

Analysis of SKPD Employee Performance in Dynamic and Static Archive Management in West Kotawaringin Regency

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Abstract. *This study aims to analyze the performance of employees in Regional Government Work Units (SKPD) in managing dynamic and static archives in Kotawaringin Barat Regency and to identify the factors influencing such performance. Proper archive management plays an important role in supporting administrative order, public services, and accountability in regional government administration. However, in practice, archive management within SKPD still faces several challenges, such as limited human resources with archival competencies, inadequate supporting facilities and infrastructure, and the suboptimal utilization of technology-based archival systems. This study employed a descriptive qualitative method with a case study approach. The research was conducted at the Department of Library and Archives of Kotawaringin Barat Regency involving several informants, including the Head of the Department and a junior archivist. Data were collected through in-depth interviews and documentation, while data analysis used SWOT analysis to identify internal factors in the form of strengths and weaknesses, as well as external factors in the form of opportunities and threats that influence employee performance in archive management. The results of the study indicate that the performance of SKPD employees in managing dynamic and static archives has improved from year to year; However, the performance achievements have not fully reached the predetermined targets. Several factors affecting this performance include uneven human resource competencies, limited archival facilities, lack of technical training, and the suboptimal implementation of digital archival systems. Therefore, efforts are needed to improve employee capacity through archival training, strengthen leadership support, and optimize the use of information technology so that archive management can be carried out more effectively, orderly, and in accordance with applicable archival standards.*

Keywords: *Archive Management; Dynamic Archives; Employee Performance; Static Archives; SKPD.*

1. Introduction

Archives are a vital source of information in the administration of government. Every organizational activity, particularly local government agencies, generates various types of archives that serve as authentic evidence and accountability for all administrative activities. Therefore, proper, orderly, and systematic archive management is a crucial indicator of organizational performance, including that of Regional Work Units (SKPD).

Within the West Kotawaringin Regency Government, archives play a strategic role in supporting the smooth running of government administration, public services, and decision-making processes. Dynamic archives are used directly in daily administrative activities, while static archives are stored permanently as national accountability materials and regional collective memory. However, in practice, archive management in several Regional Government Agencies (SKPD) still faces various problems such as a lack of employee understanding of archives governance, limited archive facilities and infrastructure, and the suboptimal implementation of electronic archiving applications in accordance with statutory provisions.

Legislation such as Law Number 43 of 2009 concerning Archives and Government Regulation Number 28 of 2012 concerning the Implementation of the Archives Law has mandated that every institution The state is obliged to manage archives professionally, systematically, and sustainably. Regional governments are also required to ensure that each regional government agency (SKPD) has competent human resources (HR) in the field of archiving, from creation, use, maintenance, to disposition. However, in reality, some SKPD employees still view archiving activities as an additional administrative task, not an integral part of accountable governance.

Employee performance in managing dynamic and static archives in regional government agencies (SKPD) is significantly influenced by various factors, including archiving competence, work motivation, leadership support, and the availability of archive facilities and information systems. When these factors are not optimally met, problems often arise, such as difficult-to-retrieve archives, improper storage, and the loss of important documents, which can negatively impact the effectiveness of public services.

West Kotawaringin Regency, as a developing region in Central Kalimantan, is striving to strengthen governance based on accountability and transparency. One crucial aspect of this effort is improving archive management in each regional government agency (SKPD). The local government has begun implementing an information technology-based archiving system and providing training for officials, but implementation is not yet fully widespread. Some SKPDs still manage archives manually without a standardized system.

There has been no comprehensive evaluation of employee performance in managing dynamic and static archives.

Thus, an in-depth analysis of the performance of SKPD employees in managing dynamic and static archives in West Kotawaringin Regency is needed to determine the extent to which effectiveness, efficiency, and compliance with archival standards have been achieved. The results of this analysis are expected to serve as a basis for the local government in formulating policies to increase employee capacity, provide archival support facilities, and develop an integrated digital archives system.

Through this research, it is hoped that concrete recommendations will emerge to improve the quality of archive management within the SKPD of West Kotawaringin Regency, so that archives truly function as an information center, valid evidence, and strategic data source in regional government planning and decision-making.

Archives are a crucial part of the government administration system, serving as a source of information and evidence of activity accountability. Proper and orderly archive management, particularly of dynamic and static archives, is essential for efficient public services, well-documented information, and prompt and accurate decision-making. In the context of regional government, this is not only a normative obligation as stipulated in Law Number 43 of 2009 concerning Archives, but also a requirement for effective and efficient archive management.

Archiving, but also an indicator of clean and modern governance.

However, in reality, archive management at the regional level still faces various challenges. Based on data from the West Kotawaringin Regency Government, of the total 37 Regional Work Units (SKPD), only 3 SKPD have archivists: the Library and Archives Service, the Population and Civil Registration Service, and the Investment and PTSP Service. The rest do not yet have professional archives personnel. In addition, most SKPD have not utilized the E-Archive application, and only five SKPD have archive infrastructure, and even these have not been utilized optimally due to the lack of technical understanding of employees in archive management.

This situation reflects the weakness of the archives management system within the Regional Work Units (SKPD) of West Kotawaringin Regency. Dynamic archives tend to accumulate and are poorly classified, while static archives receive less attention. Research by Ivaramulya and Husna (2021) at the Archives and Library Service of Purworejo Regency showed that employee performance in managing archives was affected by a lack of training, limited facilities, and a poor understanding of archival SOPs. Similar problems were also found in various other regions, as reported in a journal by Nugroho (2020), where limited human resources and facilities led to the accumulation of archives without proper management, thus disrupting the effectiveness of administrative services (jurnal.garuda.kemdikbud.go.id).

Amidst the government's efforts to reform bureaucracy and digitize public services, archives management must be an integral part. Professionally managed archives serve not only as an organizational memory but also as a control instrument and evidence of accountability for

activities. Therefore, employee performance in carrying out archival functions requires in-depth analysis to determine their ability to manage dynamic and static archives, as well as the factors influencing this.

Considering the above facts, this study focuses on analyzing the performance of regional government agency (SKPD) employees in managing dynamic and static archives in West Kotawaringin Regency. The goal is to obtain a factual picture of the state of archives management in the region, identify the obstacles encountered, and develop relevant recommendations for improving the human resources, technology, and institutional-based archiving system.

The management of dynamic and static archives is a crucial part of supporting orderly administration and performance accountability within the Regional Work Units (SKPD) of West Kotawaringin Regency. To determine the level of employee performance in managing these archives, an analysis of established performance targets and realizations is necessary. Therefore, this section presents data on the targets and realized performance of SKPD employees in managing dynamic and static archives over the past five years (2021–2025) as a basis for assessing achievement.

performance, development trends, and gaps between targets and actual results are as follows:

Table 1.1 Dynamic Archives Management Performance Targets and Realizations

Year	Target (%)	Realization (%)	Achievement Level (%)	Category
2021	95	65	68.4	Not enough
2022	96	69	71.9	Enough
2023	97	73	75.3	Enough
2024	98	78	79.6	Pretty good
2025	98	82	83.7	Good

Source: SKPD in West Kotawaringin Regency, 2026

Based on data on targets and actual performance of archives management for the 2021–2025 period, there is a trend of increasing performance of SKPD employees in West Kotawaringin Regency from year to year. In 2021, the performance achievement rate only reached 68.4%, categorized as poor, indicating that archives management was not yet optimal and still faced various obstacles, such as limited human resource competency and an unorganized archives storage system. In 2022, the performance achievement rate increased to 71.9%, categorized as sufficient, indicating improvement, although the performance realization still did not fully meet the set target. The increase continued in 2023, with an achievement rate of 75.3%, which remained categorized as sufficient, indicating consistent improvement in the implementation of archives management. In 2024, the performance achievement rate increased to 79.6%, categorized as quite good, indicating that the

implementation of archives management procedures was starting to run more orderly and systematically. Peaking in 2025, the performance achievement rate reached 83.7%, categorized as good, indicating that employee performance in managing dynamic archives is getting closer to the target, although ongoing efforts are still needed to achieve optimal performance according to archival standards.

Table 1.2 Targets and Realization of Static Archives Management Performance

Year	Target (%)	Realization (%)	Achievement Level (%)	Category
2021	95	58	61.1	Not enough
2022	96	62	64.6	Not enough
2023	97	66	68.0	Enough
2024	98	70	71.4	Enough
2025	98	75	76.5	Pretty good

Source: Source: SKPD in West Kotawaringin Regency, 2026

Based on Table 1.2, the performance of archive management in the Regional Work Units (SKPD) in West Kotawaringin Regency during the 2021–2025 period shows an increasing trend, although performance achievement remains below the set target. In 2021, the achievement level of archive management performance only reached 61.1%, categorized as insufficient, indicating that the process of handing over, organizing, and preserving archives was not yet running optimally. This condition continued in 2022, with an achievement level of 64.6%, categorized as insufficient, indicating that performance improvements were not yet significant. In 2023, the achievement level increased to 68.0%, categorized as sufficient, indicating improvements in archive management, although it did not fully meet the established standards. This improvement continued in 2024, with an achievement level of 71.4%, categorized as sufficient, indicating that archive management was starting to be implemented in a more orderly and focused manner. In 2025, performance achievement reached 76.5% with a fairly good category, which indicates an increase in awareness and improvement in the performance of SKPD employees in managing static archives, although further improvements are still needed, especially in the aspect of preserving archives and submitting static archives to regional archival institutions.

To improve employee quality, appropriate job training is essential to improve employee performance and achieve company goals. Training programs are not merely a formality for company activities, but also serve to provide fundamental knowledge and teach participants how to perform specific tasks. Training activities need to be implemented to support a company's programs. Therefore, many companies organize training programs to improve employee performance. Providing effective and continuous training can lead to higher employee performance. Training can also minimize or even eliminate errors or misunderstandings, thereby reducing future performance decline.

2. Research Methods

This study employed a qualitative descriptive method. Qualitative descriptive research describes existing phenomena or events. This research focuses more on the quality, characteristics, and interrelationships between activities. Qualitative descriptive research depicts the facts as they are without manipulating the variables being studied.

3. Results and Discussion

Based on the identification of internal and external factors, an overview of the strengths, weaknesses, opportunities, and threats faced by the West Kotawaringin Regency SKPD Office in managing archives was obtained. The analysis results indicate that this office has several important strengths that can be used as a basis for improving the effectiveness of archive management, although there are still several weaknesses that need to be addressed immediately.

Regional work units (SKPD) have several advantages, such as support from the Regional Archives Office and ANRI (National Archives Agency) for development, as well as the existence of clear national archiving regulations and guidelines. Furthermore, the presence of competent archivists is a crucial asset in maintaining professional archives management. Training and certification from official institutions also strengthen employee capabilities. The use of information technology in digital archives management adds positive value by facilitating efficiency and ease of data access. These strengths demonstrate that SKPDs are on the right track toward a modern and integrated archiving system.

However, there are still several aspects that need improvement. Some employees do not fully understand the importance of archive management.

Consequently, document management is sometimes suboptimal. Archival facilities and infrastructure are also limited, such as inadequate storage space and uneven distribution of digital equipment. Supervision and monitoring of archival activities are still lacking, and employee motivation in the archival sector needs to be improved through awards or incentives. Furthermore, coordination among archives staff remains weak, potentially leading to overlapping work.

Externally, there are significant opportunities to be exploited, such as support from the central and regional governments to strengthen the national archival system through digitalization. Furthermore, advances in information technology provide opportunities for agencies to accelerate digital archiving processes and expand the reach of public administration services. These opportunities can also provide momentum to improve human resource competency through training and inter-agency collaboration.

However, there are also several threats that need to be anticipated. One of these is the risk of data loss due to the lack of a full digital transition. Furthermore, budget limitations and the limited number of technologically skilled human resources remain obstacles. If not

addressed effectively, these threats could hamper efforts to modernize the archiving system.

The combination of internal and external factors produces several alternative strategies, namely:

1. S–O Strategy (Growth Strategy):

This strategy focuses on leveraging internal strengths to seize existing opportunities. For example, by leveraging support from ANRI and the Regional Archives Service to accelerate the archives digitization process and developing collaborations with other agencies. Furthermore, ongoing human resource training can strengthen employee capacity in operating digital archive systems.

2. S–T Strategy (Diversification Strategy):

Offices can leverage human resource capabilities and digital systems to mitigate the risk of archive loss and strengthen employee coordination to eliminate reliance on manual systems. These efforts can also increase the institution's resilience to external threats.

3. W–O Strategy (Stability Strategy):

This strategy emphasizes addressing weaknesses by leveraging external opportunities. For example, through training and coaching from ANRI to improve employee understanding of the importance of archiving, as well as applying for digital archives facilities from local governments.

4. W–T Strategy (Survival Strategy):

This strategy focuses on maintaining stable performance by improving work discipline and establishing internal policies related to archives management. Regular evaluations are necessary to minimize errors in archiving.

Based on the IFAS (3.00) and EFAS (3.200) scores, the position of the West Kotawaringin Regency SKPD Office is in Quadrant I, which means the organization is in a condition of "supporting a growth strategy." With this condition, the office is advised to continue developing a digital archive system, strengthening employee competencies, and utilizing external support to make archive management more effective, efficient, and sustainable.

4. Conclusion

Based on the results of research and discussion regarding the performance of SKPD employees of West Kotawaringin Regency in managing dynamic and static archives, the following conclusions can be drawn: 1. The analysis results show that archival management within the West Kotawaringin Regency Regional Government Work Unit (SKPD) has strong internal potential, but still faces a number of weaknesses that need to be addressed immediately. The Strengths factor value of 2.5 is greater than the Weaknesses of 0.5,

indicating that the SKPD has good internal capital to improve archival performance. From the external side, the Opportunities value of 2.85 is also much greater than the Threats of 0.35. This indicates that the external environment provides considerable opportunities, especially through the support of government policies, the role of ANRI and the Regional Archives Service, and the development of information technology. 2. Factors influencing archive management performance include human resource competency, leadership commitment, budget support, organizational policies, and information technology infrastructure readiness. Based on the IFAS and EFAS calculations, the position of the West Kotawaringin Regency Regional Work Unit (SKPD) is in Quadrant I ($S > W$ and $O > T$). This condition indicates that the appropriate strategy to implement is a growth strategy, namely utilizing internal strengths to capture external opportunities in order to improve archive management performance.

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