

# PROSIDING

## International Conference on Archives, Social Science, Humanities and Education (ICoASHE)

“Sustainable Archiving and Cultural Preservation on Global Approach”



Editor:

Herman Setyawan, Uly Isnaeni Effendi, Heri Santosa  
Kurniatun, Fitria Agustina, Isti Maryatun



GADJAH MADA UNIVERSITY PRESS



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and Education**

**“Sustainable Archiving and Cultural Preservation on Global Approach”**

Yogyakarta, 28 – 29 October 2024

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Assalamu'alaikum warahmatullahi wabarakatuh,  
Salam sejahtera bagi kita semua,

Puji syukur kita panjatkan ke hadirat Allah SWT karena atas rahmat dan karunia-Nya, prosiding *International Conference on Archives, Social Science, Humanities, and Education (ICoASHE)* dapat disusun dengan baik. Pada kesempatan ini, kami merasa bangga dan berterima kasih atas partisipasi seluruh pihak yang terlibat dalam menyukseskan konferensi bertajuk “*Sustainable Archiving and Cultural Preservation on Global Approach.*”

Konferensi internasional yang berlangsung pada tanggal 28-29 Oktober 2024 di Universitas Gadjah Mada, Yogyakarta, ini merupakan hasil kerja sama yang harmonis antara Perpustakaan dan Arsip Universitas Gadjah Mada dengan Perkumpulan Arsip Perguruan Tinggi Indonesia (PAPTI). Kami menyadari bahwa upaya untuk mempertahankan dan melestarikan arsip serta budaya dalam skala global membutuhkan komitmen dan kerja sama dari berbagai pihak di tingkat internasional. Melalui tema yang diusung, kami berharap konferensi ini mampu menjadi wadah yang efektif bagi para akademisi, praktisi, peneliti, dan para pemangku kepentingan lainnya untuk berbagi pengetahuan, penelitian, dan praktik terbaik dalam bidang kearsipan dan pelestarian budaya.

Prosiding ini memuat berbagai makalah ilmiah yang dipresentasikan dalam konferensi, yang mencakup berbagai aspek kearsipan, ilmu sosial, humaniora, dan pendidikan. Kami berharap publikasi ini dapat menjadi referensi yang berharga bagi perkembangan ilmu kearsipan serta menjadi kontribusi nyata dalam pelestarian budaya secara berkelanjutan.

Kami mengucapkan terima kasih yang sebesar-besarnya kepada seluruh pembicara, peserta, dan pihak-pihak yang telah berkontribusi, baik dalam bentuk pemikiran maupun tenaga, demi kesuksesan acara ini.

Semoga prosiding ini dapat memberikan manfaat bagi pengembangan ilmu pengetahuan dan pelestarian budaya yang berkelanjutan.

Wassalamu'alaikum warahmatullahi wabarakatuh.

Yogyakarta, 28 Oktober 2024

Ketua Panitia

Arif Surachman



## DAFTAR ISI

KATA PENGANTAR.....	v
DAFTAR ISI.....	vii
SUSTAINABLE ARCHIVAL INNOVATION THROUGH IMMERSIVE DIGITAL TECHNOLOGY EXHIBITION .....	1
<b>Nita Fitrisiah</b>	
PRESERVING LOCAL WISDOM THROUGH BATIK MOTIFS .....	26
<b>Farika Nikmah; Halid Hasan; Joni Dwi Pribadi</b>	
PRESERVING FAMILY MEMORIES: PROMOTING ARCHIVAL AWARENESS THROUGH A CAMPAIGN EMBRACING LOCAL JAVANESE LANGUAGE AND WISDOM.....	41
<b>Herman Setyawan; Anna Nunuk Nuryani; Atik Widyastuti</b>	
PARLIAMENTARY RECORD DIGITIZATION: THE KEY TO MAINTAINING A TRANSPARENT AND RESPONSIVE DEMOCRACY .....	57
<b>Nala Sekarini</b>	
STANDARDISASI PENGELOLAAN ARSIP SEISMOGRAM ANALOG KEMENTERIAN ENERGI DAN SUMBER DAYA MINERAL: STUDI UNTUK REKOMENDASI KEBIJAKAN...	73
<b>Wisudowati Ayu Sugito</b>	
DIGITAL TRANSFORMATION IN IMPROVING PUBLIC SERVICES THROUGH APPLICATION IMPLEMENTATION (SIMPELAKU) IN CIANJUR REGENCY .....	98
<b>Neli Yuliawati; Samugyo Ibnu Redjo; Nandang A Deliarnoor; Dede Sri Kartini</b>	

EVALUASI KEBIJAKAN PERCEPATAN PENGENTASAN KEMISKINAN DI KABUPATEN NABIRE PROVINSI PAPUA TENGAH TAHUN 2019-2024 .....	113
<b>Mohamad Iskandar; Nandang Alamsah Deliarnoor; Utang Suwaryo ; Widya Setiabudi Sumadinata</b>	
PERAN ARSIP DALAM MENUNJANG PELAYANAN PENCATATAN SIPIL DI KABUPATEN BANDUNG PROVINSI JAWA BARAT .....	129
<b>Yudi Heryana; Nandang Alamsah Deliarnoor; Utang Suwaryo; Novie Indrawati Sagita</b>	
UNREAL ENGINE AND REALITYCAPTURE UTILIZATION IN THE DIGITAL RESTITUTION PROJECT OF SOUTH KOREAN CULTURAL HERITAGE ASSETS .....	145
<b>Monica Maharani; Tamara Adriani Salim</b>	
HOW ARTIFICIAL INTELLIGENCE TECHNOLOGY SUPPORTS THE DESCRIPTION AND PROCESSING OF HISTORICAL PHOTO ARCHIVES .....	163
<b>Raisa Dwi Safitri; Aisyah</b>	
PENINGKATAN PELAYANAN RUMAH SAKIT UMUM DAERAH KABUPATEN NABIRE (ANALISA KUALITAS DAN INOVASI PENYELENGGARAAN PELAYANAN KESEHATAN PUBLIK).....	178
<b>Tan Kim Hoa Nancy K. Worabay</b>	
TRANSFORMATION OF GOVERNMENT MANAGEMENT THROUGH THE PROCESS OF FORMULATING REGIONAL REGULATIONS ON DIGITAL ARCHIVES AND LIBRARY SYSTEMS IN WEST JAVA PROVINCE.....	210
<b>Rahmat Hidayat Djati; Nandang Alamsyah; Utang Suwaryono; Rahman Mulyawan</b>	

INCLUSIVITY ARCHIVES SERVICES: EQUALITY AND FAIRNESS OF ARCHIVES ACCESS .....	228
<b>Halid Hasan; Farika Nikmah; Joni Dwi Pribadi</b>	

ANALISIS PENYELENGGARAAN ASAS DEKONSENTRASI OLEH GUBERNUR SEBAGAI WAKIL PEMERINTAH PUSAT (GWPP) DALAM PEMBINAAN DAN PENGAWASAN TEKNIS BIDANG KETENAGAKERJAAN GUNA MEMINIMALISASI TINGKAT PENGANGGURAN TERBUKA DI PROVINSI JAWA BARAT TAHUN 2021 – 2024.....	237
<b>Teppy Wawan Dharmawan; Rahman Mulyawan; Nandang Alamsah Deliarnoor; Dede Sri Kartini</b>	



# **SUSTAINABLE ARCHIVAL INNOVATION THROUGH IMMERSIVE DIGITAL TECHNOLOGY EXHIBITION**

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## **ABSTRACT**

This research discusses the concept of archive exhibitions using immersive digital technology as a sustainable archival innovation at the Airlangga University Archives. The purpose of this study is to describe how to implement the concept of archive exhibition using immersive digital technology as a sustainable archival innovation. The research approach used is qualitative with a case study method. Data collection was carried out in November 2023-June 2024 with observation of static archives, interviews with eight archivists and information technology consultants, and analysis of dynamic and static archive support. The main results of this study are five sustainable aspects, namely the use of *Immersive Digital Technology* can give a deep impression on visitors, the determination of the theme of historical memory of Universitas Airlangga motivates the Merah Putih or INAVAC vaccine research team, the need for the number of human resources, their skills and the collaboration of the work team internally and externally, the determination of the location at the ASEEC Tower as an entrepreneurship center and the exhibition time in the framework of the XIV Lustrum, the use of social media, websites, and Instagram and YouTube platforms. The impact of these five aspects can actively maintain collective memory, can improve and expand archival outreach and the implementation of Smart Entrepreneurial University's goals. The main goal of this concept is to become one of the tourist

destinations for urban communities as an implementation of goal number 4 of the SDGs, quality informal education. The challenge is that it requires solid and consistent teamwork because it is a new concept. The obstacle is about determining policies, location and time of exhibitions which are difficult because they require a large space and limited funding.

Keywords: immersive exhibitions, memory, sustainable archiving, tourist destinations

## **INTRODUCTION**

The definition of archives according to Law number 43 of 2009 concerning Archives article 1 explains that Archives are recordings of activities or events in various forms and media in accordance with the development of information and communication technology made and received by state institutions, local governments, educational institutions, companies, political organizations, community organizations, and individuals in the implementation of community life, the nation and state.

Archive digitization is the transfer of material (archive) from analog to *binary* code through the use of scanners or digital cameras so that *images* of the scanned objects can be read on a computer. Archival media transfer is a technique of transferring archive content or information from one format or media, to another, without reducing the content of the original archive (Suryanah, 2022). In accordance with its development, the digital archive exhibition is to present digital archives or archives that have been transferred by the media. Immersive art can be used as a medium for digital archive exhibition innovation. Immersive art is a creative expression that involves visitors and observers of art. The characteristic of immersive art is that it presents visitors with an environment that is designed and multi-sensory, and can be presented as a live or virtual experience. (Cleek, 2023)

Information technology and digital data have filled the personal and professional lives of human beings who help develop and share ideas. Humans have shifted from an industrial society centered on manufacturing to a society that prioritizes information, and has entered a new era, namely society 5.0. On January 22, 2016, the Government of Japan

released the 5th Basic Plan for Science and Technology, which proposed the idea of Society 5.0. Currently, it has entered society 5.0, which is a *super-intelligent society* that combines *cyberspace* and *physical space*. Its existence is managed in a *decentralized way*, that is, it is managed automatically and decentralized, without centralized leadership. The technology materials used are artificial intelligence (AI), *Internet of Things* (IoT), *Big Data*, *Device Technology*, *Network Innovation*, and *Edge Computing* (GPR institute, 2024)

Society 5.0 is a transformation society led by scientific and technological innovation after the information society. In other words, society 5.0 is a model to communicate the government's vision of the future society to industry and the general public. The pioneer of a new form of partnership and collaboration between industry and academia as proposed by Community Innovation 5.0 is the Habitat Innovation project by the Hitachi-UTokyo Laboratory (H-UTokyo Lab). The project was established in June 2016 after an agreement between the University of Tokyo and Hitachi Japan. The concept of society 5.0 was proposed by former Japanese Prime Minister Shinzo Abe in the 5th Basic Plan for Science and Technology which was inaugurated in 2019 (Deguchi, 2020).

In the face of this rapid change, a learning process is needed that helps to be able to adapt quickly. An organization also needs to understand the meaning of learning more broadly which can distinguish between learning and training. The learning process has also evolved from Learning 4.0 to Learning 5.1. In learning, what is built is the maturity of students, not only the quality of teachers, so that a learning organization is created (Deny, 2020). The learning method 5.1 will help archivists accelerate learning the urgency and relevance the development of digital technology in Society 5.0 to implement the Sustainable Development Goals (SDGs) in the context of preserving archives and presenting to the public. the use of immersive technology makes it easier to implement goal number 4 of DGSS, its quality education specially for informal education. The main purpose of the exhibition is as an informal educational service for public.

Many experts predict that 2030 will be a significant year related to the shift in various activities, including learning styles, work styles, and shopping in 2030. In fact, many countries and global organizations have

made 2030 a target to achieve various important things. For example, the United Nations (UN) targets the achievement of the Sustainable Development Goals (SDGs) by 2030 and in the same year the United Nations also targets the achievement of universal access to the internet. The World Bank (World Bank) encourages all countries to implement universal health services by 2030. Various countries and cities in the world are targeting 2030 as their big vision, for example Saudi Vision 2030, Egypt Vision 2030, Melbourne Vision 2030, etc. (Kertajaya, 2022)

The implementation of the SDGs has now entered *the Decade of Action* which has seven years left to achieve the 2030 Agenda, amid various disruptions and challenges. In this era, real action must be understood as the responsibility of all parties. Not only the government but also the important role of non-governments to synergize in achieving development targets in the SDGs/Participatory principles is the key to real collaboration. (Monoarfa, 2023)

In the Circular Letter of the Head of the National Archives of the Republic of Indonesia Number 2 of 2024 concerning the Commemoration of the 53rd Archives Day in 2024, it is explained that sustainable archiving or *Sustainable Archiving* reflects a commitment that archives of historical value are well preserved for future generations through sustainable maintenance efforts. So that the sustainability of regional and national historical heritage can be accessed and utilized as widely as possible by the community. In addition, it must be presented in an attractive way so that it can increase the love and pride of the younger generation towards the culture of the nation and state. So that the theme of the 53rd Archives Day Theme in 2024 is *Sustainable Archiving for the Best Future* or Sustainable Archiving for the Best Future.

It is also explained that under the 2003 UNESCO Convention Article 2 paragraph 2 it is explained that Intangible Cultural Heritage is the various practices, representations, expressions, knowledge, skills as well as instruments, objects, artifacts and cultural spaces associated with it – that peoples, groups and, in some cases, individuals are part of the cultural heritage. This Intangible Cultural Heritage is passed down from generation to generation, which is continuously recreated by communities and groups in response to their surroundings, their interactions with



nature and their history, and provides a sustainable sense of identity, to appreciate cultural differences and human creativity. For the purposes of this Convention, consideration will be given only to Intangible Cultural Heritage that is compatible with existing international human rights instruments, as well as to the requirement of mutual respect between different communities, groups and individuals, in efforts for sustainable development.



**Figure 1**  
**Logo of the 53<sup>rd</sup> Archives Day in 2024**

Source: ANRI, 2024

Innovation is a human endeavor in line with an increasingly globally connected world. Personal interconnection has grown exponentially which has made it increasingly difficult to take time to reflect on professional and personal life. Innovation is not just on worksheets, slideshows or product lines. But innovation occurs in interactions between humans which is a human process. It is also an interaction in humans in the process of identity discovery. So we will always be faced with the question of how to continue to develop, what new and good things can be done, and how we can innovate. The goal is to progress and make progress an integrated part of life. (Goldsmith, 2022).

Exhibitions are popular educational, promotional and outreach tools that were widespread in the archival community after the end of World War II. Digital exhibitions are increasingly being used by both large and small institutions. Digital exhibitions have evolved from analog exhibitions and the trends that accompany the changes. Archival exhibitions are rarely limited by the types of materials that can be included, from visual media such as images, cartoons, and photographs, to textual media such as newspapers, letters, and diaries to three-dimensional physical objects and even original digital recordings (Alexandr, 2013).

In the Rector Regulation of Universitas Airlangga number 36 of 2021 concerning the Management of Static Archives, it is explained that static archives are archives produced by creators because they have historical value, have expired their retention and are permanent which have been verified either directly or indirectly by the National Archives of the Republic of Indonesia/archival institutions. Meanwhile, static archive management is the process of controlling static archives efficiently, effectively, and systematically, including acquisition, processing, preservation, utilization, and public services in a national sustainability system. In the digital era, the static archives that will be presented in the exhibition are transferred to digital media so that the archives presented at the exhibition are in the form of digital archives. In Chapter I, the general provisions of the Rector Regulation of Universitas Airlangga number 33 of 2021 concerning the Transfer of Archive Media within Universitas Airlangga are explained that the transfer of archival media is the activity of transferring archival media from one media to another in order to facilitate access to archives.

In its development, the Industrial Revolution 4.0 is starting to lead to the Industrial Revolution 5.0 which uses technology faster and more advanced than before. Digital *Immersive Technology* (TDI) has experienced rapid development, bringing a revolution in the way of interacting with the digital world. There are five types of *Immersive Digital Technology*, namely *Augmented Reality* (AR) is an improvement in computer simulations of real life, *Virtual Reality* (VR) is the interaction of users with stimulated computers, *Mixed Reality* (MR) is a combination of AR and VR, *Digital Twin* (DT) is a digital replacement of real-life objects, systems, or processes, and *3600 content* is a photo or video taken in any direction and at any time (Herman, 2023). Artists also explore how to use creative practices to raise awareness, shape communities, create change, and generate social impact through new technologies and digital practices (Lacy, 2022).

The development of Industrial Revolution 4.0 to 5.0 will leads to Society 5.0 automatically. The Industrial Revolution 5.0 motivate a challenge for archivists to be able to adapt to the development towards Society 5.0. The innovation carried out is by creating a Digital Immersive

Technology of Archival Exhibition to achieve the goal of becoming one of the alternative tourist destinations for urban communities. Because Society 5.0 prioritizes technology that can be closer to humans, one of which is Digital Immersive Technology. The technology combines visual, sensory, and interactive elements, to create an immersive, bridging the gap between the real world and the digital world. So as to provide an experience for exhibition visitors as if they were present at the time of the event, equipped with digital art imagination and supporting music.

Previous research on virtual reality exhibition by (Hidayat, 2017) only limited the exhibition of photo archives. Research by (Jing Li, 2023) is an exploration of visitors' experiences on immersive exhibitions in museums. Research by (Syahputri and Riyanti, 2023) on the analysis of video mapping technology in immersive exhibition spaces. The results of the research are expected to be used as a basis for the implementation and development of immersive archive exhibitions in presenting static archives (technical, photo, cartography, cassette recordings and videos) as authentic, accurate and comprehensive public information in order to support sustainable archives.

In 2012, the Commonwealth Government of Australia issued a special policy on culture and the arts. This policy will be of particular concern to information professionals working in GLAM environments (galleries, libraries, archives, and museums). GLAM is a cross-institutional field that seeks to find common ground among various cultural heritage institutions, but still acknowledges the points of difference. Digitalization, collaboration and convergence are the main themes and characteristics of the GLAM sector and related theoretical disciplines. The GLAM movement has led many institutions to work together to create a network of practices that benefit the industry and the cultural heritage sector. With the imminent enactment of Australia's new cultural policy, it is time to reflect on the problems and challenges that GLAM principles pose to national cultural heritage institutions by discussing current practices. GLAM is a growing field of theory and practice and includes many issues and challenges for practitioners. GLAM principles and practices are increasingly influencing the cultural heritage sector (Katherine, 2013).

Based on the background of the research, it can be identified that the formulation of this research problem is how to describe the implementation of immersive archive exhibitions as a sustainable archival innovation to become one of the alternative tourist destinations for urban communities. The purpose of this research is to describe the immersive archive exhibition in order to maintain the collective memory of Universitas Airlangga, expand and increase *archival outreach*, and as an implementation of becoming a *smart entrepreneurial university*.

## **METHOD**

This qualitative research uses the case study method at the Airlangga University Archives. The case study method is defined as a qualitative approach in which the researcher explores real life, developing an in-depth analysis of a case, program, event, activity, process, or one or more individuals. Cases are limited by time and activity, and researchers collect information in detail and use various data collection procedures over a continuous periode of time. (Creswell, 2018)

The data collection technique was carried out from November 2023 to June 2024. The first stage is to observe static archive data that is permanently stored and listed in the inventory and archive guide in November 2023. The goal is to find out if there are topics that can be combined into topics of sustainable historical value. Also topics that can be combined with dynamic archives that are still active to become a thematic story line.

The preparation of the storyline pays attention to whether it is in accordance with the purpose in order to maintain the collective memory of Universitas Airlangga, whether it can expand and improve *the outreach of the archives*, and whether it is in accordance with the goal of Universitas Airlangga to become a smart entrepreneurial university. Furthermore, interviews were conducted with resource persons, namely eight archivists at the level of expertise (4 people) and skills (4 people). They are divided into 4 working groups, namely the technical archives team, photo archives, cartographic archives and video archives. Also an interview with a consultant who provides immersive technology services. The interview was conducted during a comparative study to the consultant's office in

Bandung in December 2023. Then it was followed by a zoom meeting from January 2024 to September 2024 regarding the use of immersive technology, exploration of determining digital archival materials, archival human resource skills, exhibition location and time plans, and communication media used to communicate the implementation of the exhibition to the public. So that the interviewed informants came from consultants for immersive arts organizers, archivists, archival HR policy determinants, facilities and infrastructure policy determinants and policy determinants of public communication and information centers.

The stage is to analyze the data, documents and interview results that have been collected to determine the scope of five aspects as follows:

1. First, it was planned that the exhibition would be held in a *hybrid* manner (*online and offline*) like the previous year, but then in early 2024 along with in-depth discussions about technological developments, it was decided that the exhibition would be immersive
2. The stages of determining exhibition materials are as follows:
  - a. Preparations (Nov-Dec 2023)  
The history of Prabu Airlangga, the history of the establishment of Airlangga University, the profile of the first Rector of Airlangga University
  - b. Verification (Jan-March 2024)  
The history of the establishment of Universitas Airlangga, Rector from time to time, research at Universitas Airlangga from LPPM
  - c. Finalization (April-June 2024)  
The history of Prabu Airlangga, the revolutionary struggle of the city of Surabaya, the first Rector and the Merah Putih/INAVAC vaccine research team, Institute of Tropical Disease (ITD) Universitas Airlangga

Then in early April 2024, it was finalized that the exhibition materials needed to be re-verified and finalized to get materials that could be assembled as historical, heroic stories and could motivate visitors in the context of the 70th Anniversary of Universitas Airlangga.

3. The need for archival human resources that support the exhibition is by holding meetings and discussions as well as *brainstorming* nine times between technology consultants and archivists of Universitas Airlangga about the important role of *storyline* and *Digital Immersive Technology (DIT)*, the concept of performing arts and the development of sustainable archives
4. In the early stages, the exhibition location was planned to take place in the Archive diorama but then moved to ASEEC Tower Campus B on the 2nd floor of Universitas Airlangga as an entrepreneurship center, the place is prepared to become the embryo of the establishment of the university museum in December 2024. This is related to the development of the exhibition with the concept of collaboration between Galery, Library, Archives, Museum (GLAM) in Indonesia.
5. The organization of this archive exhibition is a collaborative work between the Airlangga University Archives and the Museum of the Faculty of Medicine and the Faculty of Medicine, Faculty of Law, *Institute of Tropical Disease (ITD)*, Center for Communication, Information and Documentation (PKIP) Universitas Airlangga. In addition, it also collaborates with the Surabaya City Government. So that the social media used is the Instagram platform, youtube and websites belonging to the work units and institutions that collaborate.

Immersive exhibition innovations are still rarely held in Indonesia but globally have developed since before the covid-19 pandemic. From the stages of data collection, interviews and data analysis, the results of the digital exhibition concept were obtained as follows:

## UNIVERSITAS AIRLANGGA IMMERSIVE EXHIBITION 2024

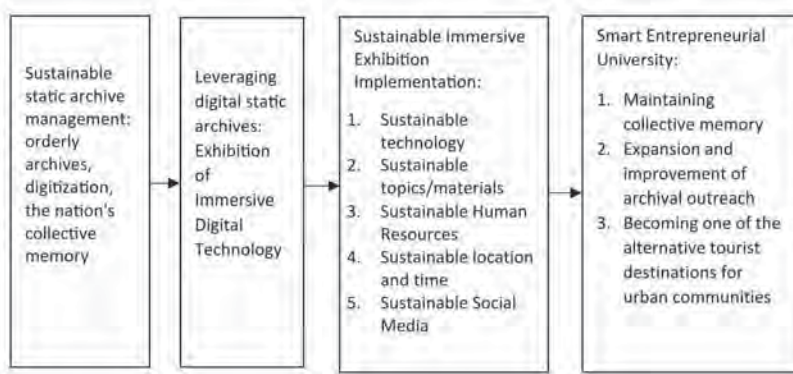
1. Title, Theme	MEMORIES FOR THE FUTURE When memories meet an innovation for brighter future
2. Technology	<i>Digital Immersive Technology (DIT),</i>
3. Matery	The struggle of Prabu Airlangga, the heroes in the city of Surabaya, the founders and the first Rector of Universitas Airlangga has inspired and motivated the Merah Putih vaccine research team or INAVAC from <i>the Institute of Tropical Disease (ITD) Universitas Airlangga</i>
4. Human Resources	Archivists, Archive Creator, Merah Putih/INAVAC Vaccine Research Team, Digital Technology Consultants and related work units within Universitas Airlangga
5. Location, Time	First and second floor of ASEEC Tower Universitas Airlangga Surabaya, December 2024
6. Social Media	Platform Instagram, Youtube and Website

Source: Archive of Universitas Airlangga

## DUSCUSSION

Based on the description of the background and methods used for the research, the framework of the research thinking process can be prepared as shown in figure 2.

Sustainable static archive management consists of three main topics that have also become the topic of archive day in previous years to be continued, namely archive tips, archive digitization and the nation's collective memory. It is followed up with the use of immersive archive exhibition media for static archives that have been converted into digital archives. The implementation of the exhibition pays attention to five sustainable aspects, namely technology, materials, human resources, location and time, and social media used. The main goal is to become one of the alternative tourist destinations for urban communities. So that the three derivative goals are to maintain the collective memory of Universitas Airlangga, expand and improve archival outreach (*Archival Outreach*) and as an implementation of the goals of Universitas Airlangga, its *Smart Entrepreneurial University*.



**Figure 2**  
**Thinking Process Framework**

Source: Archive of Universitas Airlangga

The discussion of the five sustainable aspects of the immersive archive exhibition is as follows:

1. Technology

In today's increasingly digitally connected world, the use of this technology offers enormous potential without exception in the field of archives in Indonesia. This was responded by the Archive of Universitas Airlangga by organizing a digital archive exhibition from 2022 to planned for 2025-2026 which is detailed in Table 1.

In 2022 the archive cast will be carried out virtually, then at the end of the covid-19 pandemic it will be carried out in a hybrid (offline and online) and in 2024 the technology used will begin to develop to maintain its relevance, namely by using Digital Immersive Technology (DIT), its Virtual Reality (VR) and Artificial Intelligence (AI). The development of the use of technology is also planned until 2025-2026, namely the addition of Mixed Reality and 3600 Content technology.

Table 1 explains the stages of studying Immersive Digital Technology, which consists of several sub-topics that are targeted to be studied in full until 2026. This forgets the implementation of the Learning 5.1 method, which is learning new science about Immersive Digital Technology for archivists who come from social sciences. This also supports goal no. 4 of the SDGs to realize exhibitions as



a more creative informal educational medium. The obstacle of the amount of material that must be studied can be overcome by learning gradually until 2026.

**Table 1**  
**Sustainable Technology Use of Archives Exhibition 2022 – 2026**

Year	2022	2023	2024	2025	2026
Technology	Virtual	Hybrid (offline and online)	Technology Digital Immersive (TDI); Virtual Reality Artificial Intelligence (AI)	Technology Digital Immersive (TDI); Mixed Reality Artificial Intelligence (AI)	Technology Digital Immersive (TDI); Mixed Reality Artificial Intelligence (AI) 360° Content

Sources: Archive of Universitas Airlangga

## 2. Materials/Topic

The determination of exhibition materials has been adjusted since 2022. The material determined in the year of the exhibition is a development of the previous year's material so that it continues as described in Table 2. The material for 2022 is about the periodization of the leadership of the 1st to 14th Rector of Universitas Airlangga which is equipped with community service activities carried out in each period by being given the appropriate exhibition title. Then the 2023 material is still about community service activities, especially during the Covid-19 pandemic by prioritizing the significant role of making the Merah Putih/INAVAC vaccine. Furthermore, in 2024, the material prioritized that the Merah Putih/INAVAC vaccine research team was very inspired by the history and profile of King Airlangga and the first Rector of Airlangga University. The material presented at the upcoming 2025 archive exhibition is still about the profile of the first Rector who has inspired the Rector of Universitas Airlangga for the 2015-2025 period to continue to make brilliant achievements nationally and internationally, and of course the brilliant achievements that have been achieved will inspire and motivate the Rector for the 2026 period in determining the vision and mission.

Table 2 is an implementation of the Record Continuum archive management theory, which has utilized information recorded in continuous static archives that are permanently stored. The

constraints on low literacy on these topics can be overcome by gradually learning them until 2026.

**Table 2**  
**Sustainable Theme of Archive Exhibition 2022-2026**

2023	2023	2024	2025	2026
<b>Title:</b> <b>UNAIR: The Past and Present</b>	<b>Title:</b> <b>Archives of Pandemi Covid-19, UNAIR</b>	<b>Title:</b> <b>Memories for The Future</b>	<b>Title:</b> <b>Memories of You</b>	<b>Title:</b> <b>Memories and Imaginations</b>
<b>Contributor :</b> 1 First Rektor - Now 2 Community Services	<b>Contributor :</b> 1 RS UNAIR 2 RSUD Dr.Sutomo 3 ITD 4 Stem Cell Center 5 INAVAC 6 Biome Center 7 Hand Sanitizer 8 Robotic Innovation 9 Mask Innovation 10 Community Services 11 Awarding	<b>Contributor:</b> 1 History of Prabu Airlangga 2 Surabaya City 3 First Rector 2 Museum of FK 4 NIAS 5 STOVIT 3 ITD : Vaccine 6 Merah Putih/INAVAC	<b>Contributor:</b> 1 Archive of UNAIR 1 History of Archive of UNAIR 2 First Rector 3 Rector : 2015 - 2025 2 Faculty 4 First Dean and Vice Dean 5 First Koord of Study 5 Firsrt Director/Head	<b>Contributor:</b> 1 Archive of UNAIR 1 History of Achiving 2 Rector : 2015-2025 3 Vision, Mission: Rektor 2026 4 Education 5 Research 6 Community Services

Source: Archive of UNAIR

### 3. Archives Human Resources

Universitas Airlangga as an archive creation institution has 17 archivists (7 PNS, 10 UNAIR employees) spread across 51 work units within Universitas Airlangga. The shortage of archivists has been anticipated with the appointment of archive processors, so that archive management activities are still carried out in all work units within Universitas Airlangga. All archivists and archive processors have been involved in the implementation of sustainable digital archive exhibitions since 2022 as explained in Table 3.

Table 3 explains that the organization of the archive exhibition cannot be held only by archivists but is a collaborative work of archivists with archive processors from several work units within Universitas Airlangga internally. Also with exhibition or technology consultants externally. In the 2022 archive exhibition, archivists collaborated with archive processors from the Faculty of Medicine, Faculty of Law, Directorate of Human Resources, Directorate of Information Systems and Virtual Exhibition Consultants with a total of 46 people. Meanwhile, the 2023 archive exhibition is a collaborative work that is larger than the previous year, involving 125 people, which is said to be held in a hybrid manner. This exhibition is a collaboration between archivists and archive processors from

the university secretariat, the Merah Putih/Inavac vaccine research team, the Startup and Incubation Business Development Agency (BPBRIN), the Directorate of Facilities and Infrastructure and talk show speakers about covid-19 internally and with exhibition consultants externally.

Table 3 explains the needs of archival human resources which is internal and external collaboration. The 5.1 learning method is urgently needed because archivists must collaborate with external experts, namely Immersive Digital Technology consultants. Obstacles to communication and cooperation skills can be overcome by determining the limited number of resources gradually until 2026.

**Table 3**  
**Human Resource Needs of Archive Exhibitions 2022-2026**

2022	2023	2024	2025	2026
Title: <b>Universitas Airlangga Dari Masa ke Masa</b>	Title: <b>Arsip Covid-19 di Universitas Airlangga</b>	Title: <b>Memories for The Future</b>	Judul: <b>Memories of You</b>	Judul: <b>Memories and Imaginations</b>
Internal: 1. Archivists (17) 2. FK (3) 3. FH (3) 4. HR (3) 5. DSID (3)	Internal: 1. Archivists (17) 2. SU (40) 3. Researcher and team (30), 4. BPBRIN (3) 5. Infrastructure (5) 6. Speaker of Talkshow (15)	Internal: 1. Archivists (17) 2. FK (3) 3. FH (3) 4. Galery of Library (4) 5. Infrastructure (5) 6. Speaker of FIB (1) 7. Speaker of Pemkot (1) 8. Speaker of ITD (1)	Internal: 1. Archivists (17) 2. SU (40) 3. FH (3) 4. BPP (3) 5. PKIP (3) 6. Direktorat Sarpras (4)	Internal: 1. Archivists (17 orang) 2. SU (40) 3. BPP (3)
Eksternal (7)	Eksternal (15)	Eksternal (10)	Eksternal (10)	Eksternal (10)
Amount: 46 org	Amount: 125 org	Amount: 40 org	Amount: 70 org	Amount: 60 org

Source: Archive of UNAIR

Then in the 2024 archive exhibition, there are fewer work units that collaborate with archivists because they prioritize introducing immersive digital archive exhibitions at an early stage. In that year, the archivists collaborated with archivists from the Faculty of Medicine, Faculty of Law, Library Gallery, Directorate of Facilities and Infrastructure and resource persons from the Faculty of Cultural Sciences, Faculty of Social and Political Sciences, *Institute of Tropical Disease (ITD)* internally and with technology consultants externally involving 40 people. Furthermore, the plans for the 2025 archive exhibition, the archivists collaborate with archive processors from the university secretariat, the Planning and Development Agency, the Center for Communication and Documentation, the Directorate of Facilities and Infrastructure internally and with technology consultants externally which is estimated to involve 70 people. Furthermore, the 2026 exhibition is planned to be a continuation and development of the 2025 exhibition. Table 4 shows the implementation and planning of sustainable collaborative cooperation between archivists within Universitas Airlangga and archive processors and the academic community internally and externally for five consecutive years. The determination of technology and exhibition themes greatly influenced the determination of the need for cooperation and skills of human resources internally and externally.

Table 4 outlines that there are more than five skills needed by archival human resources in organizing digital archive exhibitions, namely conventional/digital static archive management, preparation of virtual/hybrid/immersive exhibition storylines, virtual/hybrid/immersive exhibition material display, use of Digital Immersive Technology (TDI) including *Artificial Intelligence (AI)* and the use of immersive art, communication using social media and the organization of talk shows at hybrid/immersive exhibitions. Table 4 clearly shows the implementation of the 5.1 learning method, namely archivists must learn other skills besides archival skills, namely exhibit/curator skills, Digital Immersive Technology (TDI) and Communication.

**Table 4**  
**Sustainable Human Resource Skills Needs of Archive Exhibition 2022-2026**

2022	2023	2024	2025	2026
Title: <b>Universitas Airlangga Dari Masa ke Masa</b>	Title: <b>Arsip Covid-19 di Universitas Airlangga</b>	Title: <b>Memories for The Future</b>	Title: <b>Your Memories</b>	Title: <b>Memories and Imaginations</b>
Media: Virtual	Media: Hybrid	Media: Digital Immersive Technology (DIT)	Media: Digital Immersive Technology (DIT)	Media: Digital Immersive Technology (DIT)
Skills: 1. Static archive management 2. Storyline Preparation 3. Showcase/ curator 4. Virtual exhibition technology 5. Communication	Skills: 1. Static archive management 2. Storyline Preparation 3. Showcase/ curator 4. Hybrid exhibition technology 5. Communication 6. Talk show planning	Skills: 1. Static archive management 2. Storyline Preparation 3. Showcase/ curator 4. Digital Immersive Technology (DIT) and <i>Artificial Intelligence</i> (AI) and immersive art 5. Communication	Skills: 1. Static archive management 2. Storyline Preparation 3. Showcase/ curator 4. Digital Immersive Technology (DIT) 5. Communication 6. Talk show planning	Skills: 1. Static archive management 2. Storyline Preparation 3. Showcase/ curator 4. Immersive Digital Technology (DIT) 5. Communication with social media

Source: Archive of UNAIR

#### 4. Location and Time

The location of the 2022 exhibition is located at Archives Unit I (UK I)/UNAIR Archives or also known as the Higher Education Archives Institute (LKPT) as the initial stage of adaptation to carry out the digital archive exhibition virtually for the first time and to introduce UK I to visitors. Then the location of the 2023 exhibition will take place in a more general area, namely the Red and White Building, 1st Floor Youth Center, Surabaya City Square area to bring the role of UNAIR archives closer to the general public by adjusting

the theme of the exhibition which is very useful for the public. The determination of the exhibition location also considers the sustainable aspects of the exhibition implementation as explained in Table 5.

**Table 5**  
**Sustainable Location and Time of Archives Exhibition 2022-2026**

Year	Media	Location, Time	Information
2022	Virtual	Archive of UNAIR as Higher Education Archives Holding (LKPT), July 2022	The initial stage of adaptation to the implementation of digital archive exhibitions
2023	Hybrid (online and offline)	Gedung Merah Putih, Balai Pemuda Lantai 1, area Alun-Alun Surabaya, January 2023	To be closer to the public
2024	Digital Immersive Technology (DIT)	ASEEC Tower of UNAIR, December 2024	Adaptation of use the DIT
2025	Digital Immersive Technology (DIT)	ASEEC Tower of UNAIR, December 2025	Improvement of use the DIT
2026	Digital Immersive Technology (DIT)	ASEEC Tower of UNAIR, December 2025	Improvement of use the DIT

Source: Archive of UNAIR

Furthermore, the location of the 2024 exhibition will take place at the *Airlangga Sharia and Entrepreneurship Education Center* (ASEEC) Tower as the initial stage of adaptation to the use of *Digital Immersive Technology* (TDI) for archival exhibitions to be more cost-efficient. The 2025 exhibition location plan is still in the same place because to reduce the cost of developing TDI implementation which continues to develop to remain relevant, for example using *3600 content technology* because the tower is an asset owned by UNAIR. The venue for this exhibition is the forerunner of the establishment of *Airlangga Digital Universeum*, which is the embryo of the establishment of UNAIR's digital museum. In addition, as a first step in the implementation of the *GLAM (Galleries, Libraries, Archives, Museums)* collaboration concept which is being widely developed. Where the four institutions have the same role, namely presenting information to the public both on a limited and unlimited basis.

## 5. Social Media

The dynamics of society, nation and state life have developed rapidly in the digital direction and even towards the era of the Industrial Revolution 5.0 in accordance with global developments in communication, transactions and correspondence that have been carried out digitally. The use of social media in communicating with the public has developed in the form of various platforms. The sustainable use of social media in the digital archive exhibition of Universitas Airlangga is illustrated in Table 6.

**Table 6**  
**Sustainable Social Media for Archive Exhibition 2022 - 2026**

Th. 2022	Th. 2023	Th. 2024	Th.2025	Th.2026
Internal: Website (20)	Internal: Website (20) Youtube (20)	Internal: Website (51) Instagram (51) Youtube (51)	Internal: Website (51) Instagram (51) Youtube (51) TikTok (10)	Internal: Website (51) Instagram (51) Youtube (51) TikTok (10) Other (5)
Eksternal: -	Eksternal: -	Eksternal: -	Eksternal: Surabaya City Government	Eksternal: 1. Surabaya City Government 1. Provincial Government

Source: Archive of UNAIR

The implementation of the virtual archive exhibition in 2022 only uses the communication media of the website platform owned by 20 work units within Airlangga University. Then in 2023 the use of platforms will increase, namely the website and youtube platforms belonging to the same 20 work units. Furthermore, in 2024, the use of communication media on the Instagram platform will be added to complement the use of the previous two platforms. The number of platform owners will increase by more than 100% in 2024 because using the three platforms belongs to all work units consisting of 17 faculties/schools and 34 directorates/agencies/centers/other work units within Airlangga University. However, in 2022-2024, it has not collaborated with the Surabaya city government by collaborating using communication media owned by the Surabaya city government. Although in 2023 it has collaborated with the Surabaya City Education Office, but only in the context of increasing exhibition visits.

The use of communication media with social media for digital archive exhibitions will be increased and developed in 2025-2026. In 2025, in addition to using the three platforms used in 2023, the TikTok platform belonging to the academic community will be added internally. Meanwhile, externally, it is gathering collaborative cooperation with the Surabaya City Government, especially the Education Office, in the context of implementing a program to visit museums for elementary and junior high school students initiated by the Mayor of Surabaya in August 2024. So that the use of social media in communicating can be continued in 2026 by adding the number to the TikTok platform and adapting to using other new platforms, as well as starting to collaborate with the Provincial Government in addition to the Surabaya City Government.

## **CONCLUSIONS AND SUGGESTIONS**

The use of sustainable technology in the exhibition began in 2022, namely a virtual archive exhibition and continued in 2023 with a hybrid archive exhibition (*offline and online*) and developed in 2024 and until 2026 with the use of *Digital Immersive Technology* (DIT) as a development adaptation towards the Industrial Revolution 5.0. The determination of the theme and title of the sustainable exhibition starting in 2022 aims to string the information recorded in static archives into a series of historical stories of the existence of Universitas Airlangga that can motivate the next generation to continue to excel nationally and globally. The development of archival sustainable human resource competencies began in 2022, not only about collaborative work skills between archivists and the academic community internally but also with the Surabaya City Government and the East Java Provincial Government externally. Also improving the ability to use digital technology, from virtual, hybrid and *Immersive Technology* (DIT). The determination of the sustainable location exhibition since 2022 began when the virtual archive exhibition was located at the Archive of Universitas Airlangga as a Higher Education Archive Holding (LKPT) which was followed by the implementation of a *hybrid* archive exhibition at the Galeri Merah Putih, Balai Pemuda, City Square in 2023 and at the Universitas Airlangga of



museum in 2024 to 2026 as an implementation of the GLAM collaboration concept (*Galleries, Libraries, Archives, Museums*) which was initiated in 2012.

The use of social media in communicating the exhibition has also been since 2022, although it only uses one platform, namely the *website* platform, but has used websites belonging to 20 work units within Universitas Airlangga and then in 2024 it has developed using three platforms, namely websites, instagram and youtube owned by all 51 work units within Universitas Airlangga. Furthermore, it was developed into five or more platforms with the addition of the TikTok platform and others belonging to all 51 work units within Universitas Airlangga as the creator of archives internally and several platforms belonging to the city government and provincial government externally.

This concept is an innovative work in organizing an archive exhibition as an effort to remain relevant to the dynamics of developments that occur in society and for the future. This concept is so that it can be accepted to achieve the goal of becoming one of the alternative tourist destinations for urban communities, especially the city of Surabaya. In addition, it is also a form of sustainable archive management to reactivate the memory information recorded in order to support Sustainable Development Goals (SDGs) number 4, especially quality informal education. The concept of the digital archive exhibition continues at Universitas Airlangga in 2022-2026 as follows:

<b>Sustainable Aspects</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Title	Universitas Airlangga Dari Masa ke Masa	Arsip Covid-19 Universitas Airlangga	Memories for The Future	Memories of Your	Memories and Imaginations
Teknologi	Virtual	Hybrid (Offline dan Online)	Teknologi Digital Immersive (TDI), Artificial Intelegence (AI)	Teknologi Digital Immersive (TDI), Artificial Intelegence (AI), 360° Content	Teknologi Digital Immersive (TDI), Artificial Intelegence (AI), 360° Content, Metaverse

Sustainable Aspects	2022	2023	2024	2025	2026
Materi	Periodesasi Kepemimpinan Rektor Universitas Airlangga	Arsip Covid-19 Universitas Airlangga pada masa Pandemi	Sejarah Prabu Airlangga, Pahlawan Kota Surabaya, pendirian Universitas Airlangga, Penelitian Vaksin MP/ INAVAC	Rektor pertama, Rektor Capaian Rektor Periode 2015-2025, Profil Para pejabat Struktural pertama	Capaian Rektor Univ Airlangga Periode 2015-2025, Profile Rektor dan jajarannya serta visi dan misi Rektor periode berikutnya
SDM	Suluruh Arsiparis, pengolah arsip dari 4 unit kerja dan konsultan	Seluruh Arsiparis, pengolah arsip dari 5 unit kerja dan konsultan	Seluruh Arsiparis, pengolah arsip dari 7 unit kerja dan konsultan	Seluruh Arsiparis, pengolah arsip dari 5 unit kerja dan konsultan	Seluruh Arsiparis, pengolah arsip dari 3 unit kerja dan konsultan
Lokasi, Waktu	Arsip Universitas/ Unit Kearsipan I	Baleri Balai Pemuda, Alun- Alun Kota Surabaya	ASEEC Tower, embrio Museum Universitas Airlangga	Museum Universitas Airlangga	Museum Universitas Airlangga
Sosial Media	Website	Website Youtube	Website Youtube Instagram	Website Youtube Intagram TikTok	Website Youtube Instagram TikTok, dll

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## **PRESERVING LOCAL WISDOM THROUGH BATIK MOTIFS**

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### **ABSTRACT**

Preservation of local wisdom is encouraged to protect information for present and future generations. Local wisdom is created from ancestral heritage, some are also current creations. Customs, performing arts, natural resources, historical relics, community life and many more forms of local wisdom in Indonesia. Local wisdom formed from the community will become extinct if no one cares. The purpose of this study is to analyze the role of batik motifs in recording local wisdom information. Using qualitative research methods, this study was conducted at a batik craftsman called Batik Bambu Kenanga, in Turen District, Malang Regency, East Java, Indonesia. Data were obtained from observations and interviews. The findings of the study stated that Batik Bambu Kenanga in its batik motif creations was inspired by the local wisdom of Malang Regency. Taking from temple reliefs, natural resources, community customs, and many more motifs that were created that illustrate how rich Malang Regency is. Batik Bambu Kenanga consistently chooses this strategy. For them, batik is not only a source of income but also a means for them to convey local wisdom owned by Malang Regency. This can be used for educational media, knowledge, and to show their sense of belonging to the area where they live, and no less importantly for economic independence.

Keywords: batik, local wisdom, motifs batik, preservation

## **INTRODUCTION**

### **Background**

Indonesia is a dynamic country with several kinds of religions, cultures, ethnicities, races, and languages, which are often referred to as "mega cultural diversity" (Kodir & Setia, 2024). The diversity of Indonesian society is influenced by broad demographics. The culture in each region reflects values that are continuously inherited, interpreted, and practiced along with the process of social change in society (Parapat et al., 2024). Like culture, each region has its own culture. One of them is batik, owned by almost all regions on the island of Java.

Batik has been recognized by UNESCO as a Representative List of the Intangible Cultural Heritage of Humanity on October 2, 2009. This date was then commemorated as National Batik Day with the issuance of Presidential Decree of the Republic of Indonesia Number 33 of 2009 concerning National Batik Day on November 17, 2009. In general, batik is a cloth whose decorative motifs are made using wax as a color barrier, so that the dye will not touch the part of the cloth covered by wax during dyeing. The wax is etched onto the cloth using a canting, a small tool in the form of a kind of bowl (nyamplungan) with a spout or pipe with a curved end (spout/cucuk) made of copper and given a wooden or bamboo handle (Isbandono, 2015).

Batik produced in one region is different from another. Each contains local cultural wisdom, natural wealth, art, beliefs, lifestyles, and ancestral heritage. Coastal batik, such as Pekalongan batik, is identical with bright colors with motifs of people's daily lives (Pratiwi, Marwah, & Ramadhanti, 2024). While Solo and Yogyakarta batik, are more classic, with motifs containing symbols or emblems of power, social strata, and other deep meanings. There are many more batik motifs from other regions in Indonesia. Actually, these motifs are to show identity/pride/self-identity that distinguishes it from others (Sidhi, Dwiandiyanta, & Dewi, 2020). It is human nature to want to win over others, so since ancient times, batik motifs have been used as a characteristic (Widagdo, Ismail, & Alwi, 2021).

This characteristic needs to be maintained. In the midst of the fierce competition in the batik industry, batik motifs that contain meaning, reflect local wisdom can be used by the batik industry to achieve competitive advantage (Nikmah et al., 2024). The batik motifs they create are (1) valuable, that is, they are able to display prestige for the wearer, (2) rare, that is, they are only limited, made with custom, and (3) inimitable, that is, there is no other, specifically for the wearer, and there is no twin.

In this study, targeting the batik craftsmen "Batik Bambu Kenanga" from Turen, Malang Regency, East Java. The reason for this selection is that Batik Bambu Kenanga is a batik craftsman who already has a wide national market, has routine activities such as exhibitions, holding training and collaborating with many agencies and communities. Batik Bambu Kenanga has been established since 2007, with a small business form, managed by an owner, Mrs. Sri Widjayati assisted by 12 workers. The workers are mothers around her house who were previously trained by her. The batik produced is hand-drawn and stamped batik, with synthetic and natural coloring. The idea of the pattern or motif, comes from the owner, often an order from consumers, especially hand-drawn batik.

Mrs. Sri as the owner, is aware that in running her business, it is not only to gain profit, but also there is a desire to record the culture, customs, social situations in the area where she lives in the batik motifs she creates. Malang Regency has many historical relics such as temples, natural attractions, and the lives of its diverse people. Some of the motifs created depict the icon of Malang Regency called "Garudea" is one of the reliefs of the Garuda Bird's head taken from Kidal Temple in Malang Regency. Mrs. Sri hopes that her batik motifs will be used to record the local wisdom of the surrounding area, so that it does not become extinct and can be enjoyed by future generations, both for learning, knowledge and recreation. In addition to recording, batik motifs can be used as a media for broadcasting local wisdom, as a promotional media about the advantages, or potential of a region.



## **Research Questions**

In accordance with the explanation in the background, the question in this research is How local wisdom can be preserved through the creation of batik motifs?

## **METHOD**

This research was conducted by applying qualitative methods. Qualitative research is a type of research that uses comprehensive interpretative methods by examining in descriptive form (Ratna, 2013). Data were obtained through observation, where researchers went directly to the field to observe and collect data, and interviews were conducted with the owner of Batik Bambu Kenanga and several employees who were working.

Researchers were fully involved in the research process. To avoid bias, narrative explanations follow systematic guidelines (Levy & Ellis, 2006), with the following steps:

1. Searching and identifying, this is the observation stage where researchers collect data based on observation results.
2. Aggregating or combining and grouping identification results, where from the many data obtained, data and non-data are then sorted, so that in the end researchers get reduced data, where the data used is information that is relevant to research needs.
3. Analyzing and determining the most appropriate to the theory and empirical studies, where at this stage the existing data is analyzed to produce information that can be used to draw conclusions, provide suggestions and implications for further research.

## **RESULT AND DISCUSSION**

### **Local Wisdom of Malang Regency**

UUD 1945 Pasal 28 I ayat (3) states that the cultural identity and rights of traditional communities are respected in line with the development of the era and civilization. Based on the statement above, the cultural identity of traditional communities in this case local wisdom in the community is protected by law. The local wisdom of the Indonesian

community must remain sustainable (Andarwati, 2019). Local wisdom contains the meaning of noble values that apply in the order of community life for the sustainability of a well-organized community life (Unayah & Sabarisman, 2011).

Local wisdom is the identity or personality of a nation that causes the nation to absorb and even process culture that comes from outside or other nations so that it becomes its own character and ability (Purwanto, Lidiawati, & Purwanti, 2023). This means that local wisdom is a unique and strongly embedded community experience through a long journey throughout the formation of the community. Local wisdom is a community culture that has been created by ancestors and is a legacy for their children and grandchildren and as a means of controlling community behavior. Values that are considered as a means of social control are also considered as religious values that serve as guidelines for human life. While values that are not in accordance with religious values are considered by society as those who cannot appreciate their values (Handayani & Bisri, 2020).

Local wisdom needs to be seen as a noble value (lofty value), not only seeing it as a matter of right or wrong, but much more importantly is seeing the good (Rahmaniar et al., 2020). Local wisdom is the values that apply in a society. These values are believed to be true and become a reference in the daily behavior of the local community. These local wisdom values are seen as entities that greatly determine the dignity and worth of humans in their communities because they contain elements of intelligence, creativity and local knowledge from the elites (figures) and their communities. Local wisdom can be integrated with systems, beliefs, outlooks on life, norms, social values (ethics), knowledge, and culture that are expressed in the application of traditions that are adhered to by the community from generation to generation (Sahlan, 2013).

Local wisdom can take the form of local knowledge and skills both in the political and economic aspects of relations and in the socio-cultural aspects of the community that have a positive impact on the sustainability of the community. The values that are used as benchmarks for local wisdom in society have long evolved in society and the environment and have experienced several periods from generation to generation (Hasbullah, 2012). With the existence of social changes in society, local

wisdom has almost been forgotten by today's society and has almost been forgotten by history in its presence. In the time of our ancestors, local wisdom was formed by the customs and traditions of society, so it can be said to be a cultural product (Handayani & Bisri, 2020). Nowadays, local wisdom is a little unclear, even forgotten.

Preserving local wisdom is an important effort that not only preserves the traditions and local wisdom of a society, but also makes a significant contribution to improving the economy and social (Widayati et al., 2023). Like the cultural rituals of marriage, birth, and death, it is a practice that is deeply rooted and encapsulates the essence of cultural heritage. This ritual is more than just a ceremony, but also a symbolic form of commitment to preserving ancestral wisdom. Local wisdom must be preserved to continue the history and value of ancestral heritage. One way to preserve it is by documenting rituals, their meanings, and their historical context, thus creating a comprehensive cultural heritage archive that can serve as an educational resource for future generations.

Malang Regency has many villages with various local wisdoms, each highlighting the potential of natural and artificial resources. The village where nation building began (Hasan, et al., 2023). This can be called invaluable wealth. Like Ngadas Village, which is located on the slopes of Mount Bromo. Ngadas Village has a variety of very interesting natural potentials including the Bromo Sand Sea, Coban Pelangi, Coban Trisula, and Ranu Pane (Purwanto, Lidiawati, & Purwanti, 2023). A variety of plants can be found in Ngadas Village due to the fertility of its soil. There is a plant named Adas as well as a plant that is quite typical of Ngadas Village besides potato plants. The beautiful nature is always covered in fog all day long, complete with religious ceremonies and the unique culture of Ngadas Village, which has been preserved for decades by its entire community.

Kedungsalam Village, Donomulyo District, located on Ngliyep Beach, has a tradition of larung sesaji called Labuhan Gunung Kombang. Labuhan is held once a year based on the Javanese calendar, which falls on every 13th night of the 14th month of Maulud. This tradition aims to express gratitude for the safety and blessings that have been enjoyed by the community during the previous year. Furthermore, it conveys

hopes for goodness in the coming year (Rahmaniar et al., 2020). Several values are reflected in this activity. Togetherness is one of them. In the Labuhan Gunung Kombang tradition, all residents from various different backgrounds, both religious differences, educational backgrounds, economic status, and social status are involved together in making the Labuhan event a success.

In addition to local wisdom based on village activities, there are also historical relics that need to be preserved as local wisdom. Malang Regency was formerly the territory of the Singosari Kingdom, as evidenced by relics that depict the glory of the Singosari Kingdom in ancient times, in Singosari District, such as Mata Air Banyu Biru, Sumber Nagan, Gunungtelih Temple, Dwarapala Statue, Singosari Temple, Sumberawan Temple, Petirtaan Watugede (Santoso & Widiana, 2018). One of the evidences of the glory of the Singosari Kingdom is the existence of Kidal Temple. The existence of Kidal Temple still stands strong until now. The uniqueness of this temple has ornaments that are not only decorative ornaments, even story ornaments that have high philosophical meaning (Rahmawati, Iksan, & Syarifudin, 2020). In Kidal Temple there are decorative ornaments in the form of Garudeya. The spirit of Garudeya has a correlation with the story of the struggle of the Indonesian people during the colonial period. The figure of Garudeya was adopted by the formulators of the designers of the Indonesian national symbol chaired by Soekarno, the first President of Indonesia. In addition to the Singosari Kingdom, in Malang Regency there are also remains of the Kanjuruhan Kingdom. Marked by the presence of the Badut Temple which is a temple building that is typical of Central Java or Central Javanese style even though it is located in East Java. The type of material used to build the temple is andesite stone which reflects how sophisticated the people of that time were in building.

Ancient relics in the form of temples record a lot of historical data from their time. Temples provide clues about religion, social and technology associated with their establishment, or certain types of religions practiced by the community in a certain period. If this information can be passed on, it can raise awareness of the high value attached to the building, which will ultimately raise awareness and love for the objects and the nation's

culture (Oktavianto, Sutjitro, & Kayan, 2013). Preserving and securing cultural heritage objects as the nation's cultural wealth is an effort to provide basic knowledge and foster national pride. The emergence of awareness of national identity is greatly influenced by the knowledge of the past by the nation concerned.

Local wisdom does not only stop at ancestral heritage, but also develops to this day. Like new tourist attractions or renovated ones. In Sananrejo Village, Turen District, there is the Tiban Mosque, where this mosque is the pride of the surrounding community, because in addition to being a place of worship, many people also depend economically on the existence of this mosque. Many “santri” who study and many people who visit this mosque, provide benefits to the surrounding community to rent parking lots and sell food, drinks and souvenirs. In the village of Sanankerto, Turen District, there is a bamboo forest that was later developed into a tourist spot, called Boon Pring Andeman. This tourist spot is also a leading one and needs to be preserved because it has succeeded in transforming an unkempt bamboo forest into a beautiful tourist spot and a source of livelihood for the surrounding community.

All of these local wisdoms need to be documented. In addition to being a promotion, it is also to maintain the integrity of history for the sustainability of information for future generations. Documentation can be done in any way, it can be written, drawn, recorded sound or video. The goal is the same, to maintain the integrity of information for the sustainability of information in the future.

### **Local Wisdom Information Recording on Batik Motifs**

There are already many batik craftsmen in Malang Regency, so each batik craftsman must be able to find a differentiator to excel in competing. As in this study, Batik Bambu Kenanga was chosen as the object of research. Batik Bambu Kenanga in several batik motifs that it created depicts local wisdom in Malang Regency, according to the location of its business. The owner tries to find a distinctive feature for her batik motif, by exploring the superior resources of Malang Regency, such as superior agricultural products, the majority of its population's livelihoods, natural resources, artificial resources, and many more imaginations of her motifs.

Some of the motifs created by Batik Bambu Kenanga as a depiction of the local wisdom of Malang Regency, as follows:



**Figure 1**  
**Garudea Motif**



**Figure 2**  
**Watu Godeg Motif**

The Garudea motif depicts one of the reliefs in Kidal Temple located in Malang Regency. Garudea contains deep meaning, it is said that this relief stimulated the symbol of the Indonesian state. Garudea is used as a symbol of Malang Regency, which is depicted as a mighty bird flying by flapping its strong wings. Such is the hope for the local government of Malang Regency.

Watu Godek is a stone inscription in Turen District which is believed to be a stopover for Mpu Sindok. Plus cassava leaf tendril motifs and

coffee flowers, where Malang Regency is a producer of good quality cassava and coffee. The uniqueness of this cloth is that there is writing in Javanese script that reads 'Batik Bambu Kenanga'.



**Figure 3**  
**Kopi Berantai Motifs**

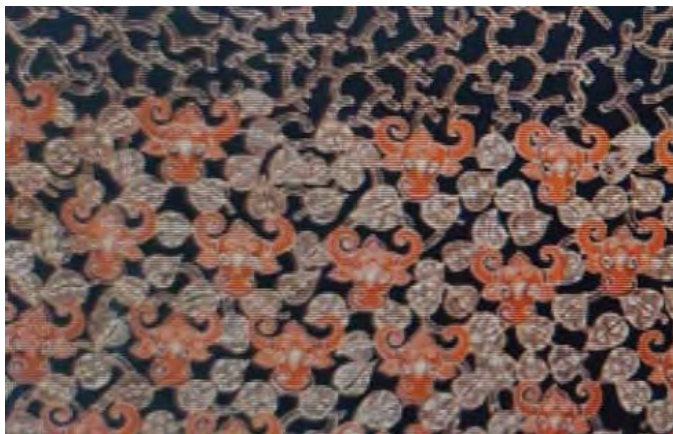


**Figure 4**  
**Antari Motifs**

This Kopi Berantai motif illustrates that Malang Regency, precisely in Dampit Village, is the producer of the best coffee recognized worldwide,

called Kopi Dampit. Called chain illustrates a society that prioritizes mutual cooperation, helping each other during the coffee harvest season.

The Antari motif was chosen as the name of the motif because the creation of this motif was inspired by the traditional Antari cake or kembang goyang which is widely produced by home industries in Malang Regency.



**Figure 5**  
**1000 Mberot Motifs**



**Figure 6**  
**Tahu Jeguk Motifs**



The 1000 Mberot motif represents the culture of Malang Regency, where every time 1 Suro (Javanese calendar) is commemorated, a parade or procession is held which is followed by "Bantengan" performers, where they wear masks of rebelling bulls (mberot).

This Tahu Jeguk motif is combined with the garudea motif. Tahu Jeguk for the people of Malang Regency is tofu dregs that are processed into animal feed. This product is a mainstay product of Malang Regency and is widely distributed outside the city.

There are still many motifs that have been produced by Batik Bambu Kenanga, which are explained above are only a small part of the existing motifs. However, with this little explanation, it has been described that Batik Bambu Kenanga has attempted to record local wisdom in the batik motifs it creates. The hope of Mrs. Sri as the owner of Batik Bambu Kenanga is that batik is not only for earning income, but also to prioritize other batik values, such as providing educational values and preserving culture.

## **CONCLUSION**

There are many ways to preserve local wisdom, one of which is to record it in batik motifs. Batik motifs are not just lines, dots, pictures, but from all of that, they weave a meaningful story. That is the batik motif and it will impress and make those who wear it proud when the batik motif depicts the local wisdom of a particular region. Local wisdom needs to be preserved, in addition to showing the superiority or potential of a region, it also provides the benefits of preserving, or sustaining information for our children and grandchildren. Preserving local wisdom must be done intelligently and effectively, considering that our future generations are those who are critical and fond of unique information media. It is appropriate to choose batik motifs as a channel for preserving local wisdom.

This study suggests that batik as a cultural heritage, needs to be increased in its role, not just a piece of cloth. If in the past information was recorded with palm leaves, then now it has developed into digital recording. So its development is not only in technology-based innovation. However, unique information recording also needs to be considered for

variations in recording media. One way is to record information through batik motifs, in addition to preserving the existence of batik as the identity of the Indonesian nation, it can also be a means of recording local wisdom that shows regional potential.

This study has implications for the results of previous research conducted by Widayati et al (2023), which states that managing local wisdom can improve the economic and social conditions of the local community. In this study, it was found that managing local wisdom also increases people's understanding of culture and provides knowledge or contributes to education for current and future generations.

The novelty presented in this study is that batik motifs are not always in the form of lines, dots that are combined with each other. However, a story is woven, a plot that can represent the local wisdom of an area and can be used as uniqueness or different from other batik so that it can be used as capital to gain competitive advantage.

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# **PRESERVING FAMILY MEMORIES: PROMOTING ARCHIVAL AWARENESS THROUGH A CAMPAIGN EMBRACING LOCAL JAVANESE LANGUAGE AND WISDOM**

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## **ABSTRACT**

This study aims to measure the effectiveness of the use of Javanese in delivering archive awareness campaign materials in the Daerah Istimewa Yogyakarta (DIY). Javanese was chosen as a cultural approach to increasing public awareness of the importance of archive management. This study uses the mixed methods sequential explanatory method, which begins with quantitative data collection through a survey and is followed by qualitative analysis in the form of in-depth interviews and participant observation. The quantitative survey was conducted on 35 campaign participants to measure their understanding and response to the material delivered in Javanese, using a Likert scale for descriptive statistical analysis. The quantitative results were then further analyzed through interviews with 5 selected respondents to gain deeper insights regarding the effectiveness of the use of Javanese in the campaign. The results of the study indicate that the archive awareness campaign in the Daerah Istimewa Yogyakarta (DIY) has been implemented with a strong legal basis and has succeeded in increasing public understanding of the importance of archives management. The survey results show that the effectiveness of the use of Javanese reached 80.4%, the level of participant understanding was 89.1%, and public archival awareness

was 90.3%. Although a positive response from the community was seen, there is still space for improvement in the socialization strategy and institutional involvement particularly by enhancing outreach methods to reach a broader audience, engaging local leaders as advocates, and fostering stronger partnerships with educational and government institutions. Additionally, increasing interactive events and using digital platforms more effectively could strengthen community understanding and engagement in archival initiatives.

Keywords: Archives Awareness Campaign, Cultural History, Local Wisdom, Javanese Language

## **INTRODUCTION**

### **Background**

In recent years, preserving historical archives has attracted increasing attention, especially in areas rich in cultural heritage, such as the Daerah Istimewa Yogyakarta, Indonesia. Archives are vital in preserving a nation's history, allowing future generations to access and learn about the past.

Archives play a vital role in preserving history as keepers of documents that serve to collect, preserve, and share information important to understanding the past. Fagnen (2023) highlights that archives help researchers and contribute to public knowledge through publications and exhibitions. Moreover, archives provide credibility to historians by providing objective and unbiased sources, which allow for the revelation of historical truth.

Unlike family history, which often relies on personal memories and subjective dynamics, archives offer a stronger and more factual foundation, thereby reducing subjectivity in writing history (Clarke, 2023). Meanwhile, Ali (2023) emphasized that archives play an important role in transforming narratives into verified historical facts, preserving past achievements, and guiding future civilizations based on documented truth. In addition, as highlighted by Meniconi (2023), archives are also a primary source in institutional history research, offering important

perspectives on the development of institutions through their historical paths. Overall, archives are not only silent witnesses to the past, but also play a key role in ensuring the integrity, accuracy, and continuity of historical narratives in the future.

However, there is still a significant gap in public awareness of the importance of archives, especially in local communities. As Mollé & Mungwabi (2023) and user satisfaction with archival services that the Records and Archives Management Department (RAMD), the study found moderate awareness of archive services in Tanzania, indicating low public awareness. Even public awareness of archives is low as Manganye et al. (2023) study of the Limpopo Provincial Archives, South Africa, despite efforts through public programming initiatives. In the Indonesian context, public awareness of archives in Indonesia is low due to suboptimal archive management, limited availability of archives, and a lack of understanding of the role of archive institutions as repositories of historical information (Mufidati & Wijayanti, 2023). For this reason, the government then created the Gerakan Nasional Sadar Tertib Arsip (GNSTA) program to increase awareness of archives among government institutions, but its focus on the formal dimension has not fully addressed emotional and substantive involvement with the public (Bawono et al., 2022). ANRI established the National Movement for the Awareness of Good Recordkeeping (GNSTA). This lack of awareness can result in the neglect of valuable historical archives and the erosion of collective memory.

The Regional Library and Archives Service called Dinas Perpustakaan dan Kearsipan Daerah (DPAD) of the Daerah Istimewa Yogyakarta (DIY), as one of the provincial archival institutions, also strives to campaign for archives to the public. Various elements of society are involved in this activity. In implementing this activity, DPAD DIY embraces academics as speakers in the archive awareness campaign for the general public such as Islamic boarding school communities, social communities, and women who are members of the Family Empowerment and Welfare called Pemberdayaan dan Kesejahteraan Keluarga (PKK). Given the deep-rooted cultural traditions in Java, the use of local wisdom and language—such as Javanese—offers a promising approach to bridging the gap in public

awareness of the importance of these archives. Javanese, with its intrinsic relationship to the cultural identity of the community, provides a unique avenue to increase engagement with the archival campaign. Language not only functions as a means of communication but also embodies the values, beliefs, and history of a community, making it a powerful medium for raising awareness of the importance of archives.

Family archives, in particular, are an area where such awareness is critical. These archives, which contain family documents such as birth certificates, marriage books, health records, photographs, videos, and more, are an essential component of a family's history and identity. Unfortunately, family archives are often overlooked in broader archives management practices, resulting in the loss of invaluable cultural and legal records. Through a well-designed archive awareness campaign, individuals can be educated about the importance of preserving their family archives. DPAD DIY chose this family archives theme because participants will be directly involved in both theory and practice.

This research seeks to explore how incorporating Javanese language and cultural wisdom into an archive awareness campaign can influence public engagement. The role of the researcher as an actor allows for an autoethnographic exploration of how local language can shape public understanding and participation in archive preservation.

## **Literature Review**

Culture-based approaches are effective in various social initiatives, including in raising public awareness. Trilaksana et al. (2023) highlighted that the integration of local wisdom into educational practices can strengthen character education, suggesting that culturally-based campaigns are more likely to resonate with local communities. Furthermore, the use of local languages and cultural symbols has been shown to increase the relevance and accessibility of various social initiatives, including archival awareness campaigns.

Public awareness of the importance of archives is often associated with local wisdom, which is a major concern in various scientific studies. One important aspect that is often highlighted is the role of regional languages in preserving cultural knowledge and traditions. Rais (2019)



emphasized that regional languages not only function as guardians of a group's cultural identity, but also as important tools to ensure historical continuity. The integration of local languages and cultural symbols into archival practices, therefore, is a crucial strategy for preserving cultural heritage while increasing public awareness of the importance of archives.

In line with this, effective archival awareness campaigns require active community involvement. Many individuals are not yet fully aware of the role of archives in preserving historical heritage (Heron, 2014). Therefore, by increasing public understanding of the benefits of archives, these campaigns are expected to trigger active participation in preserving historical documents and support efforts to preserve cultural identity and long-term valuable information.

However, while cultural relevance has been recognized as an important factor in engaging communities in archival activities, a significant gap remains in understanding how researchers' direct involvement impacts campaign effectiveness. A mixed-method sequential explanatory approach can address this gap by first quantifying the broader influence of archival campaigns on community engagement, followed by qualitative exploration to understand researchers' experiences and roles in depth. This approach, particularly in studies focused on personal engagement with Javanese in archival campaigns, is expected to yield valuable insights into the cultural and participatory impact of these initiatives.

### **Research Questions**

Based on this background, this study raises several questions to explore the effectiveness of the archive awareness campaign using Javanese, namely:

1. How are the concept and implementation of the archive awareness campaign activities in the DIY environment?
2. What is the level of effectiveness of using Javanese in attracting the attention of audience involvement in the archive awareness campaign in DIY?
3. What is the level of the audience's understanding after attending the archive awareness campaign event in DIY?

4. What is the level of the audience's awareness of the importance of archives after attending the archive awareness campaign event in DIY?
5. What are the expectations of the archive awareness campaign participants after understanding the importance of archives in DIY?

## **METHOD**

The study was designed to utilize Javanese local wisdom in the awareness campaign and document the process. This research design uses mixed-method sequential explanatory methods to gain a comprehensive understanding of how to integrate Javanese local wisdom into the campaign effectively. This study was conducted with an approach that focused on collecting data directly from local communities. The main objective of this research design was to identify the most effective ways to use Javanese local wisdom to increase public awareness of archives.

The data collection techniques used were survey and interview methods. The survey was conducted on campaign participants from various communities in the Special Region of Yogyakarta. The sampling technique was carried out using simple random sampling, where each member of the population has an equal chance of being selected as a participant. This method minimizes bias, ensuring that the sample is representative of the larger population and enhancing the generalizability of the study's findings. Simple random sampling is particularly useful in studies aiming for objective data collection and allows for straightforward statistical analysis due to its randomness and lack of systematic selection criteria. A total of 35 respondents provided answers to the survey.

The survey was also conducted by distributing questionnaires with a Likert scale, 5 representing strongly agree, 4 representing agree, 3 representing neutral, 2 representing disagree, and 1 representing strongly disagree. Interviews were conducted with event organizers from DPAD DIY to deepen and expand the results of the quantitative survey. These organizers, who are staff members of DPAD DIY, were directly involved in the archival awareness campaign, allowing them to provide valuable insights based on their firsthand experiences. Their direct participation enabled them to conduct in-depth observations, making them ideal

informants to assess the campaign’s effectiveness, challenges, and areas for improvement. The survey questionnaire items are as presented in Table 1.

Data analysis techniques include descriptive statistics (quantitative phase) and thematic analysis (qualitative phase). Thematic analysis was conducted to identify patterns and themes in qualitative data collected from interviews. The results of this analysis provide a deep understanding of how local Javanese language wisdom can be implemented in archive awareness campaigns and how effective this approach is in achieving the desired goals.

**Table 1**  
**Questionnaire Items**

<b>Variables</b>	<b>Statements</b>
Level of Effectiveness of Javanese Language Utilization in Archives Awareness Campaign	The use of mixed Indonesian and Javanese by the speaker in the archive awareness campaign made me more interested.
	I feel more comfortable with the information delivered in Javanese
	Campaign materials using Javanese are easier to understand than other languages
Level of Participant Understanding	I feel that Javanese makes the campaign event more interesting, fun, and enjoyable.
	I feel that my understanding of archives has increased after attending this campaign event.
	The information presented in the campaign was clear and easy to understand.
	The campaign event provided relevant and useful information about archives.
Level of Public Archives Awareness	I can explain the benefits of archives to others after attending this event.
	I now realize the importance of archives management in everyday life.
	I feel more responsible for maintaining my archives after attending this event.
	I am committed to supporting family archive management activities after attending this campaign.
	I want everyone to be aware of the importance of archives after attending this event.

Source: Researcher Concept, 2024.

## **RESULTS AND DISCUSSION**

### **1. Concept and implementation of archive awareness campaign activities in DIY**

The archive awareness campaign in DIY, supported by a strong legal framework, demonstrates the government's commitment to organized archival practices, echoing literature on the role of policy in effective archival initiatives. The campaign integrates local wisdom, particularly through the use of Javanese language, enhancing engagement by aligning with local culture. This cultural approach, as Trilaksana et al. (2023) suggest, strengthens community ownership and involvement in archival preservation, fostering a shared responsibility.

Through interviews with the organizers of the activity, information was obtained that the implementation of the archive awareness campaign in DIY was based on several strong legal bases. The main regulations supporting this activity are Law No. 43 of 2009 of the Republic of Indonesia concerning Archives, PP No. 28 of 2012 which is a derivative of the law, and Regulation of the Head of the National Archives of the Republic of Indonesia (ANRI) No. 7 of 2017 concerning the National Movement for Awareness of Archive Order (GNSTA). At the local level, DIY has Perda No. 5 of 2019 concerning the Implementation of Archives. This legal basis shows a clear commitment from the government to ensure the implementation of structured archives and involve the wider community.

This archive awareness campaign was initiated because many people still misunderstand archives, often equating them with ordinary documents or other library materials. Archives have historical value and are part of the nation's collective memory, so their management is very important to preserve cultural heritage for future generations. Through this campaign, the public is expected to better understand the importance of archives and play an active role in managing them, both personal archives and organizational archives. Socialization and assistance in organizing archives are the main focus of the campaign to make archives more easily accessible and utilized for the benefit of public services.

The campaign targets various levels of society, including individuals, social organizations, and community organizations. This is important

because archive management is not only the responsibility of state institutions but also the general public. Personal archives, such as diplomas, important letters, and identity documents, must also be managed properly so that they are maintained and can be accessed if needed.

The campaign began in 2022, and although it is still in its early stages, the activity continues to be expanded to reach more people. The collection of participants is carried out through invitations sent to target groups, and campaign participants are given promotional media such as t-shirts and stimulants in the form of document keepers as an example of a means of storing family archives. This is a strategy to increase community participation in understanding the importance of good archive management.



**Figure 1**  
**Archives Management Work Practices in the Archives Awareness Campaign**

Source: Researcher's Collection, 2024.

The speakers presented in this campaign came from various backgrounds, such as members of the DIY DPRD from Commission B, R.B. Dwi Wahyu, who delivered information related to regulations for organizing archives in DIY. In addition, academics from Universitas Gadjah Mada (UGM) also participated, such as Titi Susanti and Faizatush Sholikhah from the UGM Vocational School, and also Herman Setyawan as a practitioner, who provided a scientific perspective on the importance of archives.

The funding for this campaign comes from the DIY Special Fund, which is allocated through the Council's Main Thoughts called POKIR

activities. This financial support shows the DIY government's commitment to supporting initiatives aimed at increasing public awareness of the importance of archives.

However, the implementation of this campaign is not without challenges. One of the main obstacles is the uncertainty of the speaker's schedule, especially those from DPRD members, which often causes sudden schedule changes. In addition, the attendance of participants is also inconsistent because many have other activities, and the number of stimulants distributed to participants is still lacking, so it is not ideal to meet their needs.

The proposed solutions to overcome these obstacles include involving alternative speakers so that the schedule is more flexible, ensuring more consistent participant attendance, and increasing the number of stimulants adjusted to the number of family members involved. Thus, it is hoped that this campaign can run more effectively and achieve its main goal, namely increasing public awareness of the importance of archives as part of the cultural heritage that must be preserved.

## **2. The level of effectiveness of using Javanese in attracting the attention of audience involvement in the archive awareness campaign in DIY**

Descriptive analysis is used to determine the level of effectiveness. The collected data is then analyzed by comparing the calculated score (acquisition score) with the ideal score (criterion score). The calculated score is a score obtained from the results of a survey using a 5-level Likert scale, where respondents provide an assessment of several question items. Meanwhile, the ideal score (criterion score) is the highest score that can be achieved if each respondent answers with a maximum value, which is 5.

The formula for calculating the ideal score is to multiply the number of question items by the number of respondents and the highest value, which is 5. The results of the analysis are obtained by comparing the calculated score and the ideal score in the form of a percentage, namely by dividing the calculated score by the ideal score, and then multiplying by 100%. This comparison illustrates the extent to which the actual value of the survey approaches the maximum value that can be achieved.

Based on survey data on the effectiveness of the use of Javanese in the Archives Awareness Campaign," there are four questions used to measure public response to the use of Javanese in this campaign. This survey was followed by 35 respondents who gave their assessments using a 5-level Likert scale, where respondents were asked to provide an assessment of the relevance and effectiveness of the campaign.

The total score obtained from all respondents' answers was 563, which is the result of the accumulation of all the values given for the four questions. This value is called the "calculated score" or actual score that reflects the respondents' perceptions of the campaign.

As a comparison, the ideal score, which is the maximum value that can be achieved if all respondents choose the highest value (5) for each question, is 700. This ideal score is calculated by multiplying the number of questions (4), the number of respondents (35), and the highest value on the Likert scale (5). In other words, the ideal score represents the maximum potential for a positive assessment of the campaign.

After being compared, the results of the analysis showed that the comparison between the calculated score and the ideal score was around 80.4%. This means that the effectiveness of the use of Javanese in the archive awareness campaign is at 80.4% of the maximum potential that can be achieved. These results indicate that the campaign has been running quite effectively, but there is still room to improve public perception and involvement to be more optimal.



**Figure 2**  
**Optimizing the Involvement of Archive Awareness Campaign Participants by Speaker using Javanese Language**

Source: Researcher Collection, 2024.

The campaign's use of Javanese language achieved an 80.4% effectiveness rate, showing strong cultural resonance with the local community. Using Javanese language not only preserves regional identity but also boosts emotional and active involvement, consistent with Rais's (2019) assertion that regional language usage can deepen public interest.

### **3. Level of audience understanding after participating in archive awareness campaign events in DIY**

Based on survey data on participants' level of understanding, there are four question items used to evaluate participants' understanding of the material presented. This survey involved 35 respondents, who gave their assessments using a 5-level Likert scale.

The total score obtained from all respondents' answers, or what is called the calculated score, is 624. This score indicates the actual level of understanding felt by the participants of the material that has been presented.

The results of the analysis show that the comparison between the calculated score and the ideal score is around 89.1%. This shows that the level of understanding of the participants reached 89.1% of the maximum potential that can be achieved. This is a positive indication that the majority of participants have a good understanding of the material, although there is still room for improvement toward full understanding.

Audience understanding post-campaign reached 89.1%, demonstrating effective knowledge transfer through cultural strategies. This approach, supported by Heron (2014), shows that culturally contextualized campaigns facilitate better public comprehension and bridge knowledge gaps in archival concepts.

### **4. Level of public archival awareness**

Based on survey data on the level of public archival awareness, there are four question items used to measure the level of public awareness of the importance of archiving. This survey was followed by 35 respondents, who provided an assessment using a 5-level Likert scale. The total score obtained from all respondents' answers, or "calculated score," was 632.

This score shows how high the public's awareness is of the importance of archiving based on their responses to the questions asked.



The comparison result between the calculated score and the ideal score was 90.3%, which shows that the level of public archival awareness reached 90.3% of the maximum potential that can be achieved. This shows that public awareness of the importance of archiving is already at a very good level, although there is still room to improve further understanding.

Survey results reveal a high public archival awareness level at 90.3%, underscoring the success of culturally relevant campaigns in promoting archival importance as part of cultural heritage. This finding aligns with literature on the role of local wisdom in driving archival awareness.

##### **5. The hopes of the participants in the archive awareness campaign after understanding the importance of archives in DIY**

Analysis of the results of open-ended questions regarding the expectations of campaign participants was quite diverse. As many as 6 respondents (20%) expressed their hope that the archive awareness campaign would be continued and strengthened. They considered this campaign very important to continue because the socialization of archives is very beneficial for the community. They also hope that this activity can reach more groups, both in the family and organizational circles, to increase awareness of better archive management.

In addition, as many as 8 respondents (26.7%) wanted the socialization of archives to be more intense and reach wider levels of society, such as at the RT/RW, PKK, and grassroots levels. They felt that an approach to local communities would be more effective in increasing awareness of archives in the community. Suggestions to involve more related institutions in providing assistance and counseling were also expressed so that the socialization of archives could reach all levels of society down to the RT (Rukun Tangga) level.

In addition, as many as 3 respondents (10%) highlighted the importance of ongoing education regarding archive management. They hope that the community can be given easier access to examples of good archive management, both in the form of theory and through direct observation, for example at the Regional Library and Archives Service (DPAD). This is expected to facilitate the community in implementing proper archive management practices.

Two respondents (6.7%) emphasized the importance of personal responsibility in maintaining archives. They hope that the community will be wiser in storing archives, because archives have important values that must be maintained. Archives that are neatly arranged and durable will make it easier when needed in the future.

Enthusiasm for this campaign was also seen from the answers of 7 respondents (23.3%) who stated their desire to participate in a similar campaign again. This shows that the campaign that has been implemented has succeeded in attracting the interest of participants and motivating them to be more involved in this program in the future.

On the other hand, as many as 4 respondents (13.3%) gave positive comments regarding the excitement of the event. They said that the pleasant speakers, as well as the fun and intense campaign atmosphere, made them enthusiastic. This indicates that the fun and interactive campaign approach is effective in attracting the attention of participants and maintaining their involvement during the activity. The role of the Javanese language with its distinctive humor was successfully delivered by the speakers well, making them not bored and following the event enthusiastically. Thus, it can be concluded that the participants hope that the archive awareness campaign can continue to be implemented, with more outreach that reaches the community down to the lower levels and provides practical education related to archive management.

## **CONCLUSION**

This study shows that the archive awareness campaign in the Daerah Istimewa Yogyakarta (DIY) has been implemented well and is based on a strong legal basis. The implementation of this campaign is expected to increase public understanding of the importance of archives management as part of cultural heritage. The survey results show that the effectiveness of using Javanese in attracting the attention of the audience is at 80.4%, while the level of participant understanding reached 89.1%, and public archival awareness reached 90.3%. This shows a positive response from the public to this campaign, although there is still room for improvement and further development.

Suggestions for further research are to strengthen the campaign strategy by involving more relevant sources and institutions. Researchers are also advised to conduct more intensive socialization and reach out to the community at the grassroots level, such as RT/RW, so that this campaign can be more effective. In addition, it is important to provide examples of good archive management practices and provide ongoing education so that the community better understands their responsibilities in maintaining archives.

The implications of this study indicate that efforts to increase archival awareness in the community are not only the responsibility of the government, but also involve active community participation. With a planned archive awareness campaign involving various elements of society, it is hoped that awareness and understanding of the importance of archives can continue to increase so that the cultural heritage contained in the archives can be preserved for future generations. This also strengthens the cultural and historical identity of the DIY community as part of the nation's collective memory.

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# **PARLIAMENTARY RECORD DIGITIZATION: THE KEY TO MAINTAINING A TRANSPARENT AND RESPONSIVE DEMOCRACY**

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## **ABSTRACT**

The phrase "the people's spokesperson" reflects the hopes of the Indonesian people for the House of Representatives of the Republic of Indonesia. As a vital part of the country's democracy, this institution plays a key role in shaping national policies and overseeing the government. Parliamentary Records are valuable resources that promote democracy and protect citizens' rights. In today's digital age, using technology for archiving is essential. This study highlights the importance of effective digitization strategies to enhance access to these records. As an archival practitioner at a parliamentary institution, the author actively participates in the management of Parliamentary Records and utilizes a literature review to analyze this topic. This research employs a qualitative research method, specifically using a case study approach and a literature review. By implementing modern technologies, such as cloud storage, we can manage data more effectively and ensure its security. Improved management of digital archives will enhance transparency and accountability, encouraging greater public participation in democracy. Ultimately these strategies aim to make Parliamentary Records more accessible, supporting citizens' rights and strengthening democracy in Indonesia.

Keyword: digital transformation, records digitization, management of records, the use of records information.

## **INTRODUCTION**

### **Background**

Records will continue to grow cumulatively as the complexity of an organization's functions and tasks increases. One common issue that arises with records is the uncontrolled increase in volume due to a lack of systematic processing. To facilitate records use, many units perform document scanning to convert paper documents into digital formats for easier retrieval (Muhidin, Sambas, A. Winata, H., and Budi, S., 2016). However, this process is often carried out without following proper procedures. Worse still, there is a misconception that original documents can be destroyed after digitization, whereas the original documents should be retained even after the digitization process is completed (Undang-Undang Nomor 43 Tahun 2009).

The Secretary General of The House of Representatives of the Republic of Indonesia, in a report during the discussion agenda "Komunikasi dan Sosialisasi Kinerja Dewan Perwakilan Rakyat Republik Indonesia (DPR RI)" in Lombok, Nusa Tenggara Barat, stated that the primary goal of a modern parliament is to ensure that the performance of each The House of Representatives of The Republic of Indonesia member is easily accessible to their constituents (DPR RI, 2019). According to the report, indicators for achieving this goal include transparency and the use of information technology. With the advancement of information technology, many parliamentary institution's open activities can be accessed directly through digital platforms such websites, YouTube, and other social media. It is hoped that this innovation will help achieve indicators such as transparency. This development impacts the fields of archiving, where archives that were initially in physical form are transformed into digital formats or created directly in digital format (born digital).

Digital transformation in the field of archiving provides direct benefit for both institutions and the public. This aligns with the mandate of Undang-Undang Nomor 43 Tahun 2009 tentang Kearsipan, which grants record creators the authority to create records in various formats or to carry out digitization using electronic media and other means. Within the Secretariat General of the People's Consultative Assembly of the Republic

of Indonesia, digitization of records is a crucial step towards enhancing the quality of public information services.

The implementation of records digitization activities in the House of Representatives of The Republic Indonesia currently influences the information service of records through the SIAR (Records Information System) at [www.dpr.go.id/arsip](http://www.dpr.go.id/arsip) and JIKN (National Archival Information Network) at [www.jikn.anri.go.id](http://www.jikn.anri.go.id). However, field facts indicate that substantial records digitization activities within the House of Representatives of the Republic Indonesia are still not optimal. The internal Audit Report for 2022 notes that 21 units on General Secretary of the house of representatives of the Republic Indonesia have not implements records digitization according to procedures. Currently, the digitization of records is limited to distribution purposes of official documents, such as through communication media like WhatsApp and Gmail. Furthermore, the utilization of the SRIKANDI application (Integrated Records Information System) is also not maximal.

The archiving system through digitization allows for a more organized structure and facilitates the search for needed data, thus saving time. Given its significance, the digitization of archives is highly recommended, especially for archives with large volumes. During the digitization process, various challenges often arise that can affect its implementation, such as the level of understanding among stakeholders regarding technical, administrative, and system issues involved in the program. Additionally, challenges may come from non-human factors, such as equipment, environment, and technology. The quality of the output from the digitization process is greatly influenced by the optimization of the equipment used (Andhika and Irawati, 2023).

Digitization of records offers several advantages, such as broader accessibility for multiple users, the ability to access records from anywhere, integration with other systems within the institution, a serving as back up strategy in case of disasters. Additionally, digitization is efficient in space utilization and can enhance institutional productivity (Azim, *et. al.*, 2018). Digital transformations in the field of archiving should be comprehensively implemented by archiving professionals in parliamentary institutions. Therefore, this paper will discuss how the

digitization of records can contribute positively by making archival information widely accessible to the public, thereby supporting responsive democracy and transparency.

The issue addressed in this article is the practice of digital records management at the The House of Representatives of The Republic of Indonesia. The digitization activities of records at The House of Representatives of The Republic of Indonesia currently impact the provision of records information services through the SIAR (Records Information System) available at [www.dpr.go.id/arsip](http://www.dpr.go.id/arsip). To what extent has parliamentary archiving been digitized, and how can this benefit the broader public?

### **Research Questions or Hypotheses**

Based on this background, the issue to be discussed in this article is the role of records information services in maintaining transparency and public trust in The House of Representatives of The Republic of Indonesia. Therefore, the question to be explored is: what is the process of digital transformation of records within the parliamentary institution?

### **METHOD**

This research employs a qualitative research method, specifically using a case study approach and a literature review. To obtain quality data, the author conducts data collection through interviews. The data collection technique used by the author is interviews with stakeholders who are involved in and implement records digitization activities. The technique for determining subjects employed by the author is purposeful sampling, where the researcher selects subjects with the aim of studying or understanding the main issue to be investigated. The author is an archivist at The House of Representatives of the Republic of Indonesia; therefore, the author actively participates in the organization of record management in The House of Representatives of the Republic of Indonesia. This research method enables a comparison between theoretical studies and direct implementation in The House of Representatives of The Republic of Indonesia.



## **RESULT AND DISCUSSION**

### **Electronic Records**

The International Council on Archives (ICA), Committee on Electronic Records, defines records in the book “Electronic Records: a workbook for Archivists” (2005:10) as recorded information created or received during the initiation, execution, or completion of activities by institutions or individuals. Records must possess adequate content, context, and structure to provide evidence of an activity. Content refers to the ideas, concepts, or facts regarding an event or activity recorded in the archives. Context refers to the purpose or function of the institution, reflecting how the records were created or used. Meanwhile, structure encompasses the intrinsic and extrinsic values of the records, such as formats, signatures, and seals/stamps that indicate the uniqueness and authenticity of the documents.

Each institution develops technical guidelines for standardizing formats and handling records, including official document formatting and tagging processes. The extrinsic value of records is also important, referring to the various forms of media and formats used in accordance with the advancement of the times. Currently, governments are actively utilizing technology to enhance the effectiveness, transparency, and public service in the management of their records. Provides an in-depth analysis of electronic records management (ERM) trends in e-government based on recent literature and case studies from countries including Australia, Canada, New Zealand, the UK, and the US. Value in E-government: Effective ERM supports compliance, enhances transparency and accountability, improves efficiency, and strengthens public trust (An X., Sun S., Zhang W., 2011).

From this theoretical review, it can be concluded that records are any forms of documents or recordings produced or received in the context of carrying out activities or functions of an entity, whether an individual, family, organization, or government institution. Records are stored and managed because they possess certain values such as informative, administrative, legal, historical, or cultural significance. These definitions emphasize the importance of records as a curial source of information, as evidence in legal and administrative contexts, and as a valuable historical

heritage. Effective records management is key to ensuring that these values are preserved, and that records can be utilized efficiently and effectively by interested parties, in accordance with ISO 15489-1:2016. Which defines records as information created, received, and maintained as evidence or assets of the organization, to meet legal obligations or in business transactions.

InterPARES, in its 2011 Dictionary, defines electronic records as either analog or digital records that are carried by electrical conductors and require electronic equipment to be understood by individuals. ISO 15489-1 (Records Management-Part 1: General) defines a document as a structure InterPARES, in its 2011 Dictionary, defines electronic records as either analog or digital records that are carried by electrical conductors and require electronic equipment to be understood by individuals. ISO 15489-1 (Records Management-Part 1: General) defines a document as a structured unit of recorded information that is logically or physically “not fixed records”. In Indonesia, Peraturan Arsip Nasional Republik Indonesia Nomor 6 Tahun 2021 tentang Pengelolaan Arsip Elektronik states that electronic records are records created, meaning they are produced and received in electronic formats or records resulting from digitization of records. Therefore, based on these definitions, electronic records can be defined as records that exist on electronic storage media, which are generated, communicated, stored, or accessed using electronic equipment (Rustam, 2014).

Electronic records are fundamentally divided into two categories: digital records and analog records. Digital records are typically created directly using computer technology, known as born-digital examples include emails, databases, chats, video streaming, zoom videos, and websites. Creation can also take the form of materials that have been converted to digital format from their original format through a digitization process. On the other hand, analog records consist audiovisual records, film records, video records, and microfilm records.

## **The Proses of Digital Transformation of Records in The Indonesian House of Representatives**

The implementation of records digitization in The House of Representatives of the Republic of Indonesia aims to present records in a format that is accessible to the public, reduce reliance on physical storage space, and minimize the risk of physical damage to records. According to the review of Peraturan Sekretaris Jenderal DPR RI tentang Pedoman Alih Media Arsip DPR RI, the digitization process must follow a series of meticulous and standardized procedures. Therefore, this research will discuss these digitization procedures as part of the records digitization implementation process.

The selection or appraisal of records is conducted in accordance with Keputusan Sekretaris Jenderal Nomor 41/SEKJEN/2020 tentang Penetapan Jadwal Retensi Arsip Substantif, which includes legislative documents, budgeting, oversight materials, personal files of leaders/members of the council, and administrative files marked as permanent.

The basis for implementing records digitization activities encompasses several criteria that must be considered. One of these is the condition of the physical records. Including documents that are fragile or prone to physical damage. Additionally, digitization should also be updated to new versions. It is also important to consider information in other media that is no longer updated due to technological advancements or has become obsolete.

The process of creating records at the The House of Representatives of The Republic of Indonesia is still conducted conventionally, resulting in text documents. Therefore, before the digitization process takes place, an identifying the types of records that need to be digitized. Records digitization refers to the process of converting records from conventional media to digital media to facilitate easeier accessibility.

In the environment of The House of Representatives of The Republic of Indonesia, digital records playback media such as VHS and Betacam are no longer in use. Therefore, digitization must be carried out to maintain and preserve inactive records processing with permanent value according to the records retention schedule. This institution is responsible for the implementation of this records digitization activity. However, there are

still records in formats such as tapes, VHS, microfilm, and Betacam found in several work units that also need to be digitized promptly to ensure the effective and efficient continuity of informations. The criteria for digitizing records must also consider the informational value inherent in the records themselves. Including information that, under the laws and regulations regarding public information disclosure, must be made available immediately.

The scanning of records will occur after undergoing a selection and evaluation process. This method allows documents originally stored in paper form to be recorded as electronic files that can be accessed and managed through computers or other digital devices. The digitization process involves placing the document on a scanner, which then uses optical sensors to capture images or text from the document. Modern scanning technology often employs high-resolution optical sensors that scan images or text, which are then saved in digital formats such as PDF, JPEG, or TIFF.

Furthermore, it is necessary to perform authentication of digitized records to ensure that the records stored in digital format maintain their integrity and can be trusted. Therefore, records management provides a methodology for ensuring that authoritative and reliable information about, and evidence of business activities created, managed and made accessible to those who need it for as long as required (ISO, 2011:5). The main functions of digital records authentication include ensuring that the digital records have not undergone unauthorized or improper changes during storage or transmission. Authentication can provide valid evidence regarding the identity and provenance of digital records, ensuring that the records originate from legitimate sources, and guarantee that digital records can be accessed and managed as needed during the specified retention period. It also prevents the parties producing digital records from denying that they have created or transmitted these records while safeguarding the confidentiality of digital records from unauthorized access.

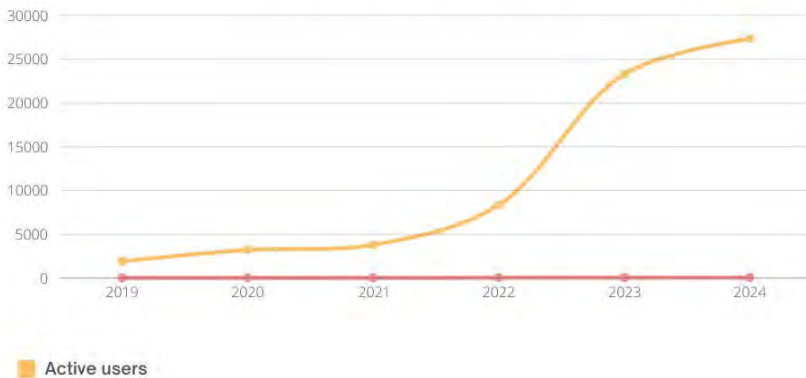
Digital records The House of Representatives of the Republic of Indonesia authentication is typically carried out through techniques such as digital signatures, hash encryption, or the use of digital certificates. The

House of Representatives of the Republic of Indonesia accommodates an e-signature system to authorize records, where the authority to use Electronic Signature (e-Sign) is held by officials. *eSign* is a method for electronically signing documents using technology that allows users to identify themselves and approve the content of digital documents.

The management of digitized records is conducted through specialized application. The Archives Division, as the Institutional Archives Unit, has been innovating since 2018 in the management of electronic records. ARMUS application, which is specially designed for the storage of electronic records. To access ARMUS, which is specifically designed for the storage of electronic records. To access ARMUS, users must log in using their employee account or Single Sign-On (SSO), security mechanism that allows users to access multiple applications with a single username and password. Access to the ARMUS application is restricted to archivists and archival officials in the Secretariat General of The House of Representative of the Republic of Indonesia.

SIAR or Records Information System can be accessed by the public. To access these records, users can visit the website [www.dpr.go.id/arsip](http://www.dpr.go.id/arsip). On the SIAR homepage menu, the public can search or records according to their needs. The digitization of records categorized as permanent will enhance the quality of records access. Additionally, there has been a noticeable increase in visitors to the SIAR website from year to year. Graba (2016), in his research at the Luthern Theological Institute Library, noted a trend where access to information records associated with the physical form of records directly, he explained that most institutions still manage records manually or through a manual filing system. According to this approach results in many records being inaccessible to the public, which is Graba to recommend that institutions implement digitization strategies.

## Website Visit Data of SIAr (Record Information System) of The House of Representatives of the Republic of Indonesia



**Figure 1**  
**Progress in the number of records on SIAr (Records Information System)**

Source: Annual Report of the Public Information Management Officer (PPID)

Several factors influence the optimization of records digitization activities at The House of Representatives of the Republic of Indonesia, these factors can enhance the benefits of records or digitization activities within the institution. When developing records digitization projects in developing countries, it is important to consider the influencing factors, which are planning, setting goals, develop digitization policies, legal/copyright, selection criteria, verification and metadata (Azim, *et. al.*, 2018).

Digitalization planning within an institution is a strategic planning process aimed at transforming physical records or conventional documents into digital formats. This involves steps such as identifying the records to be digitized, selecting appropriate technology, developing policies and procedures, and setting up supporting infrastructure. Furthermore, planning must include support from leadership in decision-making and budget allocation for record digitization activities, which is highly influential. Therefore, the objectivity of archivists is essential for conducting an analysis of the urgency of digitization. This is also stated by Asogwa Brendan Eze (2011), who notes that budgeting significantly

affects the quality of the digitalization of records produced, as budgeting can be realized with full support from leadership.

Setting goals for the digitization of records at The House of Representatives of the Republic of Indonesia is the process of establishing clear and measurable objectives to be achieved in the record digitization process. These goals help guide and measure the success of records digitization implementation. The objectives to be achieved are based on a review of Peraturan Sekretaris Jenderal DPR RI Nomor 26 Tahun 2021 tentang Penyelenggaraan Kearsipan DPR RI, the use of records information at The House of Representatives of the Republic of Indonesia is intended for both internal and external purposes. To maintain physical integrity and ease of access to records information, digitization is carried out in accordance with established procedures. The importance of setting goals in record digitization is to provide focus and clear direction, as well as to evaluate the success of the digitization implementation in a measurable way.

Developing digitalization policies involves the process of formulating guidelines, rules, and strategies that govern how an organization or government entity will undertake digital transformation. The primary goal of developing digitalization policies is to effectively, efficiently, and securely guide the implementation of digital technologies. The House of Representatives of the Republic of Indonesia does not yet have regulations governing the management of electronic records. The management of electronic records is necessary to control processes efficiently, effectively, and systematically, encompassing the creation, receipt, use, storage, maintenance, media transfer, reduction, acquisition, description, processing, preservation, access, and utilization of electronic records generated within the environment of The House of The Representatives of the Republic of Indonesia. According to Fathurrohman (2023), the convenience offered by current technology should meet the requirements for records management and its planning should take into account the applicable archival principles. The author believes that the assistance of archival technology is expected to enhance the quality of services in the field of archiving and to provide effectiveness for employees in managing records.

It is important to ensure the efficiency, relevance, and strategic value of records digitization by establishing selection criteria. The criteria referred to are as follows:

- a. Records that have historical value or referential value are often prioritized for digitization. This includes documents related to important decisions, policies, or significant events in the history of The House of Representatives.
- b. Records that are frequently requested for access by users, both internal and external, can become priority for digitization. This criterion considers consistent demand and the need to enhance the accessibility of information.
- c. Records that are vulnerable to physical damage or have already deteriorated in their physical condition are often selected for digitization. Digitization can help preserve and protect records that are at risk of further change or damage.
- d. Records that are urgently needed for operational or legal purposes are often given priority for digitization. This includes documents required for decision-making processes, reporting, or important daily activities.

The selection of appropriate criteria will help the House of Representatives of the Republic of Indonesia optimize the records digitization process by prioritizing records that have high strategic and operational value, while also considering the existing resource limitations.

The strategy for digitizing records aims to address the challenges of records digitization in The House of Representatives of the Republic of Indonesia that have been previously identified. The strategies are considered based on public information openness to support democracy and transparency.

- a. Develop or update a comprehensive digitization policy that includes selection criteria, digitization methods, metadata management, and information security. The criteria are divided into four (4) which are copyright, authenticity, intellectual property management and legal deposit.
- b. Establish long-term and short-term planning for the implementation of records digitization, with clear goals and stages.



- c. Conduct training and development for archivist or other staff involved in records digitization, including metadata management, the use of digitization software, and information security.
- d. Identify additional human resource needs that may be required and plan for recruitment or further training as necessary.
- e. Select and implement digitization technologies that meet the institution's needs, including digital records management, search capabilities, and data security.
- f. Develop computer professionals or IT experts in the planning and implementation of records digitization to ensure efficient and appropriate use of technology. Involve computer professionals or IT experts in the planning and implementation of records digitization to ensure efficient and appropriate use of technology.
- g. Collaborate with other institutions or professionals with experience in records digitization to gain guidance and best practices.
- h. Establish regular evaluation mechanisms to monitor the progress and effectiveness of records digitization in The House of Representatives of the Republic of Indonesia.
- i. Based on evaluation results adjustments and improvements to policies, procedures, and technology usage to enhance the efficiency and effectiveness of records digitization.

The organization plays an important role in managing the process of digitization. They have to make sure all the processes follow the policy. By referring to guidelines for digitization projects for collections and holdings in the public domain, particularly those held by libraries and records, the International Federation of Library Citations and Institutions (IFLA) said, that some criteria must be followed for the digitization process in records and libraries which is selection policy, conversion, quality control programmed, collection management, presentation, maintaining long-term access.

The transparency helps prevent the occurrence of conflicts of interest, minimizes the possible negative consequences, fosters the integrity of public office and civil servants and prevents and discourages corruption, which is generally associated with informal agreements, outside of official and public decision-making channels. (Arrowsmith, Linarelli, & Wallace, 2000:38; Kaufmann & Bellver, 2005:28, 42; Villoria Mendieta, 2012:21).

Records management provides the operational basis for effective transparency in public administrations, as it permits the creation of quality documentation (authenticity, reliability, and integrity), the tracking of decisions taken over time (traceability), the provision of the foundations for planning programmes, activities, and budgets, the simplification and standardization of records processes (simplification and standardization), and fulfilment of the preservation of records over time (preservation). In fact, even in the 1980s, some authors were already making references to the direct relationship between poor records management and cases of corruption (McKemmish & Upward, 1993:10), and this opinion has remained prevalent over the course of the years (Lacovino, 2010:181).

## **CONCLUSION**

The House of Representatives of the Republic of Indonesia needs to undergo a comprehensive transformation in their records digitization, starting from through planning, and the development of string policies, to the enhancement of human resources and supporting infrastructure. This is necessary for them to address existing challenges and optimize the management and accessibility of digital records within The House of Representatives of the Republic of Indonesia. Also needs to regularly evaluate the implementation of new policies and procedures introduced to support the digitization of records. The aim is to assess the success of the implementation, identify potential improvements, and ensure compliance with applicable standards and regulations. This is to ensure that the managed electronic records are accountable, responsible, and reliable. In line with the reform process of the House of Representatives of the Republic of Indonesia towards the vision of modern parliament, a legislative institution that is open, transparent, and accountable.

To optimize records digitization program, the House of Representatives of Republic Indonesia can development of a comprehensive and coordinated planning for the digitization of archives, with clear short-term and long-term goals. Other than that, this institution should improve good metadata management to support efficient searching and management of digital records.

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# **STANDARDISASI PENGELOLAAN ARSIP SEISMOGRAM ANALOG KEMENTERIAN ENERGI DAN SUMBER DAYA MINERAL: STUDI UNTUK REKOMENDASI KEBIJAKAN**

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## **ABSTRAK**

Indonesia adalah negara dengan gunung api aktif terbanyak di dunia, sehingga potensi ancaman musibah bencana letusan gunung api dan gempa bumi vulkanik sangat besar. Mitigasi terhadap bencana tersebut dapat diantisipasi dengan melakukan pemantauan secara berkesinambungan terhadap gunung api yang dilaksanakan oleh Pusat Vulkanologi dan Mitigasi Bencana Geologi, Badan Geologi, Kementerian Energi dan Sumber Daya Mineral. Konsekuensi logis atas pelaksanaan tugas dimaksud adalah terciptanya arsip seismogram analog yang merekam gerakan aktivitas vulkanik gunung api yang memiliki nilai guna sejarah dan ilmiah. Sampai dengan saat ini, belum terdapat kebijakan internal yang secara khusus mengatur standardisasi pengelolaan arsip seismogram analog. Oleh karena itu, tujuan penelitian ini adalah untuk merumuskan kebijakan standardisasi pengelolaan arsip seismogram analog. Metode penelitian yang digunakan adalah kualitatif dengan pendekatan deskriptif. Pengumpulan data dilakukan dengan observasi, studi literatur dan wawancara kepada Penyelidik Bumi, Pengamat Gunung Api dan Arsiparis pada Pusat Vulkanologi dan Mitigasi Bencana Geologi. Hasil penelitian menunjukkan dalam pengelolaan arsip seismogram analog perlu penanganan khusus dengan sarana simpan berupa boks dan sekat ukuran *custom*. Pada arsip seismogram analog dengan instrument seismograf *Hosaka* yang

memiliki unsur intrinsic dikarenakan permukaan medianya dilapisi jelaga/ arang dapat dilakukan enkapsulasi per lembar terlebih dahulu. Dalam hal penyusutan arsip seismogram analog, perlu dilakukan revisi kebijakan Jadwal Retensi Arsip serta pengaturan pemindahan, pemusnahan dan penyerahan arsip seismogram analog. Temuan ini dapat menjadi rekomendasi acuan dalam penyusunan standardisasi pengelolaan arsip seismogram analog pada Kementerian Energi dan Sumber Daya Mineral.

Kata kunci: arsip, digitisasi, gunung api, pengelolaan arsip, seismogram analog

### **ABSTRACT**

*Indonesia is a country with the most volcanoes in the world, so the potential threat of volcanic eruptions and volcanic earthquakes is very large. Handling of these disasters can be anticipated by conducting continuous monitoring of volcanoes carried out by the Center for Volcanology and Geological Disaster Mitigation, Geological Agency, Ministry of Energy and Mineral Resources. The logical consequence of carrying out the intended task is the creation of analog seismogram archives that record volcanic activity movements of volcanoes that have historical and scientific value. Until now, there has been no policy that specifically regulates the standardization of analog seismogram archive management. Therefore, the purpose of this study is to formulate a policy for standardizing the management of analog seismogram archives. The research method used is qualitative with a descriptive approach. Data collection was carried out through observation, literature studies and interviews with Earth Investigators, Volcano Observers and Archivists at the Center for Volcanology and Geological Disaster Mitigation. The results of the study indicate that the management of analog seismogram archives requires special handling with storage facilities in the form of custom-sized boxes and partitions. In analog seismogram archives with Hosaka seismograph instruments that have intrinsic elements because the surface of the media is coated with soot/charcoal, encapsulation per sheet can be carried out first. In terms of the reduction of analog seismogram*

*archives, it is necessary to revise the Archive Retention Schedule policy and the regulation of the transfer, destruction and submission of analog seismogram archives. This finding can be a reference recommendation in compiling the standardization of analog seismogram archive management at the Ministry of Energy and Mineral Resources.*

*Keywords: analog seismogram, archive, archive management, digitization, volcano*

## **PENDAHULUAN**

### **Latar Belakang**

Indonesia tercatat sebagai salah satu negara dengan aktivitas vulkanik tertinggi di dunia yang memiliki 127 gunung api aktif, dengan  $\pm 9$  juta masyarakat tinggal di dalam radius 10 km dari puncak gunung api (Syahbana, 2020). Oleh karena itu, kewaspadaan terhadap potensi ancaman letusan gunung api dan bencana vulkanik lainnya sudah tentu menjadi keharusan bagi pemerintah dan masyarakat. Penanganan ancaman bencana tersebut dapat dilakukan dengan melakukan penyelidikan dan pemantauan aktivitas gunung api setiap saat, rencana mitigasi bila bencana terjadi, sampai dengan evakuasi masyarakat jika ada peningkatan aktivitas gunung api hingga tahap membahayakan.

Pemantauan Gunung Api di Indonesia diawali dengan *Vulkaan Bewakings Diens* (Dinas Penjagaan Gunungapi) di bawah *Diens Van Het Mijnwezen* yang terbentuk pada tanggal 16 September 1920 setelah meletusnya Gunung Kelud di Jawa Timur tahun 1919. Pada tahun 1922 diresmikan menjadi *Volcanologische Onderzoek* (VO) yang melakukan pemantauan pada Gunung Merapi, Gunung Kelud, Kawah Ijen, Gunung Krakatau, Gunung Tangkuban Perahu, Gunung Papandayan dan Kawah Kamojang. Selanjutnya pada tahun 1939, *Volcanologische Onderzoek* dikenal sebagai *Volcanological Survey*. Pada masa itu, kegiatan kegeologian mulai berkembang. Selama pendudukan Jepang, kegiatan penjagaan gunungapi ditangani oleh *Kazan Chosabu* yang berada dibawah *Chisitsu Chosayo* yang menjadi cikal bakal Kementerian Energi dan Sumber Daya Mineral (KESDM) setelah masa kemerdekaan Indonesia (*Jejak Institusi Pemantauan Gunung Api Indonesia*, n.d.). Sampai dengan

saat ini, tugas dan tanggung jawab pemantauan gunung api dilakukan oleh Pusat Vulkanologi dan Mitigasi Bencana Geologi (PVMBG), Badan Geologi dibawah koordinasi KESDM dengan 71 Pos Pengamatan Gunung Api yang tersebar di seluruh wilayah Indonesia.

Pos Pengamatan Gunung Api merupakan fasilitas untuk mengamati aktivitas gunung api yang dilakukan secara visual maupun instrumentatif. Pengamatan secara visual dilakukan dengan mengamati semua aktivitas gunung api yang tampak langsung. Sedangkan secara instrumentatif adalah pemantauan aktivitas gunung api dengan peralatan seismograf yang digunakan untuk mencatat gerakan tanah serta mengukur besar/kekuatan suatu gempa dan menggambarkannya dalam arsip seismogram.

Penyelidikan gunungapi pertama di Indonesia menggunakan seismograf mekanik wiechert tahun 1924 di lereng barat 9 km dari puncak Gunung Merapi. Selanjutnya, pada tahun 1969, dilakukan kerja sama dengan Jepang dimana penyelidikan gunung api mulai menggunakan instrumen seismograf *Hosaka* yang menciptakan arsip seismogram dengan menggunakan jelaga/arang. Hal ini membuat informasi yang terekam pada arsip seismogram rentan hilang. Kemudian, seiring dengan pengembangan instrumen pengamatan gunungapi, pada tahun 1980-an informasi yang terekam dalam arsip seismogram menggunakan sistem telementri radio dan tinta pada alat seismograf EQ-800 dan PS-2 (*Pemantauan Seismik*, n.d.). Tahun 1995, Pos Pengamatan Gunung Api Guntur telah dilengkapi dengan seismograf digital dan diikuti pada Pos Pengamatan Gunung Api lainnya tahun-tahun setelahnya. Baru pada tahun 2008, seismograf digital pada Pos Pengamatan Gunung Api terintegrasi dengan Pusat Vulkanologi dan Mitigasi Bencana Geologi.

Namun, meskipun seismograf digital sudah digunakan pada seluruh Pos Pengamatan Gunung Api, instrument seismograf analog tetap digunakan dengan pertimbangan akurasi dalam pengukuran aktivitas gunung api. Dengan kata lain, arsip seismogram analog masih akan terus tercipta. Arsip seismogram digunakan sebagai dasar untuk menentukan status aktivitas gunung api sehingga dapat mengurangi dampak yang mungkin terjadi akibat adanya letusan dan gempa gunung api bagi masyarakat. Oleh karena itu, arsip seismogram memiliki nilai guna sejarah dan nilai guna ilmiah.



Peranan penting yang dimiliki arsip seismogram membuatnya layak untuk mendapatkan pengelolaan arsip yang terprogram dengan memberikan perlindungan, pengamanan dan penyelamatan terhadap arsip dimaksud. Mengacu pada Peraturan Kepala Arsip Nasional Republik Indonesia (ANRI) Nomor 16 Tahun 2012 tentang Pedoman Pengelolaan Arsip Kartografi dan Kearsitekturan, arsip seismogram analog dapat dikategorikan kedalam arsip kartografi, yaitu arsip yang isi informasinya digambarkan dalam bentuk gambar grafis atau fotogrametrik maupun system atau legenda peta yang menggambarkan suatu wilayah tertentu. Akan tetapi, arsip seismogram analog memiliki unsur intrinsik pada fisik arsip yang unik, antara lain media arsip seismogram analog *Hosaka* yang dilapisi jelaga/arang dan ukuran arsip seismogram analog yang berbeda-beda tergantung pada alat seismograf.

Terkait dengan teknis penataan arsip, mengacu pada Peraturan Kepala ANRI Nomor 9 Tahun 2018 tentang Pedoman Pemeliharaan Arsip, tahapan penataan arsip setidaknya harus melalui tahapan pemilahan, guna memilah dan mengelompokan arsip berdasarkan kesamaan jenis, masalah, maupun kronologis waktu. Berikutnya, pendeskripsian dengan mengidentifikasi dan mencatat isi uraian informasi arsip. Selanjutnya, adalah penilaian arsip untuk menentukan nilai informasi, nilai guna, jangka waktu simpan serta penentuan nasib akhir arsip. Kemudian, dilakukan penataan fisik arsip kedalam sarana penyimpanan secara sistematis. Terakhir, pembuatan Daftar Arsip.

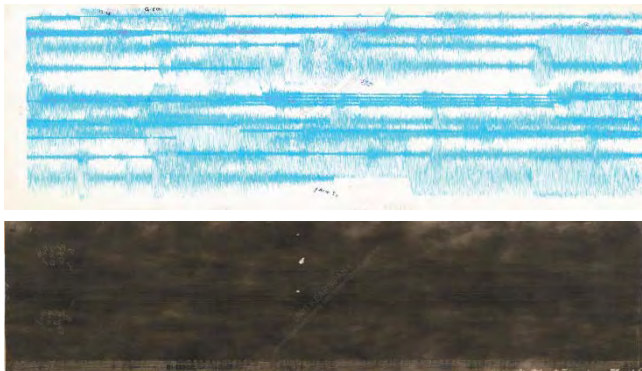
Lebih jauh, guna mencegah arsip kartografi dari berbagai faktor yang merusak arsip, berdasarkan Peraturan Kepala ANRI Nomor 16 Tahun 2012 tentang Pedoman Pengelolaan Arsip Kartografi dan Kearsitekturan, terdapat beberapa hal yang menjadi persyaratan dalam penyimpanan arsip kartografi, antara lain:

1. Suhu dan kelembaban dalam ruang penyimpanan arsip kartografi harus stabil dan terjaga selama 24 jam. Suhu ruangan penyimpanan adalah  $20^{\circ}\text{C} \pm 2^{\circ}\text{C}$  dan kelembaban ruang penyimpanan  $50\% \pm 5\%$ ;
2. Pencahayaan tidak boleh melebihi 50 lux dan sinar ultraviolet tidak boleh melebihi 75 microwatt/lumen;
3. Rak arsip kartografi harus terbuat dari logam/metal yang dilapisi anti karat dan anti gores. Rak arsip yang sesuai dengan jenis arsip

ini adalah *Horizontal Filing*, yaitu rak yang cara penyimpanannya secara mendatar dan di dalam laci sehingga kemungkinan kecil arsip robek/rusak;

4. Jarak aman antara lantai dan rak terbawah adalah 85-150 mm atau 15 cm untuk memperoleh sirkulasi udara, mudah membersihkan lantai serta mencegah bahaya banjir;
5. Arsip tidak boleh disimpan di bagian atas rak agar tidak berdekatan dengan lampu dan untuk menghindari kemungkinan adanya tetesan air dari alat penyembur api yang rusak atau atap yang bocor;
6. Sebaiknya dalam rak diletakan kamper, *naftalen* atau *paradichlorobenzene* di sekitar rak arsip untuk mengusir serangga dan gel silika.

Kementerian Energi dan Sumber Daya Mineral (KESDM) belum memiliki kebijakan pemeliharaan khusus terkait dengan arsip seismogram analog. Arsip seismogram analog disimpan dengan cara digulung per bulan penciptaan, selanjutnya dibungkus menggunakan kertas samson untuk kemudian diberikan label dan disimpan dalam lemari kayu dan/atau besi sebagai sarana simpan. Dalam tahapan dimaksud, belum memperhatikan unsur intrinsik pada arsip seismogram analog khususnya pada arsip seismogram analog *Hosaka*.



**Gambar 1**  
**Arsip Seismogram Analog**  
**(Gambar Bawah Arsip Seismogram Analog Hosaka)**

Sumber: Arsip Biro Umum Sekretariat Jenderal



**Gambar 2**

**Arsip Seismogram Analog yang telah Ditata**

Sumber: Dokumentasi PVMBG

Selain itu, tiap Pos Pengamatan Gunung Api juga memiliki kondisi geografis yang berbeda-beda. Sebagian Pos Pengamatan Gunung Api berada pada dataran tinggi sehingga memiliki suhu dan kelembaban yang relative rendah, antara lain Pos Pengamatan Gunung Rinjani, Pos Pengamatan Gunung Ciremai, Pos Pengamatan Gunung Dieng, Pos Pengamatan Gunung Bromo dan lain-lain. Sebagian lainnya berada pada dataran rendah dan pesisir pantai yang memiliki suhu dan kelembaban yang relative tinggi, seperti Pos Pengamatan Gunung Anak Krakatau, Pos Pengamatan Gunung Semeru, Pos Pegamatan Gunung Egon, dan Pos Pengamatan Gunung Ruang. Hal ini kemungkinan berdampak pada potensi kerusakan fisik arsip yang berbeda-beda.



**Gambar 3**

**Pos Pengamatan Gunung Api Rinjani (Kiri) dan Gunung Api Anak Krakatau (Kanan)**

Sumber: Dokumentasi PVMBG

Pemantauan aktivitas gunung api dilakukan secara terus menerus selama 24 jam. Dalam 1 hari, dengan kondisi status gunung api normal, tercipta 2 lembar arsip seismogram analog atau  $\pm 60$  lembar

arsip seismogram analog per bulan. Peningkatan aktivitas gunung api, berdampak secara langsung pada jumlah arsip seismogram yang diciptakan. Hal ini mengakibatkan tiap Pos Pengamatan Gunung Api perlu menyiapkan sarana dan prasarana penyimpanan yang relatif besar karena kebijakan arsip seismogram analog tidak dimungkinkan untuk dipindahkan ke Unit Kearsipan. Pertimbangan kebijakan ini dikarenakan kebanyakan penelitian dilakukan secara langsung pada Pos Pengamatan Gunung Api sehingga membutuhkan arsip seismogram analog berada pada lokusnya. Selain itu, sebagian lokasi Pos Pengamatan Gunung Api sulit dijangkau sehingga membutuhkan sarana pemindahan, biaya dan resiko hilang atau rusak selama pemindahan berlangsung.

Berdasarkan Keputusan Menteri ESDM nomor: 187.K/04/MEM/2020 tentang Jadwal Retensi Arsip KESDM, arsip seismogram analog bernilaiguna permanen sehingga tidak dapat dimusnahkan fisik dan informasi arsipnya. Dengan volume pertumbuhan arsip yang cukup tinggi, terutama ketika aktivitas gunung api meningkat, ancaman atas bencana gunung api itu sendiri bagi arsip seismogram analog, kebijakan internal yang tidak memungkinkan dilakukan penyusutan arsip pada arsip seismogram analog tentunya menjadi pemasalahan tersendiri.

Berdasarkan Undang-Undang Nomor 43 Tahun 2009 tentang Kearsipan, jika suatu arsip telah mengalami penurunan penggunaan atau masa inaktifnya telah berakhir, maka perlu dilakukan pemindahan arsip kepada Unit Kearsipan. Pada arsip yang telah memenuhi masa simpan inaktifnya, dapat dilakukan pemusnahan arsip terhadap arsip yang tidak bernilaiguna, dan penyerahan arsip statis kepada lembaga kearsipan terhadap arsip yang memiliki nilaiguna permanen dan signifikansi nasional.

Dalam hal pengelolaan fisik arsip seismogram analog, M. Yusron Afifi dan Yanuar Yoga pada tahun 2018 telah mengkaji pengelolaan arsip dinamis aktif seismogram dalam proses temu kembali arsip di Balai Penyelidikan dan Pengembangan Teknologi Kebencanaan Geologi (BPPTKG) Yogyakarta, dan menemukan permasalahan dalam tiap tahapan pengelolaan arsip dinamis, diantaranya minimnya informasi dalam deskripsi pada tahapan pencatatan dan pemberkasa, belum sesuai dengan sistem kronologi pada tahapan penyimpanan serta belum terdapat

Daftar Pindahan Arsip dalam tahapan penyusutan arsip. Peneliti juga melakukan upaya perbaikan dengan membuat Daftar Arsip Dinamis Aktif Seismogram, pemberian label deskripsi pada arsip, memperbaiki penataan dengan sistem kronologis dan pembuatan Daftar Pindahan Arsip. ('Afifi & Prasetyawan, 2018)

Kenji Satake, Hiroshi Tsuruoka, Satoko Murotani dan Kenshiro Tsumura melakukan penelitian yang berjudul *Analog Sismogram Archives at the Earthquake Research Institute, the University of Tokyo* yang melakukan pemindaian terhadap 236.000 seismogram analog dengan menggunakan perangkat lunak *Leaflet* sehingga pengguna dapat dengan mudah mengakses dan memperbesar bagian seismogram. (Satake et al., 2020)

Pada negara United States, Paul G Richards dan Margaret Hellweg pada penelitian dengan judul *Challenges and Opportunities in Turning Large U.S. Archives of Analog Seismograms into a Modern Usable Resource*, menyampaikan bahwa penggunaan arsip seismogram digital, membuat arsip seismogram analog tidak lagi digunakan. Namun, arsip seismogram analog memuat sejarah dan nilai guna penelitian sehingga perlu upaya penyelamatan dan optimalisasi pemanfaatan. Upaya yang dilakukan peneliti antara lain, menginventarisasi lembaga negara yang menyimpan arsip seismogram analog, melakukan penilaian prioritas arsip seismogram analog yang perlu dilakukan digitisasi, melakukan upaya digitisasi terhadap arsip seismogram analog yang menjadi prioritas, serta melakukan pemindahan arsip seismogram analog untuk selanjutnya dilakukan penyimpanan sesuai dengan standar. (Richards & Hellweg, 2020)

Sejalan dengan penelitian diatas, Daniel Paulescu, Maria Regozea, Mihaela Popa dan Mircea Radulian meneliti digitisasi arsip seismogram analog dengan judul *Digitized Database of Old Seismograms Recorder in Romania*. Peneliti melakukan digitisasi arsip seismogram analog sebanyak 5.188 berkas yang direkam antara tahun 1903 sampai dengan 1957 oleh Observatorium Seismologi Rumania. Peneliti menggunakan pemindai bersolusi tinggi *Colortrac Smartlf CX40* yang dapat memindai gambar dalam format TIFF atau JPG. (Paulescu et al., 2016)

Pall Einarsson dan Sigurour Jakobsson melakukan pemindaian terhadap 175.000 seismogram analog dan dipublikasikan pada situs web [seismis.hl.is](http://seismis.hl.is) yang dapat diakses siapa saja. Seismogram dipindai dengan resolusi 300 dpi dan dipublikasikan sebagai file jpg dan png berukuran 4-8 Mb. Proyek tersebut kemudian disajikan dalam kanjian dengan judul *The Analog Seismogram Archives of Iceland: Scanning and Preservation for Future Research*.

Penelitian yang secara khusus mengupas terkait dengan standarisasi penataan fisik arsip seismogram analog terbatas. Penelitian lainnya sebagian besar berfokus pada digitisasi arsip seismogram analog menjadi data digital. Kontribusi penelitian ini adalah sebagai rekomendasi kebijakan standarisasi pengelolaan arsip seismogram analog pada KESDM dengan memperhatikan unsur intrinsik arsip seismogram analog *Hosaka* serta perbedaan suhu dan kelembaban pada Pos Pengamatan Gunung Api. Selain itu, penelitian ini juga diharapkan dapat memberikan rekomendasi kebijakan penyusutan arsip seismogram KESDM.

## **RUMUSAN MASALAH**

Berdasarkan penjabaran latar belakang sebagaimana diatas, dapat dirumuskan beberapa pertanyaan penelitian sebagai berikut:

1. Bagaimana standarisasi penataan arsip seismogram analog KESDM dengan memperhatikan unsur intrinsik pada media arsip dan kondisi geografis Pos Pengamatan Gunung Api?
2. Bagaimana standarisasi penyusutan arsip seismogram analog KESDM?

## **METODE PENELITIAN**

Metode penelitian yang digunakan adalah metode kualitatif dan pendekatan deskriptif dengan menekankan pada proses, makna, dan pemahaman yang didapat melalui gambar/kata sehingga bersifat deskriptif. Tujuan penelitian ini adalah untuk mengumpulkan informasi tentang keadaan-keadaan nyata yang sedang berlangsung guna mendapatkan gambaran seutuhnya, mendalam dan kontekstual dari fenomena yang

diteliti. Selanjutnya memusatkan perhatian pada pemecahan masalah actual sebagaimana adanya pada saat penelitian dilaksanakan.

Objek dalam penelitian ini adalah pengelolaan arsip seismogram analog, sedangkan subjek dalam penelitian adalah arsip seismogram analog yang tercipta atas pelaksanaan tugas dan fungsi penyelidikan aktivitas gunung api pada KESDM.

Sumber data diperoleh dari peraturan perundang-undangan bidang kearsipan, antara lain Undang-Undang Nomor 43 Tahun 2009 tentang Kearsipan, Peraturan Pemerintah Nomor 28 Tahun 2012 tentang Pelaksanaan Undang-Undang Nomor 43 Tahun 2009 tentang Kearsipan, Peraturan Kepala ANRI Nomor 23 Tahun 2011 tentang Pedoman Preservasi Arsip Statis, Peraturan Kepala ANRI Nomor 16 Tahun 2012 tentang Pedoman Pengelolaan Arsip Kartografi dan Kearsitekturan, Peraturan Kepala ANRI Nomor 9 Tahun 2018 tentang Pedoman Pemeliharaan Arsip Dinamis, Peraturan Menteri ESDM Nomor 2 Tahun 2020 tentang Penyelenggaraan Kearsipan KESDM, Keputusan Menteri ESDM Nomor 167.K/04/MEM/2020 tentang Klasifikasi dan Sistem Klasifikasi Keamanan dan Akses Arsip Dinamis KESDM dan Keputusan Menteri ESDM Nomor 187.K/04/MEM/2020 tentang Jadwal Retensi Arsip Substantif dan Fasilitatif Kementerian ESDM.

Selain itu, penelitian ini menggunakan data sekunder berupa data Pos Pengamatan Gunung Api, Daftar Arsip Seismogram yang dikelola pada KESDM, notulensi rapat, laporan pelaksanaan kegiatan serta penelitian-penelitian sebelumnya yang terkait. Peneliti turut menggunakan data primer dari hasil observasi langsung, wawancara dan hasil diskusi *focus grup discussion* (FGD) dengan pihak terkait.

Data dari hasil observasi langsung diperoleh dengan kunjungan langsung pada beberapa Pos Pengamatan Gunung Api untuk mengamati secara langsung hal-hal yang berkaitan dengan pengelolaan arsip seismogram analog. Peneliti melakukan observasi langsung pada Pos Pengamatan Gunung Api Agung, Pos Pengamatan Gunung Api Merapi – Babadan, Pos Pengamatan Gunung Api Gamalama, Pos Pengamatan Gunung Api Guntur, Pos Pengamatan unung Api Batur, dan Pos Pengamatan Gunung Api Gede.

Data wawancara dilakukan pada satu orang Pengamat Gunung Api Merapi, satu orang Penyelidik Bumi dan tiga orang Arsiparis Pusat Vulkanologi dan Mitigasi Bencana Geologi sebagai pencipta, pengguna dan pengelola arsip seismogram analog KESDM. Pengamat Gunung Api merupakan pencipta arsip seismogram analog. Pertimbangan wawancara dilakukan terhadap Pengamat Gunung Api pada Gunung Api Merapi dikarenakan pertimbangan Gunung Api Merapi merupakan gunung api paling aktif di Indonesia sehingga memiliki volume arsip yang besar dan memiliki signifikansi nasional.

Wawancara pada Penyelidik Bumi sebagai salah satu jabatan fungsional pengguna arsip seismogram dalam kegiatan penyelidikan kebumian. Sedangkan arsiparis Pusat Vulkanologi dan Mitigasi Bencana Geologi adalah fungsional pengelola arsip seismogram analog. Wawancara dilakukan dengan pedoman umum, dimana aspek-aspek yang perlu dibahas antara lain terkait dengan pengelolaan arsip seismogram analog saat ini, kendala yang dihadapi dalam pengelolaan arsip seismogram analog, pemanfaatan arsip seismogram analog, kondisi sarana dan prasarana penyimpanan arsip seismogram yang dimiliki pada Pos Pengamatan Gunung Api.

Pengumpulan data primer yang diperoleh dari FGD, melibatkan Direktur Pembinaan Kearsipan Pusat dan Koordinator Substantif Kearsipan Pusat I ANRI sebagai pembina dan penanggung jawab kearsipan nasional pada tanggal 14 Juli 2020, 25-27 Oktober 2020 dan 22 September 2021. Adapun perihal yang didiskusikan dalam FGD, antara lain arsip seismogram analog termasuk dalam jenis kategori arsip apa, pendekatan penataan dan standar sarana dan prasarana simpan terhadap arsip seismogram analog yang dapat diacu, review retensi (masa simpan) arsip seismogram analog.

Analisis data dilakukan dengan melakukan evaluasi prosedur penataan arsip seismogram analog yang digunakan saat ini, selanjutnya melakukan penyesuaian dengan kondisi Pos Pengamatan Gunung Api dan unsur intrinsik arsip seismogram analog. Melakukan reviu terkait dengan kebijakan kearsipan yang terkait dengan pengelolaan arsip seismogram analog, yaitu terkait dengan retensi arsip seismogram analog yang diatur



dalam Keputusan Menteri ESDM Nomor: 187.K/04/MEM/2020 tentang Jadwal Retensi Arsip KESDM.

## HASIL DAN PEMBAHASAN

Dalam tahapan pemeliharaan arsip seismogram saat ini tidak dibedakan prosedur berdasarkan retensi arsip. Prosedur penataan arsip seismogram analog dilakukan dengan mengelompokkan arsip berdasarkan waktu penciptaan serta pengurutan berdasarkan kronologis. Selanjutnya dilakukan pendeksripsian berdasarkan waktu penciptaan dan penyusunan Daftar Arsip sederhana yang memuat jenis arsip, periode waktu, jumlah dan keterangan. Arsip seismogram analog disimpan dengan cara digulung per bulan penciptaan, selanjutnya dibungkus menggunakan kertas samson untuk kemudian diberikan label dan disimpan dalam lemari kayu dan besi sebagai sarana simpan.



**Gambar 4**

### **Proses Penataan Arsip Seismogram Analog saat Ini**

Sumber: Dokumentasi Biro Umum Sekretariat Jenderal

Berdasarkan hasil observasi dan evaluasi terkait dengan prosedur penataan arsip seismogram analog sebagaimana tersebut diatas, permasalahan kearsipan yang timbul antara lain:

#### 1. Potensi Kerusakan Fisik Arsip

Gulungan pada arsip menyebabkan aus sepanjang gulungan dan merusak serat kertas sehingga rentan sobek dan retak. Jika kertas rapuh, maka penguraiannya (kertas yang dibuka setelah digulung) juga dapat menyebabkan pemecahan atau keretakan (Pratiwi, 2018). Mengacu pada Peraturan ANRI Nomor 4 Tahun

2019 tentang Pedoman Penilaian Kerusakan Arsip Kertas, fisik arsip melengkung karena salah penyimpanan termasuk dalam kerusakan arsip. Gulungan pada arsip seismogram analog juga membuat tiap lembar arsip saling menempel dengan erat sehingga tinta menembus ke sisi lain arsip seismogram yang pada akhirnya dapat membuat bagian kertas yang terkena tinta akan lebih cepat rapuh, getas dan berpotensi lembaran lengket atau saling menempel sehingga sulit dilepaskan tanpa merusak fisik arsip.

2. Potensi Kerusakan Informasi Arsip

Kerusakan fisik arsip sebagaimana pada angka 1, berpotensi menghilangkan informasi arsip. Pada arsip seismogram analog *Hosaka* yang media arsipnya dilapisi jelaga/arang, gulungan pada arsip berpotensi merusak informasi yang terekam pada fisik arsipnya.

3. Perlu Merusak Sampul dan Label Arsip ketika Peminjaman

Dikarenakan arsip seismogram analog disimpan dengan cara dibungkus menggunakan kertas samson, ketika peminjaman perlu merusak sampul dan label arsip.

4. Kesulitan Dalam Penyimpanan

Arsip seismogram analog yang tercipta tiap periode per bulan memiliki volume berbeda tergantung pada aktivitas gunung api sehingga besaran gulungan bervariasi sehingga kesulitan dalam penyimpanan.

5. Belum Memperhatikan Unsur Intrinsik Arsip Seismogram Analog *Hosaka*

Arsip seismogram analog *Hosaka* yang media arsipnya dilapisi jelaga/arang. Hal ini membuat informasi yang terekam pada arsip seismogram dimaksud rentan hilang, sehingga diperlukan penanganan khusus dalam penataan dan penyimpanan arsipnya.

6. Terbatasnya Sarana dan Prasarana Kearsipan pada Pos Pengamatan Gunung Api

Tiap Pos Pengamatan Gunung Api memiliki sarana dan prasarana kearsipan yang berbeda-beda. Sebagian Pos Pengamatan Gunung Api dilengkapi dengan ruangan khusus untuk penyimpanan arsip seismogram analog, sebagian lainnya arsip seismogram analog disimpan pada ruang pemantauan. Dalam sarana penyimpanan arsip,

sebagian Pos Pengamatan Gunung Api dilengkapi dengan rak statis dari besi, sebagian lainnya berupa rak kayu.

7. Daftar Arsip Belum Memuat Seluruh Informasi yang Dibutuhkan  
Pada Daftar Arsip memuat informasi terkait dengan jenis arsip, periode waktu, jumlah dan keterangan. Mengacu pada Peraturan Menteri ESDM Nomor 2 Tahun 2020 tentang Penyelenggaraan Kearsipan di Lingkungan KESDM, Daftar Arsip sekurang-kurangnya memuat Unit Pengolah (Pos Pengamatan Gunung Api), nomor arsip, kode klasifikasi, uraian informasi, waktu, jumlah, keterangan.

Berdasarkan hasil evaluasi dimaksud, penyimpanan arsip seismogram analog dengan cara digulung dan dibungkus menggunakan kertas samson sebaiknya tidak dilakukan. Berdasarkan Peraturan Kepala ANRI Nomor 16 Tahun 2012 tentang Pedoman Pengelolaan Arsip Kartografi dan Kearsitekturan, arsip seismogram analog sebaiknya disimpan pada *Horizontal Filing*, yaitu penyimpanan arsip yang dilakukan secara mendatar dimana arsip saling bertumpuk pada rak atau laci yang tidak terlalu dalam. Namun, penggunaan *Horizontal Filing* untuk menyimpan arsip seismogram analog pada tiap Pos Pengamatan Gunung Api sulit dilakukan. Volume pertumbuhan arsip seismogram yang tinggi, membuat kebutuhan atas *Horizontal Filing* sangat besar. Selain itu, sebagian lokasi Pos Pengamatan Gunung Api sulit dijangkau sehingga pengadaan *Horizontal Filing* menjadi sesuatu yang sulit untuk diimplementasikan.

Oleh karena itu, peneliti memberikan rekomendasi alternatif penyimpanan arsip seismogram analog dengan menggunakan boks arsip ukuran *custom* yang menyesuaikan fisik arsip seismogram, dengan spesifikasi sebagai berikut:

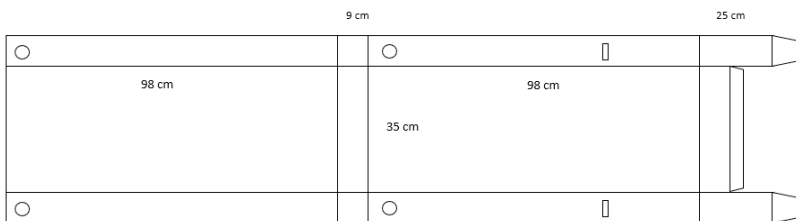
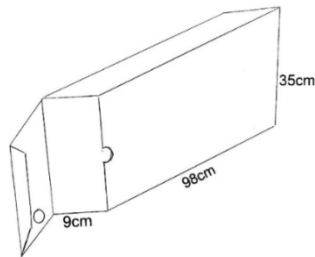
1. terbuat dari karton bergelombang, yaitu karton yang dibuat dari beberapa lapisan kertas medium bergelombang dengan kertas liner sebagai penyekat dan pelapisnya;
2. kondisi lembaran rata, tidak kotor, tidak berlubang dan tidak kusut;
3. spesifikasi ukuran (mengacu pada ukuran arsip seismogram terbesar), ditunjukkan pada Tabel 1:

**Tabel 1**  
**Data Ukuran Boks Arsip**

No	Uraian	Arsip Seismogram	Boks Arsip
1	Panjang	94 cm	98 cm
2	Lebar	30 cm	35 cm
3	Tinggi	Rata-Rata 60 Lembar per Bulan pada Aktivitas Normal	9 cm

bentuk boks arsip adalah kotak empat persegi;

4. untuk menjamin adanya sirkulasi udara, pada tiap boks arsip harus memiliki lubang ventilasi udara. Ventilasi udara dibuat dengan cara melubangi sisi depan dan belakang boks arsip. Lubang ventilasi udara berdiameter 2,5 cm;
5. arsip ditata secara vertikal dalam boks arsip;
6. boks arsip ditata secara vertikal dalam sarana penyimpanan;
7. gambar boks arsip seismogram, ditunjukkan pada Gambar 5

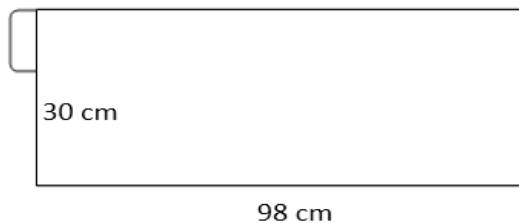


**Gambar 5**  
**Boks Arsip Seismogram**

Boks arsip dengan ukuran *custom* menyesuaikan fisik arsip seismogram, memungkinkan penyimpanan arsip sesuai dengan bentuk fisik arsipnya sehingga fisik arsip tetap dapat terpelihara. Guna menghindari terjadinya lipatan atau lengkungan pada arsip seismogram

analog yang disimpan pada boks arsip, maka diperlukan sekat dengan ukuran *custom*. Selain itu, penggunaan sekat juga dapat memudahkan temu kembali arsip dengan membagi arsip seismogram berdasarkan periode penciptaan dan menuangkan informasi tersebut pada tab sekat. Spesifikasi sekat *custom* adalah sebagai berikut:

1. terbuat dari karton, lebih tebal dari bahan folder sehingga tidak mudah melengkung atau terlipat;
2. kondisi lembaran rata, tidak kotor, tidak berlubang dan tidak kusut;
3. spesifikasi ukuran (mengacu pada ukuran arsip seismogram terbesar);
4. bentuk empat persegi panjang;
5. memiliki tab dengan ukuran 1,5 cm;
6. gambar sekat arsip seismogram, ditunjukkan pada Gambar 6



**Gambar 6**  
**Sekat Arsip Seismogram**

Dengan penggunaan sarana simpan boks dan sekat arsip ukuran *custom*, maka dapat dirumuskan alternatif standardisasi penataan arsip seismogram analog sebagai berikut:

1. mengelompokkan arsip berdasarkan waktu penciptaan serta pengurutan berdasarkan kronologis;
2. pendeksripsian dengan formulir deskripsi yang memuat informasi Unit Pengolah (Pos Pengamatan Gunung Api), petugas pencatat, kode klasifikasi, uraian informasi, kurun waktu, jumlah dan keterangan teknis seperti status aktivitas gunung api;
3. penyimpanan arsip pada boks dan sekat arsip ukuran *custom* per bulan penciptaan, kemudian diberikan label dan boks ditata dalam sarana simpan berupa rak statis yang terbuat dari besi. Dikarenakan

arsip seismogram yang tercipta pada tiap periode berbeda tergantung pada aktivitas gunung api, mengakibatkan besaran volume berbeda-beda tiap periode. Jika aktivitas gunung api sedang tinggi sehingga arsip yang tercipta volumenya besar, perlu pembagian pada tiap boks arsip dengan memberikan tanda pada tiap boks arsip seismogram. Penuangan format pada label boks arsip diberikan keterangan informasi nomor boks, asal Gunung Api, waktu penciptaan dengan penuangan kalender (diberikan tanda pada tanggal yang tidak ada arsipnya), jumlah dan keterangan.

4. penyusunan Daftar Arsip yang perlu memuat informasi nomor, kode klasifikasi, uraian informasi, kurun waktu penciptaan, jumlah, keterangan (status aktivitas gunung api), lokasi simpan (termasuk nomor berkas dan boks), jangka simpan dan nasib akhir. Penambahan informasi pada formulir deskripsi dan Daftar Arsip sesuai dengan yang diatur dalam Peraturan Kepala ANRI Nomor 9 Tahun 2018 tentang Pedoman Pemeliharaan Arsip Dinamis dan Peraturan Menteri ESDM Nomor 2 Tahun 2020 tentang Penyelenggaraan Kearsipan KESDM. Hal ini turut didukung dengan penelitian pengelolaan arsip dinamis aktif seismogram pada BPPTKG oleh M. Yusron Afifi dan Yanuar Yoga dimana menemukan bahwa deskripsi dan Daftar Arsip yang memuat informasi kurang lengkap menyebabkan kesulitan dalam proses penyajian arsip dan pencarian arsip ketika dibutuhkan serta penyusutan arsip. (‘Afifi & Prasetyawan, 2018)

Arsip seismogram analog KESDM diciptakan, dikelola dan disimpan pada 71 Pos Pengamatan Gunung Api yang memiliki kondisi geografis berbeda-beda, sehingga kemungkinan berdampak pada permasalahan potensi kerusakan fisik arsip dan sarana simpan yang perlu disesuaikan dengan kondisi suhu dan kelembaban. Berdasarkan hasil observasi langsung dan wawancara, dapat diperoleh hasil inventarisasi kondisi geografis serta permasalahan potensi kerusakan fisik arsip seismogram analog pada Pos Pengamatan Gunung Api yang dapat disajikan sebagaimana berikut:

**Tabel 2**  
**Data Kondisi Geografis Pos Pengamatan Gunung Api**

No	Kondisi Geografis	Pos Pengamatan Gunung Api	Permasalahan
1	Dataran Tinggi - lokasi >700 mdpl - suhu <18-20°C - kelembaban 66-87%	50 Pos Pengamatan	- media kertas rapuh - tinta pudar - lembaran lengket - serangga/rayap - jamur
2	Dataran Rendah - lokasi <700 mdpl - suhu <25-38°C - kelembaban 66-82%	21 Pos Pengamatan	- media kertas rapuh - tinta pudar - lembaran lengket - serangga/rayap - jamur

Sumber: BMKG dan PVMBG

Sebagaimana hasil inventarisasi di atas, permasalahan potensi kerusakan fisik arsip tidak secara langsung dipengaruhi oleh kondisi geografis tempat penciptaan dan/atau pengelolaan arsip dimaksud. Potensi kerusakan fisik arsip lebih besar dipengaruhi oleh perlakuan dalam penggunaan, penataan dan penyimpanan arsip yang tidak sesuai standar.

Salah satu contohnya adalah pada potensi kerusakan arsip seismogram analog karena rayap yang ditemukan pada arsip seismogram analog Pos Pengamatan Gunung Api yang berada pada dataran rendah maupun dataran tinggi. Penyebaran dan aktivitas rayap sangat dipengaruhi oleh faktor suhu dan curah hujan, sehingga rayap mudah dijumpai pada dataran rendah tropik, namun demikian beberapa jenis rayap dapat hidup pada dataran tinggi tropis. (Haneda, 2012).

Kerusakan fisik arsip seismogram analog dimana lembaran saling menempel dan media arsip menjadi rapuh, juga terjadi akibat penyimpanan dan pengemasan yang salah (arsip seismogram disimpan dengan cara digulung dan lembab). Dengan kata lain, selama pemeliharaan dan penyimpanan dilakukan sesuai dengan standar, maka potensi kerusakan fisik arsip baik pada dataran rendah maupun pada dataran tinggi dapat dihindari.



**Gambar 7**

**Kerusakan Arsip karena Rayap pada Pos Pengamatan Gunung Api Dataran Tinggi**

Sumber: Dokumentasi PVMBG

Oleh karena itu, dapat dirumuskan beberapa hal terkait standardisasi penyimpanan arsip seismogram analog, yaitu:

1. Sebaiknya tiap Pos Pengamatan Gunung Api memiliki ruang penyimpanan arsip khusus dengan pengaturan akses. Mengacu pada Peraturan Menteri ESDM Nomor 2 Tahun 2020 tentang Penyelenggaraan Kearsipan, arsip harus disimpan pada ruang simpan yang dibatasi aksesnya guna mencegah kerusakan dan kehilangan arsip baik fisik maupun informasi arsip berdasarkan Sistem Klasifikasi Keamanan dan Akses Arsip KESDM;
2. Sebaiknya tiap Pos Pengamatan Gunung Api dilengkapi dengan rak statis yang terbuat dari besi, penempatan rak statis diberikan jarak 70-80 cm dengan tembok. Pada beberapa Pos Pengamatan Gunung Api masih ditemukan sarana simpan dengan rak yang terbuat dari kayu yang beresiko pada kerusakan karena serangga dan rayap;
3. Prioritas pada Pos Pengamatan Gunung Api yang berada pada daerah dataran rendah, sebaiknya dilengkapi sarana penunjang pengatur suhu dan kelembaban, yaitu penyejuk udara dan pengatur kelembaban yang diatur pada suhu  $20^{\circ}\text{C}\pm 2^{\circ}\text{C}$  dan kelembaban  $50\%\text{RH}\pm 5\%$  guna memelihara fisik arsip seismogram analog;
4. Sebaiknya dalam penyimpanan arsip, tiap boks arsip diberikan gel silika dan penyerap lembab pada ruang simpan.

Pada arsip seismogram analog dengan instrumen seismograf *Hosaka*, memiliki unsur intrinsik yang perlu menjadi pertimbangan dalam penataan arsipnya. Penanganan arsip yang tidak tepat berpotensi merusak dan



menghilangkan informasi yang termuat pada arsip dimaksud. Oleh karena itu, pada arsip seismogram analog dengan instrumen seismograf *Hosaka* perlakuannya dapat dilakukan enkapsulasi pada tiap lembar arsip untuk kemudian disimpan dalam sarana simpan berupa boks arsip seismogram.

Terkait dengan penyusutan arsip, terdapat kebijakan internal bahwa arsip seismogram analog tidak dapat dipindahkan kepada Unit Kearsipan. Pertimbangan kebijakan ini dikarenakan kebanyakan penelitian dilakukan secara langsung pada Pos Pengamatan Gunung Api sehingga membutuhkan arsip seismogram analog berada pada lokusnya. Selain itu, sebagian lokasi Pos Pengamatan Gunung Api sulit dijangkau sehingga membutuhkan sarana pemindahan, biaya dan resiko hilang atau rusak selama pemindahan berlangsung.

Disisi lain, kegiatan pemantauan aktivitas gunung api berlangsung 24 jam sehingga arsip seismogram yang tercipta memiliki volume pertumbuhan yang besar. Pada saat aktivitas gunung api meningkat, potensi terciptanya arsip seismogram analog jauh lebih besar. Sedangkan arsip seismogram analog harus berada pada lokus penciptaanya dan berkategori permanen berdasarkan Jadwal Retensi Arsip maka tidak dapat dimusnahkan. Hal ini menyebabkan perlunya ruang simpan arsip yang sangat besar. Selain itu, ancaman terbesar dalam pengelolaan arsip seismogram analog pada Pos Pengamatan Gunung Api adalah bencana gunung api itu sendiri.

Berdasarkan hal tersebut, perlu dilakukan revisi terkait dengan kebijakan jadwal retensi arsip yang ditetapkan dengan Keputusan Menteri ESDM Nomor 187.K/04/MEM/2020 tentang Jadwal Retensi Arsip Kementerian ESDM terutama terkait dengan nasib akhir arsip seismogram. Arsip seismogram analog yang memuat informasi ketika gunung api normal, dapat diusulkan untuk dimusnahkan. Sedangkan arsip seismogram analog yang memuat informasi ketika aktivitas gunung api meningkat atau siklus krisis gunung api (2 bulan sebelum status level aktivitas gunung api meningkat sampai dengan 2 bulan setelah status level normal kembali) bernilai guna permanen.

Arsip seismogram pada siklus krisis gunung api dimaksud, sebaiknya diprioritaskan untuk dapat dipindahkan ke Unit Kearsipan untuk

menjamin fisik dan informasi arsip, efisiensi dan efektivitas pengelolaan arsip serta meningkatkan akses layanan kepada masyarakat.

Pos Pengamatan Gunung Api merupakan Unit Pengolah dan tidak termasuk Unit Kearsipan sehingga tidak memiliki kewenangan untuk melakukan pemusnahan arsip. Oleh karena itu, pemusnahan arsip tetap dikendalikan dan dilakukan oleh Pusat Vulkanologi dan Mitigasi Bencana Geologi selaku Unit Kearsipan dimana pelaksanaan dapat dilakukan pada lokus Pos Pengamatan Gunung Api dimaksud.

## **SIMPULAN**

Kondisi geografis Pos Pengamatan Gunung Api tidak mempengaruhi potensi kerusakan fisik arsip secara langsung, namun penanganan yang salah pada saat penggunaan, pemeliharaan dan penyimpanan merupakan penyebab utama dalam kerusakan fisik arsip. Oleh karena itu, pengelolaan arsip seismogram analog perlu diatur secara khusus dengan alternatif standarisasi penataan arsip seismogram analog sebagai berikut:

1. mengelompokkan arsip berdasarkan waktu penciptaan serta pengurutan berdasarkan kronologis;
2. pendeksripsian dengan formulir deskripsi;
3. penyimpanan arsip pada boks dan sekat arsip ukuran *custom* menyesuaikan fisik arsip seismogram analog, kemudian diberikan label dan boks ditata dalam sarana simpan berupa rak statis yang terbuat dari besi;
4. penyusunan Daftar Arsip.

Dalam hal standarisasi penyimpanan arsip seismogram analog, dapat dirumuskan rekomendasi sebagai berikut:

1. Sebaiknya tiap Pos Pengamatan Gunung Api memiliki ruang penyimpanan arsip khusus dengan pengaturan akses;
2. Sebaiknya tiap Pos Pengamatan Gunung Api dilengkapi dengan rak statis yang terbuat dari besi, penempatan rak statis diberikan jarak 70-80 cm dengan tembok;
3. Prioritas pada Pos Pengamatan Gunung Api yang berada pada daerah dataran rendah, sebaiknya dilengkapi sarana penunjang

pengatur suhu dan kelembaban, yaitu penyejuk udara dan pengatur kelembapan;

4. Sebaiknya dalam penyimpanan arsip, tiap boks arsip diberikan gel silika dan penyerap lembab pada ruang simpan.

Terkait dengan unsur intrinsik yang melekat pada fisik arsip seismogram analog *Hosaka*, dapat dilakukan enkapsulasi pada tiap lembar arsip untuk kemudian disimpan dalam sarana simpan berupa boks arsip seismogram. Selanjutnya perihal penyusutan arsip, perlu melakukan review kebijakan JRA terkait dengan nasib akhir arsip seismogram permanen pada masa krisis, sehingga dapat dilakukan pemusnahan arsip seismogram analog diluar siklus krisis. Selain itu, prioritas pada arsip seismogram analog pada siklus krisis dapat dipindahkan ke Unit Kearsipan untuk meningkatkan layanan dan akses arsip seismogram analog, jaminan pemeliharaan fisik dan informasi serta efektivitas dan efisiensi pengelolaan arsip seismogram analog.

Temuan ini dapat menjadi rekomendasi acuan dalam menyusun kebijakan pengelolaan arsip seismogram analog pada KESDM, baik dalam tahapan pemeliharaan maupun penyusutan serta perlunya reuiu kebijakan dalam Jadwal Retensi Arsip. Dalam penelitian berikutnya dapat melakukan evaluasi dengan *action research* untuk menguji efektivitas rekomendasi standarisasi pengelolaan arsip seismogram analog yang disajikan dalam penelitian ini.

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# **DIGITAL TRANSFORMATION IN IMPROVING PUBLIC SERVICES THROUGH APPLICATION IMPLEMENTATION (SIMPELAKU) IN CIANJUR REGENCY**

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## **ABSTRACT**

Transformation is a process of transition from a certain period to the next period that occurs due to innovations both structural and procedural, planned and unplanned. This study aims to determine the effectiveness of digital transformation through the implementation of the Simpelaku application in improving population administration public services such as making E-KTP, Family Cards and Birth Certificates at the Population and Civil Registry Office of Cianjur Regency. The research method used in this research is descriptive qualitative. Data were obtained through observation, interviews and documentation. The results of the study use the theory of effectiveness according to Delone & Mclean where the results of data processing with each indicator, namely system quality, information quality, service quality, usage, user satisfaction and net benefits have increased in terms of making population administration through the Simpelaku application at the Population and Civil Registry Office of Cianjur Regency. The conclusion of this study using the Simpelaku application effectiveness theory is that there are changes in terms of services, namely from conventional services to digital/online services. With this digital/online service, it can improve the quality of

service to the community in making E-KTP, Family Cards and Birth Certificates faster and more accurate.

Keywords: Digital Transformation, Public Services, The Simpelaku Application

## **INTRODUCTION**

### **Background**

The rapid development of technology and information today can be used to speed up the relationship between government and the community, thereby accelerating the achievement of each party's goals. The importance of information technology systems is vital to everyday life, so the management of technology must be done as well as possible so that the function of technology can be carried out optimally. Effective and efficient government development is very important in achieving prosperity and progress for all people. Therefore, the government must continue to innovate and develop a system that provides the best service to the community. People's behavior, which was originally traditional, has become modern as a result of the development of increasingly advanced information technology. Where all activities that were originally manual become easier, more effective, and efficient.

Improving the quality of public services has many factors to consider. These efforts will have a fairly broad influence, especially on the overall organizational culture. The following are strategies to improve the quality of public services according to Tjiptono (1996:88-96) in the book *Strategies for Improving the Quality of Public Services in the Digitalization Era* [1], namely: identifying the main determinants of service/service quality, managing customer expectations, managing evidence of service quality about services, educating customers about services, developing a culture of quality creating Automating Quality, Following up on services, developing quality information systems, services in short, industry 4.0 is about digital transformation. This industrial era allows the automation of various equipment with a combined system that can cooperate with each other. It will also help solve problems, facilitate the process and traceability of the ongoing process. Of course, the application of industry

4.0 is expected to increase productivity and make it easier to carry out supervisory functions, so that public service providers must be able to adapt and innovate in this digital era. The point in the era of the industrial revolution 4.0 is the implementation of digital transformation.

As a result of the development of advanced information technology, the government is required to make technology-based public service innovations. One way that the government can provide technology-based public services is by changing the simple government system to an electronic-based government system (Digital Government). It is a necessity if the government also improves itself in terms of public services so that obstacles are no longer found that can slow down the public service process.

Advances in information technology today can change conditions from complicated situations to easier ones. A breakthrough must be made so that the stage towards digital transformation can be done well. This means that digitalization is a necessity achieved by the government so that every service is not considered complicated or outdated.

Digital transformation is a fundamental change in the way a company/government uses digital technology to overhaul business processes, optimize performance and achieve added value for customers. This transformation includes the application of technologies such as data analytics, artificial intelligence (AI), internet of thing (IoT) and others to improve efficiency, flexibility, and competitiveness [2].

Public services in Indonesia, especially in Cianjur Regency, have also undergone a change or progress. One of these advances or changes is online services. The Sipelaku Application Innovation (Integrated Population Administration Service Management Information System) is the latest breakthrough of the Population and Civil Registry Office of Cianjur Regency in online population document services. E-KTP, Family Card and Birth Certificate are one of the important documents that must be owned by Indonesian residents. In reality, there are still many people who do not have this population administration. This is due to the lack of public awareness in taking care of E-KTP, Family Cards and Birth Certificates due to the public's view that taking care of this requires a



long time, a long queuing process, convoluted procedures and long travel access to the Cianjur Regency Population and Civil Registry Office.

The service of issuing E-KTP, Family Cards and Birth Certificates through the *Simpelaku* application is increasing every year, which means that the interest of the community in this online service is quite high. There are also people who take care of population documents in a conventional way, namely by coming directly to the *Disdukcapil* office to take care of population documents. There are several obstacles that cause people to still carry out conventional services and even people tend to ignore their obligations to have population administration including E-KTP, Family Cards and Birth Certificates.

As for the *Simpelaku* application system, it can be seen that there are still many obstacles, both the system and the difficulty of the community in using the *Simpelaku* application, which causes the rejection process due to incomplete requirements to be submitted and interference with the system itself. The socialization factor at the Population and Civil Registry Office plays a very important role in the smooth implementation of this *Simpelaku* application. Because not a few people do not know about the benefits of the application. Especially for areas that are difficult to reach for internet access and a culture of gadget use. For this reason, the role of *Disdukcapil* to socialize both to village officials and to the community must continue to be improved. *Disdukcapil*'s efforts in overcoming obstacles to the innovative implementation of the *Simpelaku* application must continue to be considered because with this digital government service it can streamline the time of both operators and the community as service recipients.

The problem in this study is about the effectiveness of using the *Simpelaku* application, researchers use the theory of effectiveness according to DeLone & McLean, 2003. Where the results of data processing with each indicator are system quality, information quality, service quality, user satisfaction usage and net benefits from each indicator. [3]

The Population and Civil Registry Office of Cianjur Regency created innovation as a solution to the lack of maximum services provided in population administration services. With the application of the Integrated

Population Administration Service Management Information System (SIMPELAKU), services through the Sempelaku application can be carried out online at any time and place for the people of Cianjur Regency in accordance with the procedures and requirements stipulated in the technical application that has been determined by the Population and Civil Registry Office of Cianjur Regency with the aim that residents of Cianjur Regency obtain population administration services easily, cheap and fast through the implementation of the Sempelaku application, This is in line with the results of research conducted by Stefanus Arwandi Jai, et al. which states that the SIAK (Population Administration Information System) Programme for the community facilitates access or management of population administration with this SIAK programme. Meanwhile, the advantage for the kelurahan office is that it makes it easier to access SIAK data on the community in Tunggulwulung Village."[4]

The ownership of population administration in Cianjur Regency has not fully achieved the achievement target, there are still many obstacles experienced by both the community and Disdukcapil Cianjur Regency so that it becomes an obstacle in the Sempelaku application online service process.

### **Problem Formulation**

1. How is the public service system at the Population and Civil Registry Office of Cianjur Regency?
2. How is Sempelaku implemented at the Population and Civil Registry Office of Cianjur Regency?
3. What is the impact of the implementation of the Sempelaku application at the Population and Civil Registry Office of Cianjur Regency?

### **METHODS**

1. Research Design

This research was prepared using a descriptive qualitative approach by conducting in-depth interviews with selected informants. Creswell (2015) defines that qualitative research begins with the interpretation of a theoretical framework with a form that influences

the study of research problems through meaning in individuals or groups on a social community problem. In the analysis process, this research also uses a qualitative approach by analyzing each variable to measure the success factors of digital government in the form of the Sipelaku application issued by the Population and Civil Registry Office of Cianjur Regency [5].

The final result of this research is that researchers can provide suggestions or recommendations about digital government in public services such as making E-KTP, Family Cards and Birth Certificates through the Sipelaku application issued by the Population and Civil Registry Office of Cianjur Regency. The qualitative approach was chosen as the main approach so that researchers could explore data and examine information more deeply from the perspective of informants. In addition, the qualitative approach provides free space for researchers to explore information and data in the field which is supported by existing data and facts.

In addition, the qualitative approach makes it easier for researchers to obtain issues that are currently developing related to the digital government Sipelaku application in public services such as making E-KTP, Family Cards and Birth Certificates at the Population and Civil Registry Office of Cianjur Regency. So that a deeper understanding is needed to examine the success factors of digital government in public services at the Population and Civil Registry Office of Cianjur Regency. Based on the optimal Sipelaku application, qualitative methods are considered appropriate in this study. So, using a qualitative approach in this study can identify what factors make the Sipelaku application effective in public services.

## 2. Data Collection

Data collection techniques have the main purpose in research, namely to obtain data and process data so that it can present data that is relevant to the research objectives. Researchers in this study used several different data collection techniques. The techniques used are qualitative observation, qualitative interviews, qualitative audio and visual materials (Creswell, 2016) [6].

1) Qualitative Observation

In this observation technique, researchers went to the field to observe the behavior and activities of individuals at the research location. In addition, researchers made observations by taking some field notes during the observation and positioning themselves as observers. Researchers asked several questions to informants with semi-structured prior questions. Questions will be arranged based on the researcher's curiosity (Creswell, 2016) so that basically the information that emerges is a general knowledge rather than an open-ended one where the researcher asks general questions to participants that allow participants to freely give their views.

2) Qualitative Interview

The qualitative interview technique (Creswell, 2016) is different from the observation technique although there is an interview but in this technique the interview will be different in nature which aims to obtain opinions.

3) Qualitative Documents

During the research process, this technique can also be used to collect various literature studies that are needed for research. The documents in question can be (such as newspapers, papers, office reports) Creswell, 2000. In this research, the need for documents is very important, such as regulations documents. Related regional regulations.

4) Qualitative Audio and Visual Materials

In this research, qualitative audio and visual materials also have an important role. The data obtained in this research can be in the form of photographs, art objects, videotapes or any type of sound (Creswell, 2016). In the process, researchers also focused on data related to photographs found in the field as well as photo data available on the website of the Population and Civil Registry Office of Cianjur Regency.

3. Informant Collection Technique

Basically, researchers need data from informants. Researchers chose to determine informants using purposive sampling technique.

Purposive sampling is carried out by means of researchers determining informants who are considered to best understand the information needed by researchers with certain considerations. Certain considerations referred to in determining informants can be done with the consideration that the informant is the leader so that it will make it easier for researchers to find certain information or direct researchers to get the right informants (Creswell, 2016).

Researchers also consider various parameters including considering the length of position occupied by an informant and the field controlled by the informant because in the research process it is often found that former officials have more information needed by researchers because they better understand and master the topic being studied. Then the direct involvement of informants in the Simpelaku application implementation process is one of the considerations in selecting informants. During the research, the number of informants was 15 informants, which the researcher then classified the internal informants.

## **RESULTS AND DISCUSSION**

### **Research Results**

#### **1. Public service system at the Population and Civil Registry Office of Cianjur Regency**

Public services are the most visible measure of government performance. The public can directly assess government performance based on the services they receive. To address the improvement of public services, the Ministry of Administrative Reform and Bureaucratic Reform (KemenPAN-RB) has implemented a policy since 2014 which is the year of local government innovation in public services. [7]

The requirements for local government innovation are clearly stated in Law 23 of 2014 concerning Regional Government which states that in loading local government innovation policies, it must refer to the principles of increasing efficiency, improving quality, improving the quality of presentation, no conflict of interest against

the public interest, carried out openly, upholding the values of truth and can be interpreted as a measure of results for itself.

The governance system as part of public services so that the government is in the spotlight for the public, especially in the Cianjur Regency government, in this case the Population and Civil Registry Office as the scope of government that takes care of population administration public services. The Population and Civil Registry Office must provide excellent service to the community by providing a good work ethic, friendly service with smiles and greetings, targeting services quickly, precisely and accurately. Making E-KTP, Family Cards and Birth Certificates will be easier and faster with the Sempelaku Application issued by the Population and Civil Registry Office of Cianjur Regency. With the digital government process.

Based on the results of interviews conducted with the Head of the Cianjur Regency Population and Civil Registry Office Mr. Yudi Nugraha, S. AP. explained that the public service system at the Cianjur Regency Population and Civil Registry Office that is currently running is as follows:

- a) Sempelaku Online Service
- b) Electronic Identity Card (E-KTP) Service
- c) Family Card Service
- d) Child Identity Card Service
- e) Moving and Arrival Certificate Service
- f) Residence Certificate Service (SKTT)
- g) Displaced Person Certificate (SKOT) Service
- h) Birth Certificate Service
- i) Death Certificate Service
- j) Marriage Certificate Service.

Services have been carried out online, namely using the Sempelaku application, however, the level of success has not been optimal, this is due to the limited information owned by the public using public services, not all of whom know the use of this Sempelaku application.

## **2. Implementation of Simpelaku at the Population and Civil Registry Office of Cianjur Regency**

Advances in information and communication technology (ICT) have changed the way information is presented and facilitated access to information. The utilization of information and communication technology (ICT) in government can improve operations and management of ICT-based services, one of which is the implementation of the concept of e-government or what is known as digital government. In Indonesia, the implementation of e-government was achieved after the issuance of Presidential Instruction (Inpres) No. 3 of 2003 concerning National E-Government Development policies and strategies This Presidential Instruction is intended to be the basis for balancing the position of the government in the implementation of its government system to create a transparent, accountable, effective and efficient government and community participation in government [8].

The Simpelaku application in Cianjur District is used to manage population online without having to come to the Population and Civil Registration Office. The following is information about the implementation of the Simpelaku application in Cianjur:

- a. Simpelaku is a web-based application managed by the Population and Civil Registration Office of Cianjur Regency;
- b. Simpelaku services are carried out every day from 08.00 -16.00 WIB;
- c. To apply for a population document can be done by accessing the Simpelaku web page, reading the guidebook available in the initial menu, filling in personal data and sending a WhatsApp number and active email. In addition, if the community has questions about Simpelaku, they can contact the Cianjur Regency Disdukcapil social media through the Disdukcapil Instagram.

As previously explained, the implementation of the Simpelaku application has not been optimal. The Simpelaku application is not optimal because not all Cianjur people know information about the benefits of the Simpelaku application. This is in accordance with the

results of interviews with people who will apply for making E-KTP, Family Cards, Birth Certificates and other public service products at the Population and Civil Registry Office of Cianjur Regency, only a small proportion of people know the use of this Sipelaku web application, and there are still many people who do not know this information.

### **3. The impact of the implementation of the Sipelaku Application at the Population and Civil Registry Office of Cianjur Regency**

Based on the results of research conducted at the Cianjur Disdukcapil and the results of interviews with several people, the Sipelaku application directly helps the community to use the Sipelaku online service in requesting population administration. Taking care of this Sipelaku application provides benefits for public service providers both from the time efficiency of administrative applications and learning technology for public service providers. With this Sipelaku application, people who take care of population administration only need to prepare the requirements that must be uploaded and wait for data verification, all stages of the application are online. This provides convenience for the community, especially people who live far from the Disdukcapil Office so that they can save time and costs because the service is online, the community can apply for population registration using only a handphone, there is no need to come and queue at the Population and Civil Registry Office (Disdukcapil).

## **Discussion**

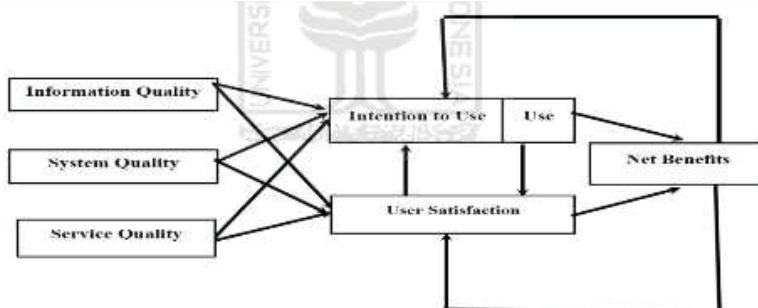
Digital transformation in public service effectiveness can be interpreted as the application of digital technology to improve the way governments and public institutions deliver services to the public. Several aspects can be seen as key:

1. **Accessibility:** Digital technology allows people to access public services more easily through online platforms, such as websites or apps. This reduces the need to be physically present and saves time.
2. **Transparency** i.e. Digitalisation allows the public to see information related to services, procedures and outcomes more clearly.



3. Process efficiency i.e. by automating administrative processes, digital transformation reduces the time and cost required to deliver services thereby increasing productivity.
4. User experience i.e. technology enables the collection of realtime feedback that can be used to improve services and tailor them to the needs of the community.
5. Data and analytics i.e. the use of big data and analytics helps the government understand people's needs and behaviour so that it can design more targeted services.
6. Service innovation: digitalisation opens up opportunities to create new services that are more relevant to the times, such as mobile-based services or self-service systems.

Digital transformation has great potential to improve the effectiveness of public services with supporting policies, human resource training and adequate infrastructure.



**Figure 1**  
DeLone & McLean Success Diagram (2003)

Researchers used DeLone & McLean's theory to determine the effectiveness of the implementation of the Simpelaku application programme at Disdukcapil Cianjur Regency. DeLone & McLean is a development of the DeLone & McLean information system success model theory that began to run based on its initial research in 1992. This model reflects the dependence of six measurements of information system success. The six elements or measurement factors of this model are: (1) System quality, (2) Information quality, (3) Usage, (4) Usage satisfaction, (5) Individual impact, and (6) Net benefits. [9].

Model is a model that is used to measure the success of an information system according to the user's view using the following indicators:

1) System Quality

System quality is used to measure the quality of the information system itself, both software and hardware. System quality is the performance of the system which refers to some of the good capabilities of the hardware, software, procedure policies of the information system can provide information for user needs (DeLone & McLean, 1992).

2) Information Quality

Information quality is the output produced to measure the quality of the output of the system, the quality of information is the quality measured subjectively by the user which is hereinafter referred to as the perceived quality of information.

3) Service Quality

Service quality as a comparison of some customer expectations with the perceptions of the actual service they receive. There are three elements that affect service quality, namely: (1) assurance; (2) empathy, (3) system responsiveness.

4) Usage

Usage is the level and manner in which the utilization of information system capabilities can be taken by users.

5) User Satisfaction

User satisfaction is the overall evaluation of the user's experience in using the information system and the potential impact of the information system (DeLone & McLean, 2013). User satisfaction can be linked to perceived benefits and user attitudes towards information systems.

6) Net benefit

Net benefits are the net results or benefits that an organization or individual gets after applying an information system. Net benefits are the most essential calculation measure in the success model because they can identify the positive effects that individuals or organizations receive. Based on the results of research conducted

at the District Population and Civil Registry Office, the following information was obtained:

No	Indicator	Success Rates		
		High	Medium	Low
1	System quality	V	-	-
2	Information quality	V	-	-
3	Service quality	-	V	-
4	Usage of	-	-	V
5	User satisfaction	-	-	V
6	Net benefits	-	V	-

From the six effectiveness indicators above, it shows that the usage and user satisfaction indicators require special attention to increase the success of these indicators. To increase the level of success of these indicators, efforts are needed to optimize usage and increase user satisfaction in various ways, including by socializing to the public through various information media about the benefits and advantages of using the Sipelaku web application so that the public can use and take advantage of the application for population administration purposes.

## CONCLUSIONS

The researcher concluded that the implementation of the Sipelaku Web Application at the Population and Civil Registry Office of Cianjur Regency has been running quite well, this is based on the results of the analysis of effectiveness theory according to DeLone & McLean.

There are several factors that hinder the successful implementation of the Sipelaku web application in Cianjur district, namely the lack of socialization from the Population and Civil Registry Office of Cianjur Regency which is carried out in conveying information about the benefits and advantages of the Sipelaku web application and the low understanding of some people about the benefits and advantages of the application. As for some efforts that can be made in overcoming some of the inhibiting factors of application implementation is to conduct socialization to the public through various information media about the

benefits and advantages of using the Sempelaku web application so that people can use and take advantage of the application for population administration purposes.

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# **EVALUASI KEBIJAKAN PERCEPATAN PENGENTASAN KEMISKINAN DI KABUPATEN NABIRE PROVINSI PAPUA TENGAH TAHUN 2019-2024**

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## **ABSTRAK**

Penelitian ini membahas dan menganalisis secara mendalam mengenai Evaluasi Kebijakan Percepatan Pengentasan Kemiskinan di Kabupaten Nabire Provinsi Papua Tengah Tahun 2019-2024. Adapun tujuannya adalah untuk memberikan pemahaman komprehensif mengenai fenomena sosial dan fenomena masyarakat terkait Evaluasi Kebijakan Percepatan Pengentasan Kemiskinan di Kabupten Nabire Provinsi Papua Tengah Tahun 2019-2024 dengan memperhatikan aspek konteks, input, proses, dan produknya. Penelitian ini menggunakan pendekatan model evaluasi kebijakan CIPP yang merupakan singkatan (akronim) dari *context evaluation*, *input evaluation*, *process evaluation*, dan *product evaluation* yang dikembangkan oleh Daniel Stufflebeam dan kawan-kawannya pada tahun 1968 di Ohio State University (J. Mbolu, 1995:62). Penelitian ini merupakan penelitian kualitatif dengan pendekatan studi deskriptif analisis. Data penelitian terdiri dari data primer dan data sekunder. Hasil penelitian menunjukkan Kebijakan Percepatan Pengentasan Kemiskinan di Kabupten Nabire Provinsi Papua Tengah menemui persoalan: (1) Serapan Anggaran Pendapatan dan Belanja Daerah (APBD) rendah; (2)

Data penduduk miskin belum akurat; (3) Minimnya infrastruktur; dan (4) Lemahnya kebijakan percepatan pengentasan kemiskinan. Program-program yang sudah dilakukan dalam upaya pengentasan kemiskinan di Kabupaten Nabire Provinsi Papua Tengah belum mampu memberikan dampak besar, sehingga tujuan pembangunan nasional terkait masalah pemerataan kesejahteraan masyarakat masih menjadi masalah yang berkepanjangan. Tahun 2022, Kabupaten Nabire ditetapkan sebagai wilayah prioritas dalam penanganan kemiskinan ekstrem, dengan tingkat kemiskinan yang masih tinggi, mencapai 23,90%. Kondisi ini diperburuk oleh akses yang terbatas terhadap pendidikan, layanan kesehatan, dan kesempatan kerja, yang semakin memperdalam masalah kemiskinan di daerah tersebut.

Kata kunci: evaluasi kebijakan, kebijakan publik, pengentasan kemiskinan, pemerintah daerah, Kabupaten Nabire.

### **ABSTRACT**

*This study discusses and analyzes in depth the evaluation of the Poverty Alleviation Acceleration Policy in Nabire Regency, Central Papua Province, from 2019 to 2024. The aim is to provide a comprehensive understanding of the social phenomena and community issues related to the evaluation of the Poverty Alleviation Acceleration Policy in Nabire Regency, Central Papua Province, from 2019 to 2024, by considering the aspects of context, input, process, and product. This study employs the CIPP (Context, Input, Process, and Product) policy evaluation model, developed by Daniel Stufflebeam and colleagues in 1968 at Ohio State University (J. Mbolu, 1995:62). It is a qualitative study with a descriptive-analytical approach. The research data consists of both primary and secondary sources. The findings indicate that the Poverty Alleviation Acceleration Policy in Nabire Regency, Central Papua Province, faces several issues: (1) Low budget absorption; (2) Inaccurate data on the poor population; (3) Insufficient infrastructure; and (4) Weaknesses in the policy for accelerating poverty alleviation. The programs implemented to alleviate poverty in Nabire Regency, Central Papua Province, have*

*not yet produced significant impacts, meaning that national development goals related to equitable community welfare remain a prolonged issue. Nabire Regency, categorized as poor, was prioritized as a target area for extreme poverty alleviation in 2022, the poverty rate remained very high at 23.90%. This reality is compounded by limited access to education, healthcare, and the lack of job opportunities that match the population's background.*

*Keywords: local government, Nabire Regency, policy evaluation, public policy, poverty alleviation*

## **PENDAHULUAN**

### **Latar Belakang**

Kemiskinan dalam peradaban suatu bangsa adalah patologi sosial yang timbul sebagai akibat dari jalannya sistem pemerintahan yang tidak berfungsi dengan baik. Todaro dan Smith, (2004) menyatakan kemiskinan merupakan masalah mendasar yang selalu menjadi pusat perhatian pemerintah dalam negara manapun di dunia ini, dimana salah satu ukuran keberhasilan pembangunan pemerintah pada suatu daerah adalah tingkat kemiskinan yang ada di daerah tersebut. Senada dengan itu, Hall dan Midgley, (2004) menjelaskan bahwa kemiskinan merupakan kondisi deprivasi materi dan sosial yang menyebabkan suatu individu hidup di bawah standar kehidupan yang layak atau kondisi dimana ia mengalami deprivasi relatif dibandingkan dengan individu lainnya dalam sebuah masyarakat.

Menurut Deliarnor A. Nandang (2017:104) masyarakat miskin sering terabaikan dalam memperoleh akses dalam pelayanan publik. Seharusnya dengan otonomi daerah pemerintah daerah menjadi lebih mendekatkan Pemda kepada masyarakat sehingga lebih efektif dan efisien dalam penanggulangan kemiskinan di daerah. Salah satu wilayah yang masuk dalam kategori miskin adalah Kabupaten Nabire, yang merupakan bagian dari wilayah Provinsi Papua Tengah yang terletak pada bagian utara Pulau Papua di tepi Teluk Cenderawasih dan Samudera Pasifik dengan jumlah penduduk di tahun 2023 sebanyak 175.114 jiwa

dengan angka kemiskinan masih sangat tinggi yaitu sebesar 23,90% tahun 2022, dan mengalami kenaikan 0,07% dari tahun sebelumnya sebesar 23,83%, dimana kenyataan ini diperkuat dengan sulitnya akses terhadap pendidikan, kesehatan, dan lapangan kerja yang tidak tersedia sesuai dengan spesifikasi latar belakang penduduk (Badan Pusat Statistik, 2024). Bahkan Kabupaten Nabire masuk dalam prioritas sasaran wilayah pengentasan kemiskinan ekstrem pada tahun 2022, karena memiliki persentase sebesar 18,65% kemiskinan. menjadi salah satu wilayah yang masuk dalam kategori miskin ekstrem di wilayah Provinsi Papua Tengah (Tnp2k, 2024).

Berdasarkan observasi awal peneliti, sampai saat ini Pemerintah Kabupaten Nabire belum memiliki kebijakan dan strategi khusus yang bisa dilakukan dalam upaya mengentaskan kemiskinan di Kabupaten Nabire. Bahkan belum adanya peraturan daerah (Perda) yang khusus mengatasi masalah kemiskinan di Kabupaten Nabire semakin menyulitkan upaya pemerintah daerah dalam mengatasi kemiskinan dalam kurun waktu lima tahun terakhir yang meskipun secara jumlah semakin berkurang. Namun demikian, beberapa upaya Pemerintah Daerah Kabupaten Nabire dalam upaya pengentasan kemiskinan dapat terlihat melalui beberapa program yang sudah dilakukan dalam lima tahun terakhir seperti program peningkatan diversifikasi pangan dan peningkatan ketahanan pangan keluarga yang sudah dilakukan melalui Dinas Ketahanan Pangan Kabupaten Nabire, dengan menggunakan dana otonomi khusus (Otsus) dalam menyediakan cadangan kebutuhan pangan yang bergizi dan berimbang seperti beras, minyak goreng dan telur demi untuk mencegah terjadinya inflasi serta menjaga stok pangan dan akses pangan bagi daerah-daerah yang sulit dijangkau seperti pada Distrik Uwapa dan Distrik Yaro serta beberapa kampung pada Distrik Nabire Barat

Pada sisi lainnya, sumber kehidupan masyarakat Kabupaten Nabire dalam lima tahun terakhir (tahun 2019-2023) juga berasal dari bantuan pemerintah berupa Dana APBD yang didalamnya bahkan tersedia dana Otsus untuk orang asli Papua (OAP) yang jumlah realisasinya dapat digambarkan pada Tabel 1.

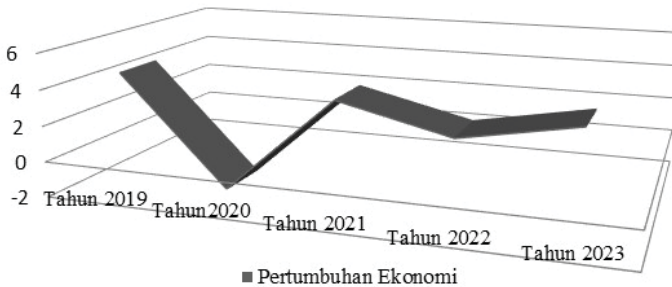


**Tabel 1**  
**Realisasi Dana APBD dan Otsus Kabupaten Nabire**

Tahun Anggaran	Realisasi APBD	Realisasi Otsus
Tahun 2019	Rp1.343.320.377.420,12	Rp45.756.973.243,00
Tahun 2020	Rp1.204.803.437.038,93	Rp57.105.886.242,93
Tahun 2021	Rp1.246.136.971.890,46	Rp45.756.973.242,00
Tahun 2022	Rp1.320.967.352.821,33	Rp136.360.886.000,00
Tahun 2023	Rp1.557.579.022.983,01	Rp140.361.128.000,00
Total =	Rp6.672.807.162.153,85	Rp425.341.846.727,93

Sumber: Nabire Dalam Angka (NDA), 2024.

Berdasarkan Tabel 1 tersebut, diketahui bahwa realisasi dana melalui bantuan pemerintah daerah yang bersumber dari dana APBD dan dana Otsus pada lima tahun terakhir dengan total berjumlah Rp7.098.149.008.881,78 dan selalu mengalami peningkatan yang signifikan dari tahun ke tahun. Namun, peningkatan tersebut tidak sejalan dengan laju pertumbuhan ekonomi di Kabupaten Nabire dalam lima tahun terakhir (tahun 2019-2023), yang dapat dilihat dalam Gambar 1.



**Gambar 1**  
**Grafik Pertumbuhan Ekonomi Tahun 2019-2023**

Sumber: Nabire Dalam Angka (NDA), 2024.

Gambar 1 tersebut menunjukkan bahwa laju pertumbuhan ekonomi berfluktuasi selama lima tahun terakhir secara berurutan dari tahun 2019 sebesar 4,66, tahun 2020 turun menjadi -1,36, dan tahun 2021 naik menjadi 4,07, tahun 2022 turun menjadi 2,64 dan tahun 2023 naik kembali sebesar 3,78. Hal ini menunjukkan bahwa pertumbuhan ekonomi di Kabupaten Nabire sangat kecil dan masih di bawah laju pertumbuhan ekonomi secara nasional, bahkan pernah mengalami minus 1,36 di tahun 2020 pada saat pandemi Covid-19 sedang berlangsung. Rendahnya

pertumbuhan ekonomi tersebut selanjutnya membawa dampak pada kehidupan masyarakat Kabupaten Nabire seperti menurunnya pendapatan masyarakat secara signifikan serta susahnyalah lapangan pekerjaan yang pada akhirnya terjadi peningkatan angka kemiskinan dalam lima tahun terakhir, sebagaimana terlihat pada Tabel 2.

Secara bertahap Tabel 2 tersebut menunjukkan garis kemiskinan terus mengalami peningkatan dari tahun ke tahun yang meskipun jumlah penduduk miskin dan presentasi penduduk miskin sedikit mengalami penurunan. Namun, secara keseluruhan data tersebut menggambarkan bahwa masyarakat Kabupaten Nabire memiliki rata-rata pengeluaran perkapita perbulan masih di bawah garis kemiskinan dimana tahun 2019 mencapai 579.753, yang mengalami kenaikan tahun 2020 sebesar 612.872, dan tahun 2021 naik menjadi 665.325, serta tahun 2022 naik lagi menjadi 705.953, dan tahun 2023 naik menjadi 771.751.

**Tabel 2.**  
**Garis Kemiskinan Kabupaten Nabire**

<b>Tahun</b>	<b>Garis Kemiskinan (Rupiah/Kapita/Bulan)</b>	<b>Jumlah Penduduk Miskin (Ribub)</b>	<b>Persentase Penduduk Miskin</b>
2019	579.753	37,14	24,81
2020	612.872	36,75	24,15
2021	665.325	35,08	23,83
2022	705.953	35,43	23,90
2023	771.751	34,83	23,35

Sumber: Nabire Dalam Angka (NDA), 2024.

Berdasarkan observasi awal peneliti, sampai saat ini Pemerintah Kabupaten Nabire belum memiliki kebijakan dan strategi khusus yang bisa dilakukan dalam upaya mengentaskan kemiskinan di Kabupaten Nabire. Bahkan belum adanya peraturan daerah (Perda) yang khusus mengatasi masalah kemiskinan di Kabupaten Nabire semakin menyulitkan upaya pemerintah daerah dalam mengatasi kemiskinan dalam kurun waktu lima tahun terakhir yang meskipun secara jumlah semakin berkurang. Namun demikian, beberapa upaya Pemerintah Daerah Kabupaten Nabire dalam upaya pengentasan kemiskinan dapat terlihat melalui beberapa program yang sudah dilakukan dalam lima tahun terakhir seperti program peningkatan diversifikasi pangan dan peningkatan ketahanan

pangan keluarga yang sudah dilakukan melalui Dinas Ketahanan Pangan Kabupaten Nabire, dengan menggunakan dana Otsus dalam menyediakan cadangan kebutuhan pangan yang bergizi dan berimbang seperti beras, minyak goreng dan telur demi untuk mencegah terjadinya inflasi serta menjaga stok pangan dan akses pangan bagi daerah-daerah yang sulit dijangkau seperti pada Distrik Uwapa dan Distrik Yaro serta beberapa kampung pada Distrik Nabire Barat.

Persoalan lain terkait sulitnya pengentasan Kemiskinan di Kabupten Nabire Provinsi Papua Tengah dapat diuraikan sebagai berikut.

**Serapan APBD rendah.** Menurut salah satu perangkat kantor BPS Kabupaten Nabire, bahwa terdapat keterkaitan erat antara keterlambatan penyerapan APBD dengan upaya menurunkan angka kemiskinan masyarakat di wilayah Kabupaten Nabire. Data BPS mencatat keterlambatan daya serap APBD merupakan satu dari sembilan faktor yang mempengaruhi tingkat kemiskinan periode September 2023 hingga Januari 2024 di Papua Tengah. “Serapan APBD sangat berpengaruh dan untuk mengukur tingkat kemiskinan, secara umum BPS menggunakan konsep kemampuan memenuhi kebutuhan dasar.

**Data penduduk miskin belum akurat.** Sesuai keterangan dari salah satu tokoh masyarakat Distrik Uwapa Kabupaten Nabire, bahwa minimnya infrastruktur yang terkait pendidikan, kesehatan dan kesejahteraan masyarakat adalah penyebab kemiskinan yang terjadi selama ini di Kabupaten Nabire. “Maka untuk hal tersebut diperlukan data yang akurat untuk membangun masyarakat. Sehingga pemerintah daerah harus memulai pengentasan kemiskinan ini mulai dari data”. Selain itu, merujuk pada Laporan Badan Pusat Statistik (BPS) Tahun 2024 “Kabupaten Nabire Dalam Angka 2024” bahwa metode penghitungan penduduk miskin yang saat ini digunakan berdasarkan pengeluaran perkapita melalui Survei Sosial Ekonomi Nasional (Susenas), dimana pendekatan ini tidak sepenuhnya mencerminkan kondisi kesejahteraan masyarakat di Kabupaten Nabire karena tidak mempertimbangkan faktor-faktor lain seperti akses layanan publik, infrastruktur, dan karakteristik geografis di Kabupaten Nabire yang unik.

**Minimnya infrastruktur.** Menurut survei Kementerian Pekerjaan Umum dan Perumahan Rakyat (Kementerian PUPR RI) dengan indikator

Indeks Daya Saing Infrastruktur PUPR dari tahun 2010-2023, Kabupaten Nabire konsisten berada di peringkat terbawah. Indeks Daya Saing Infrastruktur sendiri dibangun oleh indikator kualitas jalan, ketersediaan air minum yang layak, kepemilikan rumah, indeks kawasan permukiman tidak kumuh dan perkotaan, serta kesediaan akses sanitasi yang layak.

**Lemahnya kebijakan percepatan pengentasan kemiskinan.** Masih menurut Sekda Kabupaten Nabire, lemahnya kebijakan dan program penanganan kemiskinan di Kabupaten Nabire belum mendapat perhatian dan penanganan serius saat ini. Selama ini belum ada perda khusus yang dikeluarkan terkait pengentasan kemiskinan sehingga belum ada kolaborasi antara semua pemangku kepentingan terkait termasuk dengan pemerintah pusat, pemerintah daerah, lembaga swasta, sektor swasta, dan masyarakat sipil, dalam memberikan masukan, rekomendasi, dan solusi yang inovatif untuk mempercepat pengentasan kemiskinan di Kabupaten Nabire.

Beberapa penelitian sebelumnya memberikan pandangan tentang evaluasi kebijakan pengentasan kemiskinan di berbagai daerah. Nuraida *et. al.*, (2019) misalnya, mengevaluasi kebijakan percepatan pengentasan kemiskinan di Kabupaten Subang dan menemukan bahwa efektivitas kebijakan tersebut masih rendah. Pemanfaatan sumber daya belum optimal, dan distribusi bantuan tidak merata, sehingga kebijakan yang dibuat belum mampu memberikan dampak signifikan bagi masyarakat miskin. Kendala utama dalam implementasi kebijakan di Subang adalah lemahnya otorisasi kebijakan dan rendahnya efisiensi program, yang berkontribusi pada ketidaktepatan sasaran manfaat.

Penelitian oleh Selewang dan Setyono (2020) di Kecamatan Kokap, Kabupaten Kulon Progo, menunjukkan bahwa dari lima belas kebijakan pengentasan kemiskinan yang dievaluasi, tidak ada satupun yang berhasil memenuhi sembilan kriteria evaluasi, termasuk aspek keberlanjutan dan pemanfaatan aset masyarakat. Hanya satu program yang mendekati tingkat efektivitas dengan memenuhi delapan dari sembilan kriteria tersebut. Temuan ini mengindikasikan bahwa kebijakan pengentasan kemiskinan di daerah tersebut belum dirancang secara komprehensif untuk mendukung penghidupan masyarakat secara berkelanjutan.

Setiani (2022) melakukan evaluasi kebijakan pengentasan kemiskinan di Kabupaten Blora menggunakan enam indikator evaluasi berdasarkan teori William Dunn, yaitu efektivitas, efisiensi, kecukupan, pemerataan, responsivitas, dan ketepatan. Hasil penelitian menunjukkan adanya capaian positif dari beberapa program. Namun, sejumlah kegiatan tidak terlaksana secara optimal akibat dampak pandemi Covid-19, yang menyebabkan peningkatan signifikan dalam angka kemiskinan.

Penelitian oleh Samian *et. al.*, (2024) menganalisis pelaksanaan Program Keluarga Harapan (PKH) di Kabupaten Tuban menggunakan pendekatan kualitatif dengan studi kasus yang menjelaskan kejadian-kejadian dalam pelaksanaan bantuan PKH. Penelitian ini menemukan bahwa, meskipun PKH telah berhasil meningkatkan kesejahteraan sebagian masyarakat, masih terdapat sejumlah kendala yang perlu diatasi untuk meningkatkan efektivitas program. Kendala utama meliputi distribusi bantuan yang belum sepenuhnya tepat sasaran dan keterbatasan dukungan berkelanjutan bagi penerima manfaat. Penelitian ini menyoroti perlunya perbaikan dalam sistem distribusi dan pemantauan bantuan agar program dapat memberikan dampak yang lebih luas dan merata bagi masyarakat yang membutuhkan. Pendekatan kualitatif studi kasus ini melibatkan analisis mendalam terhadap proses pelaksanaan PKH, termasuk wawancara dan observasi, guna memahami tantangan dan peluang dalam implementasi program di lapangan.

Perbedaan penelitian ini dengan penelitian sebelumnya, bahwa penelitian ini fokus pada evaluasi kebijakan percepatan pengentasan kemiskinan di Kabupaten Nabire berdasarkan Peraturan Presiden Nomor 15 Tahun 2010 tentang Percepatan Penanggulangan Kemiskinan dengan menggunakan model evaluasi CIPP dari Daniel Stufflebeam berdasarkan empat komponen yaitu: konteks (*context evaluation*), input (*input evaluation*), proses (*process evaluation*), dan produk (*product evaluation*). Kabupaten Nabire menghadapi berbagai tantangan unik, antara lain keterbatasan data akurat mengenai penduduk miskin, minimnya infrastruktur pendukung, serta program yang tidak sesuai dengan kebutuhan spesifik masyarakat setempat. Tantangan-tantangan ini belum diatasi dalam studi-studi sebelumnya, yang umumnya berfokus pada evaluasi efektivitas kebijakan di daerah dengan dukungan kebijakan

dan sumber daya yang lebih baik. Penelitian ini bertujuan untuk mengisi kesenjangan tersebut dengan mengevaluasi efektivitas kebijakan di Nabire secara komprehensif, sehingga dapat memberikan panduan yang lebih relevan bagi pengembangan kebijakan lokal.

### **Rumusan Masalah, Pertanyaan Penelitian, atau Hipotesis**

Rumusan masalah yang akan diteliti dalam penelitian ini adalah sebagai berikut:

1. Bagaimana konteks kebijakan percepatan pengentasan kemiskinan di Kabupaten Nabire tahun 2019-2024?
2. Bagaimana input kebijakan percepatan pengentasan kemiskinan di Kabupaten Nabire tahun 2019-2024?
3. Bagaimana proses kebijakan percepatan pengentasan kemiskinan di Kabupaten Nabire tahun 2019-2024?
4. Bagaimana produk kebijakan percepatan pengentasan kemiskinan di Kabupaten Nabire tahun 2019-2024?

### **METODE**

Penelitian ini menggunakan metode kualitatif (*qualitative approach*) karena dilakukan melalui proses menemukan, memahami, menjelaskan dan memperoleh gambaran tentang fenomena sosial dan fenomena publik yang berhubungan dengan Evaluasi Kebijakan Percepatan Pengentasan Kemiskinan di Kabupten Nabire Provinsi Papua Tengah Tahun 2019-2024. Penelitian kualitatif ini penekanannya pada pemaknaan objek masalah secara khusus, dimana proses pemaknaan (*meanings*) dan interpretasi (*interpretation*) dilakukan terhadap Kebijakan Percepatan Pengentasan Kemiskinan di Kabupten Nabire Provinsi Papua Tengah Tahun 2019-2024. Model evaluasi CIPP (*context, input, process, product*) digunakan untuk mengevaluasi efektivitas kebijakan pengentasan kemiskinan di Nabire. *Context* mengevaluasi latar belakang dan kebutuhan mendesak atas kebijakan ini melalui data sosial-ekonomi Nabire. *Input* menilai kesiapan sumber daya seperti anggaran, infrastruktur, dan strategi yang digunakan. *Process* mengevaluasi pelaksanaan kebijakan, mengidentifikasi tantangan yang mempengaruhi efektivitas di lapangan. Terakhir, *product* menilai

hasil kebijakan terhadap penurunan tingkat kemiskinan melalui perubahan pada indikator kesejahteraan masyarakat.

Fokus penelitian dalam hal ini bisa berkembang sesuai situasi masalah penelitian di lapangan. Ini sesuai sifat pendekatan kualitatif secara fleksibel yang mengikuti pola pikiran dan bersifat *empirical inductive*, dimana segala sesuatu dalam penelitian ditentukan dari hasil akhir pengumpulan data yang sebenarnya di lapangan. Sebagaimana dijelaskan Moleong (2005:237), bahwa melalui penetapan fokus suatu penelitian, ada dua hal yang bisa dicapai oleh peneliti, yaitu: (1) membatasi studi dengan maksud untuk bisa membatasi bidang penelitian (*enquiry*); (2) peneliti mengetahui secara pasti bahwa data yang telah dikumpulkan adalah relevan dan mendukung fokus penelitian.

Sumber data dalam rancangan penelitian ini mengacu pada penjelasan Bungin (2007:123), dengan menerapkan data primer dan data sekunder.

1. Data Primer, merupakan data yang diperoleh secara langsung dari sumber utama yaitu dari informan yang bersangkutan dengan cara wawancara dan pengamatan (observasi) kepada informan, terkait Kebijakan Percepatan Pengentasan Kemiskinan di Kabupten Nabire Provinsi Papua Tengah Tahun 2019-2024, yang didapatkan dari informan di lapangan.
2. Data Sekunder, adalah sumber data yang diperoleh tidak langsung, yang diperoleh dari laporan penyelenggaraan atau pertanggungjawaban yang terdiri dari: laporan program kerja, laporan pelaksanaan anggaran, laporan keberhasilan capaian dan permasalahan yang dihadapi serta upaya yang ditempuh.

Total *informan* berjumlah sepuluh orang, yang masing-masing dapat dirinci dalam Tabel 3 berikut ini:

**Tabel 3**  
**Data Informan**

No	Informan	Kepentingan	Jumlah
1	Sekretaris Daerah Kabupaten Nabire	<i>contex evaluation, process evaluation, input evaluation, product evaluation</i>	1
2	Kepala Badan Pengelola Keuangan dan Aset Daerah (BPKAD) Kabupaten Nabire	<i>process evaluation, product evaluation</i>	1
3	Kepala Kantor Bappeda Kabupaten Nabire	<i>contex evaluation, process evaluation, input evaluation, product evaluation</i>	1
4	Kepala Badan Pusat Statistik Kabupaten Nabire	<i>process evaluation product evaluation</i>	1
5	Pegawai kantor distrik	<i>input evaluation product evaluation</i>	3
6	Tokoh masyarakat	<i>product evaluation</i>	3
Jumlah =			10

Tahapan analisis data yang dilakukan oleh penulis, yaitu dengan pengelompokan data, reduksi data, analisis isi, penarikan kesimpulan dan verifikasi dan triangulasi.

## PEMBAHASAN

Kebijakan Percepatan Pengentasan Kemiskinan di Kabupaten Nabire Tahun 2019-2024 terbagi menjadi dua. Pertama, jangka pendek, yaitu pemindahan sumber daya kepada kaum miskin untuk meningkatkan kesempatan kerja dan pendapatan. Kedua, jangka panjang, yang berfokus pada pemberdayaan lokal untuk meningkatkan taraf hidup secara individu maupun sosial secara bermartabat. Pemerintah Kabupaten Nabire memiliki dua strategi utama dalam pengentasan kemiskinan, yaitu melindungi keluarga dan kelompok yang mengalami kemiskinan sementara, serta memberdayakan mereka yang berada dalam kemiskinan kronis. Strategi tersebut diterapkan pemerintah daerah melalui tiga program utama, yaitu penyediaan kebutuhan pokok, pengembangan sistem jaminan sosial, dan pengembangan budaya usaha. Penduduk miskin juga memiliki strategi



sendiri menghadapi kemiskinan, seperti meminjam dari lembaga informal, menambah jam kerja atau berhemat.

Kebijakan pengentasan kemiskinan pemerintah Kabupaten Nabire selama ini dilaksanakan dengan beragam pendekatan perencanaan, seperti perencanaan sebagai reformasi sosial dengan menekankan arahan pembangunan, perencanaan analisis kebijakan yang dilaksanakan berdasarkan data ilmiah serta perencanaan sebagai pembelajaran sosial berdasarkan pengalaman dan praktik langsung dan perencanaan sebagai mobilisasi sosial yang melibatkan masyarakat dengan konsep-konsep yang tertanam dalam budaya. Program pengentasan kemiskinan yang dijalankan oleh pemerintah daerah didasarkan pada berbagai model pembangunan, antara lain: model yang menekankan pertumbuhan pendapatan nasional, pemerataan kebutuhan pokok, peningkatan kualitas sumber daya manusia melalui partisipasi masyarakat, serta peningkatan daya saing dalam menghadapi era globalisasi dan otonomi daerah.

Adapun evaluasi terhadap program-program dilakukan dengan memperhatikan penentuan sasaran, peran pemerintah daerah dan masyarakat serta implementasi di tingkat lapangan. Dalam hal ini juga terdapat keterkaitan keterlambatan penyerapan APBD dengan upaya menurunkan angka kemiskinan masyarakat di wilayah Kabupaten Nabire. Sebagaimana Data BPS mencatat keterlambatan daya serap APBD merupakan salah satu faktor yang mempengaruhi tingkat kemiskinan periode September 2023 hingga Januari 2024 di Papua Tengah. Serapan APBD berpengaruh dalam mengukur tingkat kemiskinan BPS menggunakan konsep kemampuan memenuhi kebutuhan dasar sehingga kemiskinan dipandang sebagai ketidakmampuan dari sisi ekonomi untuk memenuhi kebutuhan dasar makanan dan bukan makanan yang di ukur melalui Garis Kemiskinan (GK). Hal lainnya bahwa memasuki pekan ke-dua bulan Juli 2022 serapan APBD merangkak naik mencapai 27,19 persen atau sudah terealisasi senilai Rp1,8 triliun dari total Rp6 triliun APBD.

Dalam konteks evaluasi kebijakan pengentasan kemiskinan di Kabupaten Nabire, hasil penelitian ini menyoroti beberapa tantangan yang menghambat efektivitas kebijakan. Tantangan kontekstual meliputi tingginya angka kemiskinan serta keterbatasan akses terhadap pendidikan

dan infrastruktur dasar. Pada aspek input, alokasi anggaran, meskipun mengalami peningkatan, belum dimanfaatkan secara optimal karena kendala dalam penyaluran yang tepat sasaran dan keterbatasan sumber daya manusia yang memadai. Dari segi proses, rendahnya serapan anggaran dan ketidakakuratan data penduduk miskin menunjukkan adanya hambatan koordinasi antarinstansi yang berdampak langsung pada implementasi kebijakan. Hasil kebijakan (*product*) juga belum mencapai target pengurangan kemiskinan secara signifikan, sehingga diperlukan perbaikan pada program yang berfokus pada pemberdayaan ekonomi lokal dan peningkatan keterampilan masyarakat untuk mencapai dampak yang lebih berkelanjutan.

## **SIMPULAN**

Evaluasi Kebijakan Percepatan Penanggulangan Kemiskinan di Kabupaten Nabire Tahun 2019-2024 dengan menggunakan model evaluasi CIPP dari Daniel Stufflebeam berdasarkan empat komponen yaitu konteks (*context evaluation*), input (*input evaluation*), proses (*process evaluation*), dan produk (*product evaluation*), dapat disimpulkan bahwa dalam hal konteks kebijakan percepatan pengentasan kemiskinan selama ini sudah berjalan namun tidak maksimal karena belum kontekstual. Sementara pada input kebijakan percepatan pengentasan kemiskinan belum berjalan karena tidak ada sinergi yang baik antara pemerintah daerah Kabupaten Nabire sebagai pihak eksekutif dengan pihak legislatif dimana sampai sejauh ini belum dikeluarkan Perbub atau Perda khusus percepatan pengentasan kemiskinan di Kabupaten Nabire.

Dalam hal proses kebijakan percepatan pengentasan kemiskinan di Kabupaten Nabire selama ini belum terlaksana dengan baik dikarenakan data penduduk miskin belum akurat serta minimnya infrastruktur pendidikan, kesehatan dan kesejahteraan masyarakat sehingga diperlukan data yang akurat untuk membangun masyarakat. Sedangkan, pada produk kebijakan sudah berjalan dengan beberapa program pengentasan kemiskinan seperti peningkatan sertifikasi pangan dan peningkatan ketahanan pangan keluarga dengan menggunakan dana Otsus dalam menyediakan cadangan kebutuhan pangan yang bergizi dan berimbang seperti beras, minyak goreng dan telur demi untuk mencegah terjadinya

inflasi serta menjaga stok pangan dan akses pangan bagi daerah-daerah yang sulit dijangkau. Produk lainnya melalui Dinas Sosial Kabupaten Nabire yaitu Program Keluarga Harapan (PKH) yang bertujuan mengurangi angka kemiskinan di Kabupaten Nabire, khususnya bagi keluarga yang memiliki pendapatan rendah yang penyalurannya dilakukan rutin setiap triwulan dalam satu tahun. Selain itu terdapat program dinas berupa pemberian bibit ternak babi dan bebek kepada masyarakat. Bantuan tersebut lebih difokuskan kepada para penerima manfaat di distrik-distrik, seperti Wanggar, Teluk Kimi, dan beberapa distrik lainnya.

Hasil evaluasi menunjukkan bahwa kebijakan percepatan pengentasan kemiskinan di Kabupaten Nabire telah memberikan beberapa dampak positif, seperti pelaksanaan program ketahanan pangan dan bantuan ternak. Namun, dampak ini masih terbatas, tercermin dari angka kemiskinan yang belum menunjukkan penurunan signifikan. Kendala utama meliputi rendahnya serapan anggaran, ketidakakuratan data penduduk miskin, dan koordinasi antarinstansi yang masih lemah. Diperlukan upaya perbaikan dalam penyempurnaan data, peningkatan sinergi antarinstansi, serta alokasi anggaran yang lebih tepat untuk mencapai efektivitas kebijakan yang diharapkan.

Saran peneliti agar semua pemangku kepentingan, termasuk pemerintah, peneliti, dan masyarakat, dapat memanfaatkan hasil evaluasi kebijakan untuk memahami kinerja kebijakan yang telah diimplementasikan dan berkontribusi pada perbaikan berkelanjutan. Oleh karena itu, penekanan pada pentingnya evaluasi kebijakan dalam proses kebijakan publik adalah langkah yang bijaksana untuk mencapai pembangunan yang inklusif dan berkelanjutan.

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# **PERAN ARSIP DALAM MENUNJANG PELAYANAN PENCATATAN SIPIL DI KABUPATEN BANDUNG PROVINSI JAWA BARAT**

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## **ABSTRAK**

Pengelolaan arsip layanan Administrasi Kependudukan dan Pencatatan Sipil di Kabupaten Bandung merupakan aspek fundamental dalam mewujudkan aspek kepastian hukum. Di Disdukcapil terdapat arsip kategori vital yang digunakan untuk bahan penelusuran riwayat kependudukan setiap warga negara. Seringkali arsip menjadi penentu penyelesaian persoalan hukum yang muncul ditengah masyarakat Kabupaten Bandung. Oleh karena itu, penelitian ini bertujuan untuk mengetahui dinamika pengelolaan arsip khususnya berkenaan dengan Arsip Pencatatan Sipil yang ada di Disdukcapil Kabupaten Bandung Provinsi Jawa Barat. Penelitian ini menggunakan metode penelitian kualitatif dengan teknik pengambilan data menggunakan teknik observasi dan wawancara terstruktur terhadap pejabat yang berkompeten di Disdukcapil Kabupaten Bandung. Hasil penelitian menunjukkan bahwa Disdukcapil Kabupaten Bandung belum sepenuhnya melakukan digitisasi dalam pengelolaan arsip khususnya Arsip Pencatatan Sipil. Sistem penyimpanan dan pencatatan masih dilakukan secara manual di tempat penyimpanan arsip oleh petugas khusus yang menangani

pelayanan pencatatan sipil bahkan saat ini seringkali kesulitan dalam mencari data atau register pada pelayanan sipil terdahulu. Selain itu, belum adanya tenaga arsiparis dan standar yang jelas dalam pengelolaan arsip berdampak pada pelayanan pencatatan sipil tidak memiliki standar waktu yang jelas. Berdasarkan hasil penelitian, penulis menyampaikan saran masukan agar Disdukcapil menunjuk tenaga arsiparis yang khusus mengelola Arsip Pencatatan Sipil, serta melakukan modernisasi pola pencatatan, penyimpanan dan penggunaan Arsip.

Kata kunci: Arsip, Digitisasi, Pelayaann Publik, Pencatatan Sipil

### **ABSTRACT**

*Management of archives for Population Administration and Civil Registration services in Bandung Regency is a fundamental aspect in realizing aspects of legal certainty. At Disdukcapil there are archives in the vital category which are used as material for tracing the population history of every citizen. Often the archives are the determinant of resolving legal issues that arise among the people of Bandung Regency. Therefore, this research aims to determine the dynamics of archive management, especially with regard to the Civil Registration Archives in the Disdukcapil, Bandung Regency, West Java Province. This research uses qualitative research methods with data collection techniques using observation techniques and structured interviews with competent officials at the Bandung Regency Dukcapil Office. The results of the research show that the Bandung Regency Dukcapil Office has not fully digitized its archive management. Especially the Civil Registration Archives. The storage and recording system is still carried out manually at the archives storage center by special officers who handle civil registration services, and nowadays it is often difficult to find data or registers in the previous civil service. Apart from that, the lack of archivists and clear standards in archival management has resulted in civil registration services not having clear time standards. Based on the research results, the author submits suggestions for Disdukcapil to appoint archivists who specialize*

*in managing Civil Registration Archives and modernizing patterns of recording, storage, and use of Archives.*

*Keywords: Archives, Digitization, Public Services, Civil Registration*

## **PENDAHULUAN**

### **Latar Belakang**

Saat ini penyelenggaraan Pelayanan Administrasi Kependudukan (Adminduk) telah berkembang tidak sebatas pada pemenuhan kewajiban pendaftaran penduduk dan pencatatan sipil semata, melainkan telah menjadi *backbone* untuk setiap layanan publik yang terintegrasi berbasis Nomor Induk Kependudukan atau NIK (Perpres Nomor 82 Tahun 2023 tentang Percepatan Transformasi Digital dan Keterpaduan Layanan Digital Nasional, t.t.). Pelayanan Adminduk terdiri dari pendaftaran penduduk dan pencatatan sipil (UU Nomor 23 Tahun 2006 tentang Adminduk, t.t.), Pendaftaran penduduk merupakan pencatatan biodata penduduk, pencatatan atas pelaporan peristiwa kependudukan, dan pendataan penduduk rentan administrasi kependudukan, serta penerbitan dokumen kependudukan berupa kartu identitas atau surat keterangan kependudukan. Sedangkan Pencatatan Sipil adalah pencatatan peristiwa penting yang dialami oleh seseorang dalam register pencatatan sipil pada instansi pelaksana, penyelenggaraan pencatatan sipil itu sendiri meliputi: kelahiran, kematian, lahir mati, perkawinan, perceraian, pengakuan anak, pengesahan anak, pengangkatan anak, perubahan nama, dan perubahan status kewarganegaraan.

Dalam catatan sejarah, pelayanan Adminduk di Indonesia telah ada sejak zaman Hindia Belanda, melalui berbagai pengaturan yang bersifat diskriminatif. Transformasi Pelayanan Adminduk secara progresif telah dimulai sejak penerbitan UU Nomor 23 Tahun 2006, sekaligus sebagai tonggak awal kemandirian pelayanan Adminduk. Terlepas dari pengaruh regulasi kolonial, meskipun beberapa ketentuan teknis dan sistem informasi dilakukan secara bertahap sesuai dengan kebutuhan dan dinamika yang berkembang ditengah masyarakat.

Penyelenggaraan Administrasi Kependudukan salah satunya bertujuan untuk memberikan keabsahan identitas dan kepastian hukum atas dokumen Penduduk untuk setiap Peristiwa Kependudukan dan Peristiwa Penting yang dialami oleh Penduduk (UU Nomor 23 Tahun 2006 tentang Administrasi Kependudukan, t.t.). Hal ini sejalan dengan asas pengelolaan kearsipan sebagaimana dijelaskan dalam UU Nomor 43 Tahun 2009 tentang Kearsipan. Disisi lain, perkembangan pengelolaan kearsipan juga memegang peranan penting sebagai rujukan histori dalam menerangkan data suatu peristiwa yang terjadi. “Arsip memiliki sejarah panjang dalam membantu pekerjaan yang berada di belakang layar untuk memenuhi tujuan pelestarian dokumen dalam organisasi seperti perpustakaan dan organisasi pemerintah”. (Tupan, 2023). Arsip adalah rekaman kegiatan atau peristiwa dalam berbagai bentuk dan media sesuai dengan perkembangan teknologi informasi dan komunikasi yang dibuat dan diterima oleh lembaga negara, pemerintah daerah, lembaga Pendidikan, perusahaan, organisasi politik, organisasi kemasyarakatan, dan perseorangan dalam pelaksanaan kehidupan bermasyarakat, berbangsa, dan bernegara. Sementara itu, kearsipan adalah hal-hal yang berkenaan dengan kearsipan (PP Nomor 28 Tahun 2012 tentang Pelaksanaan UU Nomor 43 Tahun 2009, t.t.)

Berdasarkan (UU Nomor 43 Tahun 2009 tentang Kearsipan, t.t.) bahwa tujuan kearsipan adalah

- a. menjamin terciptanya arsip dari kegiatan yang dilakukan oleh lembaga negara, pemerintahan daerah, lembaga pendidikan, perusahaan, organisasi publik, organisasi kemasyarakatan dan perseorangan, serta ANRI sebagai penyelenggara kearsipan;
- b. menjamin ketersediaan arsip yang autentik dan terpercaya sebagai alat bukti yang sah;
- c. menjamin terwujudnya pengelolaan arsip yang handal dan pemanfaatan arsip sesuai dengan ketentuan peraturan perundang-undangan;
- d. menjamin perlindungan kepentingan negara dan hak-hak keperdataan rakyat melalui pengelolaan dan pemanfaatan arsip yang autentik dan terpercaya;



- e. mendinamiskan penyelenggaraan kearsipan nasional sebagai suatu sistem yang komprehensif;
- f. menjamin keselamatan dan keamanan arsip sebagai bukti pertanggungjawaban dalam kehidupan bermasyarakat, berbangsa, dan bernegara;
- g. menjamin keselamatan aset nasional dalam bidang ekonomi, sosial, politik, budaya, pertahanan, serta keamanan sebagai identitas dan jati diri bangsa;
- h. meningkatkan kualitas pelayanan publik dalam pengelolaan dan pemanfaatan arsip yang autentik dan terpercaya.

Catatan sejarah setiap penduduk dalam bentuk register pelayanan akta kelahiran sebagai suatu pencatatan berdasarkan peristiwa kependudukan telah berkembang menjadi bukti pendukung proses hukum sehingga diperlukan metode pencatatan, pengolahan, dan penyajian yang efektif dan aman bagi petugas pelayanan. Disisi lain, perkembangan pemanfaatan teknologi Informasi saat ini telah menuntut berbagai layanan publik untuk melakukan transformasi menuju digitalisasi termasuk pengelolaan dan pemanfaatan arsip untuk menunjang pelayanan pencatatan sipil.

Kabupaten Bandung telah membentuk Dinas Kependudukan dan Pencatatan Sipil (Disdukcapil) sebagai Perangkat Daerah yang menyelenggarakan Urusan Pemerintahan Kependudukan dan Pencatatan Sipil (Perda Nomor 12 Tahun 2016 tentang Pembentukan dan Susunan Perangkat Daerah, t.t.). Salah satu Pelayanan yang diselenggarakan adalah Pelayanan Pencatatan Sipil berupa penerbitan Akta Kelahiran. Akta Kelahiran merupakan adalah bentuk identitas setiap anak yang menjadi bagian tidak terpisahkan dari hak sipil dan politik warga negara (Ayuniar & Ridwan, 2023)

Disdukcapil sebagai Instansi pelaksana penyelenggara layanan Adminduk telah memiliki Gedung khusus Tempat Penyimpanan Arsip Pencatatan Sipil sebagai sarana penyimpanan dokumen peristiwa pencatatan sipil penduduk dari sejak sebelum kemerdekaan sampai saat ini. Berdasarkan hasil observasi penulis, ditemukan kondisi bahwa gedung khusus tempat penyimpanan arsip belum tertata dengan baik, banyak dokumen yang tidak disimpan dengan klasifikasi yang teratur. Disamping itu, kondisi gedung juga kurang terjaga aspek kebersihan

dan keamanannya, padahal di dalamnya banyak tersimpan dokumen bernilai sejarah yang harus dijaga dengan baik. Selanjutnya, berdasarkan wawancara dengan Kabid Pencatatan Sipil, didapat fakta bahwa “penyimpanan dan pengelolaan arsip masih dilakukan secara manual, hal ini terasa menyulitkan salah satunya jika ada permohonan dari masyarakat yang memohon file/berkas register tahun - tahun lampau, petugas harus mencari di gedung khusus tempat penyimpanan arsip diantara rak/gondola, akibatnya waktu pelayanan menjadi tidak pasti”.

Selain itu, pengelolaan arsip merupakan salah satu aspek sentral dalam manajemen kearsipan. Sementara itu, dari sudut pandang sumber daya, Disdukcapil belum tersedia tenaga arsiparis sehingga pengelolaan arsip masih dilaksanakan oleh petugas pencatatan sipil yang belum terlatih akibatnya teknis penyimpanan, pengelolaan, dan penyajian belum sesuai dengan kaidah-kaidah pengelolaan kearsipan. Perubahan regulasi kearsipan dan pelayanan Administrasi kependudukan pun berpengaruh pada kondisi arsip yang tersedia saat ini. Akses informasi terhadap Arsip Pencatatan Sipil yang berkenaan dengan riwayat pencatatan sipil seseorang menjadi kurang valid karena banyak perubahan yang tidak terdokumentasikan dengan tertib.

Penelitian tentang kearsipan merupakan salah satu bidang yang diminati oleh banyak peneliti, jika merujuk kepada hasil penelitian di Indonesia, total penelitian yang berkenaan dengan kearsipan periode 1986 sd 2023 sebanyak 462 dokumen hasil penelitian (Tupan, 2023). Diantaranya penelitian yang dilakukan oleh Arif Prasetyo dan Arif Rahman Bramantya (2020) yang meneliti Peran Sistem Informasi Manajemen Kearsipan di Kementerian Sekretariat Negara. Penelitian ini fokus pada peran dan kesiapan Kementerian Sekretariat Negara Republik Indonesia untuk mengimplementasikan Sistem Informasi Manajemen Kearsipan. Hasil penelitian ini menunjukkan bahwa penerapan Sistem Informasi Manajemen Kearsipan mampu meningkatkan efisiensi pengelolaan kearsipan, meskipun dalam implementasinya masih terdapat kekurangan baik aspek infrastruktur maupun sumber daya manusia (Prasetyo & Bramantya, 2020). Selanjutnya, penelitian lainnya dilakukan oleh Januar ilyas, Sukaesih, dan Lusi Romaddyniah Sujana (2024) yang meneliti Manajemen Kearsipan di Dinas Pariwisata dan Kebudayaan

(Disparbud) Provinsi Jawa Barat. Dalam penelitian tersebut, dijelaskan bahwa Manajemen Kearsipan di Disparbud sudah berjalan baik dengan menggunakan Aplikasi SIDEBAR, Namun demikian, perlu adanya peningkatan kapasitas bagi para arsiparis sebagai pengelola arsip (Ilyas dkk., 2024).

Penelitian yang diangkat oleh Penulis, berbeda dengan penelitian sebelumnya berkenaan dengan fokus dan lokus dan kedudukan arsip sebagai media yang seringkali jadi bukti otentik dalam kasus hukum yang berkaitan dengan pemalsuan data pencatatan sipil.

Kegagalan ataupun keberhasilan implementasi suatu kebijakan dalam mewujudkan tujuan kebijakan yang telah digariskan, dalam literatur studi implementasi kemudian dikonseptualisasikan sebagai implementasi (Purwanto & Sulistyastuti, 2012). Cole dan Parston dalam (Purwanto & Sulistyastuti, 2012) menyusun kerangka logis pengukuran Kinerja Implementasi dalam 3 komponen, yaitu *inputs* (*Resources used to deliver the products and services of a program or organization*), *Processes* (*series of actions or operations conducted to achieve an end goal*), *Outputs* (*the final product, goods or services produced by a program or organization*), selanjutnya, ditingkat *outcome*, digunakan instrumen pengukuran *initial*, *intermediate* dan *longterm* sebagai implikasi, dampak atau manfaat bagi stakeholder.

Transformasi digital dalam pengelolaan kearsipan merujuk pada proses perubahan dari sistem pengarsipan konvensional (manual) menjadi sistem yang berbasis digital. Transformasi digital merupakan suatu tahap pengembangan dari proses digitalisasi (Schallmo dkk., 2024). Transformasi digital sendiri memiliki 6 dimensi, yaitu: 1) *business model*, 2) *structure*, 3) *people*, 4) *processes*, 5) *offerings*, and 6) *engagement model* (Shivakumar, 2023).

Sementara itu, pelayanan publik merupakan domain organisasi publik. Penyelenggaraan layanan barang dan jasa publik adalah tanggung jawab pemerintah, karena hubungan antara pemerintah dengan rakyat adalah hubungan antara produsen dan konsumen, yaitu pemerintah sebagai produsen dan rakyat sebagai konsumen. Dalam hubungan ini, rakyat berkepentingan, kemudian pemerintah mengakui, menghormati, memenuhi, dan melindungi. Dengan demikian, pemerintah wajib

menyelenggarakan pelayanan itu dengan sebaik-baiknya sehingga memberikan kepuasan kepada masyarakat.

Berkenaan dengan definisi kualitas pelayanan publik, banyak pakar yang mengeluarkan pendapat terkait hal ini, salah satunya (Zeithaml dkk., 1990) yang memberikan pandangan bahwa kualitas pelayanan publik dapat dilihat dari sepuluh dimensi, yaitu: 1) *Tangibles: appearance of physical facilities, equipment, personel, and communication materials*, 2) *Reliability: ability to perform the promised service dependably and accurately*, 3) *Responsiveness: willingness to help customers and provide prompt service*, 4) *Competence: possession of the required skills and knowledge to perform the service*, 5) *Courtesy: politeness, respect, consideration, and friendliness of contact personnel*, *Credibility: trustworthiness, believability, honesty of the service provider*, 6) *Security: freedom from danger, risk or doubt*, 7) *Access: approachability and ease of contact*, 8) *Communication: keeping customers informed in language they can understand and listening to them*, 9) *Understanding the customer: making the effort to know customers and their needs*.

Pelayanan publik tidak terlepas dari administrasi publik yang berkembang di suatu negara. Dalam perkembangan konsep pelayanan publik yang berkembang saat ini, ada tiga perspektif administrasi publik yang dapat kita gunakan untuk memahami esensi pelayanan publik (Denhardt & Denhardt, 2007) dan (Purwanto & Sulistyastuti, 2012), antara lain:

1. Teori Administrasi Lama (*Old Public Administration*);  
Fenomena praktik pelayanan publik (*Old Public Administration (OPA)*), telah menempatkan pemerintah dalam posisi yang sangat sentral. Pemerintah sendiri secara politis berusaha memenuhi kebutuhan masyarakat dengan memanfaatkan organ-organ yang ada. Kontek hubungan dalam struktur birokrasi bersifat top-down dengan kebijakan cenderung bersifat sentralistik, kondisi ini menutup peluang terjadinya diskresi dalam praktik pelayanan;
2. Teori Administrasi Baru (*New Public Administration*);  
Paradigma *New Public Administration (NPA)* ditandai dengan munculnya semangat managerial bisnis ke dalam kontek administrasi publik. Desain dan tata kerja administrasi publik telah diilhami oleh

pemikiran sektor privat yang mengutamakan pendekatan efisiensi dan ekonomis. Paradigma NPM lebih menekankan pada konteks kebebasan dan pertimbangan ekonomi yang rasional sehingga memberikan peluang terjadinya diskresi pelayanan publik. Publik diposisikan sebagai konsumen yang harus dilayani dan pemerintah sebagai penyedia layanan, kondisi ini telah membentuk sektor publik mendekati sektor privat.

3. *New Public Service (NPS)*.

Dalam perspektif *New Public Service (NPS)*, masyarakat diposisikan bukan lagi sebagai pelanggan (*customer*) melainkan sebagai warga Negara (*citizen*).

### **Rumusan Masalah**

Kondisi diatas menggambarkan pengelolaan arsip di Disdukcapil Kabupaten Bandung masih menghadapi kendala sehingga belum memberikan peran signifikan pada optimalisasi pelayanan Pencatatan Sipil, berkenaan hal tersebut, penelitian ini berusaha menjawab pertanyaan

1. Bagaimana Kondisi Manajemen Kearsipan di Disdukcapil Kabupaten Bandung?
2. Bagaimana dimensi transformasi digital kearsipan dilakukan di Disdukcapil Kabupaten Bandung sehingga mampu memberikan peran positif bagi pelayanan pencatatan sipil?

### **METODE**

Metode yang digunakan dalam penulisan ini adalah metode penelitian kualitatif yang disusun secara deskriptif. Menurut Sugiyono, Penelitian Kualitatif deskriptif merupakan penelitian yang berusaha memahami fenomena yang dialami oleh subjek penelitian yang berkaitan dengan perilaku, persepsi, motivasi, tindakan, dan lain sebagainya (Ilyas dkk., 2024).

Teknik pengumpulan data yang digunakan, yaitu wawancara, observasi, dan studi literatur. Tahap penelitian yang pertama adalah melakukan observasi terhadap kondisi tempat penyimpanan arsip yang ada di Disdukcapil, meliputi penataan gedung, kebersihan, arsip- arsip yang tersimpan di dalamnya, serta mengobservasi cara pemanfaatan dan

pencarian Arsip yang dilakukan oleh Petugas Pencatatan Sipil. Tahap selanjutnya, penulis melakukan wawancara dengan narasumber di internal Disdukcapil, yaitu Kepala Disdukcapil dan Kepala Bidang Pencatatan Sipil untuk mengetahui teknis pelayanan pencatatan sipil dan kebijakan pengelolaan arsip di lingkungan Disdukcapil Kabupaten Bandung. Berikutnya, penulis melakukan studi literatur terhadap regulasi-regulasi yang relevan dengan topik penelitian meliputi regulasi kearsipan dan regulasi yang berkaitan dengan pelayanan Administrasi Kependudukan untuk mengkonfirmasi hasil wawancara yang telah dilakukan.

Setelah informasi terkumpul dari berbagai sumber, selanjutnya dideskripsikan secara kualitatif. Metode analisis data yang digunakan, yaitu metode iteratif dari Miles dan Huberman (Suyanto, 2018) meliputi: 1) pengumpulan data, 2) pereduksian data, 3) penyajian data, 4) penarikan/pemverifikasian simpulan.

## **HASIL DAN PEMBAHASAN**

### **Kondisi Manajemen Kearsipan di Disdukcapil Kabupaten Bandung**

#### ***Inputs***

Dinas Kependudukan dan Pencatatan Sipil dibentuk berdasarkan Perda Nomor 12 Tahun 2016 tentang Pembentukan dan Susunan Perangkat Daerah, dengan Struktur sebagai berikut: Kepala Dinas, Sekretariat, Bidang Pendaftaran Penduduk, Bidang Pencatatan Sipil, Bidang Pengelolaan Informasi Administrasi Kependudukan, dan Bidang Pengolah Data dan Inovasi Pelayanan. Secara fungsi, (Perbup Nomor 1 Tahun 2022 tentang Kedudukan dan Susunan Perangkat Daerah, t.t.), pengelolaan kearsipan merupakan lingkup tugas sekretariat, namun khusus Bidang Pencatatan Sipil, bidang memiliki akses terhadap pengelolaan arsip karena berkaitan dengan pelayanan penerbitan keabsahan akta.

Berdasarkan hasil wawancara dengan Kepala Bidang Pencatatan Sipil bahwa pada “Disdukcapil menyediakan layanan bagi masyarakat salah satunya adalah layanan Surat Keabsahan Akta. Dalam pelayanan tersebut, petugas harus mengecek arsip di gudang arsip sebelum menerbitkan Surat Keabsahan Akta. Dalam proses pengecekan tersebut tidak jarang

memakan waktu yang lama untuk pencarian arsip register, apalagi yang sudah lama”.

Dalam penyelenggaraan Pelayanan Adminduk, Pemerintah Kabupaten Bandung telah menerbitkan Perda Nomor 1 Tahun 2004 tentang Administrasi Kependudukan sebagaimana telah diubah dengan Perda Nomor 12 Tahun 2014 tentang Perubahan atas Perda Nomor 1 Tahun 2004 tentang Administrasi Kependudukan. Perda tersebut mengatur Pemerintah Kabupaten Bandung telah menerbitkan Peraturan Daerah Nomor 1 Tahun 2006 tentang Penyelenggaraan Administrasi Kependudukan di Kabupaten Bandung, yang mengatur kewenangan penyelenggara dan Instansi Pelaksana, kebijakan pendaftaran penduduk, kebijakan pencatatan sipil, Sistem Informasi Administrasi Kependudukan (SIAK), kebijakan pengendalian, dan retribusi, serta denda bagi pelanggar. Selanjutnya, tahun 2014 dilakukan perubahan atas Perda tersebut melalui Peraturan Daerah Nomor 12 Tahun 2014 tentang Perubahan atas Peraturan Daerah Nomor 1 Tahun 2006 tentang Penyelenggaraan Administrasi Kependudukan di Kabupaten Bandung, dimana perubahan mengikuti terbitnya Undang-Undang Nomor 23 Tahun 2014 tentang Perubahan atas Undang-Undang Nomor 23 Tahun 2006 tentang Administrasi Kependudukan salah satunya menyatakan bahwa layanan administrasi kependudukan gratis.

Sedangkan berkenaan dengan pengelolaan kearsipan, Pemerintah Kabupaten Bandung telah menerbitkan Perda Nomor 7 Tahun 2015 tentang Penyelenggaraan Kearsipan. Payung hukum tersebut merupakan regulasi yang seharusnya mampu dipedomani oleh semua Perangkat Daerah termasuk Disdukcapil dalam penyelenggaraan kearsipan. Namun dalam pengelolaan kearsipan di Disdukcapil, belum tersedianya tenaga arsiparis sangat berpengaruh pada kualitas dan kuantitas pengelolaan arsip. Dalam pengelolaan kearsipan, keberadaan arsiparis sangat sentral, sehingga perlu dilakukan rekrutmen atau pengusulan formasi untuk pengisian. Selain itu, dalam Upaya mendukung digitisasi, perlu juga dipastikan ketersediaan tenaga/operator IT. Proses pengisian bisa dari ASN maupun non ASN sesuai ketentuan yang berlaku.

Urusan Pemerintahan Administrasi Kependudukan dan Pencatatan Sipil merupakan Urusan Pemerintahan wajib yang tidak berkaitan dengan

pelayanan dasar (UU Nomor 23 Tahun 2014 tentang Pemerintahan Daerah, t.t.). Hal ini memberikan pengaruh pada pengalokasian anggaran yang tidak pada posisi prioritas, disisi lain upaya digitisasi arsip Pencatatan Sipil membutuhkan alokasi anggaran yang cukup besar.

### ***Processes***

Dalam upaya mendorong transformasi digital dalam pengelolaan kearsipan, perlu dilakukan penyusunan rencana strategis yang menguraikan tahapan rinci menuju transformasi. Diawali dengan identifikasi kekuatan dan kelemahan dalam organisasi, selanjutnya dibuatkan visi yang mampu ditransfer ke semua penyelenggaraan layanan. Di Kabupaten Bandung, spirit digitalisasi sudah tertuang dalam dokumen SPBE dan RPJMD dalam kerangka efisiensi penyelenggaraan layanan.

Disdukcapil Kabupaten Bandung telah menyusun serangkaian SOP untuk menunjang penyelenggaraan pelayanan. Namun untuk pelayanan pencatatan sipil yang memerlukan pengecekan arsip register Akta Kelahiran, belum disusun pedoman yang memastikan pelayanan dapat dilakukan dengan cepat dan aman bagi pelaksana pelayanan. Upaya pemutakhiran arsip-arsip Pencatatan Sipil sudah pernah dilaksanakan, namun masih pada tahap mengubah data register ke dalam format digital sehingga sampai saat ini belum dapat digunakan untuk menunjang pelayanan Pencatatan Sipil.

### ***Outputs***

Pengelolaan arsip di Disdukcapil Kabupaten Bandung belum dilakukan oleh pejabat/pegawai yang berkompeten. Hal ini menyebabkan pengelolaan arsip belum memberikan dampak yang optimal terhadap pelayanan Pencatatan Sipil karena hampir semua objek pelayanan Pencatatan Sipil memerlukan tahapan pengecekan atas arsip-arsip terdahulu. Kondisi penataan arsip yang belum optimal dapat menyulitkan penelusuran historil catatan sipil setiap penduduk dalam hal diperlukan dalam proses penegakan hukum.



## **Dimensi Transformasi Digital kearsipan di Disdukcapil Kabupaten Bandung**

### ***Business model***

Dalam upaya mendorong transformasi digital dalam pengelolaan kearsipan, perlu dilakukan penyusunan rencana strategis yang menguraikan tahapan rinci menuju transformasi. Diawali dengan identifikasi kekuatan dan kelemahan dalam organisasi, selanjutnya dibuatkan visi yang mampu ditransfer ke semua penyelenggaraan layanan. Di Kabupaten Bandung, spirit digitalisasi sudah tertuang dalam dokumen SPBE dan RPJMD dalam kerangka efisiensi penyelenggaraan layanan. Tahap selanjutnya yang dapat dilakukan adalah menyusun cetak biru perencanaan transformasi digital Kearsipan dengan tahapan yang jelas, selanjutnya diintegrasikan dengan dokumen perencanaan sesuai ketentuan yang berlaku.

### ***Structure***

Untuk mewujudkan tahapan kegiatan sebagaimana termuat dalam perencanaan strategis, dibuatkan pengorganisasian dalam bentuk *job description* yang jelas. Dipastikan unsur evaluasi harus ada untuk memberikan *feedback* dalam pelaksanaan tahapan kegiatan. Di Kabupaten Bandung sudah ada Peraturan Bupati Nomor 17 Tahun 2020 tentang Pengawasan Kearsipan di Lingkungan Pemerintah Kabupaten Bandung sebagaimana telah diubah dengan Peraturan Bupati Bandung Nomor 43 Tahun 2022 tentang Perubahan atas Peraturan Bupati Nomor 17 Tahun 2020. Setiap pelaksanaan monitoring dengan pengawasan kearsipan dapat ditindaklanjuti dengan internalisasi hal dan perumusan tindak lanjut secara bersama-sama.

### ***People***

Dalam pengelolaan kearsipan, keberadaan arsiparis sangat sentral, sehingga perlu dilakukan rekrutmen atau pengusulan formasi untuk pengisian. Selain itu, dalam Upaya mendukung digitisasi, perlu juga dipastikan ketersediaan tenaga/operator IT. Proses pengisian bisa dari ASN maupun non ASN sesuai ketentuan yang berlaku.

### ***Processes***

Selanjutnya untuk memastikan pelaksanaan tugas efektif dan efisien, tahapan kegiatan perlu dilengkapi dengan SOP yang mengurai peranan dan tanggung jawab setiap unit. SOP merupakan serangkaian instruksi yang memberikan peran kepada pelaksana maupun pejabat. Setelah disusun dan diterapkannya SOP, maka akan dapat dilacak hambatan atau kendala dalam pelayanan dan penataan kearsipan.

### ***Offerings***

Semua pihak yang terlibat harus memahani produk layanan yang dihasilkan kepada masyarakat dan keuntungan apa yang bisa didapatkan ketika pelayanan sudah dilakukan dengan optimal. Secara periodik perlu dilakukan sosialisasi dan internalisasi terhadap seluruh pelaksana pelayanan untuk meningkat pemahaman bersama akan kepentingan tertib administrasi kearsipan.

### ***Engagement model***

Tahap selanjutnya adalah Disdukcapil harus merumuskan konsep kesepakatan bersama atau pakta integritas yang membuat semua anggota organisasi memiliki komitmen untuk mewujudkan digitisasi arsip. Hal ini mutlak diperlukan sebagai bentuk pengejawantahan komitmen bersama atas perwujudan tertib Administrasi Kearsipan Pencatatan Sipil.

## **SIMPULAN**

Berdasarkan uraian di atas, maka dapat disimpulkan bahwa pengelolaan kearsipan Pencatatan Sipil di Disdukcapil masih dilakukan secara manual, begitupun dengan komposisi arsip yang ada di tempat penyimpanan arsip belum sepenuhnya terklasifikasi sehingga menyulitkan jika diperlukan dalam rangka pelayanan pencatatan sipil. Kondisi tersebut bukan saja berdampak pada terganggunya pelayanan, tetapi juga berdampak pada kepastian hukum terkait histori seseorang sulit teridentifikasi.

Seiring dengan perkembangan zaman, maka pengelolaan arsip pencatatan sipil pada Disdukcapil Kabupaten Bandung harus segera menuju ke proses digitisasi dengan tahap detail sebagai berikut:

1. mengajukan permohonan penetapan tenaga arsiparis;
2. melakukan pengecekan dan penilaian kelayakan tempat penyimpanan arsip;
3. penyiapan komponen pendukung seperti computer/laptop, jaringan internet, server yang memadai, serta aplikasi yang dibangun khusus untuk mengelola;
4. semua arsip buku register akta kelahiran discan dan diberikan deskripsi sebagai data penjelasan;
5. data hasil scan selanjutnya disimpan *warehouse* data untuk kemudian dihubungkan dengan aplikasi yang telah dibuat.

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# **UNREAL ENGINE AND REALITYCAPTURE UTILIZATION IN THE DIGITAL RESTITUTION PROJECT OF SOUTH KOREAN CULTURAL HERITAGE ASSETS**

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## **ABSTRACT**

This study investigates the role of advanced digital technologies, specifically Unreal Engine and RealityCapture, in the preservation and dissemination of South Korean cultural heritage. It focuses on the South Korean government's Digital Homecoming project, which involves both domestic and international museums in the digitalization, restoration, and exhibition of Korean cultural assets. Utilizing a qualitative case study approach, the research evaluates the processes of digital archiving, content production, and the creation of immersive virtual experiences. The findings indicate that the integration of Unreal Engine and RealityCapture enhances the accuracy and realism of digital replicas and broadens public access through simultaneous exhibitions across various museums. These technologies bridge physical distances, connecting a global audience with South Korean heritage. The study highlights the potential of digital tools to strengthen cultural identity, facilitate international museum collaborations, and advance heritage conservation. Further research is recommended to explore the integration of artificial intelligence and the long-term impact of digitalization on cultural preservation in GLAM institutions.

Keywords: cultural heritage; digital preservation; unreal engine; realitycapture; south korea

## **INTRODUCTION**

### **Background**

#### **Preservation of South Korea's Cultural Heritage**

Cultural heritage encompasses both tangible and intangible assets passed down through generations, reflecting a society's history, values, and collective identity. These legacies form the cornerstone of a community's cultural foundation, including traditions, architecture, artifacts, and practices that have endured over time. Historically, efforts to safeguard these treasures have focused on physical preservation methods such as restoration and conservation to protect against environmental degradation, wear, and other threats. While these methods have been effective, they are often limited in scope and accessibility, restricting public interaction with cultural heritage.

South Korea boasts a rich and diverse cultural heritage that is deeply intertwined with the nation's identity, history, and sense of pride. This heritage includes a wide range of historical and cultural assets, from artifacts and traditional art to culinary practices and significant sites such as palaces, temples, shrines, and other important structures. These cultural treasures reflect the traditions and values that have shaped South Korea over centuries and play a crucial role in the country's destination branding strategy, which enhances its appeal to both domestic and international tourists (Son, 2023; Shpak, 2023).

Despite its rich heritage, South Korea has faced considerable losses. Approximately 230,000 cultural assets, including artifacts and significant historical structures, have been lost due to the decline of the Joseon Dynasty, the Korean War, and Japanese colonization (Kim, 2023). These historical events have profoundly affected the nation's cultural landscape, resulting in the destruction or removal of many valuable cultural treasures. In response to these losses, South Korea has strategically leveraged its remaining cultural assets to boost its tourism industry and deepen appreciation for its heritage. This approach has successfully

enhanced tourism by offering unique cultural experiences and fostering a greater understanding of South Korea's heritage among both local and international audiences (Jarlis et al., 2022). The preservation, restoration, and protection of these assets are critical for ensuring their continued relevance and accessibility for future generations, thereby sustaining South Korea's cultural legacy and national identity.

Incorporating GLAM (Galleries, Libraries, Archives, and Museums) institutions into these efforts highlights their role in preserving both tangible and intangible aspects of cultural heritage. As Scheidhauer (2011) and Son (2023) point out, maintaining the long-term integrity of cultural treasures is essential for sustaining the historical narrative that defines South Korea. GLAM institutions are pivotal in this process, serving as custodians and facilitators of access to heritage assets. Their efforts in archiving, documenting, and exhibiting cultural heritage contribute significantly to the preservation and dissemination of South Korea's cultural identity.

### **Use of Technology in Conservation Efforts by the South Korean Government**

With the rise of digital technologies, new opportunities have emerged for protecting and sharing cultural heritage on a broader scale. As cultural assets become increasingly vulnerable to natural disasters, urban expansion, climate change, and the inevitable passage of time, innovative solutions are urgently needed. Digitalization offers a dynamic approach to documenting, preserving, and disseminating cultural assets, providing immersive, highly detailed representations through real-time 3D environments. This technology allows both specialists and the public to engage with cultural heritage in ways previously unimaginable, offering real-time, multi-perspective experiences of cultural sites and artifacts.

In response to the ongoing challenges of preserving cultural heritage, the South Korean government has initiated a groundbreaking digital sharing project aimed at the repatriation and digital preservation of cultural assets. This approach leverages the power of digital heritage restoration to address various spatial conflicts that arise between urban heritage sites and their surrounding modern environments. By using

advanced technologies, the project has been successful in strengthening the sense of place and enhancing cultural memory within virtual spaces, offering a new way for people to engage with historical artifacts and locations (Son, 2023). The initiative involves digitizing cultural assets and creating interactive three-dimensional (3D) content that can be showcased both in South Korea and abroad, bringing these cultural treasures to a global audience.

The project utilizes state-of-the-art technologies such as virtual reality (VR), augmented reality (AR), and 3D scanning and modeling. These technologies allow for the creation of highly detailed and accurate digital replicas of cultural assets, significantly boosting efforts to preserve and protect them for future generations (Oh & Bae, 2023). The digitization process ensures that even if the physical objects are damaged or lost, their digital counterparts will continue to exist, providing a valuable resource for education, research, and public engagement. This strategy not only aids in preservation but also opens new possibilities for interactive exhibitions and experiences, where people can virtually explore cultural heritage sites and artifacts from anywhere in the world.

This governmental initiative is in line with broader global trends that increasingly emphasize the use of digital tools for cultural heritage preservation. A prominent example of these efforts is the 'Production of Cultural Heritage Digital Content Resources (3D Assets)' project, launched by the South Korean Cultural Heritage Agency in 2022. This project focuses on producing high-quality 3D digital assets, complete with metadata, to facilitate the virtual restoration of cultural heritage (Cao & Yin, 2023). The creation of these assets involves the use of advanced techniques like 3D CAD models and Non-Uniform Rational B-Splines (NURBS) surfaces. These technologies are essential for accurately representing cultural assets in finite element analysis, allowing for simulations that closely replicate the mechanical behavior and structure of the original objects (Oh & Heo, 2023).

Furthermore, the integration of tools such as Unreal Engine and RealityCapture has been recognized as a key element in the preservation and restoration of cultural heritage assets. These technologies enable the creation of realistic 3D environments, enhancing both the accuracy



and the visual appeal of digital heritage restorations (Rutherford, 2024). By incorporating these digital tools, South Korea's approach to cultural heritage preservation is not only safeguarding its historical legacy but also pushing the boundaries of how cultural assets can be experienced and appreciated in the digital age.

### **Unreal Engine and RealityCapture in Cultural Heritage Projects**

The integration of advanced technologies has proven highly effective in overcoming the challenges posed by spatial conflicts between urban heritage sites and their surrounding modern environments. These technologies offer innovative solutions to bridge the gap between historical preservation and contemporary urban development. By enhancing the sense of place and cultural memory within virtual spaces, these initiatives help ensure that historical sites remain relevant and accessible to modern audiences (Molho, 2023; Son, 2023). In particular, the use of cutting-edge tools such as Unreal Engine and RealityCapture has become integral to cultural heritage preservation projects, offering immersive and highly realistic reconstructions that not only preserve historical sites but also facilitate their interpretation and engagement with the public.

Unreal Engine, widely known for its advanced rendering capabilities and real-time ray tracing, has revolutionized the way historical environments are recreated and experienced. This powerful technology enables the development of interactive, real-time 3D environments where users can virtually explore historical sites as if they were physically present. It is especially valuable for creating virtual reality experiences that allow visitors to engage with these sites in a dynamic, interactive manner (Banfi & Bolognesi, 2020; Garcia et al., 2022; Bianconi et al., 2023). By combining high-quality visual fidelity with interactivity, Unreal Engine brings historical sites to life in a way that traditional preservation methods cannot, offering global audiences an opportunity to experience these locations in an engaging and immersive manner. This not only preserves the historical ambiance of the sites but also makes them more accessible to individuals who might not have the chance to visit in person.

RealityCapture, on the other hand, plays a crucial role in generating highly accurate and detailed 3D models of cultural heritage sites. The technology uses photogrammetry and laser scanning to create precise digital replicas of historical structures, ensuring that every detail of the original site is captured with exceptional accuracy (Notarangelo et al., 2023). These detailed models are essential for creating virtual walkthroughs that allow users to explore cultural heritage sites in a realistic, immersive manner. The precision provided by RealityCapture not only aids in the preservation of these sites for future generations but also ensures that the digital representations closely mirror the original structures, safeguarding the integrity of the cultural assets.

When used together, Unreal Engine and RealityCapture offer a powerful combination of tools that not only preserve cultural heritage but also enhance public engagement by making these historical sites more accessible and understandable to a global audience. By recreating these sites in virtual spaces, these technologies foster a deeper appreciation and understanding of cultural heritage, allowing people from all over the world to experience and learn from these important historical locations. This innovative approach ensures that cultural heritage remains relevant and appreciated in the digital age, bridging the gap between past and present (Kiourt et al., 2020; González et al., 2022).

### **Research Questions or Hypotheses**

The rapid evolution of digital technology has profoundly influenced various fields, including cultural heritage preservation. Countries worldwide are recognizing the value of integrating advanced digital tools into conservation efforts. South Korea, notably, has embraced innovative technologies to digitally safeguard its cultural heritage. This research investigates the use of Unreal Engine and RealityCapture within real-time 3D environments, examining their specific application in GLAM (Galleries, Libraries, Archives, and Museums) institutions in South Korea.

This study centers on a primary research question: *"How is technology employed in the real-time digitalization of cultural heritage at GLAM institutions in South Korea?"*

The primary objective of this study is to assess the effectiveness of these technologies in enhancing the precision, efficiency, and quality of digital restoration efforts, especially for cultural heritage sites. By creating highly realistic 3D simulations, these tools enable detailed documentation and digital preservation of cultural artifacts. This research evaluates how Unreal Engine and RealityCapture contribute to digital restoration processes in South Korea, offering a comprehensive analysis of their advantages and limitations. Ultimately, this study aims to advance the field of cultural heritage conservation by demonstrating how digital tools can protect and rejuvenate cultural assets, making them more accessible and engaging for both experts and the public.

## **METHOD**

This study employed a qualitative research methodology, specifically adopting a case study approach to achieve a nuanced and in-depth understanding of how technology is applied in the real-time digitization of cultural heritage. The case study method, as described by Crowe et al. (2011), is particularly valuable for investigating complex issues within their real-life contexts, enabling researchers to capture a multifaceted view of the phenomena. Yin (2009) further underscores that case studies are effective in explaining, describing, or exploring events or practices as they naturally occur, making this approach ideal for examining the South Korean government's Digital Homecoming project. This project was chosen as the primary case study due to its integration of advanced technologies—specifically Unreal Engine and RealityCapture—designed for digitally preserving heritage assets. By facilitating an in-depth examination of these technologies' applications, benefits, and challenges, the case study approach provides direct insights into their potential to enhance accuracy, efficiency, and accessibility within cultural heritage conservation.

In addition to the case study, a literature review was conducted to support and contextualize the research findings. As defined by Ramdhani et al. (2014), a literature review involves a structured survey of scholarly articles, books, and other relevant sources, offering descriptions, summaries, and critical evaluations in relation to a specific issue or

theoretical framework. For this study, a wide range of journal articles, book chapters, and case studies were carefully selected to examine both global and local practices in real-time digital preservation. These resources provided comparative insights that helped frame the findings within a broader context, highlighting trends and established best practices in the field.

Data collection for this study combined case study observations and a literature review, thoroughly analyzing the primary literature written by Rutherford (2024). Observational data was gathered through an in-depth analysis of the Digital Homecoming project, a key South Korean initiative aimed at digitizing and preserving cultural heritage. This project utilizes Unreal Engine and RealityCapture technologies to create highly realistic 3D environments for cultural artifacts and sites. Detailed records were maintained on the technical application of these tools, with a focus on their benefits and any limitations encountered. By observing these practices firsthand, this study achieved a contextualized understanding of the real-time digital preservation process and the specific impacts of these technologies on cultural heritage.

To further substantiate and contextualize the observational data, a comprehensive literature review was conducted, focusing on research related to the integration of digital technologies in cultural preservation. Sources were selected based on their relevance to real-time 3D digital preservation practices, especially those involving GLAM (Galleries, Libraries, Archives, and Museums) institutions. The literature review allowed for a comparative analysis, identifying unique and common aspects of digital conservation across various contexts. By systematically reviewing these resources, this study offers a robust discussion of the advantages and limitations of digital preservation technologies.

## **RESULT AND DISCUSSION**

The utilization of advanced technologies like Unreal Engine and RealityCapture in cultural heritage restitution represents a significant milestone, as exemplified by South Korea's Digital Homecoming project for cultural assets housed at the Cleveland Museum of Art. This initiative, discussed in Amber Rutherford's 2024 article, South Korea Holds a

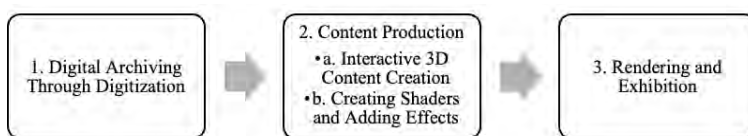
Cultural Heritage Digital Exhibition Powered by UE, highlights the power of digitization to create precise digital replicas of cultural artifacts. These digital reproductions are intended to be displayed both in their countries of origin, like South Korea, and in foreign locations such as the United States. The three-year-long effort, which will culminate in exhibitions starting in March, underscores the growing importance of digital tools in the preservation and repatriation of cultural heritage (Rutherford, 2024).

This project serves as an important example of how Unreal Engine and RealityCapture can be effectively employed to achieve cultural restitution. The process involves several key stages, each of which is integral to ensuring the success of such digital initiatives:



**Figure 1**  
**South Korean Cultural Assets Digital Restitution Project**

Source: Rutherford (2024)



**Figure 2**  
**Stages of Digital Restitution**

1. Digital Archiving through Digitization,

In this phase, South Korean cultural artifacts that are currently located in overseas museums, including the Cleveland Museum of Art, undergo an advanced digitization process using photogrammetry. Photogrammetry, particularly with RealityCapture, allows for the creation of highly accurate digital data. One of the primary advantages of RealityCapture is its ability to generate detailed 3D datasets without requiring expensive or highly specialized equipment such as LiDAR or structured light scanners. This makes it a cost-effective yet highly precise solution for digital archiving (Rutherford, 2024).



**Figure 3**  
**South Korean Original Assets**

Source: Rutherford (2024)



**Figure 4**  
**South Korean Digitized Assets**

Source: Rutherford (2024)

## 2. Content Production,

This phase involves the use of Unreal Engine's powerful rendering capabilities and critical for maintaining both the quality nor the realism of the digitized artifacts. Unreal Engine 5's Lumen and Nanite features, which enable real-time rendering, play a vital role in ensuring that the digital representations are visually stunning while simultaneously reducing the computational load. The content production process itself can be broken down into several sub-stages, each of which contributes to the overall success of the project.

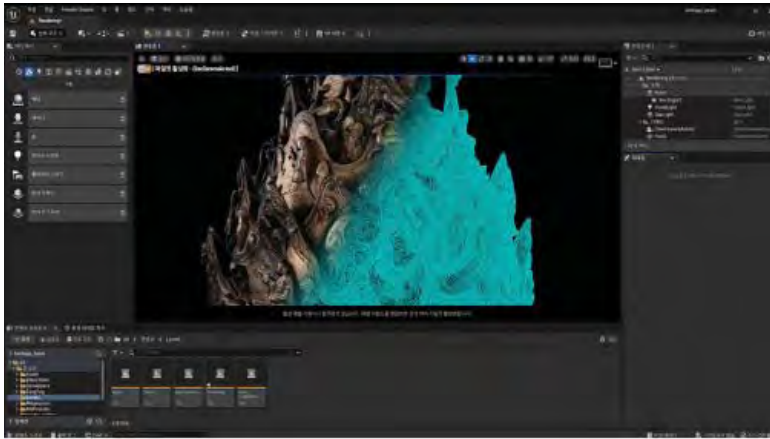
This process consists of two main stages:

### a. 3D content Creation,

Traditional South Korean artworks, such as the Seven Jewels Mountain folding screen, are digitally recreated in an immersive three-dimensional space. This process involves creating a comprehensive network of data from thousands of images, with each object, color range, and level meticulously layered to reflect the original artwork's details. Unreal Engine is then utilized to merge these elements into a cohesive 3D environment, allowing viewers to experience the artifacts in a more dynamic and interactive manner. The digital recreation of traditional art with a three-dimensional perspective enriches the audience's experience by offering a level of depth and interaction that is not possible with the physical artifact alone (Rutherford, 2024).

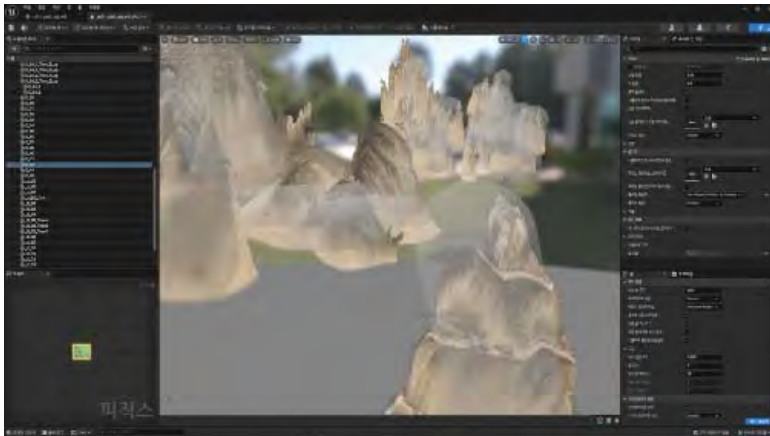
### b. Creating Shaders and Adding Effects,

This aspect is crucial for enhancing the realism of digital content. Using Unreal Engine's Material Editor, shaders are crafted to accurately replicate the textures and materials of the original artifacts. In addition, dynamic effects such as fog are incorporated using the Niagara Fluids plug-in, further elevating the sense of immersion for the viewer. These effects not only provide a more engaging visual experience but also allow for real-time interaction with the digital objects, bringing the historical artifacts to life in a way that traditional exhibits cannot (Rutherford, 2024).



**Figure 4**  
**Use of Unreal Engine**

Source: Rutherford (2024)



**Figure 5**  
**3D Content Creation**

Source: Rutherford (2024)





**Figure 6**  
**Shader Creation**

Source: Rutherford (2024)

### 3. Rendering and Exhibition.

The final stage of the digital restitution process is rendering and exhibition. Once the digital content has been fully developed, it is rendered using Unreal Engine's real-time rendering capabilities. The resources provided by the Unreal Engine Marketplace and Megascans are leveraged to ensure aesthetic consistency and production efficiency. These high-fidelity digital replicas are then exhibited in both South Korea and the United States, providing a platform for cultural exchange and enhancing public engagement with the artifacts. The ability to display these digital replicas in multiple locations simultaneously is one of the key benefits of digitization, as it allows for broader accessibility and a more global appreciation of cultural heritage (Rutherford, 2024).

The findings from this case study underscore the substantial impact of digital tools on the preservation and presentation of cultural heritage, illustrating their effectiveness in this domain. Firstly, the digital archiving efforts achieved significant success by digitizing thirteen key South Korean artifacts from the Cleveland Museum of Art using photogrammetry and RealityCapture. This process resulted in highly accurate digital data, preserving the intricate details of the artifacts and contributing to their long-term conservation, consistent

with the theories proposed by Oh and Bae (2023). Secondly, the content creation aspect of the project led to the production of immersive and realistic 3D renderings of the Seven Jeweled Mountain folding screen. This advancement not only preserved the traditional art style but also introduced a three-dimensional element, enhancing viewers' experiences and appreciation of the artifact's artistic qualities, as supported by the theories of Molho (2023) and Son (2023). Thirdly, the project's exhibition initiative enabled the simultaneous display of these digital artifacts in both South Korea and the United States. This dual-location exhibition expanded accessibility and audience engagement, allowing a broader range of people to interact with and appreciate these cultural treasures, as noted by Banfi and Bolognesi (2020), Garcia et al. (2022), and Bianconi et al. (2023). Finally, the integration of Unreal Engine and RealityCapture facilitated the creation of high-fidelity digital replicas. This technological approach streamlined the real-time rendering process and showcased the potential of advanced digital tools in the preservation of cultural heritage, aligning with the theories of Kiourt et al. (2020) and González et al. (2022).

The broader societal implications of these achievements are profound. This digital initiative has facilitated cultural repatriation, allowing South Korea to reclaim its cultural heritage without the logistical challenges of physically returning artifacts from foreign museums, as discussed by Scheidhauer (2011) and Son (2023). Additionally, the educational and cultural value provided by these digital replicas has significantly enhanced public access to high-quality cultural resources, enriching educational opportunities and deepening public understanding of South Korea's heritage, as suggested by Jarlis et al. (2022). The project further underscores technological advancements by demonstrating the capabilities of digital tools such as Unreal Engine and RealityCapture in effectively preserving and presenting cultural heritage, in line with the theories proposed by Rutherford (2024). This achievement sets a critical precedent for future digital heritage projects, illustrating how virtual

environments can serve as powerful platforms for cultural education and preservation, as highlighted by Cao and Yin (2023).

Moreover, the involvement of GLAM (Galleries, Libraries, Archives, and Museums) institutions has been pivotal in the success of this initiative. These institutions play a crucial role in the digitization, documentation, and exhibition of cultural heritage. By integrating advanced digital tools, GLAM institutions not only safeguard physical artifacts but also enhance public engagement through interactive and immersive digital experiences. The collaboration between South Korean cultural agencies and institutions like the Cleveland Museum of Art exemplifies the potential of GLAM institutions to foster international cooperation, promote cultural exchange, and advance the field of cultural heritage preservation, as supported by Oh and Heo (2023). This synergy between traditional preservation methods and modern digital solutions underscores the transformative potential of GLAM institutions in bridging the gap between past and future, ensuring that cultural heritage remains accessible and relevant in a rapidly evolving digital landscape.

## **CONCLUSION**

The application of advanced technologies, such as Unreal Engine and RealityCapture, has shown considerable potential in preserving South Korea's cultural heritage. By digitizing cultural assets, these technologies are instrumental in reinforcing cultural identity, safeguarding endangered heritage, and enriching tourism experiences. The South Korean Government's Digital Homecoming Project, in collaboration with the Cleveland Museum of Art and other GLAM (Galleries, Libraries, Archives, and Museums) institutions, exemplifies the effective use of digital tools in restoring and showcasing cultural artifacts through immersive and realistic experiences. This approach broadens accessibility to cultural assets, fostering deeper cultural understanding and appreciation both domestically and internationally.

The involvement of GLAM institutions is pivotal to this process, as they are key facilitators in preserving, documenting, and publicly presenting cultural heritage. Their integration of digital technologies

enables more dynamic, interactive engagement with the public. The collaboration between South Korean cultural agencies and GLAM institutions, such as the Cleveland Museum of Art, illustrates how traditional preservation methods can be significantly enhanced by modern digital solutions.

To fully harness the potential of digital preservation technologies, future research should adopt a multidisciplinary approach. Key recommendations include advancing preservation techniques through artificial intelligence (AI) and machine learning, conducting longitudinal studies to measure the impact of digitization on both tangible and intangible cultural identity, and developing interactive platforms to encourage public engagement. Expanding international collaborative research and addressing the long-term sustainability of digital preservation efforts are also essential for maximizing impact. Institutions can initiate digital preservation by assessing technological needs, building digital infrastructure, and fostering public interaction through engaging, interactive platforms. International collaborations and sustainable practices will enhance the longevity and reach of these projects, while partnerships with experienced organizations can build institutional expertise. Together, these steps make cultural heritage more globally accessible, promoting deeper appreciation and preservation for future generations. By pursuing such initiatives, GLAM institutions can continue playing a pivotal role in the preservation and dissemination of cultural heritage, ensuring that digital heritage initiatives hold lasting value for audiences worldwide.

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# **HOW ARTIFICIAL INTELLIGENCE TECHNOLOGY SUPPORTS THE DESCRIPTION AND PROCESSING OF HISTORICAL PHOTO ARCHIVES**

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## **ABSTRACT**

This study aims to examine how Artificial Intelligence (AI) technology supports the description and processing of past photo archives, particularly historical photos from periods such as the 1950s, which are commonly found in higher education archival institutions. The primary focus is on AI's ability to provide solutions for automating descriptions, restoring the quality of degraded images, and recognizing faces and objects in photos that have been poorly documented or degraded. However, this research also identifies limitations, particularly concerning accuracy with low-quality images and the scarcity of reference data for historical faces or objects. The study employs a descriptive method with a literature review approach, analyzing scholarly sources, technological reports, and relevant case studies on the application of AI in archival science. The results indicate that AI can effectively enhance the quality of archival photos and automatically generate more detailed metadata, although outcomes are dependent on the quality of input images and available reference data. In conclusion, AI plays a crucial role in improving the efficiency and accessibility of historical photo archives; however, further development is needed to address challenges related to the accuracy of processing low-quality photo archives and the limitations of historical data that hinder object recognition in images.

**Keywords:** Artificial Intelligence, Photo Archives, Image Restoration, Historical Archives Processing, Face Recognition.

## **INTRODUCTION**

### **Background**

In the modern era, archives and records management face increasing challenges due to the vast amount of information that needs to be processed, stored, and made accessible. One critical area is the preservation and description of historical photo archives, which are invaluable for cultural, educational, and historical research. However, managing these archives is complicated by factors such as poor documentation, degradation of physical materials over time, and the large scale of collections. Traditional methods of manually categorizing and describing these photos are labor-intensive and often prone to human error.

The highly cited Crawford (2021) explains that the definition of AI shifts overtime. While “AI” is frequently used in funding applications, the term “machine learning” (ML) is more frequently used in technical literature. She explains that ML can be understood as a model that can learn from data it has been given. This model can utilise ML and/or computer vision (CV). While ML focuses on numerical, categorical, textual and temporal (time series) data, CV utilises visual data. Crawford (2021) utilises the term ML to refer to technical approaches such as broad scale data mining, classification of data and CV.

Photo Archive in PERKA ANRI Number 23 of 2011 concerning Guidelines for the Preservation of Archives it is explained that photo archives are archives whose information content is in the form of static images (still images), the creation of which uses special equipment. Photo archives are one of the audiovisual archives, which means that the contents of the information can be seen and/or heard. Based on the book Archival Anthology (Musliichah, 2016) Photo archives whose information content is in the form of still images which are created using special equipment. Audiovisual Archives of still images in the form of photographs, drawings, and others. Still images archives are archives whose information content is in the form of still visual/images or not



moving, included in this category are archives of photographs, transparent microfilm, pictures and posters.

**Archive Description.** According to PERKA ANRI Number 14 of 2018 concerning the Standard Archive Description, it is explained that an archive description is the creation of an accurate representation of an archival unit (an archive or a number of archives) in full and all its components by capturing, analyzing, organizing and recording information that is important for identifying, manage, find, describe archives along with the context and archive system that creates them. The purpose of the description is to identify and explain the context and content of the archive in order to increase the accessibility of the archive.

Artificial Intelligence (AI) refers to the simulation of human intelligence in computer systems, enabling them to perform tasks that would normally require human intelligence. These tasks may include learning, reasoning, problem solving, perception, understanding natural language, and decision making. AI aims to create machines that can mimic cognitive functions and exhibit "intelligent" behavior. (OpenAI, 2023, July 19).

Artificial Intelligence (AI) technology offers new avenues for addressing these challenges. Recent advancements in AI, particularly in NLP, Deep Learning, and Computer Vision, have facilitated tasks like automatic transcription, image recognition, and document classification in archival collections (Haffenden et al., 2023; Lombardi & Marinai, 2020; Carter et al., 2022). Further, recent research emphasizes the importance of building trust and collaboration among archivists, academics, and government officials to enhance the application of AI in digital archives. By fostering shared professional ethics, these collaborations could address issues of mistrust and ethical concerns related to privacy and data protection in archival contexts (Jaillant & Rees, 2023). AI has been applied in many areas of archival management, particularly in automating descriptions, improving the quality of degraded images, and recognizing faces and objects in photos. Handwritten Text Recognition (HTR) technology, as applied in platforms like Transkribus, has proven effective in automating the transcription of handwritten documents, which significantly enhances searchability and accessibility (Terras, 2022).

These capabilities hold promise for enhancing the accessibility and usability of historical photo archives, making them more searchable and relevant for researchers and the public alike. For example, AI-based tools like optical character recognition (OCR) and machine learning algorithms have shown potential in efficiently categorizing large volumes of historical data, providing descriptions that previously would have required significant human effort.

Despite the benefits, AI in archival science is not without its challenges. Past studies have highlighted limitations in AI's performance, especially when processing low-quality images or when there is a lack of reference data for historical faces or objects. Challenges remain in AI's performance when processing low-quality or poorly documented images, and concerns about accuracy and privacy in archival contexts continue to be important considerations (Schneider et al., 2019; Cushing & Osti, 2022). Additionally, some recent AI initiatives focus on improving data filtering and sensitivity review, allowing AI to better identify sensitive information and manage privacy concerns in archival practices, thereby increasing access without compromising data integrity (University of Glasgow & Foreign Office, 2023). This aligns with efforts to develop explainable AI to meet transparency and accountability standards across archival institutions (Judijanto et al., 2024). AI systems struggle to accurately recognize and categorize elements in such contexts, which raises concerns about their reliability in handling archival materials. Scholars in the field of archival management have noted that while AI enhances efficiency, it often fails to account for the complex historical context that human archivists bring to the description process.

Previous research has examined AI's role in archives, but gaps remain in understanding how to improve its accuracy, particularly when working with degraded or poorly documented images. There is ongoing research into improving AI techniques for archival applications, including Named Entity Recognition (NER) and facial recognition, which would support more accurate archival processing and raise new questions regarding ethics and user privacy (Haffenden et al., 2023; Jaillant, 2022). Additionally, while AI has been integrated into some aspects of archival

practices, there is still much to be explored in terms of best practices and standardization across institutions.

The adoption of explainable and adaptive AI, which has shown promise in sectors like education, suggests similar potential for archives. By allowing systems to adjust and provide personalized recommendations, AI can better meet users specific needs, enhancing archival accessibility and relevance for diverse audiences (Judijanto et al., 2024)

Therefore, this study aims to fill this gap by focusing on how AI can be further developed to support the description and processing of historical photo archives. It will explore both the strengths of current AI technologies and the challenges that need to be addressed to fully realize their potential in archival management.

### **Research Questions or Hypotheses**

1. AI technology can significantly enhance the accuracy and efficiency of automated descriptions for historical photo archives from the 1950s.
2. AI-powered tools can effectively restore degraded images in historical photo archives to a level that meets preservation and accessibility standards.
3. The reliability of AI in recognizing faces and objects in historical photos decreases significantly when image quality is low or documentation is insufficient.
4. The main limitation of AI in processing low-quality images is the lack of sufficient reference data for historical faces and objects, resulting in lower accuracy.
5. Further development of AI technology can reduce the current challenges in recognizing historical faces and objects, improving the accessibility of poorly documented archives.

### **METHOD**

Research Design and Approach this study employs a descriptive research design with a literature review approach. This approach was chosen to analyze the role of Artificial Intelligence (AI) technology in supporting the description and processing of historical photo archives.

The descriptive method is used because the aim of the research is to explore how AI assists in the automation of descriptions, the enhancement of degraded images, and the recognition of faces and objects in poorly documented photographs. Through a literature review, this research evaluates various studies and reports on the implementation of AI in archival science.

### ***Data Collection Methods***

Data collection was carried out through a literature review, which involved analyzing scholarly sources, technological reports, and relevant case studies concerning the application of AI in archival science. The primary data sources include academic journals, textbooks, technology reports, and official publications on the use of AI in the management of photo archives, particularly from periods like the 1950s. The study focuses on cases applied in higher education archival institutions, where many historical photo archives are found.

No direct participants were involved in this research, as it is a literature-based study. However, the analysis draws on findings from various published research and reports regarding AI technology and its implementation in managing photo archives.

### ***Data Analysis Techniques***

The collected data were analyzed using descriptive content analysis techniques, in which information from various literature sources and case studies was compared and synthesized to identify trends, strengths, and limitations of AI in managing photo archives. This process involves a detailed examination of:

1. The effectiveness of AI in automating the description of photo archives.
2. The quality of image restoration performed on degraded photos using AI.
3. The accuracy of AI in recognizing faces and objects in low-quality or poorly documented photographs.
4. The identification of AI's limitations, particularly in cases where there is a lack of reference data for historical faces and objects.

This analysis also includes a comparison between the results achieved by AI and traditional manual methods to evaluate the advantages and disadvantages of each approach.

Through this methodology, the research aims to provide a clear understanding of the extent to which AI can support the management of historical photo archives and the challenges that still need to be addressed for its optimal application.

## **RESULT AND DISCUSSION**

### **Results**

The analysis of existing literature and case studies highlights several key findings regarding the application of Artificial Intelligence (AI) technology in the management of historical photo archives. These results can be categorized into three main areas: (1) automatic description and metadata generation, (2) image restoration, and (3) object and facial recognition.

**1. Automatic Description and Metadata Generation** AI-powered systems have demonstrated significant potential in automating the description of historical photos, enabling faster processing and cataloging of large collections. Various machine learning models, particularly those based on deep learning and natural language processing, are capable of analyzing visual elements in photos and generating corresponding metadata. For example, tools such as Google's Cloud Vision API and IBM's Watson Visual Recognition are often used in archival institutions to automatically detect objects, environments, and scenes, and to categorize them for easier retrieval.

AI can generate metadata automatically, facilitating faster indexing and retrieval of historical photos. The use of Natural Language Processing (NLP) algorithms enables the analysis of visual content, resulting in improved metadata generation compared to traditional manual methods (Cohen et al., 2021).

However, the quality of the metadata generated is highly dependent on the quality of the input images. Well-preserved photos with clear features are more likely to produce accurate descriptions.

In contrast, historical photos with faded colors, cracks, or other forms of degradation often lead to incomplete or inaccurate metadata. Despite these challenges, AI has proven to be a valuable tool for speeding up the description process, especially when applied to large-scale archives.

- 2. Image Restoration** Image restoration is another area where AI technologies have shown considerable promise. Algorithms such as Generative Adversarial Networks (GANs) and Convolutional Neural Networks (CNNs) are frequently used to restore the quality of degraded historical images by filling in missing parts, enhancing contrast, and correcting color balance. Tools like Adobe Photoshop's AI-powered filters have been successfully applied in various projects to restore historical photos to a more usable state, making them more accessible for research and educational purposes.

AI techniques, particularly deep learning methods, effectively restore degraded images. Convolutional Neural Networks (CNNs) have been utilized to enhance image quality, making previously unusable images viable for archival purposes (Patel & Gupta, 2020).

Nonetheless, the effectiveness of AI in image restoration also depends on the level of degradation. Heavily damaged photos with missing or distorted features may not be fully recoverable, and in some cases, AI restoration can introduce artifacts or inaccuracies. Despite these limitations, AI has been able to bring new life to many historical images, improving their clarity and making them easier to analyze and interpret.

- 3. Object and Facial Recognition** Object and facial recognition are key components of AI's contribution to archival management, particularly in identifying historical figures and objects in photos where documentation is incomplete. AI-based facial recognition software, such as Amazon Recognition and Microsoft Azure's Cognitive Services, has been tested on historical photo archives to identify known individuals or categorize images based on detected features.

Facial recognition technology, as referenced by the International Council on Archives (ICA), plays a vital role in archival research,

particularly in the identification and analysis of historical photographs and audio-visual materials.

AI-powered facial recognition can be utilized to compare ante-mortem photographs provided by families with forensic documentation, significantly reducing search times in databases and providing a second layer of validation for scientists working in forensic and humanitarian contexts. This technology assists archivists in uncovering critical information and patterns in large datasets, especially in sensitive areas like enforced disappearances or humanitarian emergencies.

The ICA has also emphasized that the use of AI in archives must be carefully managed to maintain the authenticity, provenance, and credibility of the information, which is crucial for legal and historical integrity.

AI's capabilities in facial recognition and object detection significantly aid in identifying individuals and artifacts within poorly documented images. Although these systems are robust, their performance is contingent upon the quality of input images and the availability of reference data (Li et al., 2019).

However, one of the significant limitations in this area is the scarcity of reference data for historical figures. Modern AI facial recognition models are typically trained on contemporary datasets, which limits their ability to accurately identify faces from earlier periods. Additionally, low-quality or poorly lit photos further exacerbate this problem, leading to inaccurate or incomplete results. The lack of historical data in AI training models remains a significant challenge that requires further development and refinement.

### ***Interpretation of Results***

The implications of these findings for records management and archives management practices are profound. Firstly, the automation of description processes can significantly reduce the labor intensity involved in archiving, allowing archivists to allocate their time to more analytical tasks. The restoration of historical images not only aids in preserving cultural heritage but also enhances public accessibility to these resources.

Moreover, the successful recognition of faces and objects can lead to the creation of more detailed and accurate archival records. These advancements align with existing literature that highlights the transformative potential of AI in archival science (Mason, 2020; Tan & Wong, 2022).

### ***Comparison with Existing Literature***

The results corroborate previous studies that emphasize AI's role in improving archival practices. For instance, Tan & Wong (2022) highlighted the potential for AI to reduce metadata creation time, which aligns with the findings of this study. Furthermore, the challenges identified in this research regarding low-quality images echo the limitations discussed by Li et al. (2019), who noted the difficulties in achieving high recognition accuracy under similar conditions.

### ***Limitations of the Study***

**Despite the promising findings, this study acknowledges several limitations:**

- 1. Image Quality:** The efficacy of AI in processing historical photos diminishes significantly when dealing with low-resolution images. Inconsistent image quality can lead to suboptimal restoration and recognition results.
- 2. Scarcity of Reference Data:** The lack of comprehensive datasets for historical faces and objects limits the training capabilities of AI models. This scarcity poses a challenge for achieving high accuracy in identification tasks (Cohen et al., 2021).
- 3. Technological Bias:** AI systems can inherit biases from their training data. If historical datasets reflect societal biases, these can perpetuate inaccuracies in the automated description and recognition processes (Patel & Gupta, 2020).

### ***Potential Sources of Bias***

- 1. Data Selection Bias:** The choice of training datasets may not represent the diversity of historical contexts, leading to skewed results in recognition tasks.



2. **Algorithmic Bias:** AI algorithms may favor certain features over others, impacting the overall effectiveness of face and object recognition in diverse historical images.
3. **Human Oversight:** While AI automates many processes, human oversight remains crucial to mitigate biases and ensure accurate archival practices.

## **Discussion**

The results of this study indicate that AI technology holds great potential in supporting the description and processing of historical photo archives. The automatic generation of metadata, for instance, has greatly reduced the time and labor required for manual cataloging, making archival collections more accessible to researchers and the public. Similarly, AI-driven image restoration has breathed new life into degraded archives, allowing them to be preserved and studied with greater ease.

Despite these advancements, there are several limitations that need to be addressed. The accuracy of AI models, particularly in recognizing faces and objects in historical photos, is constrained by the availability of high-quality reference data. Many historical archives contain photos with unique cultural and temporal characteristics that modern AI models are not equipped to handle. To improve AI's performance, archival institutions must invest in creating specialized datasets that reflect the unique features of historical photos from different time periods and regions.

Moreover, the quality of input images remains a major factor in the success of AI applications in archival science. While AI can enhance well-preserved images, heavily degraded or poorly documented photos still pose significant challenges. This highlights the need for more sophisticated AI models that can better handle varying levels of image quality and degradation.

In conclusion, while AI is revolutionizing the field of archival management, further research and development are required to overcome the current limitations in handling historical photo archives. Collaboration between AI developers, archivists, and historians will be crucial in creating more accurate and effective solutions for processing and preserving the world's historical photo collections.

## CONCLUSION

This study has explored the significant role of Artificial Intelligence (AI) technology in enhancing the description and processing of historical photo archives, particularly those from the 1950s commonly found in higher education institutions. The findings indicate that AI technologies provide valuable solutions for automating metadata generation, restoring degraded images, and recognizing faces and objects in poorly documented photos. Specifically, AI's ability to automatically enhance image quality and generate detailed metadata significantly improves the efficiency and accessibility of archival processes.

The practical implications of this research are substantial for records management and archives management professionals. By integrating AI technologies, institutions can streamline workflows, reduce the time and labor required for photo processing, and enhance the discoverability of archival materials. For instance, the reduction in time for metadata generation from 20 hours using traditional methods to just 5 hours with AI (Dron & Dron, 2020) exemplifies the potential for increased operational efficiency.

However, the study also identifies limitations in the current application of AI technologies, particularly regarding the accuracy of processing low-quality images and the lack of reference data for historical faces or objects. These challenges necessitate ongoing development in AI algorithms to ensure they are robust enough to handle the variability found in historical photo archives (Klare et al., 2018; Mason & Smith, 2021).

To maximize the benefits of AI in archival practice, several recommendations emerge from this research:

- 1. Invest in Training Data:** Institutions should focus on curating comprehensive datasets that include various historical images, enabling AI systems to learn and improve accuracy in object recognition.
- 2. Collaborate with Technology Experts:** Archival institutions should partner with AI developers to create tailored solutions that address specific challenges related to archival materials.
- 3. Continuous Evaluation and Adaptation:** Professionals in archival management must regularly evaluate the performance of AI

technologies, adapting processes as necessary to align with emerging advancements in the field.

While AI has the potential to transform archival practices significantly, addressing the identified limitations is essential for achieving optimal outcomes. By embracing these technologies and implementing the recommended strategies, archival institutions can enhance their operational capabilities and ensure the long-term preservation and accessibility of historical photo archives. In conclusion, this study underscores the pivotal role of AI technology in enhancing the description and processing of historical photo archives. While AI offers substantial benefits in automating and improving archival practices, addressing the limitations related to image quality and reference data is essential for future advancements. The integration of AI into archival management not only increases efficiency but also enriches the accessibility and usability of historical records, aligning with contemporary demands for improved archival practices.

The findings of this study suggest that collaboration between AI developers, archivists, and historians will be essential for overcoming these limitations. By creating more specialized datasets and improving AI models, it will be possible to enhance the accuracy and effectiveness of AI applications in the field of archival management. Ultimately, AI has the potential to transform the way historical photo archives are processed and preserved, making them more accessible for future generations.

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# **PENINGKATAN PELAYANAN RUMAH SAKIT UMUM DAERAH KABUPATEN NABIRE (ANALISA KUALITAS DAN INOVASI PENYELENGGARAAN PELAYANAN KESEHATAN PUBLIK)**

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## **ABSTRAK**

Penelitian ini bertujuan dalam menganalisa penyelenggaraan pelayanan kesehatan publik pada RSUD Nabire. Pelayanan kesehatan pada RSUD Nabire mengalami beberapa masalah dan kendala seperti pelayanan yang tidak efisien, SDM, dan fasilitas kesehatan yang terbatas serta ketersediaan obat yang minim. Mengingat RSUD merupakan Badan Pelayanan Umum yang sering dikunjungi oleh masyarakat Papua terbanyak setelah puskesmas sehingga peningkatan kualitas pelayanan merupakan langkah strategis dan penting dalam menunjang kesehatan masyarakat Papua. Dalam penelitian ini menggunakan pendekatan pelayanan publik *The Five C's* dari Osborne dan Plastrik yang meliputi lima aspek utama yaitu *core strategy*, *consequences strategy*, *customer strategy*, *control strategy* dan *culture strategy*. Pendekatan kualitatif dengan wawancara dan observasi merupakan metode yang digunakan dalam penelitian ini. Hasil dari penelitian ini memperlihatkan bahwa dengan mempertimbangkan strategi inti, strategi dalam meningkatkan kepuasan pelanggan, pelaksanaan kontrol yang efektif, pelaksanaan *reward and punishment* dan kompetisi, dan perubahan kultur dapat mengoptimalisasi pelayanan kesehatan RSUD Nabire. Manfaat penelitian ini pada aspek akademis dapat memberikan sumbangan bagi

pengembangan Ilmu Pemerintahan terutama studi pelayanan publik sementara aspek praktis dapat memberikan masukan bagi Pemerintah Kabupaten Nabire dalam meningkatkan kualitas pelayanan kesehatan di RSUD Nabire.

Kata kunci: pelayanan kesehatan publik, kualitas pelayanan, RSUD Nabire

### **ABSTRACT**

*This study aims to analyse the implementation of public health services at RSUD Nabire. Health services at RSUD Nabire experience several problems and obstacles such as inefficient services, limited human resources, and health facilities as well as minimal availability of drugs. Given that the RSUD is a Public Service Agency that is often visited by the Papuan people after the puskesmas, improving the quality of service is a strategic and important step in supporting the health of the Papuan people. This research uses Osborne and Plastrik's The Five C's public service approach which includes five main aspects, namely core strategy, consequences strategy, customer strategy, control strategy and culture strategy. A qualitative approach with interviews and observations is the method used in this research. The results of this study show that by considering the core strategy, strategies in increasing customer satisfaction, implementing effective control, implementing rewards and punishments and competitive, and changing culture can optimise the health services of RSUD Nabire. The benefits of this research in the academic aspect can contribute to the development of Government Science, especially public service studies, while the practical aspect can provide input for the Nabire District Government in improving the quality of health services at RSUD Nabire.*

*Keywords: public health services, service quality, RSUD Nabire*

## **PENDAHULUAN**

### **Latar Belakang**

Penyediaan pelayanan publik oleh pemerintah kepada masyarakat terkait erat dengan jaminan negara terhadap hak asasi manusia (Ndraha, 2003). Pentingnya pelayanan publik bagi warga negara adalah untuk memenuhi setiap kebutuhan mereka yang tidak mampu dipenuhi secara mandiri oleh setiap individu. Lebih dari itu, dengan tersedianya layanan publik yang berkualitas disuatu negara maka pemerintahan di negara tersebut dapat menjamin terwujudnya kehidupan yang adil, sejahtera dan mampu mendorong perkembangan kehidupan sosial yang lebih baik (Pareek dan Sole, 2022). Oleh sebab itulah penyediaan layanan publik merupakan salah satu kewajiban yang mesti dijalankan oleh pemerintah disamping menyusun kebijakan publik (Nugroho, 2022). Kewajiban dalam menyediakan pelayanan publik yang baik mesti dijalankan dengan sebaik mungkin oleh pemerintah sebagai bentuk rasa tanggung jawab kepada warga negara sebagai pemilik kedaulatan.

Salah satu pelayanan publik yang wajib disediakan oleh pemerintah adalah pelayanan kesehatan. Penyediaan pelayanan kesehatan bagi warga negara memiliki nilai yang sangat penting karena dengan pelayanan kesehatan pemerintah dapat menjamin keselamatan jiwa individu dari berbagai penyakit (Shi, 2009), oleh sebab itulah pemberian layanan kesehatan kepada warga negara oleh pemerintah terkait erat dengan jaminan akan perlindungan terhadap hak asasi manusia (Mustapa, 2022: 109). Masyarakat akan merasa terlindungi jiwanya karena pemerintah menjamin pelayanan kesehatan yang penting bagi kelangsungan hidup masyarakat. Dengan begitu pemerintah perlu mengupayakan pelayanan kesehatan yang berkualitas.

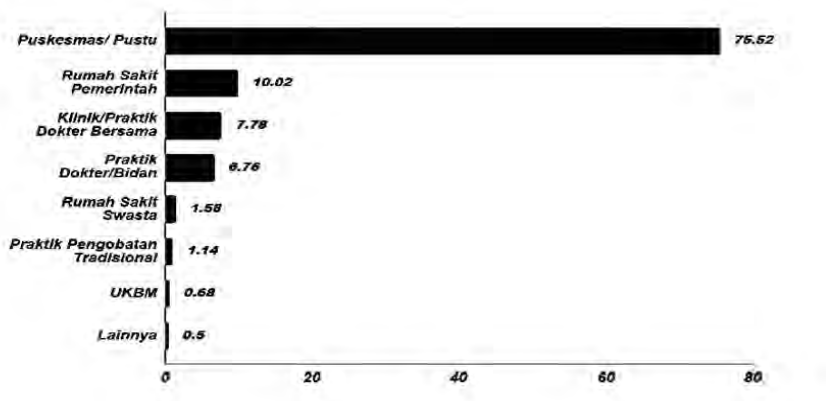
Berdasarkan pada Undang-Undang No. 23 Tahun 2014 dikatakan bahwa bidang kesehatan adalah urusan konkuren yang bersifat wajib bagi pemerintah daerah. Salah satunya adalah penyediaan layanan Rumah Sakit Umum Daerah (RSUD) pada tingkat kabupaten. Dengan penyediaan layanan RSUD pada tingkat kabupaten/kota, pemerintah dapat memenuhi kebutuhan warga lokal akan layanan kesehatan yang diperlukan dalam meningkatkan kualitas hidupnya. Pelayanan yang disediakan dalam RSUD dapat meliputi pelayanan kesehatan yang bersifat preventif,



promotif, kuratif, dan rehabilitasi (Pertiwi dkk, 2017, hal. 1). Selain itu pula rumah sakit umum pemerintah merupakan Badan Layanan Umum Daerah (BLUD) yang mana pembentukannya ditujukan bukan untuk mencari profit tetapi untuk melayani masyarakat sebagaimana Peraturan Menteri Dalam Negeri No 79 Tahun 2018 Tentang Badan Layanan Umum Daerah.

Pembentukan rumah sakit umum pemerintah di daerah sebagai BLUD secara filosofis berangkat dari ide negara kesejahteraan (*welfare state*) (Tuharea, 2018, hal. 178), di dalam ide tersebut, negara memiliki kewajiban dalam menjamin kehidupan sosial warga negaranya yang lebih layak dengan cara memberikan berbagai layanan sosial yang dapat menunjang kehidupan warganya termasuk salah satunya adalah layanan kesehatan pada rumah sakit. Hal ini pun disinggung oleh Denhardt dalam konsepsinya mengenai manajemen pelayanan baru (*New Public Service*), berbeda dengan konsep sebelumnya yaitu *New Public Management*, dalam konsep NPS pemerintah memiliki kewajiban dalam memberikan pelayanan kepada masyarakat bukan hanya sekedar mengarahkan sebagaimana pendekatan NPM (*server, rather than steer*) (Wasistiono, 2017, hlm. 128). Kewajiban tersebut berangkat dari pemahaman bahwa warga negara memiliki hak yang harus dipenuhi oleh negara sehingga negara berkewajiban dalam memenuhi kebutuhan kolektif, karena hal ini berkaitan dengan semangat dari kewarganegaraan dan juga demokrasi (Denhardt, 2000). Dengan begitu rumah sakit umum pemerintah diarahkan hanya untuk melayani bukan mencari laba sebagaimana rumah sakit swasta lainnya, tetapi tetap pelaksanaannya dilakukan secara efektif, efisien dan akuntabel.

Salah satu rumah sakit daerah umum yang dikelola oleh pemerintah daerah kabupaten adalah RSUD Nabire yang terletak di Kabupaten Nabire Provinsi Papua. Keberadaan RSUD pada wilayah papua memiliki nilai yang cukup penting bagi masyarakat Papua. RSUD merupakan fasilitas kesehatan masyarakat Papua yang paling banyak dikunjungi setelah Puskesmas, hal tersebut dapat dilihat pada Gambar 1:



**Gambar 1.**  
**Persentase Penduduk Berobat Jalan pada Fasilitas Kesehatan di Provinsi Papua Tahun 2022**

Sumber: BPS (2023)

Pada data di atas memperlihatkan bahwa, masyarakat Papua cukup bergantung terhadap rumah sakit pemerintah. Hal ini wajar mengingat rumah sakit pemerintah memiliki pelayanan dapat memberikan pelayanan gratis kepada masyarakat Papua, selain itu kondisi ekonomi masyarakat Papua yang masih rendah mendorong untuk dapat memanfaatkan fasilitas kesehatan yang telah disediakan oleh pemerintah. Secara umum, masyarakat yang mendatangi rumah sakit umum yang dikelola oleh pemerintah dapat memanfaatkan layanan kesehatan gratis BPJS sebagai bentuk penerapan kebijakan Jaminan Kesehatan Nasional (JKN). Dengan rumah sakit umum pemerintah memiliki nilai yang cukup penting bagi masyarakat yang tergolong dalam perekonomian rendah karena dapat membantu mereka dalam memberikan pengobatan secara terjangkau dan gratis. Dengan adanya keharusan dalam menyediakan layanan kesehatan, pemerintah daerah perlu meningkatkan kualitas penyelenggaraan layanan kesehatan pada RSUD. Dalam menjamin pelayanan yang baik, pemerintah mengeluarkan Undang-Undang No. 25 Tahun 2009 tentang Pelayanan Publik, yang mana dalam undang-undang tersebut bagi setiap penyedia layanan publik termasuk pelayanan kesehatan, di mana terdapat 13 asas sebagai pedoman dalam penyelenggaraan pelayanan yaitu:

1. Kepentingan umum, yakni pemberian pelayanan tidak boleh mengutamakan kepentingan pribadi atau golongan.
2. Kepastian hukum, yakni jaminan terwujudnya hak dan kewajiban dalam penyelenggaraan pelayanan.
3. Kesamaan hak, yakni pemberian pelayanan tidak membedakan suku, ras, agama, golongan, gender, dan status ekonomi.
4. Keseimbangan hak dan kewajiban, yakni pemenuhan hak harus sebanding dengan kewajiban yang harus dilaksanakan, baik oleh pemberi maupun penerima layanan.
5. Keprofesionalan, yakni pelaksana pelayanan harus memiliki kompetensi yang sesuai dengan bidang tugas.
6. Partisipasi, yakni peningkatan peran serta masyarakat dalam penyelenggaraan pelayanan dengan memperhatikan aspirasi, kebutuhan, dan harapan masyarakat.
7. Persamaan perlakuan/tidak diskriminatif, yaitu setiap warga negara berhak memperoleh pelayanan yang adil.
8. Keterbukaan, yakni setiap penerima pelayanan dapat dengan mudah mengakses dan memperoleh informasi mengenai pelayanan yang diinginkan.
9. Akuntabilitas, yakni proses penyelenggaraan pelayanan harus dapat dipertanggungjawabkan sesuai dengan ketentuan peraturan perundang – undangan.
10. Fasilitas dan perlakuan khusus bagi kelompok rentan, yakni pemberian kemudahan terhadap kelompok rentan sehingga tercipta keadilan dalam pelayanan.
11. Ketepatan waktu, yakni penyelesaian setiap jenis pelayanan dilakukan tepat waktu sesuai dengan standar pelayanan.
12. Kecepatan, kemudahan, dan keterjangkauan, yaitu setiap jenis pelayanan dilakukan secara cepat, mudah, dan terjangkau.

(Setiyono, 2020, hal. 1.10)

Lebih lanjut dalam menentukan standar pelayanan yang baik bagi rumah sakit, diatur secara lengkap dalam Permenkes No. 4 Tahun 2019 tentang Standar Teknis Pemenuhan Mutu Pelayanan Dasar Pada Standar Pelayanan Minimal Bidang Kesehatan yang mana rumah sakit umum

pemerintah perlu memenuhi standar pelayanan minimal pada tiga hal yaitu:

1. Barang dan jasa yang disediakan oleh rumah sakit
2. Jumlah dan kualitas tenaga kesehatan rumah sakit, dan
3. Petunjuk teknis atau *Standard Operating Procedur* (SOP)

Fasilitas Kesehatan	Tahun	
	2002	2020
Rumah Sakit	24	65
Puskesmas	200	646
Puskesmas Pembantu	788	1.565
Balai Pengobatan/Poliklinik/Apotik	167	362
Puskesmas Keliling	284	-
Tenaga Kesehatan		
Dokter	414	1.047
Paramedis (perawat, bidan farmasi, dan ahli gizi)	5.127	12.645

**Gambar 2**  
**Perkembangan Fasilitas Kesehatan pada Masyarakat Papua**

Sumber: Sumule dkk, 2022, hal. 1

Dengan adanya beberapa aturan tersebut diharapkan penyelenggaraan pelayanan rumah sakit umum pemerintah termasuk pada RSUD Nabire dapat memberikan layanan yang berkualitas dan juga sesuai apa yang diharapkan oleh masyarakat. Walaupun begitu pelayanan yang disediakan oleh pemerintah kepada masyarakat Papua belum secara optimal menangani permasalahan kesehatan walaupun penyediaan fasilitas kesehatan bertambah, hal ini dapat melihat pada Gambar 2.

Berdasarkan pada Gambar 2, terjadi kenaikan jumlah rumah sakit yang awalnya pada tahun 2002 berjumlah 24 dan meningkat menjadi 65 pada tahun 2020. Begitupula pada fasilitas lainnya seperti puskesmas, puskesmas pembantu, dan balai pengobatan/poliklinik/apotik. Tetapi dengan adanya peningkatan jumlah fasilitas kesehatan masalah tingginya tingkat penyebaran penyakit di masyarakat Papua masih terjadi seperti malaria, TBC, campak, HIV maupun gizi buruk, kesehatan ibu hamil (Sumule, dkk, 2022, hlm. 2), masih tingginya masalah kesehatan pada masyarakat Papua disebabkan oleh tidak optimalnya penyelenggaraan

pelayanan kesehatan di wilayah Papua yang disebabkan oleh beberapa faktor yaitu:

1. Tata kelola fasilitas kesehatan dan tenaga kesehatan yang belum baik mengakibatkan manfaat ketersediaan fasilitas kesehatan dan tenaga kesehatan itu tidak dirasakan secara merata di seluruh wilayah terutama oleh orang asli Papua. Hal ini terutama terjadi disebabkan oleh fasilitas kesehatan dan tenaga kesehatan yang umumnya berada di perkotaan. Sementara orang asli Papua (OAP) sebagian besar bermukim di kampung-kampung.
2. Kondisi geografis yang luas berupa bukit dan pegunungan mengakibatkan pelayanan kesehatan bagi OAP yang tinggal di pedalaman membutuhkan biaya sangat tinggi.
3. Keterbatasan sarana prasarana mencakup prasarana jalan yang belum memadai dan sarana transportasi yang terbatas sehingga mobilitas OAP ke fasilitas kesehatan menjadi sangat terhambat.
4. Minimnya ketersediaan sarana pendukung pelayanan kesehatan, seperti listrik, air bersih, dan telekomunikasi yang seringkali menghambat penggunaan alat-alat kesehatan.
5. Terbatasnya ketersediaan dan akses terhadap pelayanan kesehatan dasar dan rujukan, seperti Rumah Sakit (RS), Pusat Kesehatan Masyarakat (Puskesmas), Puskesmas Pembantu (Pustu), dan Pondok Bersalin Desa (Polindes) terutama jika dibandingkan dengan luas wilayah.
6. Kurangnya pemahaman dan kesadaran masyarakat akan pentingnya pemanfaatan layanan kesehatan secara rutin, misalnya untuk pemeriksaan ibu hamil dan balita.
7. Kurangnya jumlah dan kualifikasi tenaga kesehatan serta minimnya ketersediaan fasilitas untuk mereka, seperti sarana transportasi dan perumahan.
8. Belum optimalnya jaminan terhadap gangguan keamanan dan kenyamanan bagi petugas kesehatan dalam menjalankan tugas mereka (Sumule dkk, 2022, hlm. 3)

Itulah beberapa permasalahan yang masih terdapat pada penyelenggaraan layanan kesehatan secara umum di Papua. Sementara pada layanan kesehatan RSUD di wilayah Papua, berdasarkan beberapa

riset terdahulu ditemukan masalah dan kendala yang dihadapi yaitu kurangnya fasilitas dan sarana prasarana yang dapat mendukung pelayanan kesehatan secara baik (Yaluwo, 2021; Ashari dkk., 2021), masih lamanya waktu pemberian layanan kepada para pasien (Mardianingsih., 2020, hlm. 152). Selanjutnya terdapat temuan bahwa kinerja tenaga kesehatan belum dapat memberikan rasa terhadap pasien rumah sakit (Yikwa, 2015). Termasuk layanan pada RSUD Nabire secara khusus belum dapat dikatakan sebagai layanan yang berkualitas. Hal ini dapat diperlihatkan dari hasil temuan riset seperti pelayanan yang diberikan masih dianggap kurang efektif khususnya dari segi waktu layanan yang cukup lama selain itu kurangnya SDM dan fasilitas pendukung layanan (Elly dkk., 2018). Selain itu terdapat adanya ketidakpuasan dari para pasien khususnya pada umur 50 tahun lebih yang sedang menjalani rawat inap selama 7 hari atau lebih (Utii dkk., 2020, hlm. 18).

Selain temuan hasil riset, berdasarkan pada pemberitaan media lokal menyebutkan pula RSUD Nabire sering mengalami keterbatasan stok obat-obatan sehingga mengharuskan pasien yang berobat ke RSUD Nabire membeli di toko obat di luar RSUD yang harga obatnya cukup mahal (Tribun Papua, 2024). Itulah masalah yang terjadi terkait penyelenggaraan layanan kesehatan pada rumah sakit umum pemerintah di Papua khususnya di RSUD Nabire. Melihat adanya permasalahan yang terjadi dalam pengelolaan layanan pada RSUD Nabire penting bagi pemerintah daerah untuk meningkatkan kualitas layanan sehingga mampu secara optimal memberikan layanan yang terbaik bagi masyarakat Papua. Pentingnya optimalisasi layanan dan inovasi terhadap penyelenggaraan layanan kesehatan RSUD Nabire khususnya dan umumnya rumah sakit pemerintah di Papua, berdasarkan laporan kajian *Center for Indonesia's Strategic Development Indonesia* (CISDI) mengatakan bahwa Provinsi Papua merupakan provinsi dengan angka *years of life lost* (tahun yang hilang akibat kematian dini) tertinggi akibat masalah kesehatan di Indonesia (BBC, 2023).

Pentingnya peningkatan kualitas dan penerapan inovasi layanan pada RSUD Nabire bukan hanya berkaitan dengan kewajiban pemerintah dalam memberikan jaminan kesehatan yang layak terhadap masyarakat, tetapi juga berkaitan dengan kepercayaan masyarakat terhadap pemerintah.

Dengan pemerintah melakukan peningkatan kualitas pelayanan publik dapat mendorong tumbuhnya kepercayaan masyarakat kepada pemerintah (Camussi., 2018; Olabe, 2017; Bouchaert dan Walle, 2003) sehingga pada gilirannya dapat memperkuat legitimasi negara itu sendiri (Berg dan Johansson, 2020). Secara konseptual terdapat beberapa pendekatan atau model yang dikemukakan oleh para ahli dalam menganalisis penyelenggaraan layanan berkualitas oleh pemerintah. Menurut Ekichi (Ojo dan Thomas, 2017, hlm. 3) mengatakan bahwa terdapat dua aliran utama dalam pengembangan model pelayanan publik yaitu aliran Amerika Utara dan aliran Eropa. Aliran Amerika Utara diwakili oleh Parasurama dkk. dengan menggagas model SERVQUAL, di dalam model tersebut terdapat lima dimensi dalam menilai suatu pelayanan publik yaitu:

1. **Tangibles:** *Physical facilities, equipment, and appearance of personnel*
2. **Reliability:** *Ability to perform the promised service dependably and accurately.*
3. **Responsiveness:** *Willingness to help customers and provide prompt service.*
4. **Assurance:** *Knowledge and courtesy of employees and their ability to inspire trust and confidence.*
5. **Empaty:** *Caring, individualized attention the firm provides its customers*

(Parasuraman et al dalam Magasi et al, 2022, hlm. 20)

Pertama adalah *tangibles*, pada aspek ini yang dinilai dari kualitas pelayanan adalah tersedianya fasilitas, sarana dan parasana maupun kelengkapan personel di dalam organisasi. Tentunya dengan tersedianya fasilitas yang lengkap, nyaman dan memiliki tampilan yang baik dapat membuat para pelanggan merasa betah juga. Penampilan personel yang menarik dapat menambah kepercayaan pelanggan terhadap institusi, walaupun ini tidak berlaku mutlak karena ada aspek lain yang dinilai. Yang Kedua, *reliability*, yaitu kemampuan yang dimiliki oleh setiap personel atau karyawan dalam memberikan pelayanan, yang dapat dilihat dari hal ini adalah kemampuan memberikan layanan secara tepat dan sesuai dengan keinginan dan kebutuhan pelanggan. Yang Ketiga, *responsiveness*, yaitu kecepatan karyawan dalam merespon pelanggan

untuk segera dilayani maupun respon terhadap keluhan dan aduan. Yang Keempat *assurance*, berkaitan dengan kemampuan karyawan dalam menumbuhkan rasa percaya pelanggan terhadap dirinya. Hal ini karena pelanggan merasa bahwa mereka sedang menghadapi orang yang tepat dan mampu menjawab keluhan dan memberikan solusi yang tepat. Kelima adalah empati, yaitu adanya rasa peduli yang dimiliki oleh karyawan kepada pelanggan, dengan adanya rasa peduli mendorong mereka secara totalitas dalam memberikan pelayanan yang maksimal.

Sementara pada aliran Eropa diwakili oleh Gronroos (1984), dalam modelnya tersebut Gronroos mengatakan dalam melihat pelaksanaan layanan publik baik pemerintah maupun sektor swasta perlu mempertimbangkan tiga hal utama yaitu dimensi teknis, fungsional, dan *image*. Pada aspek teknis melihat pada kemampuan organisasi dalam menyediakan layanan secara cepat, tepat dan berkualitas. Hal ini dapat dilihat dari kemampuan anggota dalam memberikan layanan sesuai standar yang ditetapkan dan kemampuan dalam memberikan layanan sesuai dengan apa yang dibutuhkan. Adapun hal yang dinilai pada aspek teknis juga meliputi fasilitas, sarana dan prasarana yang dapat mendukung pelayanan. Pada aspek fungsional yang dinilai lebih kepada hubungan antara pelanggan dengan karyawan yang dilihat dari sikap dan cara berkomunikasi dan terakhir adalah *image* atau kemampuan organisasi dalam membranding instansinya agar tumbuh citra positif di masyarakat.

Dalam penelitian ini, penulis menggunakan konsep dari Osborne dengan pendekatan The Five C's dalam melakukan analisa pelayanan RSUD Nabire yang meliputi lima aspek yaitu: *the core strategy*, *the consequences strategy*, *the customer strategy*, *control strategy*, dan *culture strategy* (Osborne dalam Deliarnoor dan Sutisna, 2022). Pertama, *core strategy* (strategi inti) merupakan upaya organisasi untuk mendefinisikan tujuan dan fungsi dari organisasi tersebut. Tujuan yang ditetapkan harus jelas dan sesuai dengan semangat dari pendirian organisasinya. Kedua, *consequences strategy* (konsekuensi) yaitu bagaimana organisasi mampu memberikan insentif maupun imbalan dari hasil kinerja para anggotanya. Ketiga, *customer strategy* ini berkaitan dengan bagaimana organisasi diarahkan untuk memuaskan dan memenuhi harapan pelanggan. Keempat adalah *control strategy*, yaitu memberikan kebebasan kepada



para karyawan garis depan dalam memberikan inisiatif pelayanan tanpa harus banyak diintervensi dan diarahkan oleh atasan. Terakhir adalah *culture* yaitu membangun budaya yang dapat mendorong daya inovatif dalam mewujudkan kepuasan pelanggan, selain itu yang utama adalah bagaimana membangun budaya organisasi yang berorientasi terhadap pelayanan. Jika dibandingkan dengan teori sebelumnya pendekatan dari Osborne dapat dikatakan lebih komprehensif mengingat dalam pendekatannya membahas budaya, serta strategi yang perlu dilakukan oleh manajemen dalam mengoptimalkan pelayanan, yang mana hal tersebut tidak disinggung oleh Zeithalm dkk. maupun oleh Gronroos.

Sebagai bahan perbandingan dan bahan referensi akan disampaikan beberapa penelitian terdahulu yang memiliki relevansi dengan tema penelitian diangkat pada penulisan artikel ini, yaitu penelitian pertama mengenai Kualitas Pelayanan Kesehatan Gratis di Rumah Sakit Umum Kabupaten Nabire Papua, oleh Elly dkk. (2018). Kedua, Perbedaan Persepsi Pengguna Jasa BPJS dan Non BPJS (Umum) tentang Kualitas Pelayanan Keperawatan di RSUD Timika Papua (Linda dkk., 2020). Ketiga, Efektivitas Pelayanan Kesehatan di Rumah Sakit Umum Daerah Waisai Kabupaten Raja Ampat Provinsi Papua Barat (Ashari dkk., 2021). Keempat, Pengaruh Kualitas Pelayanan Terhadap Kepuasan (Studi Pada Poliklinik RSUD Dok II Jayapura) oleh Kadun dan Nurjaman (Kadun dan Nurjaman., 2024). Penelitian pertama melihat sejauh mana kualitas pelayanan RSUD Nabire dilihat dari aspek kecepatan dan waktu layanan yang dilaksanakan oleh karyawan RSUD Nabire. Penelitian kedua membahas persepsi para pasien, baik dari pengguna BPJS maupun tidak dalam menerima pelayanan kesehatan RSUD di Papua. Pada penelitian yang ketiga melihat efektifitas pemberian layanan pada RSUD dan yang Keempat melihat bagaimana pengaruh setiap dimensi SERVQUAL terhadap kepuasan pelanggan.

Adapun yang membedakan antara penelitian ini dengan riset terdahulu adalah pertama dalam menganalisa penyelenggaraan layanan publik di rumah sakit lebih banyak menggunakan pendekatan SERVQUAL yang sifatnya lebih teknis sedangkan pada penelitian yang menggunakan pendekatan *The Five C's* dari Osborne lebih bersifat manajerial dan strategis dalam pengembangan organisasi pelayanan. Selain itu pula

dalam pendekatan ini membahas juga faktor lainnya seperti budaya yang sama sekali tidak disinggung dalam pendekatan Parasuraman dkk maupun Gronroos yang mana aspek budaya organisasi penting dalam penyelenggaraan pelayanan publik pemerintah.

### **Rumusan Masalah, Pertanyaan Penelitian dan Proposisi**

Berdasarkan pada penjelasan latar belakang penelitian di atas, maka dapat disusun rumusan masalah penelitian dalam artikel ini yaitu dalam meningkatkan kualitas penyelenggaraan pelayanan publik pada Rumah Sakit Umum Daerah Kab Nabire perlu memperhatikan aspek *core strategy* (strategi inti), *consequences strategy*, *customer strategy*, *strategy control*, dan *culture*. Berdasarkan atas rumusan masalah tersebut maka pertanyaan penelitian yang dapat diajukan adalah:

1. Bagaimana dimensi strategi inti (*core strategy*) pada penyelenggaraan layanan kesehatan penting dalam meningkatkan kualitas pelayanan publik pada RSUD Kab Nabire?
2. Bagaimana dimensi strategi konsekuensi (*consequences strategy*) pada penyelenggaraan layanan penting dalam meningkatkan kualitas pelayanan publik pada RSUD Kab Nabire?
3. Bagaimana dimensi strategi pelanggan (*customer strategy*) pada penyelenggaraan layanan penting dalam meningkatkan kualitas pelayanan publik pada RSUD Kab Nabire?
4. Bagaimana strategi kontrol (*control strategy*) pada penyelenggaraan layanan penting dalam meningkatkan kualitas pelayanan publik pada RSUD Kab Nabire?
5. Bagaimana kultur pada penyelenggaraan layanan penting dalam meningkatkan kualitas pelayanan publik pada RSUD Nabire?

Berdasarkan pada rumusan masalah dan pertanyaan penelitian dapat disusun proposisi penelitian ini sebagai berikut: untuk dapat mewujudkan pelayanan kesehatan yang berkualitas pada RSUD Nabire penting mempertimbangkan lima dimensi utama yaitu: (1) *core strategy*, (2) *consequences strategy*, (3) *customer strategy*, (4) *control strategy*, (5) *culture*

## METODE

Dalam penelitian ini, menggunakan pendekatan kualitatif dengan metode deskriptif. Di mana menurut Cresswel (2016) mengatakan bahwa pendekatan kualitatif merupakan bentuk upaya peneliti dalam memahami setiap makna pada individu yang terlibat langsung dalam suatu fenomena sosial. Dengan begitu teknik pengumpulan data yang digunakan adalah dengan metode wawancara di mana peneliti mengajukan pertanyaan terbuka tetapi tetap tersusun secara sistematis. Narasumber pada penelitian ini adalah sebagai berikut.

**Tabel 1**  
**Narasumber Penelitian**

<b>Narasumber</b>	<b>Nama Narasumber</b>	<b>Jumlah</b>
Kepala Dinas Kesehatan Provinsi Papua Tengah	Bpk NM	1
Kepala Dinas Kesehatan Kabupaten Nabire	Bpk SI	1
Kepala Seksi Pelayanan Kesehatan Dinas Kabupaten Nabire	Bpk DM	1
Kepala Seksi Pelayanan Kesehatan Primer dan Tradisional	Bpk KS	1
Kepala Seksi Pelayanan Kesehatan Rujukan, Fasyankes, dan Peringatan Mutu	Bpk UD	1
Tokoh masyarakat Papua	Bpk UT, Bpk DS, Bpk TS, dan Bpk HJ	4
Tokoh adat dan pemuda Papua	Bpk AR, dan Bpk OT	2

Sumber: (Penulis, 2024)

Dalam mendukung data agar lebih lengkap peneliti juga menggunakan studi dokumentasi yaitu arsip atau buku yang dikeluarkan oleh dinas ataupun instansi lain yang berkaitan dengan RSUD Nabire. Proses teknis analisis data yang dilakukan peneliti meliputi tiga tahap yaitu reduksi data dengan mensortir data mana yang relevan dan mana yang tidak, selanjutnya penyajian data penting yang disertai analisa dan terakhir penarikan kesimpulan.

## HASIL DAN PEMBAHASAN

Dapat meningkatkan dan mengoptimalkan penyelenggaraan pelayanan kesehatan pada RSUD Nabire, berdasarkan atas rujukan pendekatan Osborne yaitu perlunya memperhatikan kembali elemen

strategi inti, yaitu merumuskan kembali apa yang hendak dicapai oleh RSUD Nabire, apa maksud dari didirikannya RSUD oleh pemerintah daerah. Sebagaimana pendapat Mustopadjidjaya mengatakan bahwa strategi inti (*core strategy*) merupakan upaya dalam: “merumuskan kembali tujuan-tujuan penyelenggaraan pemerintah, termasuk otonomi daerah melalui penetapan visi, misi, tujuan, sasaran, arah kebijakan serta peran-peran kelembagaan serta individu aparatur penyelenggaraan pemerintahan” (Achdiyat, 2009, hlm. 78). Berdasarkan pendapatnya, RSUD Nabire perlu merumuskan apa tujuan dari dibentuknya instansi tersebut, berdasarkan Permendagri Negeri No. 79 Tahun 2018 tentang Badan Layanan Umum Daerah menyatakan bahwa RSUD merupakan Badan Layanan Umum (BLU) yang dibentuk dan memiliki orientasi untuk memberikan pelayanan kepada masyarakat dengan tidak mengambil keuntungan/profit dari penyelenggaraan layanan yang diberikan. Oleh sebab itulah tujuan dari RSUD Nabire adalah untuk melayani dan memenuhi kebutuhan masyarakat lokal Papua akan jaminan kesehatan yang sangat diperlukan dalam kehidupan mereka sebagai warga negara.

Lebih lanjut sebagaimana dikatakan oleh Gouillart dalam konteks transformasi organisasi pemerintahan, visi haruslah menjadi mental *framework* dan menjadi aspirasi maka dari itu organisasi dapat mengimplementasikan visinya tersebut dalam sejumlah tolok ukur, target dan rencana aksi yang diperlukan dalam mencapai target (Redjo, 2012, hlm. 10). Dalam menetapkan visi dan misi yang jelas bagi organisasi, visi dan misi tersebut haruslah *specific, measurable, achievable, realistic*, dan *timely* (SMART). Penjelasannya adalah sebagai berikut:

“*Specific* artinya visi dan misi yang baik haruslah bersifat spesifik dan khas, sehingga memberikan gambaran adanya perbedaan yang signifikan dengan visi dan misi entitas lainnya yang sejenis. *Measurable* maksudnya visi dan misi yang disusun menggambarkan sesuatu yang hasilnya terukur dan dapat dibayangkan. *Achievable* maksudnya bahwa visi dan misi yang disusun mungkin untuk dicapai sesuai kemampuan dan upaya yang dilakukan, sehingga bukan hanya merupakan sebuah mimpi. *Realistic* maksudnya adalah bahwa apa yang dituangkan dalam visi dan misi merupakan sesuatu yang nyata

dan bukan hanya sekedar retorika ataupun slogan. Sedangkan *timely* dimaksudkan bahwa sebuah visi dan misi terikat pada durasi waktu tertentu, tidak bersifat abadi. Durasi waktu tersebut dapat dinyatakan secara eksplisit di dalam visi dan misi ataupun dinyatakan secara implisit dalam uraian-uraian yang menjelaskan secara rinci maksud dari visi dan misi” (Wasistiono, 2012, hlm. 61)

Dengan memperhatikan hal di atas, tentunya visi dan misi dapat memberikan motivasi dan arah bagi setiap karyawan RSUD Nabire dalam menjalankan tugas dan fungsinya. Sebagaimana dikatakan oleh Osborne para aparatur pemerintahan haruslah mencapai tujuan yang ada pada misinya dibanding dengan patuh pada peraturan yang kurang fleksibel (Achdiyat, 2009, hlm. 80). Untuk itulah visi dan misi itu sangat penting bagi para anggota dalam bertindak maupun mengambil keputusan.

Karena memiliki kejelasan tujuan sebagai organisasi dalam melayani masyarakat maka setiap karyawan harus menyadari dalam dirinya bahwa mereka bekerja adalah untuk melayani para pasien dan pelanggan RSUD Nabire tanpa mengharapkan adanya pamrih, mereka hadir di tengah-tengah masyarakat untuk mewujudkan kepentingan warga negara pembayar pajak sekaligus pemilik kedaulatan. Dengan adanya kejelasan tujuan maka RSUD Nabire memiliki target-target yang harus dicapai dengan baik, pencapaian target tersebut harus mempertimbangkan ketersediaan sumber daya yang dimiliki. Sumber daya yang meliputi sarana prasarana, fasilitas, personel, dan anggaran diarahkan untuk satu tujuan utama yaitu terselenggaranya pelayanan kesehatan yang berkualitas bagi masyarakat Nabire.

Setelah menentukan visi dan misi serta adanya tujuan yang jelas, RSUD Nabire perlu menyusun strategi bagaimana mencapai tujuan organisasi yaitu mewujudkan terselenggaranya pelayanan kesehatan yang baik. Strategi itu sendiri dapat dipahami sebagai “pilihan-pilihan tentang bagaimana cara terbaik untuk mencapai misi organisasi” (Nugraha, 2014, hlm. 1.2), berdasarkan pengertian singkat di atas strategi sebagai upaya organisasi untuk memilih berbagai alternatif jalan/cara dalam mencapai tujuan organisasi, Oleh sebab itu, lebih lanjut terdapat sembilan hal yang

harus dilaksanakan oleh RSUD Nabire dalam menyusun suatu strategi bagi instansinya yaitu:

1. Merumuskan misi perusahaan, termasuk pernyataan yang luas mengenai maksud, filosofi, dan sasaran perusahaan.
2. Melakukan suatu analisis yang mencerminkan kondisi dan kapabilitas internal perusahaan.
3. Menilai lingkungan eksternal perusahaan, termasuk faktor persaingan dan faktor konstekstual umum lainnya.
4. Menganalisis pilihan-pilihan yang dimiliki oleh perusahaan dengan cara menyesuaikan sumber dayanya dengan lingkungan eksternal.
5. Mengidentifikasi pilihan berdasarkan misi perusahaan.
6. Memilih satu set tujuan jangka panjang dan strategi utama yang akan menghasilkan pilihan paling menguntungkan tersebut.
7. Mengembangkan tujuan tahunan dan strategi jangka pendek yang sesuai dengan tujuan jangka panjang dan strategi utama yang ditentukan.
8. Mengimplementasikan strategi yang dipilih melalui alokasi sumber daya yang dianggarkan, di mana penyesuaian antara tugas kerja, manusia, struktur teknologi, dan sistem penghargaan ditekankan.
9. Mengevaluasi keberhasilan proses startegis sebagai masukan pengambilan keputusan di masa mendatang.

(Yunus, 2016, hal. 3-4)

Dengan adanya visi dan misi, tujuan, dan strategi yang telah jelas, maka diharapkan manajemen RSUD Nabire mampu memberikan arah yang tepat dalam melaksanakan kinerja pelayanan dalam mewujudkan kepuasan bagi pasien yang akan berobat.

Kedua adalah strategi konsekuensi, hal ini berkaitan dengan kemampuan organisasi dalam memberikan ganjaran kepada setiap anggota organisasi dalam berkinerja (Osborne, 2007: 7). Pada manajemen RSUD Nabire perlu adanya mekanisme *reward and punishment* yang jelas. Penerapan *reward and punishment* yang jelas, tegas dan konsisten oleh suatu perusahaan dapat meningkatkan disiplin dan motivasi karyawan untuk menjalankan tugas nya dengan lebih baik (Elfina et al, 2022; Frimayasa, 2021) begitupun jika sistem ini diterapkan pada birokrasi dapat mempengaruhi secara positif kinerja para aparatur negara

(Bandiyono et al, 2021). Dengan penerapan imbalan yang jelas maka para tenaga kesehatan akan termotivasi untuk meningkatkan performanya secara maksimal dalam memberikan pelayanan yang prima kepada setiap pasien. Selain itu pula adanya hukuman yang jelas dapat mendorong para karyawan RSUD Nabire untuk dapat mendisiplinkan dirinya sehingga mendorong mereka untuk tidak lalai dan melanggar setiap ketentuan atau prosedur yang berlaku dalam rumah sakit.

Penerapan *reward and punishment* dapat mendorong kinerja birokrasi pemerintah dalam memberikan pelayanan publik menjadi lebih baik terutama hal ini terdorong oleh keinginan setiap pegawai untuk meningkatkan karier (Junus et al, 2022: 364). Kenaikan jabatan, mendapatkan promosi oleh atasan dan lain lain adalah sesuatu yang bernilai bagi para pegawai pemerintah yang tentunya secara otomatis dapat menaikkan pendapatan mereka. Dengan begitu mereka mau bekerja dengan sebaik mungkin. Adanya asumsi tersebut maka dalam hal pelaksanaan pelayanan kesehatan pada RSUD Nabire, penerapan *reward* bagi para tenaga kesehatan yang dapat memberikan pelayanan terbaik dapat memperoleh insentif yang berharga bagi mereka seperti kenaikan pangkat atau promosi pada jabatan tertentu. Hal tersebut dinilai dari kinerja mereka tentunya adalah kepuasan dari para pasien setelah menerima pelayanan kesehatan. Untuk itulah diperlukan adanya umpan balik dari masyarakat apakah mereka telah benar-benar terlayani dengan baik oleh para tenaga kesehatan pada RSUD Nabire.

Selain berjalannya mekanisme *reward and punishment*, diperlukan juga upaya dalam mendorong jiwa kompetitif pada RSUD Nabire. Kompetisi bagi pemerintah merupakan sesuatu yang penting, hal ini pernah dikemukakan oleh Prior (2014) bahwa:

*” There are many more who will be suspicious of competition and think there is a better way. They should read on, for the point of this book is to show that although it can be argued that competition is inherently wasteful, in the absence of certainty over right way of doing things, and in the face of an ever-changing world, competition offers the best chance of delivering the highest value from government. Competition is a dynamic force that benefits everyone: citizens, businesses, government*

*employees and the economy as a whole. It improves service, it keeps taxes and cost down, and it fosters innovation and productivity, while reinforcing accountability” (hlm. 22-23)*

Berdasarkan pendapat Prior, dengan kompetisi merupakan upaya yang dinamis bagi pemerintah dalam meningkatkan kemampuan dalam menjalankan fungsi terutama dalam meningkatkan layanan publik yang penting bagi masyarakat luas. Kompetisi adalah keinginan dari setiap pegawai untuk menghasilkan *outcome* yang lebih baik bagi masyarakat yang menerima layanan pada RSUD Nabire, mereka mau bersaing dengan penyedia layanan lainnya termasuk rumah sakit swasta atau yang non-pemerintah. Menurut Osborne (2007: 6-10) mengatakan bahwa mengapa kompetisi penting dalam meningkatkan kualitas kinerja organisasi penyedia layanan yaitu:

1. Dapat mengoptimalkan kualitas pelayanan  
Dengan kompetisi mendorong penyedia layanan untuk meningkatkan kualitas produk layanan maupun jasanya. Ini dikarenakan organisasi penyedia layanan akan berpikir jika mereka tidak mampu meningkatkan kualitas pelayanan akan berakibat pada menurunnya tingkat kepuasan pelanggan sehingga membuat para pelanggan meninggalkan penyedia layanan tersebut dan beralih kepada penyedia lainnya.
2. Adanya akuntabilitas pada penyedia layanan  
Akuntabilitas para aktor penyedia layanan yang ditunjukkan dengan memberikan layanan sesuai harapan para pelanggan merupakan upaya organisasi dalam mempertahankan kepercayaan publik kepada mereka, jika mereka kurang akuntabel dalam melaksanakan kinerja pelayanan akan menurunkan kepercayaan dan tentunya akan ditinggalkan oleh pelanggan. Dengan kompetisi mereka harus dapat menjaga akuntabilitas dalam.
3. Efisiensi biaya layanan  
Dengan kompetisi dapat mendorong organisasi penyedia layanan untuk makin efisien dalam menyediakan layanan, walaupun berupaya melakukan efisiensi operasional layanan tetapi tetap menjaga kualitas layanan yang diberikan, perlu menjaga pengeluaran terhadap hal hal



yang tidak penting dan hanya fokus untuk meningkatkan kualitas pelayanan.

4. Mendorong inovasi

Dengan adanya kompetisi, mendorong organisasi untuk terus berinovasi dalam memberikan pelayanan, inovasi merupakan kunci dalam meningkatkan kualitas pelayanan karena organisasi dapat menerapkan ide ide maupun praktek layanan terkini yang mampu memberikan dampak dalam performa organisasi.

5. Kepuasan pelanggan

Dengan kompetisi penyedia layanan akan berupaya sekuat mungkin untuk mengejar kepuasan pelanggan. Tidak ada cara lain yaitu kinerja organisasi diorientasikan untuk mewujudkan pelayanan berkualitas sehingga mampu memberikan rasa puas kepada pelanggan.

6. Orientasi kepada pelayanan pelanggan

Adanya kompetisi, mendorong organisasi untuk membentuk budaya yang berorientasi terhadap pelayanan pelanggan. Organisasi penyedia layanan akan berupaya bagaimana mengarahkan sikap dari para personelnnya sehingga mereka memiliki jiwa sebagai pelayan masyarakat, dengan begitu setiap keputusan, tindakan personelnnya diarahkan untuk mewujudkan rasa puas pelanggan.

Ketiga, adalah pengembangan strategi bagi pelanggan, menurut Osborne pengembangan strategi pelanggan bertujuan dalam menciptakan penyelenggaraan layanan publik yang berkualitas, responsif terhadap kebutuhan pelanggan dan, dijalankan secara efektif dan efisien. Terdapat beberapa poin penting mengenai aspek *customer strategy*:

1. Perlunya akuntabilitas organisasi terhadap pelanggan

Strategi pelanggan dimaksudkan untuk meningkatkan akuntabilitas organisasi terhadap pelanggan, akuntabilitas disini bukan hanya ditujukan personel kepada atasan mereka tetapi juga kepada pelanggan yang mereka layani.

2. Memberikan kebebasan memilih

Organisasi penyedia layanan perlu memberikan kebebasan kepada para pelanggan untuk memilih jenis layanan apa yang dibutuhkan oleh mereka, diyakini hal tersebut dapat meningkatkan rasa puas pelanggan.

3. Menetapkan standar layanan  
Penetapan standar layanan penting dalam memberikan rasa puas terhadap pelanggan. Dengan melaksanakan layanan sesuai standar yang ditetapkan diharapkan organisasi mampu memberikan layanan secara cepat, tepat dan sesuai dengan apa yang dibutuhkan oleh pelanggan, begitupun sebaliknya jika personel tidak mampu memberikan layanan sesuai dengan standar yang ada dapat diartikan layanan yang diberikan oleh mereka tidak berkualitas.
4. Membuka ruang keluhan  
Organisasi layanan yang berorientasi atas kepentingan dan kebutuhan pelanggan harus mampu membuka ruang komunikasi antara pelanggan dengan penyedia layanan, ini dilakukan agar penyedia layanan dapat mengetahui apa yang sebenarnya dibutuhkan dan dikeluhkan oleh mereka dalam menerima layanan
5. Menangani konflik  
Perlu sekiranya pimpinan meminimalisasi terjadinya “konflik” antara penyedia layanan dengan masyarakat. Dalam penyelenggaraan pelayanan tentunya terdapat perbedaan antara organisasi penyedia dengan masyarakat atau pelanggan, apa yang diinginkan oleh pelanggan belum tentu dapat dipenuhi oleh penyedia layanan karena beragam faktor. Untuk itu diperlukan adanya partisipasi publik dalam menentukan pelayanan apa yang dibutuhkan.
6. Diperlukan adanya akuntabilitas seimbang  
Dengan cara tetap menjaga akuntabilitas secara vertikal maupun horizontal, yaitu penyedia layanan publik perlu mempertanggungjawabkan kinerjanya kepada para pejabat terpilih (secara vertikal) juga kepada masyarakat atau publik yang dilayani (secara horizontal), jika ini berjalan secara seimbang dapat mencegah timbulnya konflik.

Lebih lanjut, *customer strategy* selain dari pandangan Osborne dapat pula mengadopsi model segitiga pelayanan (*The service triangle*) (Zemke dan Albrecht, 2011), pada model tersebut dalam mewujudkan pelayanan yang berorientasi terhadap kebutuhan dan kepentingan pelanggan diperlukan adanya pengembangan pada tiga elemen penting yang semuanya saling terintegrasi yaitu strategi, sistem, dan orang, yaitu:

1. ***A well-conceived strategy for service.*** *The outstanding organization have discovered, invented, or evolved a unifying idea about what they do. This service concept, or service strategy as we shall call it in later discussions, direct the attention of the people in the organization toward the real priorities of the customers. This guiding concept finds its way into the all people do. It becomes a rallying cry, a kind of gospel, and the nucleus of the message to be transmitted to the customer.*
2. ***Customer oriented frontline people.*** *By some means the managers of such organization have encouraged and helped the people who deliver the service to keep their attention fastened on the needs of the customers. The effective frontline person is able to maintain an otherworldly focus of attention by tuning in to the customer's current situation, frame of mind, and need. This leads to a level of responsiveness, attentiveness, and willingness to help that marks that service as superior in the customer's mind and makes him or her want to tell others about it and come back for more.*
3. ***Customers friendly systems.*** *The delivery system that backs up the service people is truly designed for the convenience of the organization. The physical facilities, policies, procedure, methods and communication processes all all say to the customer, "This apparatus is here to meet your needs" (Zemke dan Albrecht, 2011, hlm. 39)*

Pertama, penyedia layanan perlu menyusun strategi yang mampu memenuhi harapan dan kepentingan pelanggan. Hal tersebut sebenarnya sama dengan penjelasan Osborne mengenai strategi inti (*core strategy*). Selanjutnya perlunya personel yang memiliki komitmen dalam melayani konsumen, mereka memiliki kemampuan dan keinginan dalam menanggapi keluhan dan keinginan para pelanggan serta dapat memberikan solusi terbaik kepada pelanggan. Tentunya selain itu adanya sikap ramah, sopan dan adanya empati merupakan atribut yang perlu dimiliki oleh seorang personel layanan publik. Selanjutnya diperlukan adanya upaya membangun sistem pelayanan yang ramah kepada pelanggan. Ini dilakukan dengan membangun sistem pelayanan pada organisasi penyedia layanan yang mampu memberikan rasa puas kepada

pelanggan ini dapat berupa penyediaan fasilitas, proses komunikasi antara pelanggan dengan penyedia layanan maupun standar prosedur pemberian layanan yang tepat.

Berdasarkan pandangan dua ahli tersebut terkait dengan strategi konsumen yang dapat dijalankan oleh RSUD Nabire, manajemen rumah sakit dapat menjaga asas akuntabilitas dalam pelaksanaan layanan kesehatan. Para personel atau tenaga kesehatan perlu didorong oleh manajemen rumah sakit agar mampu bekerja dengan sebaik mungkin dan memberikan layanan terbaik bagi para pasien. Mereka harus dapat pula mempertanggungjawabkan tindakan atau sikapnya kepada para pasien yang sedang ditangani. Selain itu dengan mengikuti standar pelayanan kesehatan oleh para tenaga kesehatan dalam memberikan layanan kepada para pasien maupun pelanggan rumah sakit pada umumnya. Diharapkan layanan yang disampaikan dapat memenuhi kebutuhan para pelanggan dan tentunya dapat menyelesaikan permasalahan penyakit yang diderita oleh pasien. Selanjutnya dalam mendukung kinerja para tenaga kesehatan yaitu perlunya penyediaan fasilitas dan sarana prasarana yang mendukung. Perlu diketahui bahwa tersedianya fasilitas dan perlengkapan kesehatan yang memadai pada rumah sakit dapat berpengaruh terhadap tingkat kepuasan pelanggan rumah sakit (Hermanto et al, 2019), begitupun dengan prosedur layanan yang baik dapat pula meningkatkan kepuasan pelanggan terhadap kinerja organisasi layanan (Wahyuni, 2019, hlm. 26). Oleh karena itu dalam upaya yang dapat dilakukan oleh RSUD Nabire dalam meningkatkan kepuasan adalah dengan menjaga akuntabilitas organisasi, mempersiapkan personel/tenaga kesehatan yang mampu menyampaikan layanan secara baik dan memiliki komitmen untuk melayani dan membantu para pasien juga didukung oleh fasilitas, sarana dan prasarana yang mendukung layanan kesehatan.

Keempat adalah strategi kontrol, menurut Osborne yang dapat dilakukan untuk meningkatkan performa kinerja selain dari meningkatkan pengawasan dan penerapan *reward dan punishment* diperlukan pula upaya pemberdayaan karyawan dan organisasi dengan cara memberikan kebebasan kepada mereka sebagai garda terdepan dalam memberikan layanan kepada masyarakat:

*“The control strategy pushes significant decision-making power down through the hierarchy, and at times out to the community. Leaders do this because they increasingly expect organizations to respond quickly, flexibly, and creatively to problems, opportunities, and customers' needs—something that is impossible if everyone must wait for orders from the top. Success in the Information Age requires that those closest to the problem take initiative, not wait for instructions from those at the top of a distant pyramid. People must be freed to act (Osborne, 2007, hlm. 11)*

Berdasarkan pendapat Osborne, jika diterapkan pada penyelenggaraan pelayanan RSUD Nabire berarti pemerintah kabupaten perlu memberikan kebebasan kepada RSUD Nabire dalam mengembangkan sistem pelayanan beserta pelaksanaannya secara mandiri tanpa harus terlalu banyak dikontrol dan diintervensi lebih dalam oleh dinas. Dapat dikatakan tingkat kebebasannya sama dengan rumah sakit swasta. Pemerintah memberikan kebebasan kepada RSUD Nabire untuk membuat keputusannya sendiri dalam memecahkan masalah pelayanan yang dihadapi. Ini tentunya mengingatkan pada konsep subsidiaritas yaitu pada prinsip ini setiap keputusan dan pelaksanaannya lebih baik diserahkan kepada level yang lebih bawah, mengingat merekalah yang lebih paham mengenai kebutuhan yang diperlukan.

Terakhir adalah strategi budaya, jika berbicara strategi budaya maka yang menjadi fokus kajian ini adalah budaya organisasi pada birokrasi. Budaya organisasi itu sendiri dapat dipahami sebagai: *“is the set of shared values and norms that controls organization members interaction with each other and with suppliers, customers, and other people outside the organization”* (Jones dalam Wasistiono, 2012, hlm. 65) budaya organisasi merupakan seperangkat nilai yang mengatur bagaimana interaksi antara para pegawai dengan pegawai lainnya dalam satu organisasi, juga mengatur cara berhubungan dengan pihak diluar organisasi seperti para pelanggan atau orang umum lainnya.

Dalam upaya meningkatkan kemampuan organisasi dalam memberikan layanan secara prima dan berorientasi kepada pelanggan menurut Osborne perlu adanya perubahan pada budaya birokrasi.

Mengapa diperlukan adanya perubahan tersebut, dikarenakan budaya birokrasi yang melekat pada suatu organisasi dapat membuat instansi pelayanan tidak dapat bekerja secara fleksibel dan dinamis, karena setiap anggotanya takut untuk melakukan perubahan. Karena model birokrasi masa lalu bersifat hierarki, prosedural dan sangat kaku membentuk cara berpikir para anggotanya yang tidak mampu berpikir inovatif. Mereka tidak memiliki inisiatif sendiri untuk bertindak demi mewujudkan misi tetapi lebih kepada menunggu arahan saja dari atasan dalam menjalankan suatu hal, dengan begitu budaya seperti itu sangat berbeda dengan budaya yang terdapat pada organisasi yang lebih modern dan maju, oleh karena itu Osborne (2007) mengatakan:

*“The paradigm of 21st century organizations is very different from the paradigm of bureaucratic organizations. Employees assume that they should improve the organization's efficiency and results, think about and change the way things are done, work together on solving problems and coming up with innovations, and respond flexibly and quickly to feedback from customers. They feel a strong connection to the organization's purpose. They welcome change as an opportunity, not a threat”*  
(hlm. 13)

Pada organisasi pelayanan modern memiliki budaya yang dapat mendorong para anggotanya untuk dapat berinovasi dan menemukan solusi atas suatu masalah yang dihadapi meskipun memerlukan adanya perubahan. Selain itu dalam organisasi pelayanan modern memiliki budaya yang sangat peduli dalam merespon keluhan pelanggan, para personelnnya terbuka terhadap segala keluhan dari para pelanggan dan juga melakukan umpan balik kepada pelanggan dengan melakukan survei kepuasan. Menurut Osborne setidaknya terdapat cara yang dapat ditempuh suatu organisasi dalam merubah budaya organisasi, yang mana ini dimulai dengan merubah sikap dan cara berpikir para anggota yaitu meliputi:

1. *Changing habits creates new experiences for people that challenge their paradigms. Changing what employees do at work confronts them with new problems that cannot be solved by using career-long habits. They must find new ways of acting.*

2. *Touching hearts shifts the emotional commitments of public employees—their hopes, dreams, and expectations for themselves, the organization, and each other. They break out of their deeply felt attachment to bureaucratic status, or their resentment of authority, or their investment in being a victim.*
3. *Winning minds helps employees develop new understandings—conscious, rational "mental models" about where the organization needs to go and how to get there*

(Osborne, 2007, hlm. 13)

Pertama, diperlukan adanya perubahan-perubahan kebiasaan dengan cara memperkenalkan metode kerja baru, atau penerapan teknologi terbaru. Untuk itu diperlukan adanya pelatihan bagi para tenaga kesehatan agar memperoleh pengetahuan terbaru mengenai cara pemberian layanan kesehatan atau dapat pula melakukan rotasi secara rutin agar para personel tenaga kesehatan tidak bekerja secara monoton. Kedua, yaitu menggugah rasa simpati dan empati para tenaga kesehatan sehingga mereka memiliki kepedulian terhadap para pelanggan atau pasien. Hal ini juga dapat dilakukan dengan memberikan motivasi agar mereka lebih proaktif dalam melayani pelanggan tanpa rasa pamrih, termasuk menghilangkan sikap arogansi. Ketiga adalah perlunya mengembangkan kemampuan para karyawan RSUD Nabire dalam mewujudkan tujuan rumah sakit hal ini dengan memberikan pelatihan, memberikan, membuka sesi diskusi agar semua karyawan terinformasikan dengan baik tentang visi dan misi, strategi maupun program kerja.

## **SIMPULAN**

Optimalisasi penyelenggaraan pelayanan kesehatan pada RSUD Nabire dapat dilakukan dengan mempertimbangkan lima langkah utama yaitu: menetapkan strategi yang dapat mengarahkan RSUD Nabire dalam mewujudkan tujuan yang ada pada visi dan misi. Langkah kedua adalah dengan menerapkan sistem *reward and punishment* kepada para karyawan RSUD Nabire serta mengembangkan budaya kompetitif sehingga mampu bersaing dengan penyedia layanan swasta. Diperlukan pula strategi untuk meningkatkan kemampuan RSUD Nabire dalam memberikan pelayanan

maksimal yang dapat memberikan rasa puas kepada para pelanggannya. Langkah ke empat, pemberian kebebasan bagi manajemen RSUD Nabire dalam memutuskan segala hal yang berkaitan dengan layanan. Terakhir merubah budaya pada RSUD Nabire agar para karyawannya memiliki orientasi kerja untuk dapat mewujudkan harapan masyarakat. Saran yang dapat diberikan berdasarkan simpulan tersebut adalah perlunya penyusunan strategi pada RSUD Nabire yang sejalan dengan semangat visi dan misi RSUD, diperlukan adanya penerapan sistem *reward* dan *punishment* yang jelas dan tegas pada penyelenggaraan layanan kesehatan RSUD Nabire, diperlukan adanya peningkatan kinerja layanan RSUD Nabire yang diarahkan untuk mewujudkan rasa puas pelanggan, perlunya pemberian otoritas yang luas kepada manajemen RSUD Nabire untuk meningkatkan kualitas layanan dan terakhir diperlukan upaya dalam mengubah budaya kerja para karyawan RSUD Nabire dalam memberikan pelayanan kesehatan.

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# **TRANSFORMATION OF GOVERNMENT MANAGEMENT THROUGH THE PROCESS OF FORMULATING REGIONAL REGULATIONS ON DIGITAL ARCHIVES AND LIBRARY SYSTEMS IN WEST JAVA PROVINCE**

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## **ABSTRACT**

The government is trying to increase interest in reading through digital literacy programs and the development of digital libraries. The West Java Provincial DPRD is discussing the Draft Regional Regulation (RaPeraturan Daerah) to improve the archiving and library system, with a focus on digitalization to facilitate public access. This effort is expected to improve the reading culture, especially among the younger generation who are more interested in digital technology. Therefore, this study aims to determine the transformation of government management in West Java Province in the field of digital archiving and libraries, and to analyze, explain, and describe the process of formulating regional regulations on digital archiving and libraries. This study was designed as a descriptive qualitative study. In this study, the data sources used were primary data obtained through observation and interviews with informants at the research location and secondary data obtained through observation and interviews with informants at the research location. The results of the study showed that the transformation of government management presented significant changes in governance through structural and

procedural innovation. Structural innovation includes institutional changes to be more responsive, while procedural innovation focuses on simplifying bureaucracy and improving fast and transparent public services. The transformation of government management involves four dimensions: reframing, restructuring, revitalization, and renewal. In the context of the Draft Regional Regulation on the Digital Archiving and Libraries System, reframing is needed to change the view of literacy and access to information. Restructuring involves changes in organizational structure, revitalization focuses on organizational growth, and renewal is oriented towards transforming human resources to continue to innovate. By integrating all these dimensions, literacy and archive management in West Java is expected to be more sophisticated and in accordance with the demands of the times.

Keywords: Digital Archiving System, Digital Library, Digital Transformation, Government Management Transformation, Policy Formulation.

## **INTRODUCTION**

The government is the largest organization of a country that is responsible for the entire life of the nation and state (Sukadi, 2013). In line with this, the National goals of the Indonesian Nation as stated in the 1945 Constitution, paragraph 4, have the essence that the government is obliged to be responsible for efforts to educate the life of the nation. Especially in the current conditions of global competition that rely on human resources as one of the pillars of the country's progress (Simamora et al., 2021). In order to create a competitive society, science and technology are one of the means that can be learned and understood through the reading process (Anggraeni, 2019).

Indonesian people's interest in reading is still relatively low. UNESCO stated that Indonesia is ranked second lowest in world literacy, with a reading interest of only 0.001%, meaning that only 1 in 1,000 Indonesians are diligent readers (Anisa et al., 2021). Research from the World's Most Literate Nations Ranked by Central Connecticut State University in March 2016 also ranked Indonesia 60th out of 61 countries in reading interest,

below Thailand and above Botswana (Walfikri and Zulkarnain, 2024). In fact, in terms of supporting reading infrastructure, Indonesia is above European countries. Ironically, despite the low reading interest, 60 million Indonesians have gadgets, and in 2018 it was estimated that there were more than 100 million active smartphone users, making Indonesia the fourth largest smartphone user country in the world. However, data from wearesocial in January 2017 revealed that Indonesians can stare at gadget screens for up to 9 hours a day. (Source: <https://legaleraindonesia.com>).

Contrary to the above, the low interest in reading among Indonesian people contradicts the infrastructure in the form of libraries in Indonesia which is fairly adequate (Azahra & Handayani, 2024). Indonesia's position is ranked 2nd after India, which has the largest number of libraries in the world (Bondar, 2019), with a number of libraries of 164,610 libraries, consisting of 42,460 public libraries, 6,552 college libraries, 2,057 special libraries, and 113,541 school libraries. With the precision of public libraries, the number of 42,460 or around 25.79% of the number of provincial governments, district governments/city governments/village governments/sub-districts. In order to maximize this number, it is ideally accompanied by an increase in the quality of library and archive management, because it is from this good quality of management that allows for a leap to overcome the low interest and culture of reading (Adha et al., 2022).

Interest in reading plays an important role in forming quality human resources. Education agrees that reading is the gateway to knowledge, opening the horizons of Indonesian people to the world (Dewi, 2019). With good literacy, the way of thinking will develop, helping to escape from poverty to prosperity. Literacy culture greatly influences the progress of civilization, because scientific findings recorded in writing become a valuable legacy for social life (Karima, 2021). The low interest in reading among Indonesian people has an impact on the nation's lagging behind in the development of science. Therefore, the government needs to encourage interest in reading through digital literacy policies and reforms (Bungsu et al., 2023).

The urgency of digital transformation in the Archival and Library System of West Java Province is crucial for enhancing efficiency,



accessibility, and information security. Digitalization of archives and libraries enables better-organized data management, faster access, and greater protection from physical damage. It also promotes transparency and government accountability by providing easier public access to documents and information. Furthermore, digitalization makes the system more inclusive, reaching a broader audience, including those in remote areas, thereby supporting the development of literacy and knowledge across the province. This transformation aligns with the demands of the Industry 4.0 era, where the use of technology is vital for more effective public services that respond to the needs of society.

One of the strategic steps to foster interest in reading in the digital era is through digital library or e-library reform (Meiratri et al., 2020). By utilizing digital technology, libraries are no longer limited to physical space, but can be accessed from anywhere via devices connected to the internet. E-libraries enable people, especially the younger generation, to access various collections of books, journals and scientific articles more easily and quickly (Marguna, 2019). Digital library reform can be a practical solution considering the major challenges faced in increasing interest in reading printed books, especially amidst the dominance of digital devices that attract attention (Rabita, 2019).

Increasingly sophisticated digital multimedia devices can actually be a tool to encourage interest in reading, not a barrier (Suryaningsih, 2019). The current young generation is more interested in visual and interactive content, so digital libraries designed with multimedia features such as audiobooks, educational videos, and interactive e-books can attract their interest (Suryaningsih, 2019). Thus, digital library reform needs to be carried out innovatively, integrating relevant content that suits the interests of the current generation, without reducing the essence of reading. The government and educational institutions can collaborate to provide a user-friendly, easily accessible platform that offers a variety of materials that support the learning process (Elvandari & Sugiyanto, 2023).

In addition, this effort must be accompanied by a massive and inclusive digital literacy campaign. The government can create programs that promote the benefits of reading through digital technology, in collaboration with schools, universities, and literacy communities (Amin

et al., 2022). Digital literacy education also needs to be provided early on so that people not only understand how to access information, but also develop the ability to select and analyze information critically. Digital library reform is an important step in forming a society that is smart, innovative, and ready to face global challenges, while keeping the culture of literacy alive and growing in Indonesia (Fahmi, 2020).

The West Java Provincial DPRD is currently discussing the Draft Regional Regulation on the digital archiving and library system as a solution to regulatory and budgeting problems in this field. This Regional Regulation is expected to increase access to digital libraries and encourage reading interest among the people of West Java. Currently, libraries and archives are not optimal in meeting user needs, with low visit rates, less than optimal document digitization, and an unintegrated archival network. Village libraries and community reading parks which are the most visited are also less than optimal due to infrastructure problems. Therefore, changes are needed to the West Java Provincial Regulation No. 17 of 2011 to be more in line with developments in the digital era. The process of formulating this policy involves identifying alternative solutions and choosing the best policy to address existing problems.

Based on the research background that has been presented, the problem formulated in this study is how to transform government management in West Java Province in the field of digital archiving and libraries, with a study on the Draft Regional Regulation on amendments to the West Java Provincial Regulation Number 17 of 2011 concerning Library Management when viewed from the four dimensions expressed by Gouillart & Kenny, namely reframing, restructuring, revitalization, and renewal. The benefits of this study are to contribute to the development of more effective public policies in improving the quality of digital archiving and library services, as well as strengthening literacy culture in West Java. The results of this study are expected to be a reference for local governments in formulating policies that are in accordance with the needs of society in the digital era and increasing the role of libraries as centers of knowledge that are easily accessible to all groups.

## **METHOD**

This study was designed as a qualitative study. The qualitative method was chosen because the researcher wanted to understand, explore, and explain the Transformation of Government Management through the Process of Formulating Regional Regulations on the Digital Library and Archiving System in West Java Province in 2021. Creswell (2016) stated that "The qualitative method was chosen because this study emphasizes the process rather than the results". In this study, the data sources used were primary data and secondary data. Primary data in this study were obtained by means of observation and interviews with informants at the research location. While secondary data was obtained from secondary sources as a complement, including literature books, newspapers, papers, office documents related to the research. The data was then processed by the researcher. The field data collection technique was carried out using semi-structured interviews. Where the researcher has prepared a research instrument in the form of an interview guideline, but in its implementation the interviewer did not organize the interview process systematically due to limited time.

The validity of the data in this study was carried out through triangulation, namely by comparing and checking the degree of trustworthiness of information obtained from primary data and secondary data (Rukin 2019). Data analysis activities can be directly started from the early, middle or final stages of the data collection process (Denzin et al, 2019). A complete data collection and analysis process facilitates the analysis stages that can direct data collection in a process of theoretical sampling , so that residual and unimportant data do not need to be collected. As previously mentioned, this study is classified as qualitative descriptive research, so that the data analysis uses qualitative analysis techniques. The technique used in this study refers to Rukin's statement (2019) that the qualitative data analysis process requires a disciplined study, creative insight, and careful attention to research objectives.

## **RESULT AND DISCUSSION**

In the era of the digital industrial revolution 4.0, the West Java Provincial Government must adapt by carrying out digital transformation in various sectors, including in efforts to increase reading interest and facilitate public access to digital libraries. This step is very important considering that West Java still faces a number of challenges, such as the lack of representative and ideal regional public libraries, and the less than optimal digitization of archive documents. This condition is exacerbated by unequal access to information in society, especially in more remote areas. By accelerating digital transformation through the development of easily accessible digital libraries, it is hoped that the reading interest of the people of West Java can increase significantly. In addition, the digitization of archives and the provision of equitable information will also encourage the creation of a more knowledgeable and literate society. The government needs to make this digitalization a priority to realize the vision of West Java as a superior province in the digital era.

The regulations governing the organization of libraries in West Java currently still refer to the West Java Provincial Regulation Number 17 of 2011, which is more than a decade old and is no longer relevant to technological developments and the needs of society in the current digital era. Along with the rapid advancement of technology and the shift towards digitalization in various sectors, these regulations need to be revised immediately to accommodate changes in the times, especially in terms of providing more modern and easily accessible digital library services. This change is also important to support efforts to increase reading interest among the people of West Java, who until now still face various obstacles such as limited representative library infrastructure, lack of archive digitization, and unequal access to information. By updating the Regional Regulation, the government is expected to be able to create regulations that are more responsive and adaptive to the challenges of the digital era, so that libraries can become an inclusive and innovative literacy facility for all levels of society.

Currently, the Draft Regional Regulation on Amendments to West Java Provincial Regulation Number 17 of 2011 on Library Management is being discussed with the aim of updating regulations related to library

management in the digital era. The West Java Provincial People's Representative Council (DPRD) welcomes this effort, especially in terms of the digitalization system for archives and libraries. In the ongoing discussions and debates, it was agreed that digitalization is an urgent strategic step to answer the community's need for easier and faster access to information. This draft regulation is expected to be able to overcome various obstacles that have been faced so far, such as limited access to physical libraries and delays in the digitization of archive documents, so that people from various regions can easily access information and knowledge through digital platforms.

Through this Draft Regional Regulation, it is hoped that libraries and archiving systems in West Java will not only be more modern, but also more inclusive. Digitalization allows people to access library services anytime and anywhere without geographical limitations, so that literacy can be significantly improved. This digital library system will also support the learning and research process by providing wider access to various knowledge resources. In addition, with an integrated and digitalized archiving system, the government can be more effective in managing regional archives, increasing administrative efficiency, and maintaining the security, and sustainability of important information more optimally. This draft regulation is expected to be a strong foundation for literacy and archive management in West Java that is more sophisticated and in accordance with the demands of the times.

The transformation of government management is basically an effort by the government to innovate in order to bring about significant changes in various aspects of governance (Widanarto, 2019). This innovation is divided into two main types: structural innovation and procedural innovation. Structural innovation relates to changes in institutional terms, where the organizational structure of the government is adjusted to be more responsive, efficient, and effective in serving the community. This includes the formation of new institutions or the restructuring of existing institutions to be more adaptive to the development of the times and public needs (Kurniasih & Wismaningtyas, 2020). This change is important to create a more coordinated government that is able to respond to modern

challenges, such as technological developments and the increasing need for digital services.

On the other hand, procedural innovation focuses on changing the mechanisms and processes in governance. This involves simplifying bureaucracy, developing a faster and more transparent public service system, and implementing technology in administrative processes. Procedural innovation aims to ensure that every government policy and service runs effectively and on target, in accordance with the increasingly dynamic demands of society (Nuryadin & Karniawati, 2023). With this structural and procedural innovation, the government is expected to be able to adapt to the needs of the community, while realizing more efficient, participatory, and inclusive governance. This transformation is the foundation for creating a modern government that is able to answer challenges in the digital era.

Gouillart and Kelly in (Saefullah et al., 2019) explain that innovation in organizational transformation includes four main dimensions: reframing, restructuring, revitalization, and renewal. Reframing or changing the framework of thinking is a process in which an organization changes its perspective on the problems it faces. This means improving the company's conception in understanding the problem and determining strategic steps to overcome it. This reframing process is important so that organizations can identify innovative solutions that may not be visible in traditional approaches. By changing the perspective organizations are better able to adapt to the dynamics of the ever-changing environment.

In addition, restructuring or structural changes focus on rearranging the size and structure of the organization to increase agility and competitiveness. This involves simplifying or adjusting the organizational structure to be more adaptive to performance demands. Revitalization or re-empowerment, on the other hand, aims to sustain organizational growth by linking internal performance to external environmental factors. Through revitalization, organizations strengthen their relationships with the broader ecosystem to remain relevant. Lastly, renewal is oriented towards the transformation of human resources and the soul of the company by building new skills and goals. This renewal helps the organization to continue to innovate and grow, ensuring that the

organization is able to overcome future challenges through increasing internal capacity.

The transformation of government management in the process of formulating regional regulations on digital archiving and library systems in West Java Province cannot be separated from the four dimensions expressed by Gouillart & Kenny, namely reframing, restructuring, revitalization, and renewal.

### **1. Reframing in the process of formulating regional regulations on digital archiving and library systems in West Java Province**

The process of reframing or changing the framework of thinking in the formulation of regional regulations related to the digital archiving and library system in West Java Province is an important step in facing the challenges of the digital era. Essentially, reframing in this context refers to how the government and stakeholders re-view the issues they face, particularly in the areas of literacy, archiving, and access to information. So far, libraries and archives systems may be viewed as merely physical facilities that provide conventional services. However, with the digital transformation, government organizations must change this way of thinking and start viewing libraries and archives as digital platforms that can be accessed by the public easily and quickly. This requires a change in perception from merely physical storage of information to a flexible digital information access center.

In addition, reframing in this context involves a shift in perspective on the accessibility and affordability of information for all levels of society. In the past, libraries may have been considered relevant only for academics or students seeking scientific references. However, with digital reform, libraries must be seen as a means of literacy that can be accessed by the wider community, including those who live in remote areas or who do not have access to physical libraries. With digitalization, libraries and archives can serve the entire community of West Java, providing access to knowledge without geographical boundaries. The government must view libraries as a tool for community empowerment and a driver of inclusive literacy progress.

The reframing process also needs to involve changing the view of the role of technology in supporting literacy and archiving. Previously, technology may have been seen as merely an administrative tool. However, in the transformation towards a digital library, technology must be seen as the main foundation that allows the entire system to run efficiently and effectively. Technology enables the digitization of documents, management of archives, and faster and wider dissemination of information. With this new mindset, the government must design policies that encourage the use of advanced technologies, such as artificial intelligence (AI) and cloud computing, to support the digitization of libraries and archives, so that the public can enjoy more modern and easily accessible services.

Finally, reframing in the formulation of regional regulations also includes a change in perspective on cross-sector cooperation. Digital transformation in the field of libraries and archives cannot be done by the government alone. There is a need to involve various stakeholders such as the private sector, academia and the general public. The government needs to see the importance of collaboration with technology providers, educational institutions, and literacy communities to ensure the successful implementation of digital library and archive systems. By viewing collaboration as the key to success, the government can create a stronger, more innovative, and more sustainable digital literacy and archiving ecosystem in West Java Province.

## **2. Restructuring in the process of formulating regional regulations on digital archiving and library systems in West Java Province**

The restructuring process in the formulation of regional regulations related to the digital archiving and library system in West Java Province includes fundamental changes in the organizational structure and management mechanisms. This structural change was made to increase the government's agility and responsiveness in facing the demands of the digital era, where archive and library management can no longer rely on manual systems. This process involves adjusting the organization by adding new elements focused on digitalization, such as a special department for digital archive



management and an information technology team responsible for the library's digital infrastructure.

This restructuring also aims to simplify the bureaucratic chain in managing archives and libraries. By restructuring the workflow and eliminating procedures that are considered less relevant, the West Java Government can create a more efficient system. For example, with the application of digital technology, the document archiving process that previously took a long time can be shortened. Archives that previously required large physical storage space can now be stored digitally, making it easier to access and maintain important documents in a more organized and affordable way for the wider community.

In addition, this restructuring also touches on changes in the division of tasks and responsibilities between the various units involved in library and archive management. In the new structure, cross-departmental collaboration is key to ensuring alignment between archive and library digitization efforts. For example, the information technology department must work closely with library managers to ensure that all digitized data and literature are easily accessible to the public. This restructuring requires integration between technical, operational, and public service functions so that digitization goals can be achieved optimally.

Ultimately, restructuring in the process of formulating regional regulations is not only aimed at improving the internal structure of the organization, but also strengthening the competitiveness and agility of government institutions in providing services to the community. With regional regulations that encourage digitalization, the West Java government will be better able to compete in an increasingly digital global era. A leaner and more adaptive structure allows the government to respond to community needs more quickly, efficiently, and effectively, especially in terms of access to information and digital literacy.

### **3. Revitalization in the process of formulating regional regulations on digital archiving and library systems in West Java Province**

The revitalization or re-empowerment process in the formulation of regional regulations related to the digital library and archiving system in West Java Province aims to revive and strengthen the role of libraries and archiving systems as sources of knowledge that are relevant to the development of the times. Through this revitalization, libraries are expected not only to be places to store books or archives, but also to become dynamic, interactive information centers that are able to answer the needs of an increasingly digital society. The focus of this revitalization is how libraries and archives can follow the rapidly growing digitalization trend.

Revitalization includes updating the management systems and technology used in library and archive management. In the context of digital libraries, revitalization means adding digital features that facilitate public access to various types of literature, documents, and information that were previously difficult to reach. The development of a responsive, modern, and integrated digital library portal with other public services is expected to provide an easier and more interesting experience for users, especially the younger generation who are more familiar with digital technology. This will create a higher interest in reading while re-empowering the role of libraries as literacy centers.

On the other hand, revitalization also includes better archive management through document digitization. Many archives that were previously only stored in physical form must now be digitized to make them easier to access and manage. This process includes document scanning, storage in a secure digital format, and integration of archives with a system that allows fast searching and access by various interested parties. This revitalization is important to increase the efficiency of archive management and ensure that valuable documents are maintained and can be accessed at any time by the public.

In addition, revitalization also means building public awareness of the importance of libraries and archives in the digital era. The

West Java Provincial Government needs to conduct a massive digital literacy campaign to increase the use of digital libraries among the public. The use of more sophisticated technology, such as mobile applications to access the library, as well as integration with social media to promote library collections and activities, is part of this revitalization effort. The ultimate goal is to make libraries and archives not just storage centers, but centers of interaction and education that are always relevant to the needs of modern society.

#### **4. Renewal in the process of formulating regional regulations on digital archiving and library systems in West Java Province**

The renewal process in the formulation of regional regulations for the digital library and archiving system in West Java Province is an important step that focuses on updating the vision, mission, and objectives of library and archiving management. This renewal is not only about technical changes, but also includes a paradigm transformation in information management in the digital era. These changes aim to make libraries and archives more relevant, responsive and in line with technological developments and the needs of modern society that relies on fast and easy access to information.

This renewal begins with an emphasis on developing human resources (HR) who have new skills in managing digital libraries and archives. Training that focuses on information technology, data management, and digital literacy needs to be improved so that library and archivist staff can work more effectively. In addition, this update also encourages changes in organizational culture where innovation and flexibility in facing digital challenges are key. This update is important because competent human resources will support more modern library and archive management that is oriented towards optimal public service.

In this renewal process, the West Java Government needs to update the legal instruments and policies that regulate the library and archives system to be in line with the demands of digitalization. Existing regulations need to be updated to accommodate technological developments, such as cloud-based data storage, digital data protection, and online accessibility of documents

and information. This regulatory update must also pay attention to aspects of information security, data privacy, and public access rights to archives and literature managed digitally. Thus, the new regional regulations will be a strong legal basis for advancing digital libraries and archives in West Java.

In addition, the renewal in this process also includes the renewal of the purpose of libraries and archives as learning centers and sources of public information. By expanding the scope of more inclusive and technology-based services, libraries and archives can play a greater role as centers of innovation, research, and education for the wider community. This update is expected to make libraries and archives more efficient, able to improve digital literacy, and support the development of a smarter and more information-literate society. The end result of this update process is an increase in the quality of library and archive services, and community empowerment in utilizing technology to access knowledge.

## **CONCLUSION**

In the era of the Industrial Revolution 4.0 which is all digital, the West Java Provincial Government needs to carry out a digital transformation to increase reading interest and facilitate public access to digital libraries. This is important because West Java faces challenges such as the lack of ideal public libraries and the less than optimal digitization of archive documents, especially in remote areas. By accelerating the development of easily accessible digital libraries, it is hoped that the public's interest in reading can increase and create a more knowledgeable society. Simplify the paragraph above into one paragraph currently, the Draft Regional Regulation (Raperda) on Amendments to West Java Provincial Regulation Number 17 of 2011 is being discussed to update library management regulations in the digital era. The West Java Provincial People's Representative Council (DPRD) welcomes this effort, especially in the digitalization system of archives and libraries, to meet the public's need for fast and easy access to information. This Raperda is expected to overcome the constraints of limited access to physical libraries and accelerate the digitization of archive documents. The transformation

of government management aims to bring about significant changes in governance through structural and procedural innovation. Structural innovation includes institutional changes to be more responsive, while procedural innovation focuses on simplifying bureaucracy and improving fast and transparent public services. According to Gouillart and Kenny (in Samugyo, 2009), organizational innovation involves four dimensions: reframing, restructuring, revitalization, and renewal. In the context of the Draft Regional Regulation on the digital archive and library system, reframing is needed to change the view of literacy and access to information. Restructuring involves changes in organizational structure, revitalization focuses on organizational growth, and renewal is oriented towards transforming human resources to continue to innovate. By integrating all these dimensions, literacy and archive management in West Java is expected to be more sophisticated and in accordance with the demands of the times.

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## **INCLUSIVITY ARCHIVES SERVICES: EQUALITY AND FAIRNESS OF ARCHIVES ACCESS**

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### **ABSTRACT**

Accessing archives equality and fairness by the community, especially vulnerable communities such as persons with disabilities (PWD) is essential in a democratic country to express accountability, good governance, and citizen involvement. This access is regulated by laws related to archive management. Easy access depicts good archive services. Access to archives is also important to provide information that can be downloaded widely, freely and wisely. Access to archives so far remain limited for PWD, in terms of archive formats that are not accessible, building facilities that are not disability-friendly yet, as well as staff capabilities that are not capable of serving PWD. This study is qualitative oriented to identify barriers to accessing the archives by PWD and suggest inclusive solutions aimed at facilitating access to archives by doing a literature review. The results of the study show that there are still many obstacles for people with disabilities in accessing archives. Improvements are needed, such as increasing the ability of staff to serve PWD, providing archives in several alternative formats, and providing space, facilities and infrastructure that are universal that are not only accessible to people in general but also to PWD such as providing straight stairs with handrails, toilets for PWD with wheelchairs and so forth.

Keywords: archives, archives services, archives access, inclusivity



## INTRODUCTION

### Background

More than one billion people in the world are persons with disabilities (PWD) (Nyangwesa, 2018). Disability is part of the human condition and almost everyone will experience temporary or permanent disability at some point in their lives. According to the World Health Organization (2011), disability refers to the negative aspects of the interaction between individuals with health conditions (such as cerebral palsy, down syndrome, depression) and personal and environmental factors (such as negative attitudes, inaccessible transportation and public buildings, and limited social support).

PWD are stigmatized and negatively affected by society. Misconceptions about the nature and abilities of PWDs include that they cannot contribute financially; that they cannot have normal relationships; that their disabilities are contagious or bring bad luck; that their bodies have magical powers; or that they are witches; they also contribute to the stigma, discrimination, and harassment they experience (Rohwerder, 2018). In the above view, PWDs face many barriers in society, and access to information is one of these challenges. Meanwhile PWD should have the same opportunity to develop themselves as recognized human beings (Hasan, Nikmah, & Pribadi, 2024).

In the context of archival facilities and services, accessibility is about minimizing barriers to enable equal access for people with disabilities. Furthermore, the International Council on Archives (2012) explains that access services connect archives with the public by providing users with information about institutions and collections, and influencing whether the public receives equitable services, including PWD.

For PWDs, the term ‘accessibility’ means that everything that is available to everyone should also be equally available to PWDs (Kepley, 1983). Access is reducing or eliminating systematic barriers to PWDs’ participation in order to enjoy equal access (Toritsyn & Monjurul, 2013). Facilitating access and use is fundamental to all core archives functions, like acquisition, accession, assessment, organization, description and preservation (Ngulube, Patience, & Makoni, 2013). Through these functions, archives collections can be easily accessed and used by the

community because that is their mandate. However, archives services are not always inclusive in their service delivery. This is because PWDs are in many cases neglected and their needs are not considered for inclusion when designing physical infrastructure and services are being built (Mosweu & Ngula, 2018). Easy access for PWDs is not considered or is often forgotten. According to the Society of American Archivists (2018), “Universal Design” is an approach to designing facilities and services that can be accessed, understood, and used by anyone regardless of their abilities.

There are many barriers for people with disabilities when accessing archive services, some of which are inaccessible buildings, availability of collections only in print format and many more. In the sustainable development goals (SDGs), the United Nations (UN) mentions several barriers faced by people with disabilities in society, like discrimination and stigma on the basis of disability, lack of accessibility to physical and virtual environments, lack of access to assistive technology, essential services, rehabilitation and support for independent living which are very important for the full and equal participation of people with disabilities as agents of change and benefits of development. Several studies on inequality of access for people with disabilities have been conducted. (Winn, 2015) successfully identified several barriers to accessing information, namely language, distance and lack of description. Ngulube, Sibanda, and Makoni (2013) identified that there are still many limitations to archive services for people with disabilities such as no reading room equipped to serve the purpose, materials are not accessible to those with visual impairments/blindness, wheelchair access to buildings.

Archives are considered to be lagging behind in terms of providing services to people with disabilities (Mosweu & Ngula, 2018). There is a delay in recognizing the special needs of people with disabilities in archival services. In fact, an archive must be prepared to meet and handle various disabilities that may involve limitations in walking, seeing, hearing, and observing, understanding or physical coordination. Access does not mean only meeting the need to access the physical building, but also using the collections stored in the archive building. There should

be equitable access to the entire collection of archival services. So this study aims to identify access barriers for PWD and alternative solutions.

### **Research Questions or Hypotheses**

The question in this research focuses on how to overcome the gap in archival services for PWD?

### **METHOD**

This research was conducted using the literature review method. The results of previous studies were used as a basis for exploring, analyzing and finally formulating conclusions to become research findings. The findings of this study can be used as recommendations for policy making and as suggestions for further research.

### **RESULT AND DISCUSSION**

Archives and the use of archives are human rights, including PWD. While the reality is that there is inequality of access for PWD. This inequality fosters a sense of injustice for PWD, they are the same as citizens but are discriminated against in the services they should be able to feel. Some of the inequality of archival services experienced by PWD are as follows:

#### **1 Physical condition of archive collections.**

The physical condition of archive collections that are not preserved makes it difficult for PWD to access them. Physical archives that are left to pile up, without being maintained. Often this condition is used as an excuse by officers to limit access. The archives need to be assessed, and then consider the results of the assessment. For example, it is necessary to transfer media so as to provide flexibility in access to archives. It is important to provide archives that can be accessed and known across space and time. Archive preservation activities must continue to be encouraged for the purpose of easy access to archives. Often archival institutions argue that they do not have the funds to preserve archives.

## 2 Infrastructure that is not friendly to people with disabilities

Access to archives is a human right (Onyancha & Ngoepe, 2011), so archival institutions must ensure that building infrastructure accommodates the needs of people with disabilities. Often, building facilities for PWD are still minimal. Many archive buildings do not have clear facilities or procedures to assist visitors with physical disabilities (Chaterera & Rodrigues, 2019), for example there is no international accessibility symbol on the inside and outside of public spaces to identify facilities, elements, and spaces that can be used by people with physical disabilities. Then there is no parking lot designed for people with disabilities and restrooms cannot accommodate wheelchairs.

## 3 Distance from users.

The location of archive repositories in terms of distance from users is a barrier to access and use of archives (Keakopa, 2019). Distance is one of the barriers known to hinder the accessibility of archives by the public (Chaterera & Rodrigues, 2019). Archive buildings are often located far back in offices, in cramped places so that it is often not apparent that there are archival services. Let alone PWD, even normal people often have difficulty finding these archival services. Lack of awareness of the importance of archives, so that archives are placed in places that are difficult to reach.

## 4 Copyright issues.

Attempts to comply with copyright provisions can be a barrier to accessing and using archival materials. This is particularly the case for people with disabilities such as blindness, partial vision, dyslexia or physical impairments, who cannot access visually presented information in their daily activities. They need to convert this information into alternative formats that make it accessible through their remaining senses, whether through touch, hearing or enhanced visibility. The formats currently accessible are braille, audio, large print or digital text in some formats, but there are limitations in that they may not be more accurate or faithful to the original. Clearly, the need to comply with copyright provisions can

be a barrier to accessing information in archival collections such as books. For example:

- a. Free and open access to moving image archives conflicts with some copyright law provisions for some copyrighted materials.
- b. Providing access to some private collections is against the law due to existing agreements with donors (Mnjama, 2008). Archivists in their duty to comply with copyright laws struggle to find the right balance between the fundamental mission of making their collections available and the constraints of relevant laws and contractual agreements (Dryden, 2014). Compliance with copyright laws for access to information is a daunting task for archivists.

5 Language barriers.

For example, archives that occurred during the colonial era, that the archives were described using the language of the colonizing country. If the description is not translated into the language of the community of origin of the archive, access will not be possible due to language barriers (Montgomery, 2014). It could be that the country of origin will not know its own history. It will be a bigger challenge if this access justice also has to touch PWD. For example, what happens in Indonesia is that many archives are in Dutch, it is likely that normal people find it difficult to access archives in a foreign language, and it may be even more difficult for PWD. PWD who are currently in school are likely to be interested in accessing information related to history, government, law, or genealogy is very large. The challenge is also for archivists to be able to serve them, while very few staff can speak sign language.

6 Lack of staff with expertise in disability issues.

Archives and other information institutions such as libraries do not employ staff with expertise in disability issues. While PWD needs someone who can help and serve them (Ezeani et al., 2017). In addition, written rules and procedures are not visible in the archival service spaces for PWD.

Inclusive archival services are essential. The United Nations through the SDGs also promises the need to ensure that no one is

left behind, and this includes those who are considered vulnerable in society, such as women and children, people with disabilities and other disadvantaged groups. In archival services, ensuring accessibility means removing physical barriers and improving the design and ensuring that archives can be categorized as friendly for all. There are several alternative forms that can be accessed by those with physical and mental disabilities. In addition to content, archive areas must be accessible including parking lots, building entrances, and must be able to accommodate users using wheelchairs and routes inside and outside the building must be free from obstacles for the safety of those with visual impairments.

## **CONCLUSION**

Access to archives for PWD covers the whole. Those with visual impairments/blindness need the availability of archive content in alternative forms, such as not only written and image archives, but also audio archives. Facilities such as buildings must also be disability-friendly. Parking lots, straight stairs with handrails, toilets with enough space for wheelchairs, road signs that direct and facilitate mobilization, and many things must be arranged according to universal design. Language limitations must also be eliminated. Archives in Dutch require explanations from staff to convey them easily and accurately. Staff are not only able to communicate well, but also able to communicate with sign language.

Requires improvements in all sectors, to create inclusive archive services. There needs to be an agreement that archive services are to provide equal and fair access to archives for the entire community, including PWD. They are also part of the community who have the right to receive archive services in order to obtain the information they need. Archive services must be organized by improving human resources, facilities and infrastructure and most importantly the quality of the archives.

The suggestion that can be conveyed in this study is that archive services must be in accordance with the mandate of Law No. 43 of 2009 concerning Archives that archive access is the ease of obtaining

information for anyone who needs it. This means that PWD also has the right to access archives. The inequality of archival services must be reduced in accordance with the ideals of archival that "sustainability archives for the best future".

The results of this study provide practical implications, that it can be a suggestion for policy makers to include the existence of PWD in inclusive archive service planning. So that there is no impression of a gap in the provision of archive services for PWD. The novelty shown in this study is that previous research discussing archive access put forward by Mosweu & Ngula (2018), found that there were delays in archive services due to the lack of staff responsiveness in serving PWD. It turns out that there are still many other obstacles, not only staff skills, but also the lack of variation in the form of archive displays, building facilities, and other facilities.

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**ANALISIS PENYELENGGARAAN ASAS DEKONSENTRASI  
OLEH GUBERNUR SEBAGAI WAKIL PEMERINTAH PUSAT  
(GWPP) DALAM PEMBINAAN DAN PENGAWASAN  
TEKNIS BIDANG KETENAGAKERJAAN GUNA  
MEMINIMALISASI TINGKAT PENGANGGURAN TERBUKA  
DI PROVINSI JAWA BARAT TAHUN 2021 – 2024**

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**ABSTRAK**

Penelitian ini membahas pelaksanaan asas dekonsentrasi oleh Gubernur sebagai Wakil Pemerintah Pusat (GWPP) dalam pembinaan dan pengawasan teknis di bidang ketenagakerjaan, untuk meminimalisasi tingkat pengangguran terbuka di Provinsi Jawa Barat pada tahun 2021 hingga 2024. Dekonsentrasi merupakan pelimpahan wewenang dari pemerintah pusat kepada gubernur, untuk meningkatkan efektivitas dan efisiensi pengelolaan urusan pemerintahan di daerah. Gubernur diberikan tugas dan tanggungjawab secara atributif untuk melakukan pembinaan dan pengawasan teknis pelaksanaan pembangunan oleh pemerintah Kabupaten dan Kota, termasuk dalam sektor ketenagakerjaan, diukur dalam mengurangi angka pengangguran. Penelitian ini menggunakan metode kualitatif dengan pendekatan studi kasus. Hasil dari penelitian ini diharapkan dapat memberikan rekomendasi bagi pemerintah provinsi, kabupaten/kota dan pusat dalam meminimalisasi pengangguran. Disertasi ini tidak hanya berkontribusi pada pemahaman mengenai peran GWPP

dalam penyelenggaraan dekonsentrasi, tetapi juga menawarkan solusi praktis yang dapat dilaksanakan oleh GWPP dengan mengoptimalkan kewenangannya dalam pengurangan TPT dengan pemetaan target pencapaiannya yang dibagi habis diseluruh kabupaten kota ditunjang dengan kebijakan regional dengan pengendalian program dan kegiatan yang diselenggarakannya melalui kewenangan GWPP untuk mengevaluasi RAPBD Kabupaten/Kota.

Kata kunci: dekonsentrasi, gubernur, pengangguran

## **PENDAHULUAN**

### **Latar Belakang Penelitian**

Keberadaan Gubernur sebagai Wakil Pemerintah Pusat (GWPP) merupakan pelaksanaan asas dekonsentrasi berdasarkan Undang-Undang Nomor 23 Tahun 2014 tentang Pemerintahan Daerah (UU 23/2014) dan diatur lebih lanjut dengan Peraturan Pemerintah Nomor 33 Tahun 2018 tentang Pelaksanaan Tugas dan Wewenang Gubernur Sebagai Wakil Pemerintah Pusat (PP 33/2018). UU 23/2014 mengatur 46 (empat puluh enam) tugas dan wewenang presiden secara atributif dilimpahkan kepada GWPP<sup>1</sup>, dimuat dalam 60 pasal, dan diuraikan dalam penjelasan UU 23/2014.<sup>2</sup> GWPP diharapkan mengakselerasi kemajuan daerah serta mengatasi ketimpangan dan kesenjangan antar kabupaten/kota, dan sebagai fasilitator bagi kabupaten/kota untuk dapat berkoordinasi dan konsultasi terkait kebijakan program dengan pemerintah pusat, agar dalam

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1 Pasal 1 angka 9 dan angka 13, pasal 4, pasal 8, pasal 10 ayat (2) huruf b, pasal 19 ayat (1) huruf b, (2), dan (3), pasal 25 ayat (5), pasal 68 ayat (1), pasal 70 ayat (3), pasal 73 ayat (1), (4), dan (5), pasal 79 ayat (1), (2), dan (3), pasal 80 ayat (2) dan (3), pasal 82 ayat (2), pasal 86 ayat (3) dan (5), Pasal 91, pasal 92, pasal 93, pasal 140, pasal 141, pasal 144, pasal 154, pasal 155, pasal 165 ayat (4), pasal 194, pasal 198 ayat (3), (4), dan (5), pasal 211 ayat (1), pasal 212 ayat (2) dan (3), pasal 214, pasal 221, pasal 224, pasal 235, pasal 239 ayat (7) huruf d. pasal 242 ayat (4) dan (5), pasal 243 ayat (2), pasal 249 ayat (3) dan (4), pasal 251, pasal 252 ayat (1) dan (5), pasal 254 ayat (2), pasal 259 ayat (3) , pasal 267 ayat (2), pasal 270, pasal 271, pasal 276 ayat (2), pasal 292 ayat (4), pasal 306 ayat (2), pasal 313 ayat (2) dan (4), pasal 315, pasal 322, pasal 323, pasal 324, pasal 325, pasal 348, pasal 352, pasal 361 ayat (4) dan (5), pasal 364 ayat (4), pasal 368 ayat (1), pasal 370 ayat (1) dan (3), pasal 373 ayat (2), pasal 375, pasal 378, pasal 394 ayat (3), UU 23 / 2014

2 Penjelasan UU 23/2014 Romawi I.Umum Angka 4.

melaksanakan otonominya tetap berada pada koridor norma, standar, prosedur dan kriteria yang telah ditetapkan, termasuk dalam pembangunan ketenagakerjaan.

Pembangunan ketenagakerjaan dilaksanakan untuk memenuhi pasal 27 ayat (2) Undang-Undang Dasar 1945: "Tiap-tiap warga negara berhak atas pekerjaan dan penghidupan yang layak bagi kemanusiaan.". Pemenuhan amanat konstitusi tersebut, saat ini, masih dicerai dengan banyaknya pengangguran. Pengangguran adalah kondisi orang tidak bekerja sehingga tidak dapat memenuhi kebutuhan hidupnya.

Ironi terjadi di Provinsi Jawa Barat, ketika realisasi investasi terus memperlihatkan tren positif, dengan total realisasi investasi dari 2018 sampai 2023 mencapai Rp838,81 triliun,<sup>3</sup> dan selalu menempati urutan terbesar secara nasional (Gambar 1), akan tetapi pada saat yang bersamaan, Tingkat Pengangguran Terbuka (TPT) berada pada posisi urutan kedua terburuk secara nasional. Pada agustus 2023 terdapat 1,89 juta penganggur hanya lebih rendah dari Banten (7,52 persen), dan jauh diatas TPT nasional 5,32 persen<sup>4</sup>, dari 25,39 juta Angkatan Kerja dengan 38,18 Juta Penduduk Usia Kerja.

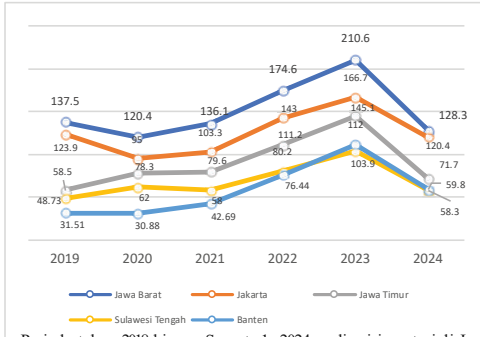
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3 Portai Jabar Prov. Selasa, 9 Januari 2024 Penulis : Rilis Humas Jabar;

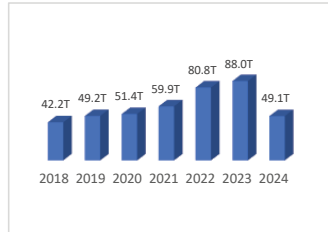
4 Disnakertran Jabar.2024

# JAWA BARAT MASIH MENJADI PROVINSI DENGAN REALISASI INVESTASI TERTINGGI SECARA NASIONAL

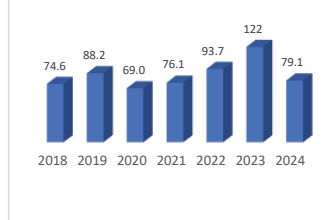
5 PROVINSI DENGAN REALISASI INVESTASI TERBESAR PERIODE 2019 – SEMESTER I 2024



REALISASI INVESTASI PMDN DI JAWA BARAT TAHUN 2018 – 2024\*



REALISASI INVESTASI PMA DI JAWA BARAT TAHUN 2018 – 2024\*



Periode tahun 2018 hingga Semester I - 2024, realisasi investasi di Jawa Barat sebesar **Rp. 1.024 Triliun** dengan rincian realisasi investasi PMA di Jawa Barat mencapai **Rp. 603,6 Triliun** dan realisasi investasi PMDN di Jawa Barat mencapai **420,9 Triliun**. Provinsi Jawa Barat masih menjadi destinasi utama untuk investor berinvestasi di Indonesia, hal ini ditunjukkan oleh nilai realisasi investasi Jawa Barat yang selalu berada pada peringkat pertama secara nasional.

Gambar 1

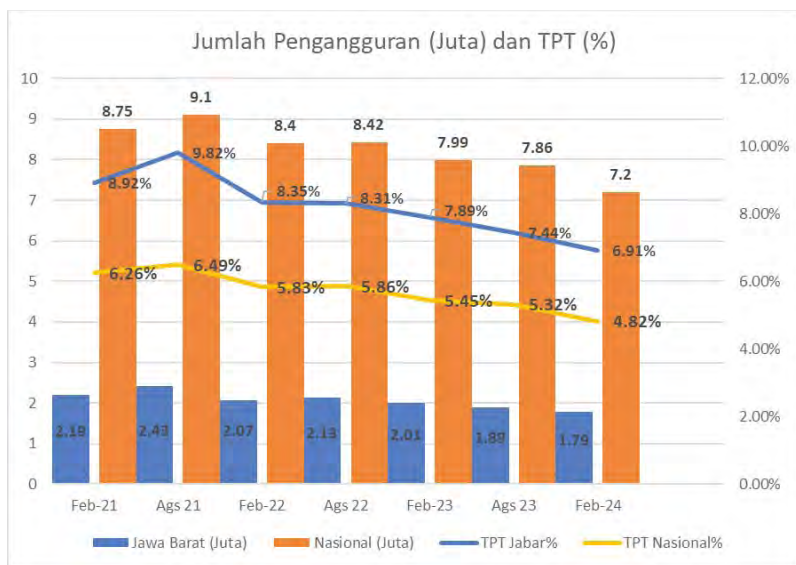
## Realisasi Investasi di Provinsi Jawa Barat dibandingkan dengan Provinsi Jawa Timur, Jakarta, Sulawesi Tengah, dan Banten Tahun 2019 – 2024

Sumber: Dinas Penanaman Modal dan Pelayanan Satu Atap Provinsi Jawa Barat, capaian kinerja Gubernur Jawa Barat 2024.

Dalam perkembangannya, terjadi perubahan yang cukup signifikan, berdasarkan data Badan Pusat Statistik (2023) TPT di Jawa Barat sebagai agregat dari penurunan TPT Kabupaten dan Kota berhasil ditekan hingga persentasenya turun di akhir tahun 2023. Berdasarkan data Badan Pusat Statistik (BPS), TPT Jawa Barat pada akhir 2023 ada di angka 7,44 persen. Persentase itu turun dari dua tahun sebelumnya yakni 8,31 persen (2022) dan 9,82 persen (2021). Turunnya pengangguran menunjukkan peran GWPP yang dilaksanakan oleh Dinas Tenaga Kerja Provinsi Jawa Barat (Disnakertrans) sebagai pengampu bidang ketenagakerjaan<sup>5</sup>,

5 Peraturan Daerah Provinsi Jawa Barat Nomor 6 Tahun 2016 tentang Pembentukan dan Susunan Perangkat Daerah Provinsi Jawa Barat (Lembaran Daerah Provinsi Jawa Barat Tahun 2016 Nomor 6 Seri E, Tambahan Lembaran Daerah Nomor 196); Peraturan Gubernur Jawa Barat Nomor 84 Tahun 2016 tentang Pembentukan dan Susunan Unit Pelaksana Teknis Dinas dan Unit Pelaksana Teknis Badan di lingkungan Pemerintah Daerah Provinsi Jawa Barat, dan Peraturan

meskipun belum optimal. Fakta empirik tersebut menarik minat peneliti atas masalah teoritik pelaksanaan asas dekonsentrasi oleh GWPP dalam mengurangi pengangguran.



**Gambar 2**  
**Jumlah Pengangguran Terbuka di Jawa Barat**

Sumber: BPS diolah Disnakertrans Provinsi Jawa Barat, 2024

Penelitian masalah ketenagakerjaan telah banyak dilakukan oleh para akademisi maupun praktisi. Sulistyarningsih (1997) melakukan analisis keterkaitan antara struktur ketenaga kerjaan dan kinerja perekonomian Indonesia. Safrida (1999) menganalisis tentang kebijakan upah minimum. Rastri Paramita (2021) kebijakan desentralisasi Upah Minimum Provinsi. Aulia Rahmawati, dkk (2023), dalam Jejak Ikhtiar Grup Ketenagakerjaan Presidensi G.20 Indonesia, dari Sekretariat Jenderal Kementerian Ketenagakerjaan Republik Indonesia, G.20 menempatkan penciptaan lapangan kerja yang berkelanjutan sebagai issue utama yang dibahas, selain perhatian terhadap penyandang disabilitas, peningkatan perlindungan tenaga kerja dan peningkatan kualitas sumber daya manusia, akan tetapi penelitian tersebut tidak pernah mengkaji faktor Gubernur dalam pelaksanaan pembangunan ketenagakerjaan.

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Gubernur Nomor 88 Tahun 1916 tentang tugas pokok, fungsi, rincian tugas unit dan tata kerja Unit pelaksanateknis dinas di lingkungan dinas tenaga kerja dan transmigrasi Provinsi Jawa Barat

### Rumusan Masalah

Berdasarkan uraian tersebut, pertanyaan dalam penelitian ini adalah sebagai berikut:

1. Bagaimana pelaksanaan asas dekonstrasi oleh GWPP dalam meminimalisasi tingkat pengangguran terbuka di Provinsi Jawa Barat Tahun 2021–2024 ?
2. Mengapa kewenangan secara atributif yang diberikan kepada GWPP belum mampu meminimalisasi tingkat pengangguran terbuka di Provinsi Jawa Barat Tahun 2021–2024 ?

### Kerangka Pemikiran



**Gambar 3**  
**Kerangka Pemikiran**

Sumber: Analisis Penulis, 2024.

## METODE PENELITIAN

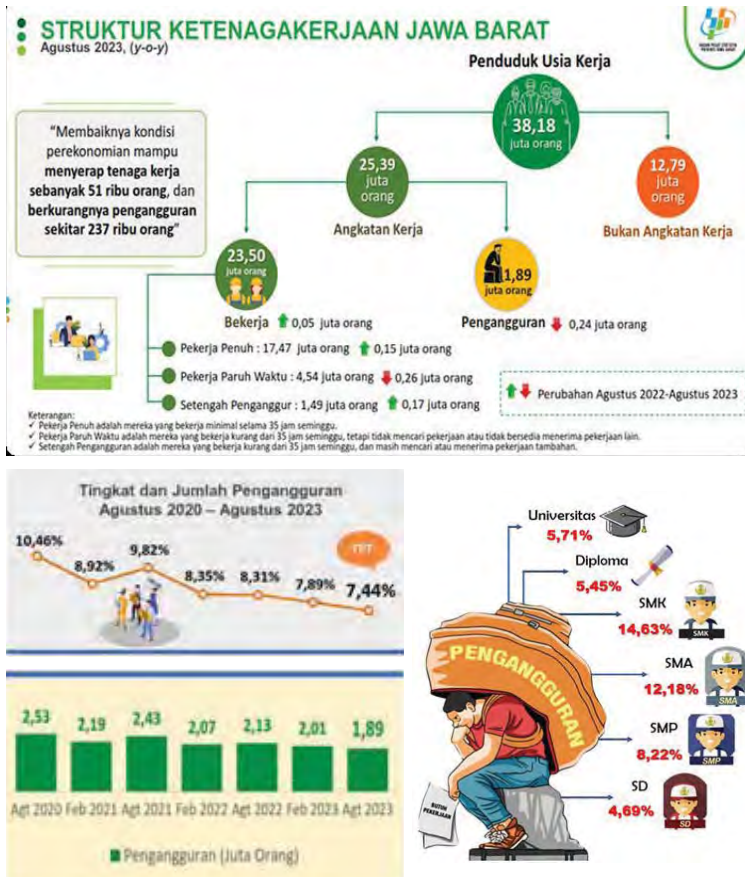
Penelitian menggunakan metode *deskriptif* dengan pendekatan kualitatif analisis. Pelaksanaan asas dekonsentrasi oleh GWPP dianalisis dari data sekunder. Penggalan informasi yang bersifat persepsi diperoleh dari informan yang terlibat langsung dan berpengaruh terhadap penurunan TPT yaitu. Gubernur dan Perangkat GWPP, akademisi, Pejabat Kementerian Ketenagakerjaan Republik Indonesia, Bupati dan Walikota dengan daerah yang tertinggi dan terendah Tingkat penurunan TPT, Kepala Dinas Ketenagakerjaan Kabupaten/Kota, Pemangku kepentingan ketenagakerjaan (Syarikat Buruh/Pekerja, Asosiasi Pengusaha Indonesia (APINDO), Kamar Dagang dan Industri (KADIN), Lembaga Pelatihan Kerja, dan Balai Latihan Kerja. Data diperoleh melalui proses riset lapangan (*field study*) dan *desk* riset dengan proses triangulasi, dilakukan validasi dan konfirmasi data, antara teori sebagai rujukan dengan kondisi empiris di lapangan, melalui *focus group discussion* (FGD) dan wawancara.

Objek penelitian adalah tingkat pengangguran terbuka dalam kurun waktu 2021 – 2024, dengan fokus penelitian pada pelaksanaan asas dekonsentrasi oleh GWPP dengan lokus penelitian di Provinsi Jawa Barat. Instrumen yang digunakan untuk pengumpulan data, dengan wawancara dan observasi, dokumentasi, dan *Focused Group Discussion*. Pengolahan Data dilakukan sejak pra penelitian lapangan, berupa pengumpulan data dokumen dari instansi terkait dan mengumpulkan data melalui media *online*, *audio-visual*, media massa. Proses pengolahan data atas hasil penelitian lapangan sebagai data primer berupa: pendapat, penilaian dan persepsi yang diperoleh dari hasil wawancara dan simpulan atau rumusan berdasarkan triangulasi substantif dari informan terpilih dan dilaksanakan analisa data dan validasi data dengan teknik triangulasi, mengkonfirmasikan data dan informasi kepada pihak-pihak yang relevan.

## HASIL DAN PEMBAHASAN

### Pelaksanaan Asas Dekonsentrasi oleh GWPP Dalam Meminimalisasi Tingkat Pengangguran Terbuka Di Provinsi Jawa Barat Tahun 2021–2024

Stuktur Ketenagakerjaan di Jawa Barat, menunjukkan 25,39 Angkatan Kerja dari 38,18 Juta Penduduk Usia Kerja, dan pada agustus 2023 terdapat 1,89 juta penganggur. Meskipun angka TPT tersebut tinggi, jika memperhatikan perkembangan agustus 2020 telah terjadi penurunan dari 10,46 % menjadi 7,44%, dengan jumlah penganggur tertinggi adalah lulusan SMK (14,63 %) dan SMA (12,18 %), atau 26,81 % merupakan lulusan sekolah menengah atas ditunjukkan pada Gambar 4.



Gambar 4. Struktur Ketenagakerjaan Jawa Barat

Sumber: BPS, diolah Disnakertrans Provinsi Jawa Barat, 2024.



## **Tim Pendamping Pemerintah Daerah Kabupaten/Kota**

Pada masa sebelum tahun 2023 Gubernur Jabar belum secara khusus mendesain pelaksanaan tugas GWPP. Dilaksanakan sebagai bagian dari tugas pokok masing-masing dinas terkait. Sejak Tahun 2023, Pemerintah Provinsi Jawa Barat mengoptimalkan peran GWPP. Secara formal diterbitkan Keputusan Gubernur Jawa Barat Nomor 415.4/Kep.174-Pemotda/2024 Tentang Tim Pendamping Pemerintah Daerah Kabupaten/Kota Dalam Penanganan Kemiskinan, Pengangguran, Stunting, Ketahanan Pangan, Pengendalian Inflasi, Dan Program Strategis Lainnya. Seluruh Kepala Dinas/Badan Tingkat provinsi melaksanakan tugas pendampingan, *Liaison Officer* di satu Kabupaten/Kota.

Tugas Tim pendamping adalah mengoordinasikan percepatan pelaksanaan penanganan kemiskinan, pengangguran, stunting, ketahanan pangan, pengendalian inflasi dan program strategis lainnya di Daerah Provinsi Jawa Barat; dan melakukan pembinaan dan pengawasan kepada Pemerintah Daerah Kabupaten/Kota di Daerah Provinsi Jawa Barat, Tim Pendamping melaksanakan fungsi:

1. perencanaan untuk pelaksanaan tugas dan fungsi Tim Pendamping (*Liaison Officer*);
2. koordinasi dengan Pemerintah Daerah Kabupaten/Kota dan antar Pemerintah Daerah Kabupaten/Kota;
3. pemantauan, evaluasi, dan supervisi penyelenggaraan penanganan kemiskinan, pengangguran, stunting, ketahanan pangan, pengendalian inflasi dan program strategis lainnya;
4. pemberian saran masukan sebagai bahan rekomendasi upaya percepatan penanganan kemiskinan, pengangguran, stunting, ketahanan pangan, pengendalian inflasi dan program strategis lainnya secara konvergen dan terintegrasi; dan pelaporan kepada Gubernur Jawa Barat melalui Sekretaris Daerah Provinsi Jawa Barat.<sup>6</sup>

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6 Diktum kedua, dan Ketiga Keputusan Gubernur Jawa Barat Nomor 415.4/Kep.174-Pemotda/2024 Tentang Tim Pendamping Pemerintah Daerah Kabupaten/Kota Dalam Penanganan Kemiskinan, Pengangguran, Stunting, Ketahanan Pangan, Pengendalian Inflasi, dan Program Strategis Lainnya



**Gambar 5**  
**Strategi penurunan TPT**

Sumber: dokumen Disnakertrans Provinsi Jawa Barat

## Perumusan Strategi Penurunan TPT

Disnakertrans Provinsi Jawa Barat menyusun strategi penurunan TPT meliputi Defensif, Ofensif dan Preventif dan diberinama Jabar Bekerja ditunjukkan dalam gambar 5.

Defensif adalah upaya untuk mempertahankan keberlangsungan usaha formal dan informal, agar tenaga kerja aktif tidak berkurang melalui peningkatan kualitas individu, penciptaan hubungan industrial pancasila dan penegakan hukum norma ketenagakerjaan. Defensif ini dilaksanakan dalam bentuk kegiatan sebagai berikut:

1. Pengawasan Ketenagakerjaan: memastikan norma ketenagakerjaan dipatuhi;
2. Hubungan Industrial dan Jaminan social: menjaga hubungan industrial harmonis;
3. Kondusivitas iklim investasi dan perekonomian;
4. Pelatihan dan sertifikasi profesi: *up-skilling*, *re-skilling* dan memperbaiki kualitas tenaga kerja.
5. Teori *Human Capital*, bahwa semakin tinggi tingkat pendidikan seseorang, maka semakin tinggi pula kesempatan kerja mereka
6. *Incremental Capital Output Ratio* adalah perbandingan antara pertumbuhan ekonomi dengan investasi yang di butuhkan untuk mencapai pertumbuhan tersebut.
7. Melalui fungsi produksi *Cobb-Douglas* akan dapat diketahui apakah dengan adanya perubahan terhadap penambahan atau pengurangan tenaga kerja berdampak pada produktivitas tenaga kerja

Ofensif merupakan upaya menurunkan pengangguran melalui fasilitasi, penciptaan dan perluasan kesempatan kerja. Adapun kegiatan yang dilaksanakan adalah sebagai berikut:

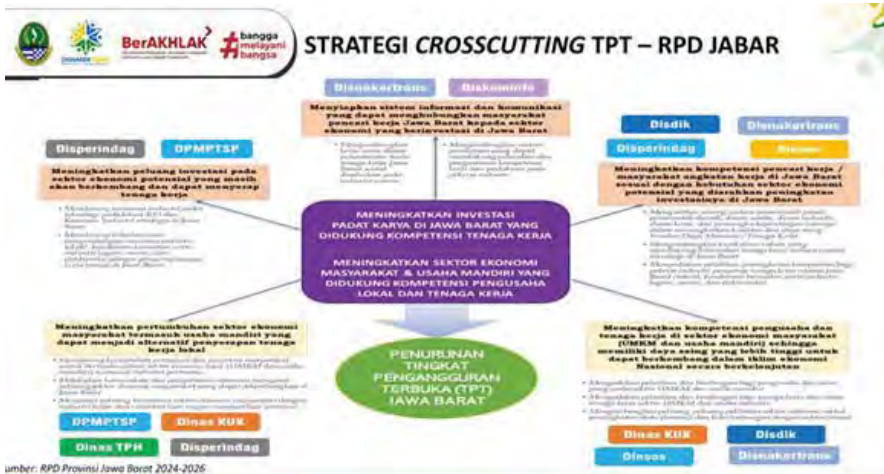
1. Peningkatan investasi;
2. Pendidikan dan pelatihan: membekali pencari kerja usia sekolah dengan pendidikan dan pencaker secara umum keterampilan agar mampu mengakses kesempatan kerja lebih baik;
3. Belanja pemerintah: program/kegiatan yang dibiayai APBN/APBD dan berdampak serapan tenaga kerja;
4. Dinamika pasar kerja: tumbuhnya kesempatan kerja baru, misalnya *green jobs*, industri kreatif dan digital
5. Hukum Okun adalah hubungan yang diamati secara empiris antara pengangguran dan kerugian produksi suatu negara . Laporan tersebut memperkirakan bahwa peningkatan pengangguran sebesar 1% biasanya akan dikaitkan dengan penurunan produk domestik bruto (PDB) sebesar 2%

Preventif merupakan upaya peningkatan kualitas penduduk usia kerja dan lapangan usaha dan dilaksanakan melalui:

1. Perwujudan penduduk tumbuh seimbang (PTS);
2. Perbaikan kualitas kesehatan masyarakat;
3. Meningkatkan RLS (Rata-rata Lama Sekolah);

### **Pemetaan Dinas Provinsi**

Pemetaan posisi strategis Dinas/Badan terhadap penurunan TPT melalui penelitian jenis program/kegiatan yang dilaksanakannya dan disimpulkan melalui FGD, kemudian dirumuskan Strategi Crosscutting TPT dengan memposisikan setiap Dinas ditunjukkan pada Gambar 6.



Gambar 6

Strategi Crosscutting Dinas Provinsi Jawa Barat

Sumber: RPD Provinsi Jawa Barat 2024-2026

### Penetapan Target Penurunan TPT Dengan Kabupaten/Kota

Analisi Atas TPT tertinggi terdapat pada daerah merupakan pusat industri manufaktur dan memiliki UMK tinggi, antara lain: Bogor, Karawang dan Bekasi, Daerah sentra industri padat karya rawan pemutusan hubungan kerja; Daerah TPT terendah memiliki sektor basis pertanian, antara lain: Pangandaran, Ciamis dan Tasikmalaya, namun berkorelasi dengan rendahnya kualitas tenaga kerja. Target penurunan TPT ditetapkan dalam shadow target capaian tahunan provinsi dengan membagi habis menjadi shadow target kabupaten/kota. Penetapan dilaksanakan dengan terlebih dahulu melalui pengkajian kemampuan daerah, dibahas bersama melalui FGD dengan Kabupaten/Kota, dan ditetapkan dalam bentuk Komitmen Naskah Kesepakatan oleh Kepala Disnakertrans Provinsi dan Kepala Dinas yang membidangi ketenagakerjaan di Kabupaten/Kota. Shadow Target yang disepakati seperti dalam tabel 1.

**Tabel 1**  
**Kesepakatan Shadow Target TPT**

No	Wilayah	Realisasi TPT Agustus 2023	Shadow Target TPT 2024	No	Wilayah	Realisasi TPT Agustus 2023	Shadow Target TPT 2024
1	Bogor	8,47	6,69	15	Karawang	8,95	7,07
2	Sukabumi	7,32	5,78	16	Bekasi	8,87	7,00
3	Cianjur	7,71	6,09	17	Bandung Barat	8,11	6,40
4	Bandung	6,52	5,15	18	Pangandaran	1,52	1,20
5	Garut	7,33	5,79	19	Kota Bogor	9,39	7,41
6	Tasikmalaya	3,89	3,07	20	Kota Sukabumi	8,53	6,73
7	Ciamis	3,52	2,78	21	Kota Bandung	8,83	6,97
8	Kuningan	9,49	7,49	22	Kota Cirebon	7,66	6,05
9	Cirebon	7,65	6,04	23	Kota Bekasi	7,9	6,24
10	Majalengka	4,12	3,25	24	Kota Depok	6,97	5,50
11	Sumedang	6,94	5,48	25	Kota Cimahi	10,52	8,30
12	Indramayu	6,46	5,10	26	Kota Tasikmalaya	6,55	5,17
13	Subang	7,65	6,04	27	Kota Banjar	5,43	4,29
14	Purwakarta	7,72	6,09		Provinsi Jawa Barat	6,91	5,91

Sumber: Disnakertrans Prov Jawa Barat, 2024

### **Pelaksanaan Pembinaan dan Pengawasan Terhadap Pemerintah Daerah Kabupaten/Kota dalam penurunan TPT**

Secara umum pembinaan dan pengawasan program dan kegiatan Kabupaten/Kota dilaksanakan dalam evaluasi APBD kabupaten/kota oleh Bappeda Provinsi. Kepala Dinas Provinsi sebagai *Liaison Officer* Kabupaten/Kota melaksanakan pembinaan dan pengawasan melalui rapat koordinasi evaluasi dan pelaporan. Program dan kegiatan dikaji terhadap sensitivitas penyelesaian masalah kemiskinan ekstrim, stunting, ketahanan pangan, dan pengangguran. Rekomendasi umum untuk penurunan TPT adalah program/ kegiatan padat karya, dalam bentuk kegiatan langsung yang dirancang secara khusus dengan model pelibatan tenaga kerja, dalam unit kecil seperti pengerasan jalan, perbaikan saluran irigasi,, ataupun tidak langsung, yaitu kebijakan dalam memilih pelaksanaan kegiatan dengan lebih memperhatikan penyerapan tenaga kerja,

seperti pemeliharaan kebersihan jalan, dihindarkan pembelian mesin penghisap debu/sampah tetapi cukup dengan padat karya membentuk pasukan pembersih jalan atau saluran dari penduduk kawasan sekitar. Dilaksanakan program penerbitan Nomor Induk Berusaha (NIB) dengan target 1 juta NIB, dengan sosialisasi secara massive agar warga yang berusaha membuat NIB.

## **Pelaksanaan kewenangan atributif GWPP dalam meminimalisasi tingkat pengangguran terbuka di Provinsi Jawa Barat Tahun 2021–2024**

Dengan melakukan pemeriksaan hukum atas peraturan perundang-undangan pemerintah daerah disandingkan dengan sejarah pengaturan perburuhan/ketenagakerjaan<sup>7</sup>, diketahui pembangunan ketenagakerjaan pada awalnya merupakan kewenangan yang dilaksanakan oleh pemerintah

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- 7 1. Undang-undang Nomor 3 Tahun 1945 tentang Peraturan Mengenai Kedudukan Komite Nasional Daerah;
  2. Undang-undang Nomor 22 Tahun 1948 Tentang Penetapan Aturan Aturan Pokok Mengenai Pemerintahan Sendiri di Daerah-daerah Yang Berhak Mengatur dan Mengurus Rumah Tangganya Sendiri;
  3. Undang-Undang Nomor 11 Tahun 1950 tentang Pembentukan Propinsi Jawa Barat diubah dan dinyatakan tidak berlaku dengan Undang-Undang Republik Indonesia Nomor 10 Tahun 2023 Tentang Provinsi Jawa Barat
  4. Undang-Undang Nomor 7 Tahun 1950 Tentang Perubahan Konstitusi Sementara Republik Indonesia Serikat Menjadi Undang-Undang Dasar Sementara Republik Indonesia.
  5. Undang-Undang Nomor 1 Tahun 1957 Tentang Pokok-Pokok Pemerintahan Daerah;
  6. Penetapan Presiden Republik Indonesia Nomor 6 Tahun 1959 Tentang Pemerintah Daerah
  7. Undang Undang Nomor 18 Tahun 1965 Tentang Pokok Pokok pemerintahan Daerah;
  8. Undang-undang 5 Tahun 1974 tentang Pokok Pokok Pemerintahan di Daerah;
  9. Undang Undang Nomor 22 Tahun 1999 tentang Pemerintahan Daerah;
  10. Undang Undang Nomor 32 Tahun 2004 tentang Pemerintahan Daerah;
  11. Undang Undang Nomor 23 Tahun 2014 tentang Pemerintahan Daerah yang saat ini masih berlaku sebagai hukum positif., dan
- Peraturan perundangan terkait perburuhan/ketenagakerjaan, yaitu
1. Undang-undang nomor 33 tahun 1947 tentang pembayaran ganti kerugian ke pada buruh yang mendapat kecelakaan berhubung dengan hubungan kerja.
  2. Undang-Undang Nomor 12 Tahun 1948 Tentang Undang-Undang Kerja Tahun 1948
  3. Undang-undang Republik Indonesia Nomor 1 tahun 1951 tentang Pernyataan Berlakunya Undang-undang Kerja Tahun 1948 nr. 12 Dari Republik Indonesia Untuk Seluruh Indonesia

pusat, sehingga Gubernur tidak dilibatkan secara langsung. Pemberian kewenangan secara eksplisit baru diberikan berdasarkan UU 23 Tahun 2014.<sup>8</sup> Pada perkembangannya, meskipun UU dinyatakan terdapat hirakhi GWPP dengan Pemerintah Kabupaten/Kota, belum terselenggara dengan efektif. Dari penelitian yang dilaksanakan didapatkan factor penyebabnya adalah:

1. Pembagian kewenangan secara konkuren menyebabkan proses bisnis pembangunan ketenagakerjaan tidak efektif. Pembinaan Hubungan Industrial dilakukan pembagian dengan pendekatan wilayah,

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4. Undang-Undang Republik Indonesia Nomor 21 Tahun 1954 Tentang Perjanjian Perburuhan Antara Serikat Buruh dan Majikan
  5. Undang-undang Republik Indonesia Nomor 18 tahun 1956 tentang Perseetujuan Kompensi Organisasi Internasional No. 98 Mengenai Berlakunya Dasar-Dasar Daripada Hak Untuk Berorganisasi Dan Berunding Bersama
  6. Undang-Undang Republik Indonesia Nomor 22 Tahun 1957 Tentang Penyelesaian Perselisihan Perburuhan
  7. Undang-Undang Republik Indonesia Nomor 3 Tahun 1958 Tentang Penempatan Tenaga Asing
  8. Undang-Undang Republik Indonesia Nomor 8 Tahun 1961 Tentang Wajib Kerja Sarjana
  9. Undang-Undang Republik Indonesia Nomor 12 Tahun 1964 Tentang Pemutusan Hubungan Kerja Di Perusahaan Swasta
  10. Undang-Undang Republik Indonesia Nomor 14 Tahun 1969 Tentang Ketentuan-Ketentuan Pokok Mengenai Tenaga Kerja
  11. Undang-Undang Republik Indonesia Nomor 1 Tahun 1970 Tentang Keselamatan Kerja
  12. Undang-Undang Republik Indonesia Nomor 4 Tahun 1971 Tentang Perubahan Dan Penambahan Atas Ketentuan Pasal 54 Kitab Undang-Undang Hukum Dagang
  13. Undang-undang Republik Indonesia Nomor 20 tahun 1999 Tentang Pengesahan ILO Convention No. 138 Concerning Minimum Age for Admission To Employment (Konvensi ILO Mengenai Usia Minimum Untuk Diperbolehkan Bekerja)
  14. Undang-Undang Republik Indonesia Nomor 25 Tahun 1997 Tentang Ketenagakerjaan
  15. Undang-Undang Republik Indonesia Nomor 11 Tahun 1998 Tentang Perubahan Berlakunya Undang-Undang Nomor 25 Tahun 1997 Tentang Ketenagakerjaan
  16. Undang-Undang Republik Indonesia Nomor 21 Tahun 2000 Tentang Serikat Pekerja/Serikat Buruh
  17. Undang-Undang Republik Indonesia Nomor 28 Tahun 2000 Tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 3 Tahun 2000 Tentang Perubahan Atas Undang-Undang Nomor 11 Tahun 1998 Tentang Perubahan Berlakunya Undang-Undang Nomor 25 Tahun 1997 Tentang Ketenagakerjaan Menjadi Undang-Undang,
  18. Undang-Undang Republik Indonesia Nomor 13 Tahun 2003 Tentang Ketenagakerjaan, dan
  19. Undang-undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang.

8 Lampiran Huruf G UU 23/2014

Perusahaan yang berada dalam 1 (satu) wilayah Kabupaten/Kota menjadi kewenangan Kabupaten/Kota tersebut, antar Kabupaten/Kota kewenangan Provinsi dan antar Provinsi kewenangan Pemerintah Pusat, menyebabkan perbedaan standar dalam penerapan norma kerja dan norma Keselamatan Kesehatan Kerja (K3), sedangkan penegakannya melalui pengawas ketenagakerjaan menjadi kewenangan Provinsi dan Pusat. Gubernur terhadap perusahaan dalam pembinaan kabupaten/kota dan Pusat, tidak dapat melakukan upaya cegah apapun agar tidak terjadi PHK termasuk relokasi Perusahaan.

2. Kewenangan penyelenggaraan pelatihan dimiliki secara bersama oleh Pusat, Provinsi dan Kabupaten/Kota sehingga terjadi “rebutan” pelaksanaan kegiatan, termasuk pemilihan sasaran terlatih. Kewenangan pembinaan pemberian sertifikasi, dengan maksud untuk mengendalikan mutu, atas keahlian pekerja dan Lembaga yang diberikan hak untuk menerbitkan sertifikasi sepenuhnya kewenangan pemerintah pusat, menyebabkan sulitnya didapatkan sertifikasi bagi pencari kerja dan bagi penyelenggara sertifikasi keahlian.
3. Masih cukup kuatnya pemahaman otonomi daerah yang dipengaruhi romantika Undang-Undang Nomor 22 Tahun 1999 Tentang Pemerintahan Daerah yang memutuskan hubungan antara provinsi dan kabupaten/kota, sehingga mengurangi sinergitas pembangunan dan kepatuhan terhadap pemerintah provinsi.
4. Gubernur belum memiliki kemampuan memadai dalam memfasilitasi pemerintah kabupaten/kota, bersamaan dengan tidak memadainya kewajiban fasilitasi APBN dalam menunjang tugas GWPP
5. Pemeriksaan perundang-undangan juga menemukan bahwa pengangguran tidak dinyatakan secara eksplisit termasuk dalam dokumen perencanaan pembangunan tidak ditemukan secara tegas pernyataan penyelesaian masalah pengangguran sebagai dasar ditetapkan kebijakan Pembangunan. Dokumen perencanaan lebih mengutamakan pendekatan strategis dengan mengedepankan pertumbuhan sehingga kurang memperhatikan pemerataan.



## **SIMPULAN DAN SARAN**

### **Simpulan**

Optimalisasi GWPP dengan strategi defensif, ofensif dan preventif yang dilaksanakan bersama dengan Kabupaten/Kota dapat mengakselerasi penurunan TPT di Jawa Barat Tahun 2021-2024

1. Pembagian kewenangan secara konkuren dibidang tenaga kerja dalam UU 23/2014, menyebabkan kurang efektifnya pembagian peran pemerintah pusat, provinsi dan kabupaten/kota dalam meminimlasi TPT
2. Kewenangan atributif yang dimiliki GWPP belum dapat dilaksanakan secara optimal karena belum dipahaminya kedudukan GWPP dan belum dipenuhinya sarana penunjang pelaksanaan tugas GWPP

### **Saran**

1. GWPP mengoptimalkan kewenangan atributif yang dimilikinya, dengan mengkoreksi dan memasukan program/kegiatan kabupaten/kota agar memiliki akibat langsung dalam menyelesaikan masalah pengangguran
2. Menyusun dokumen perencanaan menggunakan kembali pendekatan penyelesaian masalah, termasuk pengangguran dalam merumuskan mempengaruhi kebijakan/program dan kegiatan, termasuk memiliki kepekaan terhadap penyediaan lapangan kerja.

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