

Strengthening of Archives Governance Based on E-Government in The Gorontalo City Government

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Abstract

The study aims to determine and analyze (1) strengthening of E-Government-based archival governance in the Gorontalo City government environment; (2) determining factors for the success of strengthening E-Government-based archival governance in the Gorontalo City government environment. The research approach used is a qualitative method with a descriptive research method and research procedures are carried out by observation and interviews with informants. The data analysis technique used is interactive analysis of the miles and huberman models. The results of the study show that (1) Strengthening E-Government-based archival governance in the Gorontalo City Government is a strategic effort to create a more efficient, transparent, and accountable administration system. In terms of archive maintenance, digitalization provides higher security through system-based storage, minimizing the risk of loss or physical damage to archives. With this step, the Gorontalo City Government is able to present modern archival governance, meeting increasingly complex administrative demands; (2) The success of strengthening archival governance based on E-Government in the Gorontalo City Government is influenced by several key factors that must support each other, namely the archive storage system, qualified archival infrastructure and facilities, archival officers, and archival communication and work environment. Finally, conducive communication and work environment between agencies and work units facilitate coordination and collaboration in archive management. By paying attention to and optimizing these factors, strengthening E-Government-based archival governance can be realized effectively, supporting better public services.

Keywords: Archives; e-Government; Srikandi; Strengthening; Governance

Introduction

Implementing public policy in archive management involves creating clear guidelines, procedures, and systems for compiling, storing, and managing archives, including identifying inactive archives, determining retention periods, and selecting appropriate depreciation methods (Umpain & Wariyanto, 2024). The Gorontalo City Government, in its efforts to modernize public services, must adopt E-Government-based archive management through the Integrated Dynamic Archive Information System (SRIKANDI), an application developed by the Indonesian government. However, challenges such as frequent network disruptions, outdated application features, cybersecurity risks, and employee resistance to change hinder its implementation. Issues like disorganized archives, slow information access, and the risk of loss or damage highlight the urgency of e-Government-based archive management to address the increasing volume of archives, ensure data integrity, and meet regulatory obligations.

The number of urgent archives that need to be managed is 1,121 archives (archives during 2017-2023) which of course if this is not done there will be an accumulation of archives which will cause the work of employees at the Archives and Library Service of Gorontalo City to be

less effective and efficient. This shows that good archive management is very important to maintain operational efficiency (Melissa, 2024). Improper archive management causes various problems, such as inadequate storage space, difficulty in finding the required archives, and additional workload for employees who have to manage and search for archives manually (Mulyadi, 2023). Thus, employees can work more effectively and efficiently, which will improve the performance of the Archives and Library Service of Gorontalo City. Align with research from Harta (2024), this emphasizes the importance of good archive management in supporting public administration functions and public services.

Then, the value of archive supervision over the past 7 years tends to be less stable with an average of only 25.23%, which of course is due to less than optimal archive reduction. This shows that effective archive management is needed to ensure optimal and stable supervision. Low and unstable archive supervision can indicate that the systems and processes used to manage archives, especially in terms of archive reduction, are not running well. When archives are not routinely and efficiently reduced, this can lead to unnecessary archive accumulation, which in turn hinders the supervision process. Accumulated archives can make it difficult for employees to access relevant and important archives, extend search time, and increase the risk of loss or damage to archives (Rohmah, 2023). Based on the results of initial observations and initial interviews, it was found that one of the main causes of less than optimal archive management in Gorontalo City is a problem related to human resources (HR).

The lack of trained and qualified archivists and inadequate facilities and infrastructure hinder the effectiveness of archive management in Gorontalo City. The Archives and Library Service lacks proper technological tools, and the implementation of the Integrated Dynamic Archives Information System (SRIKANDI) is still not optimal due to unstable internet networks, causing delays in archiving and reduced employee performance efficiency. Over 30% of employees are not fully trained in using SRIKANDI, both in technical aspects and digital archive management procedures, while incomplete application features further complicate the process. To address these challenges, improvements in network infrastructure, HR competency, and application features are urgently needed.

Methods

This research was conducted at the Gorontalo City Government, specifically the Gorontalo City Archives and Library Service as a unit or regional government organization (OPD) that is directly related to archival governance. The time used to conduct this research was calculated from June 2024 to December 2024. The research approach used was a qualitative method with a descriptive research method and research procedures were carried out by observation and interviews with informants. The data analysis technique used was interactive analysis of the miles and huberman models.

Results and Discussion

Presentation on Strengthening E-Government Based Archival Governance in the Gorontalo City Government Environment

Archive Creation

Strengthening E-Government-based archival governance in the Gorontalo City Government has progressed well, despite several challenges. The Gorontalo City Archives and Library Service has implemented the creation of electronic archives to ensure accountability and transparency in archive management, as seen in Attachment 4. Using the Srikandi application, an Integrated Dynamic Archival Information System launched by the central government, the process includes creating letters, receiving letters, reconciling archives, and controlling letter

distribution between OPDs. To support this, the Gorontalo City Government conducts training and technical guidance for archivists and archive managers to ensure proper understanding and adherence to standards. With continued improvements in technology, clear regulations, and HR competencies, archive management can become more transparent, effective, and efficient, thereby enhancing public service quality and accountability.

Archive Maintenance

E-Government-based archive maintenance in the Gorontalo City Government has been implemented well, with a focus on sustaining electronic archive data management through routine backups to main and backup servers to ensure data integrity and prevent loss. Archives are categorized with appropriate metadata for easier future searches and managed using electronic archive software integrated with adequate network infrastructure. Utilizing the Srikandi application, archives are automatically stored in the ANRI data center, ensuring data security, integrity, and compliance with archival standards. Despite challenges such as time-consuming version upgrades and potential cyberattacks, the Gorontalo City Government strives to maintain secure and structured archive management, supporting accountability and transparency in government archive maintenance.

Use of Archives

The use of E-Government-based archives in the Gorontalo City Government has had a positive impact, particularly in improving accessibility and work efficiency, though integration between agencies and training still need improvement. The Srikandi application allows authorized users to access archives anytime and anywhere, simplifying document searches and report preparation while increasing productivity. It facilitates tasks such as grouping active, inactive, and vital archives, as well as transferring archive media. The Archives Service has supported this by providing technical guidance and direct assistance to OPDs, which has proven more effective than theoretical training. Despite significant progress in efficiency and accessibility, further enhancements in system integration and training are needed to optimize the application's use across all city government employees.

Archive Shrinkage

The archive reduction process in Gorontalo City follows the established archive retention schedule, grouping inactive archives for destruction or media transfer as per regulations, with technical guidelines and an approval mechanism to ensure proper verification and avoid omissions. Limited storage capacity necessitates frequent reductions to maintain efficiency, but technical issues, such as disruptions from the recent update of the Srikandi application, often hinder the process. The implementation of Mayoral Regulation Number 16 of 2024 provides a guideline for archive reduction, and some OPDs have conducted socialization on procedures, although challenges remain in OPDs that have not requested assistance. While policies and guidelines exist for both conventional and electronic archives, consistent implementation, technical improvements, and enhanced training are needed to ensure smoother integration of policies, procedures, and applications, supported by more intensive assistance for each OPD.

Exposure to the Determining Factors for the Success of Strengthening E-Government-Based Archival Governance in the Gorontalo City Government Environment.

Archive Storage System

The archive storage system implemented through the Srikandi application has significantly strengthened E-Government-based archive governance in the Gorontalo City government. Integrated with the central server, the application enables structured archive management in

accordance with national archival standards. Archives are stored digitally and centrally, allowing for more efficient access and organized management. The application automatically records every incoming and outgoing letter, saving storage space by eliminating the need for physical archives while ensuring easy access for authorized users. Despite its positive impact on improving archive efficiency and effectiveness, challenges remain, particularly in system integration between sections and agencies. While several agencies are connected, interoperability is still under development to facilitate seamless data exchange. The Srikandi application has proven to be a crucial step forward in enhancing archive governance, offering structured, fast-access, and space-saving solutions that strengthen the Gorontalo City government's E-Government-based archive management system.

Infrastructure and Archival Facilities

The archival infrastructure and facilities in Gorontalo City, including special servers, computer devices, and internet networks, have supported digital archive management, though access speed issues arise as data loads increase. Adequate information technology facilities are vital for E-Government-based archive management, requiring gradual improvements, such as expanding server capacity and procuring software tailored to agency needs. Improved software will enhance archive management efficiency, speed, and security. Despite current shortcomings in facility capacity and quality, electronic archive management in Gorontalo City is progressing positively. Continuous upgrades to infrastructure and facilities will be crucial in achieving more efficient and effective E-Government-based archival governance in the future.

Archivist

The competence of archiving officers is a very important factor in determining the success of strengthening E-Government-based archiving governance in the Gorontalo City government. In general, the competence of officers is considered quite good, although there are still some challenges related to understanding technology and electronic archive management standards. The competence of archiving officers plays a central role in the success of E-Government-based archive management. With competent human resources, archive management can run more efficiently, including data security, information accuracy, and archive accessibility for various parties. To achieve an optimal level of competence, more intensive periodic training, increased understanding of technology, and support in the form of clear work standards are crucial. This support not only improves the individual abilities of officers, but also ensures more effective archive management that is in accordance with the needs of the digital era. Sustainable training, strengthening the coordination system, and in-depth understanding of modern archiving will be the main keys to optimizing E-Government-based archiving governance in Gorontalo City.

Communication and Archival Work Environment

Communication and the archival work environment are determining factors for the success of strengthening E-Government-based archival governance in the Gorontalo City government. Good communication between archival officers, both within work units and across agencies, has contributed significantly to the smooth implementation of electronic-based archival governance, such as the Srikandi application. Internal communication is considered very good, supported by the existence of application-based discussion groups such as WhatsApp which facilitate dynamic communication at various levels, including special groups for dynamic archives and other archival applications. These discussion groups are not only a medium for conveying the latest information, but also for resolving technical obstacles, such as system maintenance problems or operational coordination. Effective communication within these

groups ensures that various obstacles in archive management can be addressed immediately, creating productive collaboration between officers.

Research Findings

The findings regarding the value of archive supervision in the Gorontalo City government are presented as follows:

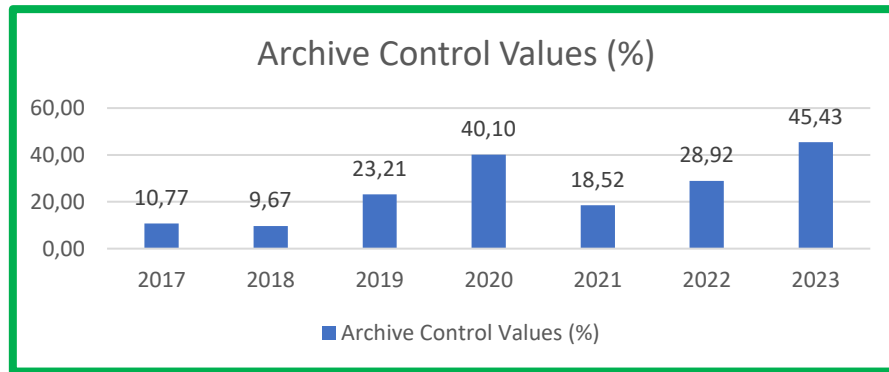


Figure 1. Archives Supervision in Gorontalo City

Based on the graph above, it can be seen that in 2017, the archive supervision score in the Gorontalo City Government was still at a very low level, namely 10.77%. This figure shows that archive supervision efforts have not been a top priority, possibly due to a lack of understanding of the importance of good archive governance. In addition, limited resources, both in terms of budget, technology, and the competence of archive officers, are also factors that cause this low score. This low figure reflects the less than optimal supervision of the implementation of the archive system, which has an impact on the gap in archive management in government agencies. In 2018, the archive supervision score decreased slightly to 9.67%. This decline could reflect a lack of sustainability in programs to improve the quality of archive management. This can occur for various reasons, such as changes in policy, limited budget allocation, or lack of attention from leaders to the importance of archive supervision.

This situation further emphasizes the need for a more focused and comprehensive strategy to build a consistent archive supervision system, including increasing the capacity of human resources in the field of archives. The archive supervision score in 2019 experienced a significant jump to 23.21%. This increase reflects improvements in the archive supervision system, which is likely triggered by efforts to implement better archive governance policies. The Gorontalo City Government has begun to pay attention to the importance of supervision as a critical aspect in E-Government-based archive management. Support in the form of training for archive officers and the use of simple technology for archive management can be one of the factors driving this increase.

In 2020, the archive supervision score rose sharply to 40.10%, reflecting significant improvements in policy implementation, the formation of a special archive management team, the use of digital technology, and increased internal supervision, likely influenced by national directives on digital transformation. However, in 2021, the score dropped to 18.52%, possibly due to the COVID-19 pandemic, which shifted government priorities and led to limited access to digital infrastructure and reduced supervision. In 2022, the score recovered to 28.92%, reflecting efforts to revive archive management after the pandemic's impact. By 2023, the score reached its highest point of 45.43%, indicating progress supported by the implementation of E-Government-based archive management applications, enhanced archivist competence, and greater awareness of archiving's importance, demonstrating the government's increasing recognition of good archiving governance for accountability and efficiency.

Discussion

Strengthening of E-Government Based Archival Governance in the Gorontalo City Government Environment

The results of the analysis found that strengthening E-Government-based archival governance in the Gorontalo City Government is an important step in creating an efficient, transparent, and accountable administration system. The implementation of a digital system for archive management allows for more organized information integration and easier access. On the other hand, the use of E-Government-based applications supports the smooth creation, maintenance, use, and reduction of archives, and ensures the process of managing archives in accordance with applicable regulations. Thus, this strengthening not only encourages operational efficiency, but also strengthens accountability and transparency in government administration. Along with the development of technology, Gorontalo City is committed to continuing to update and optimize archival governance to be more responsive to the increasingly complex needs of public services. The results of each sub-focus on strengthening E-Government-based archival governance in the Gorontalo City government are described below:

Archive Creation

Strengthening archive creation in the Gorontalo City Government requires an integrated system connecting all related agencies to enable seamless document sharing and synchronization, improving interoperability and collaboration among OPDs. Through the E-Government platform, the archive creation process becomes transparent, allowing effective monitoring of archive quality and ensuring the accountability of information produced. As noted by Yogopriyatno (2024), E-Government-based archival governance emphasizes technology use to create structured, accessible archives. The process begins with electronic document creation managed in a digital system, ensuring proper recording, organization, and metadata completion. Digital archive creation facilitates automatic archiving through integrated web-based applications or information systems, enhancing transparency by enabling digital audits and access for authorized users. Strengthening policies and providing employee training are essential to effectively and efficiently utilize technology for archive creation.

Archive Maintenance

E-Government-based archive management systems must include strict security mechanisms, such as data encryption and protection against unauthorized access, to maintain the integrity of long-term archives. Training for archivists is crucial to ensure effective and efficient maintenance, enabling employees to manage archives, resolve issues, and restore them if necessary. Proper management helps preserve archive quality and ensures future accessibility, aligning with Fadri & Fil (2024), on the importance of maintaining integrity, security, and reliability in E-Government-based archive maintenance. Digital archives should be stored securely, such as in cloud-based systems with strong data protection, and regular updates are necessary for continued accessibility. E-Government systems allow archives to be accessed more easily, reducing reliance on physical space and enabling efficient search and retrieval. Strengthening digital archive maintenance requires adequate hardware and enhanced human resource capacity in the field of archives.

Use of Archives

The success of E-Government-based archives depends on the integration of systems used by each OPD (regional apparatus organization), ensuring seamless communication between them for quick and efficient access to required archives. Good system integration is essential for enhancing archive use in the Gorontalo City Government, promoting collaboration and synergy

among agencies, and strengthening public service quality and government transparency. As stated by Wiranti & Frinaldi (2023), E-Government-based archives increase government administration efficiency by allowing real-time access to digital documents through web-based systems or specialized applications. This boosts work productivity, facilitates collaboration, and reduces errors from physical archive searches. Digital archives also support transparency and accountability, as all information can be digitally audited and controlled.

Archive Shrinkage

To ensure effective archive reduction, the Gorontalo City Archives Service must ensure that every government agency understands the importance of the process and follows existing procedures, while archivists receive special training on digital archive reduction management. Proper E-Government-based archive reduction allows the city government to retain only necessary archives, improving information management efficiency. According to Rachmad (2024), archive reduction in the E-Government system is structured and efficient, with rules for archive retention and disposal. A system to monitor archive age ensures reduction complies with regulations, maintaining archive management quality. Permanasari & Harahap (2024) emphasize that expanding archive manager training is essential due to the rapid technological development and the need for improved technological literacy. Strengthening E-Government-based archive governance in Gorontalo City is crucial for increasing government efficiency, transparency, and accountability. A digital archive management system enables faster, safer, and more organized management, facilitating access by authorized parties and supporting policies that enhance public services and data-based decision-making while minimizing misuse risks and promoting transparency in governance (Mulyawan, 2024).

Determining Factors for the Success of Strengthening E-Government-Based Archival Governance in the Gorontalo City Government Environment

The results of the analysis found that the success of strengthening E-Government-based archival governance in the Gorontalo City Government is influenced by several key factors that must support each other. A good and digitally integrated archive storage system is a very important basis for archives to be easily searched and accessed. Archival infrastructure and facilities that meet standards provide a solid foundation for operational archive management. Then, the existence of competent archival officers in management and information technology greatly determines the efficiency of this system. Finally, communication and a conducive work environment between agencies and work units facilitate coordination and collaboration in archive management. By paying attention to and optimizing these factors, strengthening E-Government-based archival governance can be realized effectively, supporting better public services. The results of each sub-focus regarding the determining factors for the success of strengthening E-Government-based archival governance in the Gorontalo City government are described below:

Archive Storage System

To succeed in managing E-Government-based archives, the Gorontalo City Government must ensure that the storage system can handle the increasing volume of data in various formats, including text, images, videos, and other relevant data. The storage platform should have strong data security mechanisms, such as encryption and regular backups, to protect archives from potential damage or leaks. Integration between storage systems of regional devices is also crucial for creating a transparent and easily accessible system. Hutabarat (2022), emphasize that a well-organized storage system supports archive management efficiency by automatically categorizing, managing, and reducing archives based on category, status, and expiration date. Clear policies on archive use, maintenance, and reduction procedures are necessary, and

technology plays a crucial role in achieving better, more transparent, and safer archival governance.

Adequate Archival Infrastructure and Facilities

Adequate archival infrastructure and facilities are crucial for strengthening E-Government-based archival governance in the Gorontalo City Government. These include physical infrastructure and technological devices, such as secure server rooms, sufficient computers, and stable internet connections, which are necessary for efficient digital archive management. Without these facilities, the digital archival system may face obstacles, such as inefficient access to archives or difficulties in performing backups and data maintenance. According to Wulandari & Ismaya (2022), archival facilities also include training rooms and technical support centers to enhance employees' competencies in using digital systems and understanding standard operating procedures (SOPs). The government needs to ensure these facilities are updated and aligned with technological advancements to ensure optimal E-Government-based archive management, creating a system that supports better, more efficient, and safer archival governance.

Archiving Officers

Archiving officers play a crucial role in strengthening E-Government-based archival governance in the Gorontalo City Government, as the success of the digital archival system depends on their quality and competence. Well-trained officers, especially in using information technology, can efficiently manage documents, maintain archives, and handle inactive archives. Therefore, the Gorontalo City Government must consistently provide training and skills development for archival officers to understand E-Government-based archival systems and applications. According to Gesmundo (2022), archiving officers also ensure the smooth operation of the system by monitoring and evaluating its performance, as well as providing technical support and consultation to users. The role of archiving officers is vital in creating an archive management system that meets established standards, making their selection and management a key factor in the success of E-Government-based archival governance.

Communication and Archiving Work Environment

Effective communication and a supportive work environment are crucial for strengthening E-Government-based archiving governance in the Gorontalo City Government. Clear coordination between archivists, agency employees, and government agencies ensures smooth archive management, faster workflows, and increased productivity. Open communication also helps resolve technical or administrative problems, facilitating the functioning of the E-Government-based archiving system. As Fildza & Noor (2022), note, good coordination between OPDs and the Archives Service enhances information exchange and problem resolution. A supportive work environment, clear communication, and effective policies and infrastructure are key factors for success, along with competent archival officers and adequate information technology infrastructure. As Baheer & Sausa (2020) emphasizes, these elements help improve the management, use, and transparency of electronic archives, ensuring effective E-Government-based archive governance.

Conclusion

Strengthening E-Government-based archival governance in the Gorontalo City Government is a strategic effort to create a more efficient, transparent, and accountable administration system. Technology in archive creation enables organized, digital document production, while digital archive maintenance enhances security and reduces the risk of loss or physical damage. The E-

Government system supports fast, real-time accessibility for both internal and external users, improving public services. Archive reduction is optimized through automatic identification of irrelevant documents, maximizing storage capacity and ensuring compliance. Success in this governance is influenced by key factors: a digitally integrated archive storage system, adequate archival infrastructure and facilities, qualified archival officers, and a supportive communication and work environment. Optimizing these factors ensures effective implementation of E-Government-based archival governance, enhancing public services.

Suggestion

The Gorontalo City Government needs to assertively implement the Gorontalo Mayor's Instruction Number: 000.5 / DKP-Arsip / 1673/2023 regarding the integrated dynamic archiving information system, providing awards and sanctions for OPDs using Srikandi in E-Government-based archiving governance. Development should continue by allocating sufficient budget for information technology infrastructure and training for archival officers, ensuring each regional apparatus has access to electronic-based archive management applications. ANRI must update technical guidelines and provide regular training to ensure effective archive digitization. Employees must enhance awareness and understanding of electronic archiving and participate in training to improve data integrity and archive management. OPDs should integrate electronic-based archive systems, maintain necessary infrastructure, and foster coordination to improve interoperability. The Archives and Library Service of Gorontalo City must strengthen its role in supervision, training, and collaboration with ANRI to ensure effective archive governance and improve government efficiency and transparency.

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