Towards Better Management and High-Quality Services of Archival Institutions through Competent and Professional Archivists

Nanik Kurniawati
The National Archives of the Republic of Indonesia (ANRI), Jakarta
Corresponding author: anes_nanik@yahoo.com

Abstract
This article aims to discuss the concept of human resource management of archivist, skills, and abilities required to become competent and professional the archivist who is capable of managing and providing quality services of archives to the public and stakeholders. To discuss the issue, this study uses qualitative approaches. Available references either books and academic articles on the topic are used as the main references to the discussion. To become a competent archivist, six domains of competency, namely talent manager/organizational designer, culture and change steward, strategy architect, operational executor, business ally, and credible activist should be possessed. Archivist human resource (HR) in carrying out their tasks and providing quality archival services must also demonstrate professionalism related to nature and even character of employees or the behaviors, methods, and qualities that characterize the archival profession.

Keywords: Competency; Professionalism; Archival HR Management; Archivist.

INTRODUCTION
Archives play an important role in documenting past events that have educational value. For example, the earthquake and tsunami that occurred on December 26, 2004, in the provinces of Aceh and Nias Islands, North Sumatra, Indonesia were an extraordinary natural phenomena that have a profound impact on the lives of people and governments, which have become a source of learning for the Indonesian and the international citizens. Tsunami disaster learning can be preserved and documented in archives that are stored and neatly organized. Therefore, efforts to protect and save archives related to historical events as a learning center for the Indonesian nation and the international world have made the existence of archival institutions increasingly important. Because it is the archives that neatly document all records of activities or events in various forms and media in accordance with the development of information and communication technology made and accepted by state institutions, regional governments, educational institutions, companies, political organizations, social organizations, and individuals in the implementation of community, nation and state life.
In Indonesia, this task is carried out by the National Archives of the Republic of Indonesia. This institution has the task of carrying out the processing, storage, preservation, and providing archive services. The archival institution also develops a program for processing, storing, restoring, reproduction of archives, archive services.

To be able to carry out every activity and task of archiving, optimal HR management is needed so that the implementation of tasks and work can always be done well. Every HR, especially archivists, is directed not only at specific abilities in the field of archives, but also directed at other capabilities that support the archival services program. However, due to the limited quality of HR, while the activities and tasks related to the processing and preservation of archives are increasingly piling up, sometimes it has caused the quality of archival services not to run optimally. Besides, the number of archivist HR who has special abilities in the field of archives is limited, but they also have to complete other office administration activities that have caused the failure of realizing of quality archival services. This is not easy to be done by archivists HR, considering the work that must be done by them is not insignificant and is also caused by the thought of a few archivists that carrying out tasks other than those related to archival special activities is not their duties and tasks.

To support the implementation of archival activities and to support professional records management, archivist HR must have an adequate understanding of archival management and competence. The limited competency of archivist HR has become an obstacle for archival institutions in carrying out their duties and functions. Archivist HR who must carry out not only work following the duties and functions of their positions and also do other administrative work have not only been occurring in archival institutions, but also a phenomenon that often occurs in the environment of other public organizations in Indonesia. This can be seen from two sides, namely positive and negative. The positive side is that it signifies efficiency because one person can do a variety of jobs at once. While from the negative side, the indicator of professionalism is questionable because ideally everyone only does things according to the duties and functions of his position.

Based on the above phenomenon, this article aims to discuss the concept of competent archivists HR who can strengthen the professionalism of quality records management and services. This topic discussion is expected to be an important reference to realize professional and quality archive management and services.
In the next part of this article, we will discuss the concepts of management of archival resources, archival competencies, and professionalism of archivists. In the final section, conclusions and suggestions for realizing competent and professional archivist resources capable of managing and providing quality archive services will be presented.

ARCHIVAL HR MANAGEMENT

Definition of Archival Management

Referring to the Law No. 43 of 2009 concerning Archives, the organization of archives is defined as the whole activities including policies, fostering archives and management of records in a filing system supported by HR, infrastructure and facilities, and other resources. Thus, the management of archives is one of the activities of organizing archives, in addition to policies and fostering archives (Muljono, 2010, Muhdar, 2014). In other words, archival management includes planning, monitoring, directing, organizing, training, developing and other managerial activities aimed at creating, maintaining, using and shrinking activities with the aim of achieving good documentation and in accordance with policies and transactions (events and activities) that are real, and management of organizational operations that are effective and efficient (Anwari, 2012, Eskari, 2014).

The archival management objectives are as follows: 1. Documenting the policies and transactions of organizations and companies accurately and completely; 2. Controlling the amount and quality of records produced by organizations and companies; 3. Establishing and guarantee control mechanisms regarding the creation of records to prevent unnecessary creation, and effective and efficient organization; 4. Simplifying the activities, systems, and processes of creating, using, and maintaining records; 5. Guaranteeing the preservation and depreciation of records following the provisions; and 6. Ensuring continued attention and direction to the archive from the beginning of creation until the end of depreciation, and emphasizes the prevention of unnecessary paperwork.

Furthermore, Law No. 43 of 2009 on Archives classifies archive management into two, namely dynamic archive management and static archive management. Dynamic archive management is the process of controlling dynamic records efficiently, effectively and systematically including the creation, use, maintenance and shrinkage of records. Whereas static archive management is the process of controlling static records efficiently, effectively
and systematically including the acquisition, processing, preservation, and access (utilization, utilization, and public services) in a filing system (Zainal, 2013, Muyawati & Marlini, 2013, Erlina et al., 2014).

**Functions of Archival HR**
Referring to the definition of archival management above, it can be concluded that the functions of archival management can be divided into two, namely the management function and the operational archival function (Zulkifli, 2003).

1. The management functions in question include but are not limited to planning, organizing, staffing, directing, mobilizing and supervising; carried out on the operational functions of archives, in the management of dynamic records, including vital records, and management of static records.

2. The functions of dynamic archive management include the activities of creation, use, maintenance, and shrinkage of records.


4. While the functions of managing static records include acquisition, processing, preservation, and access.

The following will be discussed in brief about the functions of HR management in the archives as well as the general management functions, namely:

1. **Planning**
   Planning is the most important part of the organization, and therefore takes a lot of time in the management process (Surya & Nelisa, 2012). For a leader of the organization, planning means the determination of the office programs to be done by employees in achieving the goals or objectives of the organization. In other words, planning is related to organizing people who can handle the tasks assigned to each person to achieve the planned organizational tasks. Likewise with the all archival institutions in Indonesia, in planning, each archival work unit must aim at the vision of the National Archives of the Republic of Indonesia, namely "Making Archives as a Nation Unifying Nation in the Framework of the Unitary State of the Republic of Indonesia to Be Achieved in 2025". All activities are aimed at empowering the
archive as the backbone of government management and development; empowering records as evidence of accountability for organizational performance; empowering archives as legal evidence; preserving the archive as a collective memory and national identity within the framework of the Unitary Republic of Indonesia; and provide archival access to the public for the benefit of government, development, research, and science for the welfare of the people in accordance with statutory regulations and archival rules for the benefit of the nation. All activities carried out refer to the Republic of Indonesia's National Archives strategic plan.

2. Organizing
After a series of activities have been arranged to achieve organizational goals, the implementation or implementation of these activities must be organized. The organization as a tool to achieve goals effectively, therefore in the function of the organization must be seen the division of tasks and responsibilities of employees who will carry out their respective activities. For example, in the Aceh Tsunami Archives Hall, organizing is the implementation of office administration to support the organization of all work units. The Processing and Preservation Section as one of the units in the Aceh Tsunami Archives Office in managing static records already uses the Record Center Information System (ReCIS), the application of archives as a means of archiving information to support services to the archive user community.

3. Directing
To carry out activities that have been planned, and so that these activities can run effectively, there is a need for directing from the leadership. In a large organization, it is usually impossible for the manager to direct the instructions themselves, but rather be delegated to others who are authorized to do so. For example, the Head of Processing and Preservation Section is a person who is authorized by the Head of the Tsunami Archive Agency to direct the implementation of the Processing and Preservation of Archives activities at the Aceh Tsunami Archive Center so that it is in accordance with the established plans and can achieve the stated goals and targets.
4. Controlling

The control function is to regulate activities so that the activities of the organization are expected to go according to plan. Besides, control is also intended to find a way out or a solution if there are obstacles in the implementation of activities. The activities of the Processing and Preservation Section are expected to go according to plan while still following the archival principles.

5. Staffing

The archival offices have to encourage the assignment of people in the right position (the right man on the right place) that motivates the archivist HR to perform and improve their competence both in the field of archival management and the implementation of additional tasks. For Archivists and other competent HR in the field of Archives, it is directed to improve performance following their respective duties and duties assigned to others and maintain work discipline to create a harmonious work atmosphere.

6. Leading

The archival offices in creating a conducive working atmosphere and improving the quality of the process of activities should lead all HR to be committed to carry out their tasks in particular and support the agenda of the National Archives of the Republic of Indonesia in general in the future, as outlined in the annual work plan as a basis for the archival office and responds to various dynamics and problems that occur. This mechanism is expected to be part of organizational development, transparent and accountable processes. The direction was given to each archivist by motivating and implementing effective communication so that each task and position entrusted to him is carried out following the stated objectives so that the duties and authorities are carried out wholeheartedly and passionately.

All of the above management functions will not be able to be carried out perfectly by the archival institutions without being supported by the optimal competencies possessed by the archivists. The following will be reviewed about competency theory and its contribution in professionally managing records.
Archivist HR Competencies

Archivist HR plays an important role in supporting the tasks and functions of the archival institution to provide optimal services in the field of archives to the public. To respond to dynamic environmental changes and the growing importance of records in people's lives, professional archivists must demonstrate new competencies (Dewiyana, 2009) and also collaborate with other institutions (Nurjannah, 2014). Archivist HR competencies include professional values, knowledge, and abilities. HR management of archivists does not focus solely on the knowledge and abilities of professional HR, but it also focuses on what HR archivists can do professionally using knowledge and abilities. Therefore, knowledge is an important domain that competent HR must possess. Not only do HR archivists possess the knowledge, but what is more important is that they must know what to do with what they know.

The following will discuss the competency domain that should be owned by HR, including archivist HR so that they can carry out their duties and functions in archive management properly and professionally. According to Ulrich et al. (1995), there are at least six competency domains that must have by professional HR, as illustrated in Figure 1.

![Figure 1: HR Competency Model](image)

Figure 1 shows that in doing their official activities or business, employees (people) should act professionally. Interactions among employees following the setup systems and the process would improve organization capabilities if the employee possesses six competencies, namely:

1. **Talent Management**
2. **Operational Execution**
3. **Business Agility**
4. **Strategy Architecture**
5. **HR Professionalism**
6. **Culture & Change Steward**

These competencies are essential for ensuring that HR archivists can effectively manage and support the archival institution's operations.
1. Credible Activist. Professional HR must be credible (respected, admired, heard) and active (share views/ideas, take positions, challenge assumptions). Some mention it as "HR with attitude". A credible HR professional who is not an activist will be admired but will not have much impact. HR activists, but not credible have many ideas, but no one wants to implement them.

2. Operational Executor. Professional HR carries out operational aspects of managing employees and organizations. Policies must be developed, adjusted and implemented. Employees also have many administrative needs (for example, they must be paid, relocated, recruited and trained). Professional HR must ensure that all basic needs are handled efficiently with technology, shared services, and/or with outsourcing (Istiqoriyah, 2015). This action guarantees the credibility of the professional HR if it is carried out perfectly and is based on the consistent application of the policy.

3. Business Ally. The organization will succeed following the goals set if it can respond to external opportunities and threats. Professional HR contributes to business success by knowing the social context or settings in which the organization operates. They also know how organizations make money, or what is called value chains of the business: who are their customers; why they buy and use the organization's products or services. They also have a good understanding of the parts of organizational development (finance, marketing, research and development, engineering), what they need to achieve, and how they work together, so they can help organizations to benefit.

4. Talent Manager/Organization Designer. Professional HR understands the theory, research, and practice both related to talent management and organizational design. Talent management focuses on competency requirements and how individuals enter and move, in, or leave the organization. Whereas organizational design focuses on how a company implements capabilities (for example, collaboration) into the structures, processes, and policies that shape how the organization works. HR professionals ensure that talent management and organizational capabilities must focus on customer needs and strategies, integrate, and work effectively and efficiently. Good professional HR talent without organizational support will not be
sustainable, and good organization will not succeed without the support of talented individuals with the right competencies in important roles.

5. Culture and Change Steward. Professional HR would value, articulate, and help shape the culture of the organization. Culture is a pattern of activities that are more than one activity. Ideally, this culture starts with clarity around external customer expectations (company identity and brand) and then translates these expectations into employee and internal organizational behavior. As a steward of culture, HR professionals respect past cultures and can also help shape new cultures. They train managers how their actions reflect and encourage culture; they weave cultural standards into HR practices and processes, and they make the culture real to employees. Besides, successful HR professionals will facilitate change in two ways. First, they help make culture a reality. Second, they build discipline so that they make changes in the organization. This includes the implementation of strategies, projects or initiatives. They help change what is known to be made real.

6. Architect Strategy. Professional HR has a vision of how organizations can "win" competition in the market now and in the future. He plays an active role in shaping all organizational strategies to realize his vision. Realizing dynamic environmental trends (Hakim, 2015) and their impact on the organization, predicting potential obstacles to succeed, and facilitate the process towards strategic clarity. HR professionals also contribute to building the overall strategy by connecting internal organizations according to the expectations of external customers.

The six competency domains illustrated in Figure 1 also shows several important implications of the competency model. HR professionals play an important role in connecting people and organizations. HR professionals must serve people in the organization; maintain good communication, attention, and affection for employees. This was done to "keep people in HR". But environmental dynamics also requires that HR professionals adjust to the needs and expectations of customers, investors, and other stakeholders. If HR professionals only focus on employees or the organization, it will fail.

Based on the explanation above, professional HR archivists who only focus on internal office activities, but ignore the vision and mission of the archival institutions in providing optimal archival services may be liked and popular, but they will not succeed
because their work is not in line with the objectives of the institution. On the other hand, professional archivist HR who only focuses on the objectives of the archival institution without regard to internal aspects of the office will also cause failure. They may succeed in the short term, but they will not maintain success in the long term. For professional archivist HR to be successful, six competency domains are needed, where Credible Activists are core competencies, followed by organizational allies, operational implementation, organizational talent management/design, culture and change steward, and strategy architects. Credible professional archivist HR allows them to be able to foster good relations with fellow employees. Furthermore, HR archivists are professional activists who have a perspective on the organization and actively participate in advancing strategic objectives. Being a credible activist ensures that HR professionals will be able to build good relations between employees towards achieving optimal organizational performance.

Furthermore, according to Kurtz (1998), archival professional competency development can be done through in-house training or courses taught in tertiary institutions. A good archival professional competency development program must fulfill the following elements:

1. On the job training, archival theory and practice, which is complemented by academic courses and seminars or workshops supported by professional organizations;

2. Staff working in a specific area of the archival program are temporarily rotated to other fields of archiving so that they can improve their understanding of the overall archive's treasury;

3. Archivists in charge of managerial aspects must receive systematic professional training in the areas for which they are responsible, for example, statistical analysis, planning, budgeting, and personnel management, whether offered by government agencies, the professional community or academic institutions;

4. There needs to be a coordinator to identify training offers/opportunities and manage "in-house-training" training activities and determine staff rotations;

5. Archival institutions must support the interest of staff to conduct research that will be published in archival theory and practice, archival management and historical topics, for example through the aid of publication funds, providing time to research during daily work hours, etc. and
6. The Head of the Archives Office must also encourage staff to participate in the community/archival association at the local, regional, national and international levels

Archivist HR Professionalism

Referring to the definition of professional according to Wikipedia, the professional employee is an employee who is paid and performs tasks according to operational guidelines and technical guidelines that are charged to him. This shows that professionalism is related to nature and even the character of employees. In other words, professionalism is defined as the behavior, methods, and qualities that characterize a profession. Someone is said to be professional if their work has the technical or ethical standard of a profession (Oerip and Uetomo, 2000: 264-265). Thus, professional employees (professionalism) are employees who have the characteristics (abilities, skills, ways of carrying out things, etc.) as is naturally found in or done by professional employees. Professionalism comes from a profession that is significantly related to the profession and requires special intelligence to carry it out. In short, Laffin and Young (1990) mention that professionalism is the behavior, expertise or quality of someone professional.

Characteristics of Professional HR

An employee who has a professional spirit always pushes himself to realize professional work. According to Al-Qudsy (2008), employees who have professional quality are supported by the following characteristics:

1. The desire to always show perfect behavior. An employee who has high professionalism will always try to realize himself following his potential in realizing organizational performance targets. He will identify himself to someone who is considered to have the most perfect behavior and serve as a reference.
2. Improve and maintain the image of the profession. Employees who have high professionalism are shown by the great desire to always improve and maintain the impression of the profession through the manifestation of professional behavior. The realization is done through various ways such as appearance, use of language, body posture, daily life attitude, relationships with other employees.
3. The desire to always pursue professional development opportunities to improve the quality of knowledge and skills.
4. Pursuing quality and ideals in his profession. Professionalism is characterized by the quality of the degree of pride towards the profession so that employees have a sense of pride and confidence in their profession.

Meanwhile, according to Agung (2005) and Aguilar et al. (2011), the professional apparatus has characteristics following the demands of good governance, namely:

1. Equality. The same treatment for services provided. This is based on the type of rational bureaucratic behavior that consistently provides quality services to all parties regardless of political affiliation, social status, and so on.

2. Equity. The same treatment for the community is not enough, but also fair. For a pluralistic society, there is sometimes a need for fair treatment and equal treatment.

3. Loyalty. Loyalty to the constitution of the law, leaders, subordinates, and coworkers. The different types of loyalty are related to one another and no loyalty is given to one particular type of loyalty regardless of others.

4. Accountability. Every government official must be prepared to accept responsibility for whatever he does.

Furthermore, according to Norton (2011), professional employees will do 10 important things, namely:

1. Prioritizing customer satisfaction. Understanding and satisfying customer needs are the main pillars of bureaucracy. Without customers, the organization is useless.

2. Have special expertise. The word professional implies that someone is an expert, so of course he must have special expertise, always do the best according to ability.

3. Doing work more than expected. Professionals are not bound by hours. They are expected to manage their time and work habits. The reality is that professionals are expected to exceed the standard 40 hours of work a week. There are times when employees may be asked to work weekends. You may have to sacrifice your vacation or work 12 hours a day to complete an important activity. Professionals must strive to complete tasks before the deadline, efficiently and effectively.

4. Do what is said and say what can be done. Before speaking, professional employees must "engage the brain" so that what is said can be realized.

5. Communicate effectively. Effective communication skills must be possessed by professional employees so that they can convey their new ideas, give instructions and
directions that are easily understood by other employees. Professional employees must be able to communicate clearly, concisely, thoroughly, and accurately when communicating orally and in writing.

6. Always follow the work guidelines. Professional employees must respect and support colleagues, behave politely and have high ethics. Have high ethical and moral standards, honest and fair in all official matters.

7. Respect for colleagues. Professional employees must respect and recognize the talents of colleagues and are not selfish.

8. Sharing knowledge with fellow employees. Professional employees are not stingy and always share knowledge with other employees so that office work can be accelerated together.

9. Always thank the co-workers who helped. This will encourage colleagues to work more optimally because they feel appreciated.

10. Always smile and arrange your heart. Employees who always smile will be more friendly and easier to collaborate with. Besides, employees must not have decay, envy, and want to bring down fellow employees. An employee is an important asset of the organization that must always be respected, not dropped and betrayed.

**Towards Archivist HR Professionalism**

In developing professionalism, according to Maskun (1997: 7), it is necessary to pay attention to the process of education, training and learning for workers both from where we work and from ourselves, as follows:

1. Carry out upgrading and training activities for workers which are carried out gradually and continuously;

2. Provide opportunities for workers to continue their education to a higher level;

3. Organizing a seminar or workshop activities related to improving the quality of the workforce; and

4. Providing facilities and financial assistance to workers who excel in improving their field expertise.

Meanwhile, the following must be done by the employees themselves are, as follows:

1. Proactive in attending training and upgrading education organized by companies or agencies where we work;
2. Self-awareness seeks to increase knowledge and skills through self-study;
3. Try to strengthen learning media such as Books, Newspapers, Magazines, Radio, Television and the Internet to improve personal knowledge and skills;
4. Active and creative discussions with colleagues to improve expertise or work skills; and
5. Proactive in participating in community activities related to professional development.

CONCLUSION

Archivist HR will become highly competent in the field of archives if they have six competency domains, namely talent manager/organizational designer, culture and change steward, strategy architect, operational executor, business ally, and credible activist. With the limitations of HR and the continuing demands of the functioning of the organization at the archival institution, archiving HR is not only required to have competence in the archives field, but also to equip himself/herself with other competencies according to organizational needs. Moreover, according to Huwolo (2014), the multiple tasks that must be performed by HR will cause the organization's target achievement to be constrained. Archive HR in carrying out Archive management must also demonstrate professionalism related to nature and even the character of employees or the behavior, methods, and qualities that characterize an archivist profession.

For archivist HR to provide excellent service in the field of archives to users in particular and the community in general, this following are recommended:

1. It is necessary to increase the knowledge of archivists in a continuum related to professional archival management including the functions of records management given the changing environment that is very dynamic and rapid. This increase in knowledge will support the completion of tasks and the realization of the Vision and Mission of the Republic of Indonesia's National Archives.
2. With the limited number of archivist HR and their necessity to carry out multiple tasks or additional tasks, in the short term, Archivist HR in addition to understanding Archivist special tasks and functions in a comprehensive and professional manner, they must also be equipped with other supporting capabilities related to financial
governance, government goods and services and financial reporting, and other archival management support tasks.

3. The need to increase the awareness of HR archivists that they must not only carry out specific tasks related to archiving or work that is worth credit points, but also that they must support and work together to help carry out other administrative tasks.

4. But in the long run, this dual-task will be completed by recruiting new employees in line with the increasing volume of archive processing and preservation activities in archival institutions in Indonesia.

5. To support the implementation of archival activities and supporting activities of archival management, the competence of archive HR must be increased, not only competencies related to the archives field but also other competencies according to the needs of archival institutions. This competency improvement can be done either through formal education or through Technical Training, Functional Training, seminars/workshops or other formal meetings.

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