

**ANALYSIS OF THE IMPLEMENTATION OF THE ARCHIVAL  
RETENTION SCHEDULE POLICY  
Digital Archives in The Secretariat General of The House of Representatives,  
Republic of Indonesia**

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**ABSTRACT**

The Secretariat General of The House of Representatives of the Republic of Indonesia (*Setjen DPR RI*) faces challenges in implementing the digital archive reduction policy by the Archive Retention Schedule. Issues in implementing the digital Archive Retention Schedule reduction have resulted in full data storage servers and increased costs for purchasing new data storage. This writing aims to identify and analyze the factors hindering the optimization of the implementation of the digital archive retention schedule policy at *Setjen DPR RI*. This research uses a qualitative method. The implementation of the electronic/digital records retention schedule policy at the Secretariat General of the House of Representatives (*DPR RI*) is not yet optimal due to several factors. These include challenges in human resources/archivists, a lack of communication and coordination between archivists, Pustekinfo, and the archive-managing work units, as well as 249 applications developed with non-integrated data. Additionally, the archivists have very limited time, and there is insufficient oversight from the National Archives (*ANRI*) in implementing the records retention schedule policy, particularly for electronic/digital records.

**Keywords:** *Policy Implementation, Archives, Archive Retention Schedule, The Secretariat General of The House of Representatives of The Republic of Indonesia*

**A. INTRODUCTION**

Along with the increasingly complex dynamics of activities and operations, the Secretariat General of the Indonesian House of Representatives has produced and stored various types of conventional and electronic/digital archives. These archives include important documents related to legislation, budget, supervision, and various other administrative and facilitative activities. Based on applicable policies, the reduction of conventional and digital archives is mandatory. The Secretariat General of the Indonesian House of Representatives has regulations related to the archive retention schedule, namely the *Keputusan Sekretaris Jenderal DPR RI Nomor 41/SEKJEN/2020* concerning the Determination of the Substantive Archive Retention Schedule of the Indonesian House of

Representatives (Sekjen DPR RI 2020a) and the *Keputusan Sekretaris Jenderal DPR RI Nomor 1641/SEKJEN/2020* concerning the Determination of the Facilitative Archive Schedule of the Indonesian House of Representatives (Sekjen DPR RI 2020b). These regulations are in line with the *Undang-Undang Nomor 43 Tahun 2009* concerning Archives (Pemerintah Indonesia 2009). However, in its implementation, archivists only reduce conventional archives. In fact, the existing regulations apply to both conventional archives and electronic/digital archives. The problem of implementing digital archive retention has an impact on increasing the burden of state costs to purchase data storage space because the data storage server is full. In addition, the impact is an increase in the workload in maintaining data that is no longer needed.

There are several previous studies related to the implementation of archives retention schedule. A 2019 journal by Tri Handayani entitled *Archive Retention Schedule in the Era of the Undang-Undang Nomor 43 Tahun 2009* concerning Archives. This study uses a qualitative research method. The results of this study indicate that the Archive Retention Schedule guidelines used in government institutions do not fully follow the official guidelines set by the government. Implementers of archival policies take several actions that are outside the established policies (Handayani 2019).

Additional research by Pratiwi, Rakhmawati, and Waluyo entitled *Study of the Implementation of the Archives Assessment and Reduction Program: Case Study of the Records Center of the Faculty of Agriculture, Gadjah Mada University*. The 2018 study showed that the assessment and reduction of archives at the Faculty of Agriculture UGM had not been carried out routinely. This was due to the number of archivists, the capabilities of archivists, and the lack of facilities needed to carry out archival activities (Pratiwi, Rakhmawati, and Waluyo 2018).

Research conducted by Faridah Munisah and Jazimatul Husna in 2016 entitled *Implementation of Archive Retention Schedule in the Shrinkage of Audit Result Reports at the Central Java Provincial Inspectorate* found that, although several processing units carried out shrinkage, they did not use the *JRA* rules as a reference (Munisah and Husna 2019).

Data from previous studies show that there are several factors that cause retention not to be implemented in accordance with the Archive Retention Schedule (*JRA*). First, the lack of understanding and awareness of the importance of compliance with the *JRA* among officials and staff involved in archive management. Second, the lack of adequate archivists and the limited ability of archivists to manage archives effectively. Third, the lack of facilities and technology available to support the implementation of archiving activities optimally.

Based on the identification of the problems, the research question can be formulated as: why is the implementation of the digital archive retention schedule policy at the *Setjen DPR RI* not optimal? The objective to be achieved from this study is to analyze the factors that hinder the optimization of the implementation of the digital archive retention schedule policy at the *Setjen DPR RI*.

## B. LITERATURE REVIEW

In the study of public policy implementation, several theories have evolved over various generations. Richard Matland outlines various variables in his research in a way that differs from many other experts. Matland's theory provides a more holistic understanding of policy implementation. He combines both top-down and bottom-up approaches in his theory.

According to Matland, before establishing criteria to determine the effectiveness of policy implementation, researchers must define a policy implementation model. The recommended policy implementation model by Matland is the Ambiguity-Conflict Matrix, which he developed in 1995.

**Ambiguity-Conflict Matrix: Policy Implementation Processes**

		CONFLICT	
		Low	High
AMBIGUITY	Low	<i>Administrative Implementation</i> <b>Resources</b> Example: Smallpox eradication	<i>Political Implementation</i> <b>Power</b> Example: Busing
	High	<i>Experimental Implementation</i> <b>Contextual Conditions</b> Example: Headstart	<i>Symbolic Implementation</i> <b>Coalition Strength</b> Example: Community action agencies

**Figure 1. Ambiguity-Conflict Matrix**  
Source: (Matland 1995)

This matrix illustrates that the policy implementation process heavily relies on the level of ambiguity of the policy itself and the accompanying level of conflict, as well as specific factors that are most relevant to each category in ensuring successful implementation. The implementation of the Archival Retention Schedule is an administrative implementation. According to Matland, administrative implementation falls within the matrix of low ambiguity and low conflict policies. The goals are set, and the technology (method) to address existing issues is already known. Simon (1960) refers to decisions of this kind as "programmed decisions." The main principle in administrative implementation is that outcomes are determined by resources. The desired results are almost certainly guaranteed, as long as sufficient resources are allocated to the program.

The implementation process can be compared to a machine. At the top of the machine is a central authority. This authority possesses the information, resources, and enforcement capabilities to assist in executing the desired policy.

Information flows from the top down. Implementation is organized hierarchically, with each link below receiving directives from the level above it. Policies are explicitly described at each level, and at each link in the chain, actors have a clear understanding of their responsibilities and tasks. The paradigm presented is that of a Weberian bureaucrat dutifully carrying out assigned tasks.

A low level of ambiguity means it is clear which actors will be active in the implementation. As these actors remain stable over time, they develop standard operating procedures to streamline their work. Technological transparency clarifies what resources are needed, and the procurement of resources is built into the implementation process. Therefore, this system is relatively insulated from external influences. Isolation from environmental factors, along with the programmed nature of the policy, results in relatively uniform outcomes at the micro level across various settings (Matland 1995).

Since the technology to address the issues at hand already exists, implementation activities primarily involve deploying that technology and making it functional. These activities often consist of a series of rules that govern the freedom of action to ensure the desired outcomes. Implementation failures occur due to technical problems: the machine gets jammed. Issues arise from misunderstandings, poor coordination, insufficient resources, inadequate time to utilize the correct technology, or a lack of effective monitoring strategies to control and sanction deviant behavior.

### C. METHOD

This research was conducted using a qualitative research method. In qualitative research, the researcher collects data themselves, either through interviews, observations, or document analysis. In qualitative research, theory serves as a perspective for the study and may also emerge during the research process (Creswell and Creswell 2018). By using qualitative methods, the researcher provides an in-depth explanation of the implementation of the digital archival retention schedule policy at the Secretariat General of the House of Representatives of the Republic of Indonesia (*DPR RI*).

The researcher conducted interviews by asking questions to respondents or sources of information. The interviews carried out to gather data included discussions with the archivist of the Archive Section at the Secretariat General of the *DPR RI*, who is responsible for implementing the archival retention schedule policy; the IT Governance Computer Analyst at the Secretariat General of the *DPR RI*, who is responsible for managing the archive storage policy; and the Head of the Organization and Governance Section at the Secretariat General of the *DPR RI*, who formulates and implements standard operating procedures. The researcher will also interview officials from the National Archives of the Republic of Indonesia (*ANRI*) who have the primary duty of being the government institution responsible for managing national archives in Indonesia.

In addition to interviews, the researcher also conducted observations. Observation is an important technique in qualitative research. In observations, the researcher observes and records the interactions and behaviors of the implementers of the archival retention schedule policy at the Secretariat General

of the *DPR RI*. Observations were conducted in the Archive Section and the Information Technology Governance Section at the Secretariat General of the *DPR RI*.

The researcher also performed document analysis. Several documents to be analyzed in this study include the *Undang-Undang Nomor 43 Tahun 2009* on Archiving, the *Peraturan Pemerintah Nomor 28 Tahun 2012* on the Implementation of the *Undang-Undang Nomor 43 Tahun 2009* on Archiving, the *Peraturan Kepala ANRI Nomor 22 Tahun 2015* on Procedures for Establishing the Archival Retention Schedule, the *Keputusan Sekretaris Jenderal DPR RI Nomor 1641/SEKJEN/2020* on the Archival Retention Schedule for the *DPR RI* Facilitative Archives, and the *Keputusan Sekretaris Jenderal DPR RI Nomor 41/SEKJEN/2020* on the Establishment of the Archival Retention Schedule for the *DPR RI* Substantive Archives, as well as the list of archives managed by the Secretariat General of the *DPR RI*, documentation of the media transfer of digital archives that have been carried out, and the list of archives managed in the information technology sector.

This research requires the author's involvement in collecting and analyzing data in qualitative research. Thus, the author serves as the primary instrument in this research process. The researcher plays a central role in designing and conducting the study, being directly involved in data collection and processing.

#### **D. EXPLANATION**

In analyzing the factors that influence the less than optimal implementation of the archive retention schedule policy, especially electronic/digital archives at the *Setjen DPR RI*, this study uses Richard Matland's theory as an analytical tool. Several research parameters are: objectives and strategies for policy implementation, Standard Operating Procedure (SOP) for policy implementation, capital resources or funds in implementation, human resources or actors in policy implementation, communication and coordination in policy implementation, technology in policy implementation, time in policy implementation, and central authority over policy implementation.

##### **Objectives and Strategy of Policy Implementation**

The Archive Retention Schedule Policy at the *Setjen DPR RI* applies equally to conventional archives and electronic/digital archives. Conventional archives are archives whose content information is recorded on paper media, either handwritten or typed. Digital archives consist of electronic archives and conventional archives that have been converted to media. According to the National Archives and Record Administration (NASA) USA, digital archives are archives that are stored and processed in a format that only computers can process. (Zainuddin et al. 2024).

The Archive Retention Schedule Policy has been regulated in the *Peraturan Pemerintah Republik Indonesia Nomor 28 Tahun 2012* concerning the Implementation of the *Undang-Undang Nomor 43 Tahun 2009* concerning Archives (Government of Indonesia 2012). Then the Archive Retention Schedule Policy has also been regulated in the *Peraturan Kepala Arsip Nasional Republik Indonesia Nomor 22 Tahun 2015* concerning Procedures for Determining the

Archive Retention Schedule (Head of ANRI 2015). The Secretariat General of the *DPR RI*, in referring to the regulation, has also made two (2) Decisions on the Archive Retention Schedule. The first is the *Keputusan Sekretaris Jenderal Dewan Perwakilan Rakyat Republik Indonesia Nomor 41/SEKJEN/2020* concerning the Determination of the Substantive Archive Retention Schedule of the *DPR RI*, the second is the *Keputusan Sekretaris Jenderal Dewan Perwakilan Rakyat Republik Indonesia Nomor 1641/SEKJEN/2020* concerning the Facilitative Archive Retention Schedule of the *DPR RI*. The substantive archives of the *DPR RI* consist of legislative, supervisory, and budget archives. Meanwhile, the *DPR RI* facilitative archives consist of planning archives, council membership, personnel, education and training, law, memorandum of understanding (MoU) cooperation, organization and administration, public relations, protocol, public relations, equipment, household, state assets, finance, research, archiving, museums, information technology, libraries, and supervision.

The objectives and strategies for implementing the archive retention schedule policy have been clearly and in detail set out in the *Setjen DPR RI* through the Secretary General's decree. This decree reflects an effort to regulate archive management within the appropriate time frame in accordance with the functional and legal values it has. With this decree, the *Setjen DPR RI* archivists have a structured guideline regarding when certain archives can be destroyed or made permanent. Archivists at the *Setjen DPR RI* also have a good understanding of the objectives and strategies for implementing this Archive Retention Schedule policy, as revealed by the results of interviews conducted with *Setjen DPR RI* archivists. The interviews also showed that archivists not only understand the technical aspects of this policy, but also realize the importance of implementing this archive retention schedule policy.

#### **Standard Operating Procedure (SOP) for Implementation of Electronic/Digital Archive Retention Schedule at *Setjen DPR RI***

Standard Operating Procedure (SOP) for the implementation of archive retention schedule has been established in the Secretariat General of the Indonesian House of Representatives. SOP serves as a clear operational guideline for archivists in carrying out archival activities. SOP for conventional archives and electronic/digital archives apply equally. There are three (3) SOPs for archive reduction activities, namely SOP for Transferring Inactive Archives, SOP for Submitting Archives to ANRI, and SOP for Destruction of Archives.

First, SOP for Transferring Inactive Archives with the *SOP Nomor: DI/6-39/SETJEN DPR RI/DI.03/7/2016*, the SOP was made on July 1, 2016. Second, SOP for Submitting Archives with the *SOP Nomor: DI/9-42/SETJEN DPR RI/DI.03/7/2016*. This SOP was created on July 1, 2016. Third, the SOP for Archive Destruction with SOP Number: OT.03.03-0177 which was created on July 1, 2016 and then revised on December 6, 2022

Based on the results of interviews with archivists, it was found that the Standard Operating Procedure (SOP) in the *Setjen DPR RI* regarding the implementation of the archive retention schedule policy is quite clear and well-structured so that it is easy to understand. The SOP provides detailed and easy-to-understand guidance regarding each stage. In addition, the archivist also

emphasized that with this SOP, the task of managing archives becomes more focused, so that it can minimize procedural errors and ensure that the entire process runs according to the established rules.

#### **Capital Resources or Funds in the Implementation of Electronic/Digital Archives Retention Schedule at *Setjen DPR RI***

According to Richard Matland, budget is an important factor in policy implementation. Without adequate budget support, policy implementation will not run optimally. In the case study of the implementation of the archive retention schedule policy, especially for electronic/digital archives at the *DPR RI* Secretariat General, budget allocation support is available every year. Based on statements from several informants, it can be seen that the budget for archive management, both in the form of digitalization of electronic archives and implementation of the archive retention policy, has been well accommodated at the *DPR RI* Secretariat General. From a budget perspective, the implementation of the archive retention schedule policy is not a significant issue at the *DPR RI*. The *Setjen DPR RI* has sufficient budget availability to manage the implementation of the archive retention schedule policy. The availability of a sufficient budget allows the implementation process of electronic/digital archive retention to be carried out smoothly, including the provision of the technological infrastructure needed to implement archive reduction based on the existing archive retention schedule policy.

#### **HR/Actors Implementing Digital Archives Retention Schedule at *Setjen DPR RI***

The data obtained by the researcher shows that the lack of human resources for archivists at the *Setjen DPR RI* is one of the main challenges in implementing the archive retention schedule policy, especially electronic/digital archives at the *DPR RI* Secretariat General. The volume of archives, especially in electronic/digital form, is increasing, but the number of archivists available is not comparable to the existing workload. The lack of archivists at the *Setjen DPR RI* has an impact on the failure to implement the reduction of electronic/digital archives in accordance with the existing archive retention schedule policy. The following is a table of the comparison of the number of archivist human resource needs with the archivists available at the *DPR RI* Secretariat General, the current condition based on the *Keputusan Sekretaris Jenderal DPR RI Nomor 1484/SEKJEN/2024* concerning the Determination of the Results of Job Analysis and Workload Analysis at the Secretariat General of the People's Representative Council of the Republic of Indonesia.

From the table data below, it can be seen that the number of archivist human resources needed at the *Setjen DPR RI* is 61 people, but there are only 16 archivists working in the Archives Section of the *DPR RI* Secretariat General. There are no Senior Expert Archivist human resources even though at least 1 Senior Expert Archivist is needed. There are 2 Middle Expert Archivist human resources, out of the 5 people needed for that position. There is only 1 Junior Expert Archivist at the *DPR RI* Secretariat General, even though 6 people are needed for that position. Then in the First Expert Archivist position, 10 human resources are needed but there are only 3 archivists. Supervisory Archivists are

needed 9 people but there are only 6 human resources. Expert Archivist is the position that is most needed, namely 14 people but there is only 1 Expert Archivist at the *DPR RI* Secretariat General, for the Expert Archivist position there are 13 less human resources. The Skilled Archivist position requires 11 archivist human resources, but there are only 2 human resources, there are still 9 archivists needed for this position.

**Tabel 1: Comparison of Human Resources  
in the Archives Section at *Setjen DPR RI***

No.	Job Title	Archivist Available	Needs
1.	Senior Expert Archivist	0	1
2.	Middle Expert Archivist	2	5
3.	Junior Expert Archivist	1	6
4.	First Expert Archivist	3	10
5.	Supervisor Archivist	6	9
6.	Expert Archivist	1	14
7.	Skilled Archivist	2	11
8.	Data and Information Processor	1	2
9.	Office Administrator	0	2
10.	Operational Service Operator	0	1
Amount		16	61

**Source:** (*Setjen DPR RI* 2024)

Based on the data presented in the table, it can be concluded that there is still a significant need for additional archivist human resources in the *DPR RI* Secretariat General. Currently, the *Setjen DPR RI* still needs 45 archivists to meet operational needs and optimal archive management. This shows that efforts to fulfill archivist personnel have not been fully realized, so that it can have an impact on effectiveness, especially for the implementation of the electronic/digital archive retention schedule in the *DPR RI* Secretariat General.

In addition, the existing data is also supported by the results of interviews with relevant informants, which confirm that the need for an additional 45 archivists in the *Setjen DPR RI* environment. The informant also stated that currently the workload borne by existing archivists is quite high, so recruiting new personnel is very necessary.

Based on the results of the Workload Analysis (*ABK*), there is a shortage of archivist human resources at the *DPR RI* Secretariat General. *ABK* is an evaluation method used to assess how much manpower is needed based on the volume of work available. In this context, the *ABK* results show that the number of archivists currently available is not enough to handle the workload at the *DPR RI* Secretariat General.

#### **Communication and Coordination in the Implementation of the Electronic/Digital Archives Retention Schedule at *Setjen DPR RI***

Poor coordination is often a major factor in policy implementation failure, as explained by Richard E. Matland in his theory of policy ambiguity and conflict.



According to Matland, implementation failure can be caused by high levels of ambiguity and conflict in a policy. In the context of implementing the electronic/digital archive retention schedule at the *DPR RI* Secretariat General, poor coordination between work units led to high ambiguity regarding roles and responsibilities in archive management.

The informant acknowledged the existence of problems in terms of communication and coordination between archivists and archive processors in the work units within the *DPR RI* Secretariat General. According to him, the lack of coordination between various parties often causes obstacles in the implementation of archive management tasks, especially related to the implementation of electronic/digital archive retention schedules. Coordination between archivists and the Information Technology Center (*Pustekinfo*) is also an important factor in the successful implementation of the archive retention schedule policy. Effective coordination between archivists and *Pustekinfo* is the key to managing and maintaining the integrity of electronic/digital archive data. However, the data found revealed that coordination between archivists and *Pustekinfo* in implementing the electronic or digital archive retention schedule policy did not run optimally. The lack of coordination between *Pustekinfo* and archivists in developing applications for organizing archives causes problems because both have interrelated roles and interests. Archivists are the parties who best understand the archive management process, retention needs, and archive policies that must be followed. However, if *Pustekinfo* builds an application without input from archivists, there is a risk that the application developed does not meet the needs of archive management, does not comply with the established archive retention schedule implementation policy.

The data shows a misunderstanding and lack of understanding of policies and procedures related to the implementation of electronic/digital archive retention schedules, including destruction. Several important things can be identified from these statements that reflect problems in socialization, understanding of rules, and coordination related to electronic/digital archive management. The informant's statement also indicates the assumption that the destruction of electronic/digital archives at *Setjen DPR RI* is an optional process, not an obligation.

#### **Technology in the Implementation of Electronic/Digital Archives Retention Schedules at *Setjen DPR RI***

The technology at the *Setjen DPR RI* is quite adequate. Especially in the archive data security system, it has been supported by the latest technology, ensuring optimal protection of important archive information that is stored. However, in the implementation of the archive retention schedule policy, several obstacles are still found. The informant's statement acknowledged that there were problems in archive management, especially related to information technology infrastructure because of several applications built by *Pustekinfo*. With so many applications built without clear coordination, it is likely that there are many stand-alone systems. This makes it difficult to integrate between various applications, so that data or information that should be interconnected is fragmented across various platforms that do not communicate with each other. The applications built

by Pustekinfo do not prepare the data in the application to reach the final stage, namely the reduction of electronic/digital archives in accordance with the archive retention schedule policy. It can be concluded that the technology at the Setjen is actually quite adequate, but the many applications built cause data not to be integrated with each other. As a result, the implementation of the archive retention schedule becomes difficult because there is no harmony between these applications, so that the archive reduction process that should be efficient is hampered. Integration between technology systems is essential so that archive management can be more structured and effective.

#### **Time in Implementing the Electronic/Digital Archives Retention Schedule at Setjen DPR RI**

When the time allocated to implement a policy is inadequate, policy makers and implementers often rush through implementation. In addition to electronic archive data, conventional archive data that has been transferred to the *Setjen DPR RI* must also be reduced in accordance with the archive retention schedule policy. At the *Setjen DPR RI*, data shows that 249 applications have been built to support various administrative functions and tasks. A list of the 249 applications will be attached in the appendix of this thesis. Although there are many applications at *Setjen DPR RI* that are designed to improve efficiency, the existence of so many applications that each have different archive retention schedules actually poses its own challenges. The archive retention schedule is an important policy in archive management, which determines when archives should be maintained, moved, or destroyed. However, with many applications that are not integrated and have inconsistent archive retention schedules, the archive management process becomes much more complicated.

Archivists at the *Setjen DPR RI* face major challenges in carrying out archive reduction tasks in accordance with the established retention schedule. The time available to the archivists is very limited, considering that there are only 16 archivists, with 249 applications to manage and each application has its own archive retention period. In addition to electronic/digital archives stored in 249 applications, archivists must also handle conventional archives in physical form and conventional archives that have been digitized. These archives must have their retention schedules adjusted, and be reduced on time.

Data as of July 2024 recorded 449.1 Terabytes or 449,100,000 megabytes of archive files stored in cloud storage. Archivists must also implement an archive retention schedule for archives in the cloud storage. According to the results of the interview, the largest data in the *DPR RI* Secretariat General's cloud storage is Parliament TV broadcasts.

The more applications used in an organization, the more complex and time-consuming it is to reduce electronic archives. This is because each application stores different archive data, both in terms of data type, format, and life cycle. Each application requires separate monitoring to ensure that the archives stored in it are managed in accordance with the established retention schedule policy. Moreover, the 249 applications in *Setjen DPR RI* are not integrated, so each reduction must be done manually on each application, which takes time to implement the archive retention schedule policy.

It can be seen that one of the reasons for the failure to implement the electronic/digital archive retention schedule policy at *Setjen DPR RI* is due to time constraints. The process of reducing electronic archives requires careful and precise steps. The process of reducing archives starts from identifying electronic/digital archives that have passed their retention period to the process of deleting or transferring data to *ANRI* in accordance with the rules.

#### **Central Authority in the Implementation of Electronic/Digital Archives Retention Schedule Policy at *Setjen DPR RI***

According to Matland, the monitoring and control strategy from the center is very important in ensuring the implementation of policies runs effectively, including in the context of implementing the electronic/digital archive retention schedule at the *Setjen DPR RI*. Without a strong monitoring mechanism, the digital archive management process is at risk of deviation, both in terms of timeliness in reducing archives and compliance with established regulations. This study shows that the supervision carried out by *ANRI* as the central authority is by observing how the electronic/digital archive management process is carried out by the Ministry of Institutions. The management includes reduction in it. *ANRI* only monitors every year whether the Ministry/Institution has ever been reduced electronically or not. Although the provisions on the importance of retention schedule have been regulated by the National Archives of the Republic of Indonesia (*ANRI*), there have been no sanctions imposed on ministries and state institutions that have not carried out the obligation to reduce electronic/digital archives. For archivists who do not retain archives, namely the transfer, destruction and submission of archives to *ANRI*, this will affect the administrative value of Bureaucratic Reform.

#### **E. CONCLUSION**

Based on the results of research conducted regarding the implementation of the archive retention schedule policy, especially electronic/digital archives at *Setjen DPR RI*, it can be concluded that the implementation of the electronic/digital archive retention schedule policy at the *Setjen DPR RI* is not optimal due to several factors:

1. There are constraints in human resources/archivists in implementing the electronic/digital archive retention schedule policy at the *Setjen DPR RI*. There are only 16 archivists out of 61 archivists needed to manage archives at *Setjen DPR RI*.
2. Lack of communication and coordination between archivists, Pustekinfo, and archive processing work units in implementing the electronic/digital archive retention schedule policy.
3. Regarding technology, as many as 249 applications built with data that are not integrated with each other make the implementation of the electronic/digital archive retention schedule difficult because there is no alignment of archive data between these applications.
4. The time available to archivists is very limited, considering that the number of archivists is only 16 people with a large workload.

5. Lack of control or monitoring from the central authority in this case *ANRI* in implementing the archive retention schedule policy, especially electronic/digital archives at *Setjen DPR RI*.

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