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PLANNING FOR THE IMPLEMENTATION OF DIGITAL ARCHIVES AND EMPLOYEE COMPETENCE ON THE EFFECTIVENESS OF ARCHIVE MANAGEMENT AT THE MANADO DISTRICT COURT

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Abstract

This study aims to describe planning for digital archive implementation, analyze employee competencies, assess archive management effectiveness, and identify supporting and inhibiting factors at the Manado District Court. This research employed a descriptive qualitative approach with a case study design. Data were collected through semi-structured interviews and observations involving eight purposively selected informants from the General and Finance, Personnel and Organizational Affairs, and IT Planning and Reporting divisions. Secondary data includes archival documents and regulations. Data analysis followed Miles and Huberman's (1994) model, consisting of data reduction, data display, and conclusion drawing/verification. Data validity was examined through source and technique triangulation. The findings indicate that digital archive implementation remains at an early stage. Creation and storage have begun but lack consistent backup systems, while disposition remains entirely manual. Employees demonstrate good work performance, but technical knowledge and skills in data security vary across divisions due to limited formal training. Archive management is relatively effective for digitized records, such as the case of data in SIPP, but remains less effective for manually managed general administrative records. Supporting factors include leadership support and basic infrastructure, while major constraints include the absence of comprehensive written SOPs, limited human resources and budget, and insufficient formal archiving training.

Keywords: Planning, Digital Archives, Employee Competence, Archive Management Effectiveness

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INTRODUCTION

Advances in information technology in the era of the industrial revolution 4.0 have driven digital transformation in various fields, including the judicial sector. Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government System (SPBE) requires every government agency, including the judiciary, to utilize information technology to achieve efficient, transparent, and accountable services (Pakaya et al., 2026). This direction aligns with the Supreme Court of the Republic of Indonesia's Judicial Reform Blueprint, which prioritizes the digitization of case administration and archiving for judicial bureaucratic reform, and with Law No. 43 of 2009 concerning Archives, which directs the management of state institution archives to an electronic-based system to ensure the availability, authenticity, and security of archival information.

As a Class IA first-instance court that handles a large volume of civil and criminal cases each year, the Manado District Court faces increasing pressure to manage archives, including case files, decisions, and personnel administration documents. Initial studies through observation and interviews identified six key issues: suboptimal use of the digital archive system; inconsistent implementation of digital archive SOPs, particularly in the General & Finance Section; gaps in employee skills in operating the digital archive system (four out of ten employees in each section do not fully understand or have never received training); manual archive management that makes it difficult to retrieve old documents; complaints about slow archive services; and inadequate protection of archives from the risk of loss/damage.

Previous studies have shown similar patterns in other judicial and government agencies. Ahyar et al. (2021) found that digital archives management at the East Aceh Syariah Court was suboptimal due to limited facilities and human resources. Pebrianti et al. (2020) found that the implementation of electronic archives at the Karanganyar Class II District Court was hampered by the low skills of archivists. Conversely, Fathurrohman et al. (2023) and Gumilar (2023), using a quantitative approach, concluded that archival information technology and employee competence had a significant positive effect on work effectiveness and archives management. However, previous qualitative studies in the judicial context focused more on the implementation stage of the existing system, failing to address the planning stage as a crucial foundation before full system implementation, even though failures in the planning stage often lead to subsequent implementation problems. Furthermore, no research has been found that combines the planning dimensions of digital archives implementation and

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employee competence as a single entity that influences the effectiveness of archives management within the district court, particularly in North Sulawesi.

Based on these gaps, this study is analyzed through three main conceptual frameworks: archive management according to Read & Ginn (2011) which includes creation & storage, distribution & use, maintenance, and disposition; employee competency according to Miftahul et al. (2017) which includes knowledge, understanding, skills, and work values; and organizational effectiveness according to Tangkilisan (2005) which includes target achievement, adaptability, job satisfaction, and responsibility. Records Continuum Theory (Upward, 1996) is used as an interpretive tool to understand the continuity of archive management from the creation stage to its use as institutional memory. The objectives of this study are (1) to describe the planning of digital archive implementation, (2) to analyze employee competency, (3) to describe and analyze the effectiveness of archive management, and (4) to identify supporting and inhibiting factors in the planning of digital archive implementation and employee competency development at the Manado District Court.

RESEARCH METHOD

This study uses a descriptive qualitative approach with a case study type, which aims to understand and describe in depth the phenomenon of digital archive implementation planning and employee competency and its relationship to the effectiveness of archive management, as perceived and experienced directly by informants, without testing the causal relationship between variables statistically (Walidin et al., 2015; Poerwandari, 2009). The study was conducted at the Manado District Court office, with research subjects determined through a purposive sampling technique based on the criteria of direct involvement in the planning and implementation of digital archives, competency and experience in archive management, and the ability to provide information about the effectiveness of archive management (Luthfiyani & Murhayati, 2024).

A total of eight informants were interviewed, divided into three categories: Category A consists of three Heads of Sub-Sections (General & Finance; Personnel & Ortala; Planning, IT & Reporting) who are responsible for planning and coordinating the implementation of digital archives; Category B consists of three Archiving Staff in each section who are directly involved in daily operational activities; and Category C consists of two employees from other units (Civil Registry and Criminal Registry) as users of archive services. Primary data were collected through semi-structured interviews (in-depth interviews) recorded with the informants' consent, as well as direct observation of archive management

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practices at the research location. Secondary data include the profile and organizational structure of the agency, laws and regulations related to archives and SPBE, the Supreme Court of Indonesia's Judicial Reform Blueprint, and relevant academic literature.

Data analysis followed the interactive model of Miles & Huberman (1994) consisting of data reduction, data presentation, and conclusion drawing/verification, with the conceptualization process carried out before data collection based on the theoretical framework of Read & Ginn (2011), Miftahul et al. (2017), and Tangkilisan (2005). Data validity was checked through four criteria: credibility, which was maintained through source triangulation (comparing statements between informant categories) and technical triangulation (combining interviews, observations, and documentation studies); transferability, through detailed descriptions of the research context; dependability, through systematic documentation of all research stages; and confirmability, through cross-checking between the findings and the theory used (Sugiyono, 2019).

RESULTS AND DISCUSSION

1. Digital Archive Implementation Planning

Based on the four stages outlined by Read & Ginn (2011), the planning for implementing digital archives at the Manado District Court has only reached a limited number of stages and is still in its early stages. In the creation and storage stage, the three departments plan to create archives through a combination of gradual scanning of old documents and direct input of new ones, with storage on the office's local computer/server. The Head of the General & Finance Sub-Division stated that the plan to scan financial documents and assets is being carried out "one by one," but admitted that they do not yet have a "clear, written backup plan". A similar situation occurs in the Personnel & Ortala Section, while the Planning, IT & Reporting Section, which has proposed a periodic backup system, also admitted that its implementation "has not been consistent due to limited server capacity". This finding is consistent with Ahyar et al. (2021), who found that digital archive management is hampered by limited technical facilities.

At the distribution & usage stage, the principle of restricting access to maintain document confidentiality has been understood by the three Sub-Section Heads, but only the Planning, IT & Reporting Section has formulated it systematically through a tiered access rights plan with the IT team; the other two sections still rely on informal mechanisms without written rules. At the maintenance stage, the lack of written SOPs for the security and maintenance of

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digital archives is the most consistent finding across the three sections, most firmly acknowledged by the Head of the General & Finance Sub-Section who stated that "there are no standard guidelines from the center" while the draft SOP that has been prepared by the Planning, IT & Reporting Section is also acknowledged "not yet applicable to all sections". At the disposition stage, all three sections reported that the flow of incoming/outgoing mail is still entirely manual based on physical disposition sheets and has not been automatically integrated with the digital archive system, making this stage the most lagging link in the overall planning chain.

Reviewed through the Records Continuum Theory (Upward, 1996), the capture stage (recording to the system to have context and can be traced) has only been running optimally in the Planning, IT & Reporting Section, while the organize stage is still hampered by the absence of SOPs and formal access policies in the other two sections, and the pluralize stage of archives to be widely accessible as a collective memory of the institution has not been achieved as long as the disposition is still manual. In contrast to Pebrianti et al. (2020) who studied e-archives at the post-implementation stage at the Karanganyar District Court, this finding confirms that the Manado District Court is still at the initial planning stage, so the arrangement of SOPs and backup systems at this stage is crucial to prevent further implementation problems.

2. Employee Competence

Based on the four dimensions of Miftahul et al. (2017), the employee knowledge and understanding dimension shows a more mature pattern in established systems (SIPP, personnel system) compared to general administration digital archives which have a broader scope. General Archives & Finance staff admitted that "for general administration and finance archives in our own section… there is no specific digital system that we use routinely on a daily basis, most of it is still manual," while Planning, IT & Reporting Archives Staff showed the most mature understanding because they helped with the technical maintenance of SIPP and PTSP Plus. This gap is consistent with the initial finding that four out of ten employees in each section did not fully understand the digital archive system, and all Sub-Section Heads agreed that comprehensive digital archives training had never been conducted.

The employee skill dimension is sufficient for routine operational tasks such as data input, file organization, and searching for new documents, but skills related to systematic data security and backup are still personal initiatives, not institutional procedures: from locking physical cabinets, storing copies in

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"backup folders" on "personal initiative only," to restricting folder access that "is not yet an official department policy". In line with the view of Edison et al. (2018) that competence requires excellence rooted in knowledge, skills, and attitudes simultaneously, when systemic knowledge of security policies is not evenly formed, individual skills cannot be converted into consistent institutional practices. Conversely, the work value dimension is reflected in the accuracy, consistency, and self-learning initiative of the three archival staff members, showing good quality even without formal training support. This finding is relevant to Gumilar (2023) who showed that employee competence has a 54.8% influence on the effectiveness of archives management; if this systemic knowledge and skills gap is not immediately closed through structured training, this potential influence risks hindering, rather than supporting, the effectiveness of archives management going forward.

3. Effectiveness of Archives Management

Based on Tangkilisan's (2005) four dimensions, target achievement, adaptability, user satisfaction, and staff responsibility all show a consistent pattern: higher levels in digitally systematized archives (case data in SIPP) compared to manual general administration archives. Service users rate document searches as "sometimes possible, sometimes not" for older documents, while data in SIPP can be accessed "much faster". This pattern reinforces the conclusions of Malik et al. (2023) and Maengkom et al. (2015) that systematic archive management is directly proportional to employee work efficiency.

In terms of job satisfaction, service users considered the attitude and friendliness of the archives staff to be quite satisfactory, but were hampered by the speed of service factor which was closely related to the dual duties of the archives staff. In terms of responsibility, incidents of documents that were misplaced during the rearrangement of the archives room and documents that were "slightly damaged at the edges due to less than neat storage" showed that the officers were quite responsible in following up on emerging problems, but the prevention system to prevent similar incidents from recurring, for example through better physical arrangement and numbering of archives, still needs to be strengthened so that the effectiveness of archives management can be evenly distributed, not only in aspects that are already digitally systematized.

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4. Supporting and Inhibiting Factors

The most consistent supporting factors mentioned by all Sub-Section Heads were the leadership's direction and motivation and the availability of basic infrastructure in the form of computers and office internet networks, plus the existence of well-functioning information systems (SIPP and PTSP Plus) as capital for broader digital archive development. Inhibiting factors included six main structural things: (1) the lack of written SOPs that apply comprehensively, especially in the General & Finance Section; (2) limited human resources because archival staff also have other duties; (3) limited budget and server infrastructure capacity; (4) minimal formal digital archive training; (5) technical operational constraints such as slow internet connections during peak hours; and (6) the still-real risk to the physical security of archives.

These factors need to be interpreted within the framework of digital-based judicial bureaucratic reform. Support from leadership directives and basic infrastructure reflects the initial commitment to the mandate of Presidential Regulation No. 95 of 2018 concerning SPBE and the Supreme Court's Blueprint for Judicial Reform. However, the six inhibiting factors indicate that the implementation of the bureaucratic reform agenda at the work unit level still relies heavily on the initiatives of each division and has not yet become a unified policy binding all Secretariat units. This gap between macro policy direction and the reality of implementation at the micro level is the root of most of the obstacles faced by the three divisions.

CONCLUSION

Planning for the implementation of digital archives at the Manado District Court has only reached some of the stages in the Read & Ginn (2011) model and is still in the initial pilot stage: the creation and storage stages have begun but are not yet supported by a consistent backup system, distribution is still limited to informal plans except in one section, maintenance is hampered by the lack of comprehensive written SOPs, and disposition is still entirely manual. Employee competency demonstrates good individual work values, but technical knowledge and skills, particularly related to data security and backup, are still uneven across sections due to the lack of structured formal training. The effectiveness of archive management is considered good for archives that have been digitally systematized, but remains low for general administrative archives that are managed manually. The main supporting factors include leadership support and basic infrastructure, while the inhibiting factors are structural: the lack of

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comprehensive written SOPs, limited human resources and budget, and minimal formal digital archive training.

Based on these findings, the leadership of the Manado District Court is advised to immediately develop a written SOP for digital archive management that applies comprehensively starting from the General & Finance Section, allocating a budget for strengthening server infrastructure, and conducting structured and regular digital archive training for all employees. Employees are advised to implement a consistently scheduled backup system and document the good practices that have been pioneered (such as tiered access rights in the Planning, IT & Reporting Section) so that they can be replicated in other sections. Further research is recommended to expand the scope to other units or similar district courts, examine the full implementation stage after the SOP is implemented, and consider a quantitative or mixed-methods approach to measure the influence of employee competency on the effectiveness of digital archive management in a measurable manner.

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