectiveness of archival administration. The research focuses on three core components: (1) **Effectiveness of Archival Governance**, which includes

assessing human resources, infrastructure, and archival management systems, including the integration of digital platforms; (2) **Primary Challenges in Archival Management**, which involves identifying technical, workforce-related, and infrastructural obstacles; and (3) **Strategies to Enhance Archival Effectiveness**, through which the study formulates recommendations to improve the efficiency and performance of archival operations within the organization.

Furthermore, the research emphasizes insights from staff in the Archival Management and Development Division (PPK), who serve as key informants due to their direct involvement in daily archival activities. Their firsthand experience provides valuable information on the implementation of both manual and digital systems as well as the utilization of available facilities. This approach enables the collection of contextual and practice-oriented data, ensuring that the resulting recommendations are realistic, applicable, and aligned with the actual needs and operational conditions of the institution.

Data Sources and Data Collection Techniques

This study employs both primary and secondary data sources to assess the efficacy of archival management and governance practices within the Library and Archives Department of East Java Province. The secondary data are drawn from performance evaluations, policy frameworks, scholarly publications, and prior investigations into archival administration and principles of effective public administration. (Siagian, 2008), (Development et al., 1997), (Adam et al., 2018), (Suyanik et al., 2021). This study employs observational methods, documentation review, and semi-structured interviews to collect primary data. Three key informants were interviewed to examine archival management practices, operational challenges, and the implementation of digital systems: Tino Joosetha, D.A., S.Sos., M.M. (Junior Archivist), Nining Sumbangsih, A.Md. (Skilled Archivist), and Chotijah Raifanny, S.I.Kom. (Government Facilitator). While observation focused on both manual and digital archival processes, documentation encompassed standard operating procedures, activity reports, and internal institutional archives. To understand how human resources capacity, infrastructure, and archival management systems contribute to performance and service quality, a qualitative descriptive analysis was conducted. This research approach offers a comprehensive understanding of how archival governance can be enhanced at both provincial and national levels.

Data Analysis Techniques

The data analysis process encompasses three principal stages: 1) Data reduction, which involves selecting, classifying, and arranging key details on challenges and remedies in archival administration, reinforced by observational insights, documented materials, and supplementary data sources. 2) Data presentation, featuring the articulation of outcomes via a coherent analytical narrative. 3) Conclusion derivation, entailing the interpretation of findings to foster enhanced comprehension of core issues and archival strategy approaches. Each phase is implemented methodically to verify that the research findings precisely mirror real-world conditions. Leveraging this organized analytical trajectory enables the formulation of reliable and insightful deductions from unrefined data. This analytical structure aligns with the model advanced by

(Miles & Huberman, 2014) This study adheres to a widely adopted qualitative research framework, ensuring methodological rigor and traceability in qualitative interpretation. The analytical model enhances depth by integrating empirical findings with theoretical concepts derived from scholarly literature. Throughout this process, the research aims to generate reliable, actionable recommendations for improving archival management and strengthening internal governance efficiency within the Library and Archives Department of East Java Province.

RESULTS AND DISCUSSION

Division of Tasks and Responsibilities in Archival Management

Chotijah Raifanny a Government Facilitator at the East Java Provincial Library and Archives Office, provided interview findings regarding archival management procedures and challenges encountered in daily office operations. Her insights contributed to a deeper understanding of task distribution, technological utilization, and ongoing efforts to enhance public service efficiency.

“The division of tasks within the office has been systematically planned. However, due to a limited number of staff, employees often need to perform multiple responsibilities concurrently. When necessary, personnel who typically manage archives may also assist other departments, such as finance. This highlights the need for staff to be adaptable to ensure smooth operations.” (Interview results, November 14, 2025)

The phenomenon of multitasking resulting from human resource deficiencies. In organizational management, an imbalanced allocation of duties can generate dual workloads and demand cross-functional expertise from employees, according to (Robbins. dan Judge (2019). The notion of job rotation enabling staff members to handle diverse responsibilities in order to boost overall organizational productivity aligns closely with this framework. That said, an overload of duties can adversely affect employee output and morale. Thus, strategic human resource planning coupled with equitable workload assignments plays a vital role in minimizing the potential for occupational exhaustion.

Nining Sumbangsih, in her role as a Skilled Archivist at the East Java Provincial Library and Archives Service, further explored the organization's archival administration challenges during the interview. As a key team member immersed in everyday administrative operations, she emphasized that select protocols must be tailored to align with practical field conditions.

“The institution has modified its approach to allocating responsibilities in archival management. Due to the digitalization process requiring new competencies from employees, the previously specific and structured task distribution has had to be adjusted. Flexibility in assigning duties has become increasingly vital in daily operations, as the need to operate digital applications grows. This situation illustrates how the organization is structurally adapting to technological advancements in archival administration.” (Interview results, November 14, 2025)

In the process of monitoring archival materials at the organization, interviewees identified obstacles emerging in parallel with technological progress and shifts in operational routines. Tino Joosetha, who holds the position

of Specialized Archivist at the East Java Provincial Library and Archives Agency, underscored a substantial intergenerational skills disparity that profoundly influences the efficacy of job execution.

"While senior employees generally require more time to learn and adapt to digital applications and systems, younger staff tend to acquire these competencies more quickly. There is also an uneven distribution of internal training and mentoring among personnel. Consequently, the pace of work, the quality of service, and the overall effectiveness of records management are affected by gaps in digital proficiency." (Interview conducted on November 14, 2025)

The findings indicate a persistent digital competence gap across generations within the East Java Provincial Library and Archives Service, which negatively impacts operational efficiency. The Technology Acceptance Model (TAM) provides a relevant framework for understanding these disparities. (Davis, 1989) Differences in perceptions regarding the ease of using technology influence the speed at which employees adopt and operate digital systems. Younger staff exhibit greater digital self-efficacy, necessitating structured and ongoing training to ensure that all personnel can effectively utilize archiving applications. Senior employees, with more limited technological exposure, require additional time and supportive guidance. Enhancing these adaptive capabilities is crucial for bolstering the efficiency of archival management and overall organizational performance. (Robin & Judge, 2019) Therefore, to ensure that all staff can operate digital systems with maximum efficiency, the current workplace conditions necessitate a more structured and ongoing training approach. Mitigating this disparity can enhance archival management efficiency and, more broadly, bolster the performance of the East Java Provincial Library and Archives Service.

Competence and Training of Personnel in Archival Management

Employees of the East Java Provincial Library and Archives Service actively participate in training on the Srikandi application. The perspectives of Chotijah Raaifanny serving as a Government Facilitator, and Nining Sumbangsih a Skilled Archivist, are largely aligned the critical need to enhance employee competencies in archival management. As informants, both assert that

"The training encompasses the creation of digital archives, archive classification, disposition systems, and the establishment of the Archival Retention Schedule (JRA) as key elements in overseeing the archival life cycle. Furthermore, weekly sessions conducted every Thursday serve to refresh staff knowledge and reinforce comprehension of archiving protocols, ensuring alignment with national regulations and standards." (Interview results from November 14, 2025)

The data demonstrate that continuous training serves as a pivotal strategy for enhancing the capacity of public servants, consistent with the perspective of Sedarmayanti (2017), who asserts that competency development must be pursued systematically to enable organizations to adapt to the evolving dynamics of public sector operations. The implementation of Srikandi training by the National Archives of Indonesia (ANRI) exemplifies the application of records management principles, which demand employee competencies in handling archives from creation through to disposal. This initiative aligns with Deming's concept of continuous improvement, emphasizing sustained quality

enhancements to ensure organizational adaptability to evolving conditions. Consequently, the training not only bolsters technical skills but also cultivates a work culture responsive to advancements in policy and technology, thereby supporting elevated standards in archival governance and governmental accountability. Archival management at the East Java Provincial Library and Archives Service plays a vital role in maintaining administrative order and ensuring public access to information; however, it continues to encounter obstacles stemming from intergenerational digital competency disparities. Tino Joosetha an Expert Archivist, emphasizes that

"Differences in technological proficiency between younger and older employees disrupt workflow smoothness, thereby requiring more targeted capacity-building efforts. The shift toward electronic archiving systems prioritizes digital training initiatives, including mentorship for senior staff provided by younger colleagues or IT teams to foster equitable understanding. Although some senior employees face adaptation challenges, competency improvements occur progressively through ongoing learning processes embedded in daily work interactions." (Interview results from November 14, 2025)

The findings reinforce the perspective of the Technology Acceptance Model, which posits that technology adoption is influenced by perceived usefulness and ease of use. (Davis, (1989). Archival processes are highly dependent on the readiness of human resources and structured change management, as explained in the model. (Lewin,(1951). Overall, training enhances employees' technical skills and aids the organization in adapting to the digitalization of archival processes. Research indicates that ongoing training programs mitigate intergenerational knowledge gaps, particularly for senior staff who require more time to adjust to new technologies. Therefore, training holds strategic importance as it bridges the needs of modernizing archival systems with the operational capabilities of human resources. Theoretically, such training can also boost archival governance efficiency by producing employees who comprehend procedures, possess adequate digital competencies, and ensure that managed data maintains high quality.

Leadership Support for Archival Management

Informants assess that leadership in executing archival duties at the East Java Provincial Library and Archives Service has provided sufficiently consistent support for archival management. Individuals serving as Junior Expert Archivist Tino Joosetha Nining Sumbangsih a Competent Archivist, and Chotijah Raifanny as a Government Facilitator, share similar views on the leadership's role.

"The informants evaluate their organization's leadership as quite active and engaged in daily routines. Staff feel supported by leaders because they offer not only guidance but also hands-on assistance during heavy workloads or technical issues. Department and division heads persistently promote the adoption of the Srikandi application as the national standard for electronic document handling. Internal policies, oversight of application usage, and essential facilities for digitalization all contribute to this backing. As an archival development institution, leaders ensure that all procedures, systems, and facilities comply with ANRI-established standards. This steady support is a key reason the institution received top ratings in national archival oversight." (Interview findings from November 14, 2025)

Northouse (2018) Such direct involvement simultaneously exemplifies participatory leadership behavior, as leaders function as facilitators in ensuring smooth workflow processes rather than merely serving as decision-makers. The leaders' commitment to promoting the implementation of the Srikandi application as the national standard for electronic archival management illustrates transformational leadership practices, particularly the aspect of intellectual stimulation, which encourages the organization to adapt to the demands of digitalization. (Bass & Riggio, 2006). (Kotter, 2012) Leaders play a strategic role in preparing the organization to confront technological changes and regulatory dynamics. Efforts to align systems and procedures with ANRI standards underscore the critical importance of leadership in upholding compliance and the quality of archival governance. Responsive, collaborative, and adaptive leadership toward digital innovations has demonstrably supported enhancements in performance as well as outcomes from national archival oversight.

Archive Storage Facility Quality and Its Relevance to Archival Preservation

The statements from the informants collectively indicate that archival storage facilities within the institution are in an exceptionally adequate condition. This assertion is reinforced by Chotijah Raifanny serving as a Government Facilitator at the East Java Provincial Library and Archives Service, who describes:

"Archival infrastructure and facilities have effectively supported the smooth operation of administrative processes and optimal document storage. The record center is equipped with biometric security systems, systematically organized archival arrangements, and well-managed storage spaces aligned with archival preservation principles. These facilities not only guarantee the physical security of records but also reflect the institutional implementation of static archival management standards in accordance with ANRI guidelines." (Interview findings from November 14, 2025)

Through structured management and the integration of modern security technology, the institution is capable of safeguarding critical documents while ensuring rapid access when required. The emphasis on security, systematic organization, and long-term preservation forms the foundational pillar of operational excellence. Biometric systems significantly reduce the risks of physical loss or damage to archives. Organized storage enhances the speed and efficiency of document retrieval and management. Storage spaces designed according to conservation principles ensure the long-term integrity of archival materials. The integration of advanced technology, standardized procedures, and conservation values collectively reinforces organizational professionalism and overall efficiency. Another perspective, expressed by Nining Sumbangsih a Competent Archivist at the East Java Provincial Library and Archives Service, further highlights the high quality of archival storage facilities within the institution:

"The management of archival storage spaces at the East Java Provincial Library and Archives Service demonstrates a serious commitment to maintaining the environmental standards mandated by archival guidelines. Temperature and humidity levels are systematically regulated to prevent physical degradation of records. Furthermore, the use of archival boxes made from durable, specialized

materials serves as a preventive measure to ensure the long-term preservation of documents. These initiatives guarantee that records remain secure, easily accessible, and optimally available for information users. This affirms that all aspects of storage are fully compliant with established procedures." (Interview findings from November 14, 2025).

This management approach aligns with archival preservation principles, which emphasize that environmental stability is the paramount factor influencing the longevity of archival materials. This is consistent with archival preservation doctrine, which underscores that stable temperature and humidity are critical in preventing material. commitment to preservation ensures that archival systems operate with both high integrity and efficiency. (Gultom & Arif, 2024) explains that the control of the physical environment particularly temperature and humidity represents the most decisive preventive measure in preserving the useful lifespan of archives and mitigating natural degradation processes. In addition, the perspective (Shirayuki & Wati, 2025) It underscores that the success of static archival preservation is highly dependent on the quality of storage spaces that meet technical standards, particularly regarding stable temperature and humidity regulation. The research elucidates that appropriate environmental control is a fundamental factor in preventing physical damage to archives, especially in tropical climates characterized by high humidity levels. Consistent implementation of environmental standards is regarded as an essential preventive measure to maintain the integrity of archives and ensure their optimal functionality as long-term sources of information.

Tino Joosetha an Expert Archivist at the East Java Provincial Library and Archives Service, stated:

"The archival storage facilities at the institution have received national recognition through ANRI's archival oversight, earning an excellent rating. This acknowledgment reflects the consistent application of infrastructure, storage facilities, and compliance with regulations, including Law No. 43 of 2009 on Archiving and Government Regulation No. 28 of 2012. These outcomes demonstrate that the archival governance at the institution not only meets administrative standards but also aligns with national-level archival management indicators." (Interview findings from November 14, 2025)

Archival Management System and Digitalization Implementation

This achievement signifies that the East Java Provincial Library and Archives Service has successfully implemented consistent archival management, in line with records management principles that govern the archival lifecycle from creation onward. penyimpanan (Taryana et al., 2024) With the "excellent" rating awarded by ANRI, the organization adheres to rigorous archival quality benchmarks, encompassing security measures, accessibility, and adherence to regulations in alignment with the archival lifecycle principles and the records continuum model. This capability bolsters institutional accountability by strengthening legal and administrative dimensions. The administrative, historical, and operational significance of the archives is preserved through robust storage infrastructure and the consistent adoption of national protocols. Such accomplishments highlight the effective deployment of modern archival practices, which prioritize long-term viability and operational data efficiency.

Given that a controlled and secure storage setting is essential for enduring document retention, the superiority of these facilities proves indispensable to overall managerial success.

The archival management system at the East Java Provincial Library and Archives Service reflects a significant shift from manual processes to digitalization through the implementation of the Srikandi application. According to Tino Joosetha an Expert Junior Archivist, he stated:

"The Srikandi application was developed based on national archival standards and serves as a key indicator in assessing the quality of archival administration at the national level." (Interview findings, November 14, 2025)

This assertion is further supported by Nining Sumbangsih a Competent Archivist, who explained:

"Srikandi is equipped with an automated archival retention schedule feature that facilitates the archiving reduction process. This functionality enables staff to identify the retention periods of records with greater accuracy and consistency, thereby reducing the risk of error during the archival disposal phase." (Interview findings, November 14, 2025)

As a national level system, Srikandi supports all phases of archival management from creation and classification, through distribution and storage, to the electronic archiving and disposition of records. Chotijah Raaifanny a Government Facilitator at the East Java Provincial Library and Archives Service, noted:

"Although certain processes remain partially manual, the majority of archival activities have transitioned to a digital workflow through Srikandi. This illustrates a clear shift from conventional, paper-based operations toward a more efficient, electronic system." (Interview findings, November 14, 2025)

Based on interview findings, the digitalization of archives via Srikandi has made a substantial contribution to the effectiveness of archival governance, enhancing both workflow efficiency and the accuracy of record retrieval and disposition. (Becker, 2024) This aligns with the principles of Records Management, which emphasize the importance of systematic processes, consistency, and accountability in archival administration. (Becker, 2010). Moreover, digitalization supports the principles of good governance by providing a clear audit trail, thereby enhancing organizational transparency and accountability. (Duranti, 2005) Nevertheless, the implementation of digital systems continues to face challenges such as network disruptions, the potential for data loss, and cybersecurity risks, which necessitate robust infrastructure and competent personnel. This situation reinforces the view that the success of digital transformation is determined not solely by technology but also by effective risk management, data protection measures, and human capital capabilities. Therefore, strengthening employee capacity to optimally utilize digital systems represents a crucial strategy for ensuring the sustainability of modern archival governance. An integrated digital transformation that harmonizes with conventional archival practices establishes a balance between operational efficiency and adherence to national archival standards, thereby supporting a comprehensive enhancement of public service quality.

Challenges in Archival Governance

Insights from Tino Joosetha, Nining Sumbangsih, and Chotijah Raaifanny. Reveal that records administration at the East Java Provincial Library and Archives Agency continues to encounter multiple challenges.

"Digital system and network interruptions often impede archival service workflows, whereas disparities in digital proficiency across generations lead to inconsistent staff productivity. Furthermore, cybersecurity vulnerabilities – including the risk of data breaches – present substantial dangers to the reliability of records. These observations highlight that optimal records management efficacy relies not only on digitization efforts but also on prepared personnel, dependable tech setups, and solid organizational oversight." (Derived from interviews conducted on November 14, 2025).

In terms of workforce development, fostering staff expertise via targeted training and skill-building initiatives serves as a key strategic outlay, capable of elevating overall institutional effectiveness. (Becker, 2024). Issues concerning network stability and digital systems, such as the Srikandi application, underscore the critical importance of risk management in electronic archiving. Through the InterPARES project, Duranti emphasizes that technical controls – including audit trail metadata, access controls, and data backups – are essential for safeguarding the authenticity and integrity of digital archives. (Duranti, 2005). Overall, effective archival management requires a synergy between enhanced human expertise, robust technological risk management, and systematic internal governance to ensure that archival digitization proceeds securely, efficiently, and sustainably..

Strategies for Enhancing the Effectiveness of Archival Management

Based on interviews with the three informants, a series of strategies deemed relevant for enhancing the effectiveness of records management at the East Java Provincial Library and Archives Service were identified. These strategies reflect the actual needs arising from daily operational dynamics as well as the evolving nature of digital archival system.

The first strategy pertains to bolstering employees' digital capacity, particularly for senior staff. Tino Joosetha serving as a Senior Archivist at the East Java Provincial Library and Archives Service, emphasized:

"The competency gap in digital skills is one of the primary reasons for the slow pace of archival digitization. Therefore, technology-based training must be intensified not only in frequency but also in depth of content, enabling all employees to achieve uniform proficiency levels. Ongoing training is expected to accelerate staff adaptation to the Srikandi system and other supporting technologies" (Derived from interviews conducted on November 14, 2025)

The second strategy focuses on augmenting human resources and reorganizing task allocations, as articulated by Chotijah Raaifanny a Government Facilitator at the East Java Provincial Library and Archives Service:

"In her view, the limited number of employees forces some staff to handle multiple roles beyond archival functions. This situation risks diminishing the effectiveness of records management processes, as work focus is not fully directed toward core duties. Through task redistribution and additional personnel support, records management

is anticipated to operate more structured and efficiently" (Derived from interviews conducted on November 14, 2025)

The third strategy involves reinforcing network infrastructure. Nining Sumbangsih, Skilled Archivist at the East Java Provincial Library and Archives Service, highlighted:

"The need for internet network improvements to ensure the operational stability of the Srikandi application cannot be overstated. Given that this system serves as the primary platform for digital records management, seamless network performance is a critical factor in facilitating uninterrupted processes from record creation and classification to disposition" (Derived from interviews conducted on November 14, 2025).

The fourth strategy concerns the enforcement of information security policies, particularly regarding digital records access controls. This was reiterated by Tino Joosetha a Senior Archivist at the East Java Provincial Library and Archives Service:

"Potential risks of data loss or unauthorized access can be minimized if the institution implements stringent security standards. Strengthening security policies, applying accurate records classification, and instituting multi-layered authorization mechanisms are essential steps to preserve the integrity of electronic archives" (Derived from interviews conducted on November 14, 2025).

Interview data reveal that improving employees' digital competencies is a pivotal factor in expediting adaptation to digital records management systems, consistent with Human Capital Theory, which asserts that competency development constitutes a vital investment for organizational productivity. (Becker, 1975) Reorganizing tasks and increasing human resources indicate the need for adaptive organizational management to optimize the utilization of human resources, in alignment with Fayol's Administrative Management Theory, which emphasizes task division and coordination. Strengthening network infrastructure and implementing information security policies support the smooth operation of information technology and the protection of data integrity, concepts that can be explained through the Information Systems Success Theory. (Delone, 2003). Subsequent alignment of archival management with applicable regulations underscores the importance of legal compliance as a core component of good governance. The integration of structural, technical, and regulatory dimensions forms a holistic framework for archival governance, essential for addressing the challenges of digital transformation. Through the synergistic integration of these three elements, the East Java Provincial Library and Archives Service can systematically and sustainably enhance the effectiveness of public information services.

CONCLUSION

As demonstrated by this study, several persistent challenges continue to impede the effectiveness of archival governance and management at the East Java Provincial Library and Archives Office. These issues primarily involve limited human resources, unstable digital infrastructure, and vulnerabilities in data security. Although ongoing training initiatives and hands-on leadership support have contributed to improving staff capabilities, imbalanced workloads and generational disparities in digital proficiency remain prominent obstacles. The utilization of the Srikandi application and the availability of archival storage facilities that meet national standards have helped strengthen preservation efforts; however, technical constraints and inconsistencies in regulatory implementation still hinder progress and innovation. The findings indicate that more targeted strategic interventions are required to enhance archival management performance. Reducing gaps in technical skills and prioritizing intensive digital training for employees should become key areas of focus. Reorganizing task distribution and increasing the number of qualified archival personnel are also expected to alleviate excessive workloads. Additionally, successful archival digitalization will require improved network infrastructure and more reliable digital system capacity. To safeguard information assets, the development of a more comprehensive data security framework is essential. To ensure that regional archival governance evolves professionally and aligns with the principles of good governance, further research is needed to examine the broader and more sustained implementation of these strategies.

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