

Research Article

Empowering Archival Human Resource in Indonesia

Sumrahyadi

The National Archives of the Republic of Indonesia

*Corresponding Author

Sumrahyadi

Abstract: In the last decade, the archivist in Indonesia who has responsibility in managing records, archives, and information has declined both in number and quality. This study describes the underlying reasons for the declining trend of archival human resource both in number and quality, and provides some suggestion to enhancing their quality. Based on observation, reports, and existing archive-related references, the study found that the archivists received small number of reward as compared to the burden of their jobs and responsibilities. Having a functional position, the archivists do not only handle records and archives, but they also manage information. The pension-age of them was 56 years old, a similar pension-age with other public employees in general. Additionally, the quality and understanding of archivist in records and other archival activities also be apprehensive. Based on these facts, it is suggested that to attract more employees to become the archivists, the government should provide more attractive rewards, facilities, and training to empower their knowledge and skills on managing records and archival-related activities professionally.

Keywords: Archivist; Retirement age limit; Position allowance; Workload, Job quality.

INTRODUCTION

In archival activities, there are at least several important components, namely the system, Human Resources (HR), institutions, and infrastructure. From these components, it seems that the influence of archival HR in overall filing activities is very important, because of what the system, institutions or facilities and infrastructure are if not supported by capable and reliable human resources. Archival HR itself is in principle grouped into decision makers, in this case are leaders, archiving coaches, archivist, and archivist functional office assessment teams. The role of leaders as decision makers in the field of filing is indeed not negligible, many cases where agencies that carry out filing activities start from the leadership difficulties when looking for archives or documents needed and not found. Realizing these difficulties, the archival agencies set up filing related activities more intensively.

Apart from those archival human resources, archiving supervisors are also very influential on the development of archives within the agency. Based on the legislation, the National Archives of Republic of Indonesia (in Indonesia, it is called *Arsip Nasional Republik Indonesia* - ANRI) has authority at the central level to manage archives and also to delegate the

function to institutional authority at the regional level. For the level of central agencies as coaches archives are archival units, namely the work unit at the creator of the archive that has the duties and responsibilities in the administration of archives. In this case, units within the secretariat are usually carried out by the General Bureau. So that the General Bureau or which functions as the Archive Unit I, if a large organizational unit has the authority to conduct guidance on overall archiving in the agency including guiding the Archives Unit II at the echelon I level (Directorate General, Inspectorate General, Agency, and Deputy) and also the Archival Unit in vertical institutions in the region or foreign representatives. For coaches of archives, the central agencies have relatively understood archival activities, so generally they have also provided guidance and have programmed archival activities properly.

What is quite interesting is the Archiving Development agency in the regions, both at the provincial and regency/city levels, wherein the regions are carried out by provincial or district/city archival institutions, so that the leadership of the archives institution is as a coach of archives. While for provincial and regency/city archives that are generally

Quick Response Code



Journal homepage:

<http://www.easpublisher.com/easmb/>

Article History

Received: 15.03.2019

Accepted: 25.03.2019

Published: 12.04.2019

Copyright © 2019: This is an open-access article distributed under the terms of the Creative Commons Attribution license which permits unrestricted use, distribution, and reproduction in any medium for non commercial use (NonCommercial, or CC-BY-NC) provided the original author and source are credited.

referred to as the Regional Government Working Unit, the archival supervisor is a unit that is in the secretariat (Secretary or Head of Administration or General Section), it can be said that more than 90% of them have no basis and competence in the field of filing. So how will they conduct coaching and programming archival activities if they themselves do not understand archival activities?

While the other HR elements are the assessment team, based on data that is already available, almost all agencies that have an archive of more than 10 people already have an assessment team. The assessment team consists of a central assessment team that assesses the archivists for Group IV both for the archivist environment at ANRI or from other agencies. Whereas the work unit assessment team is the one who conducts assessments for class II and III archivists in the ANRI environment. While the provincial and regency/city assessment teams are those who conduct an assessment of the Class II and III archivists in their territory. Then the last is the agency assessment team that conducts an assessment of the archivists at the central agency level outside ANRI.

Then the last archival HR element is an archivist who is the spearhead of archival HR who is technically doing archival management activities both static and dynamic and doing coaching. As one of the functional officials, archivists must be professional so that their abilities and quality are always improved. Based on experience when organizing certification for archivists for vital archive management competencies and archival filing as well as the selection of national exemplary archivists, conducted in writing, interviews and practices, it is still evident that the archival level of archival skills is still lacking. This is of course the concern of ANRI as an archivist and functional director of archivists. And what is even more worrying is that there is an imbalance between the archivist abilities in Java and those outside Java, this can be seen from the national level archival winners where winners I, II and III all came from the Java Island environment. Based on this fact, once again there needs to be a special training program for archivists so that the ability and capacity inequality increases and there is no striking gap.

In terms of quantity, the number of archivists has also decreased significantly, for example, it can be seen from archivist development data in the past 5 years from 2005 - 2009.

Table 1. Number of Archivists

Agency/Year	2005	2006	2007	2008	2009
Center	1943	1838	1835	1994	2063
Province	1352	1351	1100	1150	831
Regency/City	259	242	242	242	299
Total	3554	3431	3177	3386	3175

Source: Directorate of Archives and Professional Accreditation, ANRI (2010)

Table 1 illustrates that, nationally, the number of archivists in 2009 has declined 10.6% compared to 2005. At the central level, skilled archivists have reduced by 7%, while expert archivists have risen by 209% during the period from 2005 to 2009. Finally, at the provincial level, their number has fallen by almost 40%. Finally, at the regency/city level, skilled archivists have risen by 14%, while the expert archivists have increased by 55% during the similar period. By looking at the archivist data that is seen in quantity, it is certainly a concern for the ANRI, why this happened. What drives the decline in number of archivists and their quality in the last decade? This study intends to describe the existing condition of archivists in Indonesia and suggests solution to improve the archival HR in general and especially for archivists. The findings of this study are hoped to provide useful references for enhancing the archival institution in Indonesia, as a spearhead for archival security in the country.

THEORETICAL FRAMEWORK

As a theoretical basis in this article, several notions of human resources, archivists, and quality and quantity improvement are presented. Notoatmodjo (1998) in his book *"Human Resource Development"* argues that in principle in general the development of assets is needed which is called a resource, which is then differentiated into natural resources and human resources. Then further stated that from these two resources, human resources are more important than natural resources. HR itself in principle is labor, employees or employees whose role is to achieve the goals of an organization.

Specifically, Notoatmodjo (1998) stated that when talking about HR problems, it cannot be separated from two aspects, namely quantity and quality. What is meant by quantity is the number of employees, which is relatively less important than quality. Then if associated with the understanding of quantity of archival HR is the number of archivists or ideal archival managers owned by State institutions adjusted to the weight or workload of archives. The need for archivists as archival managers is determined by analysis of the type, nature, facilities and principles of the implementation of work, namely by looking at effective working time in carrying out archival work in one year and the average capability standard. An easy example is to look at the burden of archival activities both at the processing unit or filing unit or even at the archival institution so that the number of archivists needed, for example at the central agency level is appropriate for the placement of an archivist at the echelon II level which functions as a processing unit of course by looking at the number of archives created and if appropriate to what level the archivist is placed. How about the filing unit because its function is not only managing archives but also fostering archives, so that of course more number of archivists is needed.

The quality of human resources also involves two aspects, namely aspects of physical quality and non-physical quality related to the ability to work, think and other skills, so that efforts to improve the quality of human resources can also be directed at these two aspects (Kiemle, 2002; Chiang and Yen, 2005; and Bailey, 2007). Notoatmodjo (1998) more explicitly say that "to improve physical quality can be pursued through health and nutrition programs". Whereas to improve the ability of non-physical quality, the education and training activities should be conducted (Westerman and Donoghue, 1989).

Zainun (1996) more specifically said that "Quality human resources are the work they do will produce something that is really desired from the job. Quality is not only clever but fulfills all the quality requirements demanded by the job so that the work can be truly completed according to what is desired. The qualitative conditions that are desired are for example abilities, skills, skills, personality, attitudes and behavior". Meanwhile, Prawirosentono (1995, 1999) said that "Quality human resources are productive human resources and able to work efficiently besides having the potential to have a competitive advantage".

By looking at some notions of the quality of Human Resources, it can be concluded that to improve the quality of archival or archivist HR quality in particular, it is necessary to provide archival education and training, so that the technical capabilities, skills, attitudes and behaviors of archival managers (Reason, 2000; Paulsson and Naeve, 2003; and Thakar et al., 2008) are expected to support the purpose of archiving.

While archivists according to the Permenpan Number: PER/3/M.PAN/3/2009 concerning Archivist Functional Position and Credit Numbers is "a position that has scope, duties, responsibilities and authority to carry out archival management and archiving management activities carried out by Civil Servants (PNS) with rights and obligations given in full by authorized officials". Thus archivists have a position as functional technical implementers in the field of dynamic and static records management and archiving development and are career positions that are only occupied by civil servants.

The definition of archivist is broader when viewed in Law No. 43 of 2009 concerning Archives, which states that "Archivists are someone who has competence in the field of filing obtained through formal education and / or archival education and training and has functions, duties, and responsibility for carrying out archival activities". By looking at this understanding, the archivist can be a functional archivist office as stated by the Permenpan as above, also Civil Servants in State institutions including the National Police and National Army, State-Owned

National or Regional Enterprises (BUMN/BUMD) employees, and company employees who have competence in filing.

RESEARCH METHOD

This article uses descriptive analytical methods in the sense of describing directly from the archivist data for the past five years, field data including interview data in various archival activities. The study also describes data that comes from several literatures both in the form of books, legislation and other supporting data. From the existing data and field data obtained through archival activities then analyzed and compared to obtain development and possible improvements of the problems faced. The data collection techniques carried out are by reviewing existing documents from field data both obtained from data sources and from observations when filing activities were carried out. In addition, the existing documents such as reports, literature books, laws and regulations which are reviewed and then analyzed by looking at the facts that exist to obtain alternative solutions to problems that arise.

FINDINGS AND DISCUSSION

Quality Improvement of Archivists

By quoting Notoatmodjo (1998), improving physical quality can be pursued through health and nutrition programs. This is actually in accordance with Law Number 43 of 2009 concerning Archives, especially Article 30 paragraph (2) point d which states that National Archives Institutions carry out guidance and development of archivists through efforts (d) provision of health insurance and professional allowances for archival resources. Of course, with the description as stated in paragraph (2) d, there needs to be a thought about whether health insurance is worthy of being given to the archivists. Perhaps a manifested in the form of periodic medical examinations with guaranteed follow-up costs if there are abnormalities of a particular disease caused by the influence of his work. Or it can also be given additional food with high nutrition for managers and archivists. The form of food can be in the form of milk or other food menus which can roughly restore the condition of the archivist body who works and wrestles with dusty files or certain files contaminated by other chemicals.

Then when listening to Article 30 of Law Number 43 which concerns the issue of professional allowances, it does need to be realized more clearly both with more technical regulations in the form of Government Regulations (PP) or Presidential Regulations (Perpres). As for the formulation in the regulation, the concept is to "adopt" and "adapt" from the concept of teacher professional allowances, where a teacher in addition to obtaining a functional allowance the teacher will also receive a professional allowance after the teacher has received certification. The teacher

professional allowance states that the amount is one time the basic salary in accordance with Law Number 14 of 2005 concerning "Teachers and Lecturers" article 16 paragraph (2). By comparing the teacher's professional allowance, the archivist professional allowance will also be proposed at one time the basic salary. Of course, the allowance is given to archivists who have obtained certification from a particular archival competency, such as vital archival manager competencies, filing competencies, archival central management competencies, depreciation competencies and archival retention schedule designers.

Certification in accordance with certain competencies will indeed be proposed to be given a professional allowance to the archivists who are functional positions not to the entire archivist in accordance with the concept of Law No. 43. Only the difference between all archivists can apply for certification according to competencies offered to the RI National Archives as institutions that have the authority (mandatory) for archiving certification providers. For archivists who work in BUMN/BUMD and their professional allowance companies can be proposed and regulated by their respective institutions. For certain companies that are engaged in filing services, both in-service repair or inactive archive storage services, the provision of archival HR certification is very necessary as a form of handling activities in a professional manner.

By looking at the description above, it is again expected that the quality of physical archival human resources in accordance with what was stated by Notoatmodjo (1998) will increase even though it is not yet a guarantee, but at least theoretically it can be used as a component to improve quality especially physically. Whereas to improve the ability of non-physical quality for archivists, education and training efforts are the most needed. The training can be in the form of training in the creation of archivist functional positions, archival technical training or other refresher training. The training for the creation of archivist functional positions is required for the first appointment to be an archivist for approximately 2 months. For those who have already passed and obtained graduation certificate, they can be proposed to be appointed as archivists according to their level, both expert and skilled based on their diploma level. By giving a briefing for about 2 months, then the archivist can perform its functions and responsible Activity a n archives more professionally, although often education and training is still less so within a certain time candidate functional official archivist is required to conduct archival after returning to the work unit by making a report on the results of the activities that have been carried out.

Refresher training is also very much needed not only for archivist functional officials but also for architects, both at the central and regional levels. Indeed, what is felt to be urgent is the provision of training for archival coaches, especially at the regional level, namely the leaders of archival institutions, both provincial and district/city. Because in reality, it can be said that more than 90% of leaders of archival institutions do not have competence in the field of filing. The potential of the archives meant here is the ability and understanding of archives because they do have archival education backgrounds (both Diploma Filing, Bachelor Degree, and Master Degree in Archives), or because they have participated in archival training. The fact in the regions is that, the appointment of someone to be the Head or leader of an Archive Institution that functions as an archival coach is strongly colored by certain interests and the political nuances are very dominant. For example, because someone is the success team of the Governor or Regent/Mayor, then he is appointed as the head of the Archives Institution as a reward even though he does not have competence in the field of filing. Indeed, it is all the authority of the region concerned, but of course it would be better if the appointment of the official was in accordance with his competence. The simple thing might be stated here that the appointment of a Head of the Health Office, for example, at both the provincial and district/city levels, can almost be said that all have the basis of knowledge and competence as doctors, but that does not happen to the leadership of the Archives Institute. We realize that the archivist profession or those with archival competencies are still very limited, so it is still difficult to place those who have such competencies as leaders of the Archives Institution, but of course what is expected is that the placement is in accordance with activities that are handled daily or which are still related with filing activities. Perhaps what needs to be emphasized here is that the position of archival manager requires special knowledge and skills that not everyone can do, especially when looking at the functions of the Regional Archival Institution that not only manages inactive records but also manages regional static archives which definitely require special knowledge about filing.

By looking at this reality, of course there is a need to provide archives for them so that they can program and run filing activities more optimally. Whereas for regional level archival unit leaders who are at the level of the SKPD secretariat the role is relatively not too dominant for archiving coaching activities, because all are still under the leadership of the Archives Institute. But even so the provision of archives through training is still needed. As for the leadership of archival unit level relative to central agencies also own understanding of the archives because it always gets the guidance and supervision of the National Archives.

How about the quality of the archivist functional office, based on experience when the interview held a certification for the competence of vital archive managers and filing and the selection of exemplary archivists, it still seems that the archivist ability to understand archives and the development of archival science is still lacking. This fact is supported again by the list of proposed performance assessment (DUPAK) submitted by the archivist to the central assessment team that conducts the assessment of group IV archivists. It should be an archivist understanding of group IV with work experience that quite a lot does not propose activities that are not archival activities to be assessed, but the reality is talking differently. By looking at this phenomenon, there is certainly a question, why is their understanding limited, especially if it is associated with an archivist position which is relatively long enough and has been in effect since 1990 which should have been established. So that this is an introspection material for the Indonesian National Archives, perhaps the development of archival HR needs to be changed. In addition, interest in writing and developing science is also still very limited. Therefore there is a need for refresher training for archivists including other technical training so that the ability and enthusiasm to develop archives grows back.

Another effort that might be needed is to foster interest in scientific development through seminars, both seminars for archivists or national seminars related to actual issues related to archival activities. This seminar presents the results of research or studies on a particular finding or specific archival problem with its solution. This activity can be done periodically so that it will familiarize the archivists to continue to develop science. Actually this activity has been carried out by the archivists in several central agencies, only to be intensified again. If it is possible, the archivists also present with the archivists and the general public to give their responses, so that with such activities many benefits not only for the development of science as mentioned above, will also add activities and the possibility of obtaining credit numbers for presenters and those who attend the seminar.

The interest in writing archival articles also needs to be improved, if in the event that difficulties can be published in national mass media, there are still many opportunities to be able to publish on archival media or bulletins, especially for articles or ideas or opinions published in ANRI or on several Provincial Archives Institutions such as West Java, Central Java or East Java. As for the results of the study, a few scientific ones can be published in the Journal of Archives of ANRI or PDII, LIPI. With the increasing number of opinions, ideas or results of studies published, it is expected to be a means of information for sharing experience and sharing information as well as for the development of archival science.

Increasing the Number of Archivists

By looking at archivist figures over the years 2005-2009 in Table 1, where the number has declined by more than 10%, of course it is very worrying and there needs to be an in-depth study of why this can happen and what causes it and how to overcome it. This decrease was felt to be very ironic, especially for the provincial level even though for approximately 5 years and the last in 2008, ANRI provided deconcentration funds to the provincial level in the form of procurement training or the creation of archivist functional positions. Assuming one training class consists of 30 archivists for one province in one year so that for 5 years in 33 provinces 4950 would be candidates for archivists. But the reality is reversed for the provincial level the number of archivists has decreased by 40%. What are these symptoms, they need to be analyzed specifically and deeply. Based on field data and informal interviews with archival supervisors in several provinces, it can be stated as follows that many prospective archivist participants who were included in the training were not interested as archivists, there was the impression they were forced to meet the target and quota of 30 participants. Not to mention administrative requirements that sometimes do not meet for example expert level training in archivist creation with minimum requirement of bachelor degree, but participants who do not have bachelor degree diploma were in training. Or many archivist candidates who have been trained and declared graduated then appointed as more promising structural officials and greater benefits.

Another factor is the appointment process which has a complicated impression, where prospective archivists who have obtained graduation certificate are not proposed by the relevant agencies in the region for several good reasons regarding the issue of benefits where there is concern that it will be borne by the provincial development budget (APBD) or the problem of archivist formation.

By looking at some of the facts and problems mentioned above, it is necessary to have more intensive efforts from ANRI as an institution of Archivist functional positions to disseminate information specifically to the provincial level on the importance of archives and professional positions to handle filing activities more professionally. In addition, it needs to be emphasized that allowances for archivists will be budgeted and paid nationally from the national development budget (APBN) funds. Programmatic meetings with relevant agencies also need to be conducted, for example with Menpan, BKN, Bappenas and the Directorate of Budget to discuss more technically about the continuation of the archivist functional positions. While for the provincial level, it needs to be discussed with the BKD, Provincial Archives Institutions, Bappeda and other relevant agencies.

Then to overcome the prospective archivists who have been educated and have not been appointed, it is necessary to re-record how many of them in total then inventoried how many people are still interested in becoming archivists and then proposed to be immediately appointed and coordinated with the relevant regional agencies.

For archivist issues at the central level, it seems that it is not as complex as the provincial archives, and in the past 5 years the central level has increased quite significantly, this is probably due to the location of central agencies close to ANRI so that information about archivist functional positions and other requirements is easily obtained. In addition, the interest of employees to become archivists has begun to be open even in the Ministry of Foreign Affairs of a prospective archivist before the educator is tested first because the demand is quite large. After being seen more deeply why the enthusiasm of employees to become archivists is very large because one of his motivations is because there is a kind of policy from the leadership of the Ministry that a person appointed as an archivist will immediately be placed in an overseas representative to guide and improve archives at the embassy or consulate in 2 or several months, and after completion will be placed in other countries to carry out the same activities. This policy seems to encourage employees to become archivists. The policies and support of leaders such as in the Ministry of Foreign Affairs might be emulated by other Ministries so that the motivation to become archivists is higher.

In general and honestly it can be said that the interest of employees to become archivists is still low, for example the Ministry of Foreign Affairs is only a case that is slightly different from other agencies, and the evidence nationally is that the number of archivists in the past 5 years has fallen by more than 10%. The decline in numbers is likely due to several factors such as the archivist position is considered to be a less attractive position, another possible factor is the amount of benefits is also felt to be still inadequate with the risks to be borne and possibly subject to severe legal sanctions, and other possibilities due to factors pension age limit.

The main factor is that functional positions are less prestigious than structural positions including archivist positions, this in general must be admitted that if there are two choices between archivist positions and structural positions, it can be said that most will choose structural positions. Only because of the limited number of structural positions which is one reason why people choose archivist functional positions. Only now how to optimize existing archivists both in quality and quantity by looking at the ideal number of archivist formations that must be owned by the agency?

The next factor is the number of archivist benefits that are felt to be inadequate compared to health risks as a result of handling dusty archives, especially for old archives and the possibility of certain types of archives contaminated with certain chemicals that cause pollution and possible health problems. In addition, the current allowance is still inadequate with the archivist profession, which is not only an archivist but also as information manager as mandated by Law No. 14 of 2008 concerning Public Information Openness. Not to mention the existence of legal sanctions, both administrative sanctions and criminal sanctions, such as in Article 78 to Article 88 of Law Number 43 of 2009, which inevitably burdens the burden of the archivists and if they are not careful they may be subject to sanctions. As for archivist, the allowance is in accordance with the Presidential Regulation, as illustrated in Table 2.

Table-2. Archivist Allowances

No.	Archivist level	Position	Allowance (IDR000)
1.	Expert	Main Archivist	700
		Middle Archivist	500
		Young Archivist	375
		First Archivist	275
2.	Skilled	Archivist Supervisor	350
		Continuing Archivist	265
		Executive Archivist	240

Source: Perpres No. 46 (2007)

Comparatively, Table 3 provides the number of allowances received by general civil servants based on the government regulation, PP. No. 2, Year 2006. By looking at and comparing between archivist allowances (Table 2) and public civil servant allowances (Table 3), especially for group II archivists as the lowest group with group II public civil servants, it appears that the difference is only around IDR60,000. With these differences, it is certainly a consideration of civil servants in general to become archivists, because with the heavier workload with the obligation to collect credit numbers not yet with health risks and the possibility of legal sanctions, it is increasingly unattractive for government employee to become archivists. Based on this fact, it is necessary to think about raising archivist benefits as one of the motivations for government employee to become archivists.

Table 3. General Civil Servants Allowances

No.	Job level	Allowance (IDR000)
1.	IV	190
2.	III	185
3.	II	180
4.	I	175

Source: PP. No. 12 (2006)

Another fact that is also a consideration for a civil servant to become an archivist is the same retirement age as civil servants in general, which is still 56 years old. As we know that one of the motivations for a person to become a functional official is a higher retirement age factor, as well as for archivists. So that reason is one of the reasons why civil servants are not interested in becoming archivists and this is one reason for the decline in the number of archivists. Then if we look at the data there are at least 23 functional positions that have a pension age limit above 56 years. For example for *Widyaiswara* (instructor) or even Librarians who are allied positions with archivists having a retirement age limit of 60 years and 65 years for Main Librarians Group IVd and IVe. On this basis it may be necessary to attempt to raise the retirement age limit for the archivists because otherwise there will be gaps and scarcities for the main archivist position. Mathematically, if there is no extension of the pension age and the bat a s the age of 56 years then there will be no major archivists IV Group IVd and IVe, whereas for the class is needed to develop archival science.

The extension of retirement age can be done with a number of options, for example 60 years and 65 years for the Main Archivists such as the Librarian position, or all generalized to 60 years, or for Groups II and III remain 56 years and group IV 60 years (for positions structural where echelon II and I officials are identical to Group IV can be extended up to 60 years). Whichever is chosen from the option, it is expected that the motivation of government employees (PNS) to become an archivist can increase and directly the quantity or quantity will also increase.

CONCLUSION

Based on the results of the analysis above, it can be specifically concluded that to improve the quality and quantity of archivists, the following suggestions are made. To improve the quality of the physical archivists need to be realized in the form of health insurance whether routine medical examination with medical aid for archivists need to follow up on the results of the examination as a result of their job accomplishment. Or it could also be an extra nutritional food gift for the archivist as an additional menu due to the possibility of suffering from the health risks of the work done. Professional allowances for archivists who have certain competencies and have obtained certification according to the mandate of Law Number 43 need to be realized.

Whereas to improve the quality of non-physical, the effort that needs to be taken is to provide training in both appointment training for the creation of archivists, archival technical training, and refresher training. Seminars to discuss certain problems or review certain archival issues periodically need to be done which are expected to be a means to communicate, a means to exchange experiences and exchange ideas and

at the same time as a means of developing archival science.

Whereas to increase the quantity of archivist numbers which tend to decline in the past 5 years, it can be done by giving motivation and stimulants to prospective civil servants of archivists through the dissemination of the importance of archival activities and the role of archival managers to handle filing activities in a more professional manner so as to foster interest in archivist office. Functional benefits as one of the compensation also needs to be improved in accordance with the role of archivists as archival managers and managers of information and health risks as a result of work and the possibility of legal sanctions.

In addition, it may be necessary to think about extending the retirement age for archivist positions that have been applied to the age limit of civil servant pensions in general, so that it is expected to become an attraction for civil servants to become archivists and at the same time avoid scarcity for Archivist positions Main Groups IVd and IVe which function to develop the science of filing.

REFERENCES

1. Bailey, S. (2007). Taking the road less travelled by: the future of the archive and records management profession in the digital age. *Journal of the Society of Archivists*, 28(2), 117-124.
2. Chiang, J. K., & Yen, E. (2005). October). Developing a governmental long-term archive management system on semantic grid. In *2005 PNC Annual Conference and Joint Meetings*.
3. Kiemle, S. (2002). September). From digital archive to digital library—A middleware for earth-observation data management. In *International Conference on Theory and Practice of Digital Libraries* (pp. 230-237). Springer, Berlin, Heidelberg.
4. Notoatmodjo, S. (1998). *Pengembangan Sumber Daya Manusia*. Bandung: PT. Rineka Cipta.
5. Paulsson, F., & Naeve, A. (2003). Standardized content archive management—SCAM—storing and distributing learning resources. *IEEE Learning Technology newsletter*, 5(1), 40-42.
6. Peraturan Menteri Negara Pendayagunaan Aparatur Negara Nomor. (2009). PER/3/M.PAN/3/2009, *Tentang Jabatan Fungsional Arsiparis dan Angka Kreditnya*, Jakarta.
7. Prawirosentono, S. (1995). *Model Pembangunan Sumber Daya Manusia Negara-Negara Berkembang*. Yogyakarta: BPFE.
8. Prawirosentono, S. (1999). *Manajemen Sumberdaya Manusia: Kebijakan Kinerja Karyawan: Kiat Membangun Organisasi Kompetitif Menjelang Perdagangan Bebas Dunia*. Yogyakarta: BPFE.

9. Reason, J. (2000). Human error: models and management. *BMJ*, 320(7237), 768-770.
10. Thakar, A. R., Szalay, A., Fekete, G., & Gray, J. (2008). The catalog archive server database management system. *Computing in Science & Engineering*, 10(1), 30-42.
11. Undang-Undang No. 14 Tahun. (2008). *Tentang Keterbukaan Informasi Publik*, Jakarta.
12. Undang-Undang No. 43 Tahun (2009). *Tentang Kearsipan*, Jakarta.
13. Westerman, J., & Donoghue, P. (1989). *Managing the Human Resource*. Prentice Hall Professional Technical Reference.
14. Zainun, B. (1996). *Manajemen Sumber Daya Manusia*. Jakarta: Haji Masagung.