

The Performance of Individual Service Providers (PJLP) in Archival Management in the Province of DKI Jakarta

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Article Info	ABSTRACT
Keywords: Performance Effectiveness, Performance, Good Governance, PJLP Archives Manager, Archivist	This study aims to analyze the effectiveness of the performance of Individual Other Service Providers (PJLP) in managing archives within the DKI Jakarta Provincial Government, focusing on five main agencies, namely the Library and Archives Service (Dispusip), Regional Asset Management Agency (BPAD), Regional Personnel Agency (BKD), Regional Financial Management Agency (BPKD), and the Public Works, Spatial Planning, and Land Agency (DCKTRP). The study uses a descriptive qualitative approach, with data collection techniques through in-depth interviews with structural officials and PJLP, as well as documentation studies. The theoretical framework used is the performance theory from Kasmir (2018) which includes six work criteria: quality, quantity, timeliness, cost efficiency, supervision, and work relationships. In addition, this study also uses a government science approach through the principle of good governance and the Kybernology theory from Taliziduhu Ndraha to understand the position of PJLP in the regional government bureaucracy system. The results of the study show that the performance of PJLP is considered quite effective in supporting archive management, especially in terms of quality and cost efficiency. Agencies such as Dispusip and BPKD noted the performance of PJLP which had minimal errors, was disciplined, and complied with SOPs. Work productivity was also high, with a clear daily workload and measurable reporting. In terms of cost efficiency, all agencies stated that the existence of PJLP was more efficient and safer than outsourcing. However, there are still significant challenges that affect overall effectiveness, such as the educational background of PJLP which is not yet appropriate, the annual contract status that does not guarantee sustainability, limited work facilities, the lack of ASN archivists as supervisors, and the absence of uniform standard operating procedures between agencies.
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INTRODUCTION

Archivists in the DKI Jakarta Provincial Government are legally recruited through two channels, namely the Civil Servant (PNS) selection and PJLP. PJLP recruitment is based on various regulations, namely Law Number 43 of 2009 concerning Archives, Presidential Regulation Number 12 of 2021 concerning Amendments to Presidential Regulation Number 16 of 2018 concerning Government Procurement of Goods/Services, as well as regional

regulations and gubernatorial regulations governing employee management and service procurement in DKI Jakarta - one of which is Governor's Decree Number 1095 of 2022 concerning Guidelines for Controlling the Use of Individual Other Service Providers in the DKI Jakarta Provincial Government. Although these regulations have provided a clear framework, the effectiveness of PJLP's performance in managing archives has not been studied in depth.

The use of PJLP personnel in archive management in the DKI Jakarta Provincial Government plays an important role in improving overall archival performance. They help handle large volumes of archives, support the archive digitization process, maintain physical archive maintenance, and increase efficiency in the archive management process. Every year, the National Archives of the Republic of Indonesia (ANRI) will assess the performance of archive management by the regional government. As a result, in the last five years, the archival performance of the DKI Jakarta government has shown a significant increase. The 2023 Government Agency Performance Report (LKIP) of the DKI Jakarta Provincial Library and Archives Service shows that program performance and target performance indicators have been achieved. The DKI Jakarta government archive management performance score reached 90.06 with a very satisfactory predicate. The 2023 assessment was much better than 2019 which was 76.65 with a good predicate.

Then in this case, in the scope of the DKI Jakarta Provincial Government, the recruitment of PJLP is carried out to support administrative work that does not require special skills. PJLP is a non-permanent employee who is employed to carry out certain administrative or operational tasks, such as archive management, which does not require formal employee competencies required for government employees with work agreements (PPPK). PJLP who manage archives are employed based on work contracts made according to the needs of the agency. This contract usually has a certain time limit and focuses on specific projects such as archive reduction or archive digitization. PJLP is considered to provide solutions to employee needs in the structure of human resource use in the public sector.

Archive management in DKI Jakarta is now moving towards a digital and paperless system (Surapati, 2024). The challenge of electronic archive management is more about the ability of employees to adapt during the transition period (Mardiati, 2015). The integration of employee competencies in managing electronic archive systems has a significant positive impact on the effectiveness of archive management (Sadat, 2023). Employee competency can be seen from various indicators, such as the speed of moving documents, the ability to store documents, the ability to control access, and the ability to index documents. The results of Sadat Irfan Gumilar's (2023) research show that employee competency has a significant influence and impact on the effectiveness of archive management.

To complement the existing literature, this study will analyze the effectiveness of PJLP performance in managing archives in the DKI Jakarta Provincial Government. Using performance theory as an analytical tool, this study will evaluate the performance of PJLP and identify factors that influence the effectiveness of their performance. This study is expected to provide useful recommendations for improving archive management in the

government environment. The results of the study are also expected to contribute to improving procurement policies and human resource management in the public sector.

METHOD

This study uses a qualitative approach with a case study method. A qualitative approach allows researchers to explore and understand phenomena in depth and holistically. In the context of archive management by PJLP, researchers can explore details about how policies and procedures are implemented, as well as the experiences, perceptions, and challenges faced by workers and managers or direct superiors.

The use of the case study method allows researchers to explore problems in specific real-life contexts. In this case, the contextualization of archive management in DKI Jakarta Province by PJLP is a very specific focus and requires in-depth understanding. Case studies allow for the use of a variety of data types, both qualitative and quantitative. Researchers can draw on interviews with PJLPs, PJLPs' superiors or archivists, as well as observations of work processes and analysis of policy documents and performance reports.

The main informants are related to the focus of the research so that those selected are the direct superiors of PJLP. The researcher selected five main informants from various different local government agencies. In addition, there are supporting informants related to the research locus, namely the DKI Jakarta Provincial Government. The supporting informants in this study were PJLP archivists who were taken by purposive sampling. Data collection techniques for the qualitative approach were mainly observation, interviews, and documentation.

To examine the effectiveness of PJLP performance in managing archives in DKI Jakarta Province, researchers used an analysis of similarities and differences with the triangulation method. Triangulation is an approach that uses various methods or data sources to study the same phenomenon, with the aim of increasing the validity and reliability of research results.

RESULTS AND DISCUSSION

Effectiveness of PJLP Performance in Archives Management

Quality of PJLP Work

Quality of work is a fundamental dimension in measuring the effectiveness of individual and organizational performance. In the context of archive management in the DKI Jakarta Provincial Government, this dimension is crucial because it is directly related to the accuracy, reliability, and security of the information managed. Based on the results of interviews and documentation in the five provincial government agencies studied—Dispusip, BPKD, BKD, BPAD, and DCKTRP—it can be concluded that the quality of PJLP work in managing archives is considered good. However, variations were found between one agency and another, especially in terms of compliance with Standard Operating Procedures (SOP), the need for assistance, and the influence of the technical background of PJLP personnel.

The Library and Archives Service (Dispusip) as the archival development agency in DKI Jakarta reported the good quality of PJLP's work. Fitri Aulia, Head of Archives Management and Services at Dispusip, stated that the PJLP selection process was carried out by considering suitability for the technical tasks of archive management. "PJLP, especially in the field of archival compliance, has followed. Their obligations in assisting our field are appropriate," she explained. Dispusip also emphasized the importance of security and protection of archive documents by providing storage facilities that meet fire, flood, and earthquake resistance standards. This makes PJLP at Dispusip work in a very professional and structured system. The quality of their work is not only measured by physical results alone, but also from the aspects of accuracy, security, and compliance with national archive service standards.

Then at the Regional Financial Management Agency (BPKD), the quality of PJLP's work received a very positive assessment. The Head of the General Sub-Division of BPKD, stated that the level of PJLP's errors in handling archives was very minimal. This, according to him, was the result of a coaching system that was actively carried out by internal archivists. "For the quality of PJLP's work, especially at BPKD, related to archiving officers, so far it has been very good and with a very, very minimal level of errors... thanks to guidance or training from archivists," he said. This statement emphasizes the importance of the role of ASN archivists as technical coaches and quality assurance. Strict implementation of SOPs and the existence of a consistent daily supervision structure make PJLP at BPKD able to work in an orderly and accurate manner.

Similar conditions were also found in the Department of Public Works, Spatial Planning, and Land (DCKTRP). In this agency, PJLPs are considered quite helpful in archiving tasks, although they still rely heavily on daily technical guidance. Most of the PJLPs recruited come from non-archiving educational backgrounds. However, they are considered able to adapt quickly to the applicable systems and procedures. Jayanti Dianita Dewi from the General Sub-Division of DCKTRP explained that although there were no daily quantitative targets set, PJLP showed progress in understanding the task and were able to complete the reduction and arrangement of archives. However, in the early stages of the assignment, they still needed intensive direction so that the work produced was in line with the quality standards expected by the agency.

Cross-agency analysis shows that the quality of PJLP work is greatly influenced by several main factors. First, the presence of ASN archivists as technical assistants has proven significant in maintaining work quality. Agencies that have active archivists, such as Dispusip and BPKD, are able to maintain the stability of PJLP performance. Second, a clear and operational SOP structure provides measurable and evaluable work guidelines. Third, a supportive work environment, including the availability of safe storage facilities and a periodic reporting system, is an important component in ensuring that PJLP work results remain of high quality. Fourth, PJLP's educational background and work experience also play an important role in the speed of adaptation and technical understanding.

From a theoretical perspective, this finding is in line with the performance theory put forward by Kasmir (2018), where work quality is the result of a combination of technical

skills, conformity to work standards, and accuracy in carrying out tasks. In the context of government, performance quality also reflects the principles of good governance, especially in terms of accountability, service efficiency, and reliability of public information. Archives managed by PJLP are not only administrative records, but also legal evidence, bureaucratic control tools, and strategic references in the government policy-making process.

In addition, the success in maintaining the quality of PJLP work also shows the extent to which government agencies are able to manage non-ASN human resources professionally. With the right selection, training, and supervision system, PJLP can demonstrate performance that is equal to ASN in several technical tasks. This is a reflection, a measurable performance management strategy based on operational procedures can be applied effectively to contract workers in the public sector.

Quantity (Number of Work Results) of PJLP

In the context of government archive management, the quantity variable measures the extent to which archivists are able to complete their tasks in significant numbers within a certain time limit. This study found that the five provincial government agencies that were the objects of the study—Dispusip, BPKD, BKD, BPAD, and DCKTRP—applied different work quantity patterns to PJLP, according to the characteristics of the documents and their respective work systems.

Meanwhile, the Regional Personnel Agency (BKD) manages two main types of archives, namely general administrative archives and personal files of ASN/P3K employees. To support the productivity of PJLP work, BKD sets a daily target with details: 200 sheets of letters for archiving, 200 folders for physical arrangement of personal archives, and 500 files for the digitization process. Ria Victoria Surtianty, Young Expert Archivist of BKD said, "One person has 200 files... digitization can reach 500." These targets not only reflect the large volume of work, but also show the importance of accuracy and efficiency in the management of employee archives that continue to grow. BKD has also implemented an electronic archive management system, which supports the integration between the quantity and quality of work results. PJLP is required not only to achieve the target number, but also to ensure that the documents managed are in accordance with the established digital and administrative arrangement standards.

At the Regional Asset Management Agency (BPAD), the main focus of PJLP's work is on the process of digitizing local government asset documents, including vehicle ownership documents, land, and other valuables. Work targets are not always determined in rigid numbers, but are more directed at consistent achievement through daily reporting. Yulianti, Head of the BPAD Asset Documentation Subgroup, stated, "Every day, PJLP friends report their work results before going home... for example, today we digitized 30 BPKB KDO folders." This report is the basis for monitoring weekly and monthly productivity. Although targets are not explicitly set, this reporting system encourages a sense of individual responsibility for their daily work results. It also allows managers to identify those who are showing high performance or who need assistance.

Unlike other agencies, at the Regional Financial Management Agency (BPKD), the quantity of PJLP work is measured based on the number of archive boxes handled. Each

PJLP is targeted to complete around three boxes per day, with each box containing hundreds of financial documents. Ucup Supriadi, Head of General Affairs at BPKD, said that this measurement was determined based on a realistic estimate of daily work capacity. Although it looks simple in measurement, the workload per box is very large because financial documents require extra attention in terms of classification, labeling, and re-verification. Therefore, the achievement of three boxes per day per person is already high in the context of financial archives. In addition, a teamwork system and group rotation are implemented to maintain performance stability, as well as avoid work saturation that can affect the quantity and quality of results.

Meanwhile, at the Public Works, Spatial Planning, and Land Agency (DCKTRP), the productivity of PJLP work is managed with an adaptive approach. The number of PJLPs active in this agency is 11 people, and they handle various types of archives, such as project development correspondence documents, spatial planning, and internal personnel data. This agency manages a project budget of up to IDR 2 trillion with an estimated archive of 5,000 documents per year. There are no formal daily targets at DCKTRP, but PJLPs still show optimal performance. One indicator of their productivity is the ability to complete the process of reducing archives in 2016, although the archives in 2015 have not been completely completed. This approach shows that work motivation and a sense of responsibility from PJLPs are important factors in maintaining work productivity, even without formal targets that are determined numerically.

In the performance theory framework proposed by Kasmir (2018), work quantity is one of the main indicators in measuring individual performance in the workplace. The amount of work produced in a certain time indicates productivity, which can be influenced by motivation, skills, and supporting organizational systems. In the context of government agencies, PJLP productivity is also closely related to organizational efficiency. When PJLP is able to achieve work targets without sacrificing quality, this is an indicator that the organization has utilized its human resources optimally.

In addition, from the perspective of government and public administration, achieving good work quantity also supports the principle of efficiency and effectiveness in the provision of public services. The implementation of daily target and reporting systems, such as those carried out in Dispusip, BKD, and BPAD, shows institutional efforts to develop a measurable and responsible work culture. On the other hand, the adaptive approach taken by DCKTRP and BPKD also shows bureaucratic flexibility in aligning work targets with real field conditions.

The work target policy is also closely related to the principle of good governance, especially in terms of accountability and responsibility. PJLPs that are given clear tasks and achievement indicators will have their performance evaluated more easily, both by direct superiors and by the wider bureaucratic system. Thus, quantity targets are not just about numbers, but also concern a transparent and fair performance management system.

Punctuality

Punctuality is one of the important dimensions in measuring work performance, especially in a public bureaucratic environment that demands efficient, responsive, and

accountable services. In archive management, the time aspect is very vital because it concerns the speed of access, reliability of information, and the smoothness of administrative processes involving various organizational units. Based on the results of research on five provincial government agencies in DKI Jakarta, the timeliness of task completion by PJLP is generally classified as good. Although there are delays that occur, these are more often caused by technical and administrative factors beyond the control of PJLP, not due to negligence or low work discipline.

In practice, delays that occur at BPAD are more often caused by technical constraints such as misplaced documents, delays in disposition of leaders, or incompleteness of requested archive data. This condition cannot be fully attributed to the performance of PJLP, but rather to a complex bureaucratic process involving many control points. Therefore, the risk control strategy for delays is focused on improving the accuracy of data input, adjusting digital workflows, and intensive communication between departments. This approach helps ensure that service timeliness is achieved, even in a dynamic environment that has the potential to cause technical obstacles.

At the Department of Public Works, Spatial Planning, and Land Affairs (DCKTRP), the timeliness dimension in PJLP work is also maintained with an internal control system that is improving over time. Jayanti Dianita Dewi, one of the officials in the General Sub-Division of DCKTRP, explained that PJLP work discipline has increased after the implementation of the fingerprint attendance system and strict monthly evaluations. "Initially, control was lacking... now we use fingerprints and monthly evaluations for all PJLPs," she said. This system not only ensures on-time attendance, but is also used as a tool to monitor productivity and the achievement of daily targets as a whole.

Monthly evaluations conducted in conjunction with the payroll administration process are also used as a forum to identify work obstacles, including delays in completing tasks. In this forum, PJLPs are given space to convey technical obstacles, provide feedback on existing work systems, and receive direct input from field supervisors. This process forms an evaluative cycle that encourages continuous improvement and ensures that timeliness in completing tasks is maintained.

The work experience of PJLPs has also been proven to be one of the factors that determine the timeliness of task completion. Those who have worked for more than a year tend to have a higher ability to adapt to work pressure and deadlines. Knowledge of the workflow, familiarity with archived documents, and technical skills in using digital equipment make the work process more efficient. On the other hand, for new PJLPs, delays often arise as part of the adaptation process to a work system that has not been fully mastered.

In the performance theory framework proposed by Kasmir (2018), punctuality is an important dimension in assessing the efficiency of task implementation. Time not only represents the duration of work completion, but also reflects the ability of the workforce to manage responsibilities in a disciplined and structured manner. In the context of government, punctuality is an indicator that is closely related to the principle of good governance, especially in terms of responsiveness and accountability. Timely public services

reflect the government's seriousness in fulfilling the community's rights to efficient and reliable services.

In addition, from a public administration perspective, good time management is also a reflection of a professional and adaptive work system. The agency's ability to implement attendance technology, build routine evaluation mechanisms, and adopt communication flexibility is proof that bureaucracy does not have to be identical to delays and complexity. In this case, PJLP as part of the bureaucratic support staff is able to play an important role in accelerating archive services that support government administration processes.

Cost Pressure

Cost emphasis is one of the main dimensions in performance measurement, especially in the context of budget efficiency and resource optimization in public institutions. In the management of archives in the DKI Jakarta Provincial Government, budget efficiency is one of the strategic considerations in recruiting and managing PJLP. This study found that all agencies studied—Dispusip, BPKD, BKD, BPAD, and DCKTRP—stated that the use of PJLP was much more cost efficient compared to the option of freelance workers to private vendors. In addition, aspects of information security and ease of supervision also strengthened the preference for the PJLP scheme.

Then in the Regional Financial Management Agency (BPKD), the efficiency aspect is not only seen from the budget perspective, but also from the side of controlling the risk of information leakage. Archives managed in BPKD generally contain strategic and sensitive financial data that have the potential to be used in legal processes. Ucup Supriadi, Head of General Affairs of BPKD, emphasized, "Confidentiality of financial documents is very risky... with PJLP so far we can control the confidentiality of these archives." This statement indicates that the selection of PJLP is more than just financial efficiency, but is also closely related to internal control and protection of important information. Flexibility in managing and supervising PJLP is considered higher than private vendors so that local governments can ensure that confidentiality standards are maintained.

BPAD expressed something similar, as an institution that stores asset documents worth trillions of rupiah, BPAD stated that the use of archive storage services through private parties such as safe deposit boxes at banks or commercial storage vendors has high risks and high costs. Yulianti, Head of the Asset Documentation Subgroup, said, "If we entrust it to a safe deposit at a bank or private company, our security and confidentiality can be compromised... so compared to that, PJLP greatly reduces costs." Thus, BPAD prioritizes the PJLP scheme as a balanced solution between costs and security, which is in line with the principles of efficient and accountable governance.

Cost efficiency is also the main reason that drives the Department of Public Works, Spatial Planning, and Land Affairs (DCKTRP) to choose PJLP. Jayanti Dianita Dewi, staff of the General Sub-Division of the DCKTRP Secretariat, said that her party had considered the option of private vendors. However, after conducting a study, they concluded that PJLP was more efficient and easier to control. "We had invited vendors... but in the end we preferred non-ASN workers because we could control them more directly," she said. She also added that work carried out by private workers tends not to be in accordance with government

administrative procedures and has the potential to create double work due to inconsistencies in format.

Overall, the analysis of the five agencies shows that cost reduction through the PJLP scheme provides several strategic advantages. First, lower salary costs compared to outsourcing to private companies allow for more efficient budget allocation in the Regional Revenue and Expenditure Budget (APBD) structure. Second, the ability to directly control and supervise PJLP facilitates performance management and ensures that work is in accordance with agency SOPs. Third, information security risks can be minimized because the working relationship is direct and non-commercial.

In the perspective of performance theory (Kasmir, 2018), cost suppression is part of efficiency that reflects the success of the organization in achieving maximum output with minimal input. In modern public administration, this concept is also in line with the principles that emphasize budget savings, effectiveness, and strengthening managerial control in government. The use of PJLP in archive management by DKI Jakarta Provincial Government agencies is one real form of the implementation of these principles.

From a governance perspective, the efficiency of the use of PJLP personnel reflects the commitment of local governments to manage budgets responsibly and transparently. The savings obtained are not only in nominal terms, but also in process efficiency, communication effectiveness, and reduced administrative risk. In addition, the PJLP scheme provides opportunities for local workers to be involved in the provision of public services, thereby strengthening the value of community participation and empowerment.

PJLP Performance Monitoring and Evaluation

Supervision and evaluation are essential parts of performance management, especially when it comes to non-ASN workers such as PJLP who are spread across units and work locations. In the context of archive management in the DKI Jakarta Provincial Government, supervision and evaluation function as the main mechanism to ensure the quality of work, discipline, and accountability of PJLP in carrying out their duties. This study found that supervision was carried out intensively both through formal systems such as monthly evaluations and electronic attendance, and informally through direct supervision in the field by technical superiors.

In the Library and Archives Service (Dispusip), the monitoring and evaluation system is implemented systematically and in layers. Each PJLP is required to work for eight hours per day, accompanied by fingerprint-based attendance. Attendance is one of the indicators of monthly performance evaluation which also includes work output and compliance with Standard Operating Procedures (SOP). As explained by Fitri Aulia, Head of Archives Management and Services at Dispusip, "Every month the performance of PJLP is summarized and evaluated... related to work output, compliance, and attendance." This evaluation not only functions as an administrative control tool, but also as a basis for providing monthly salaries. Thus, there is a direct incentive for PJLP to maintain performance and discipline. If there is a violation of the SOP, Dispusip will impose sanctions ranging from reprimands to termination of employment contracts.

In addition to the routine evaluation system, field supervision is also carried out through direct assistance in the archive processing room. This is important considering that PJLP in Dispusip is tasked with saving and organizing inactive archives from various regional devices. The presence of technical supervisors at the work location not only ensures compliance with procedures, but also serves as a means of ongoing training and coaching. This pattern shows the integration between supervision and work capacity development, which indirectly improves the quality of public services in the archives sector.

Dispusip, BPKD, and BKD consistently carry out monthly evaluations as a formal instrument for measuring performance. This evaluation not only assesses work productivity, but also touches on aspects of compliance with working hours, discipline, and the ability to complete tasks appropriately and accurately. Evaluations are used as a forum for joint reflection between technical superiors and PJLPs to discuss work obstacles, improvement strategies, and adjustments to relevant work methods. In some cases, evaluation results are also used to design advanced training or assignment rotations to avoid boredom and improve PJLP competencies.

In general, supervision and evaluation of PJLP performance in the DKI Jakarta Provincial Government environment faces challenges in the context of the distribution of work locations that are spread out, variations in tasks, and the limited number of ASN archivists as technical supervisors. However, a combination of formal and informal supervision approaches is able to close the supervision gap and create a fairly solid work system. In the framework of performance theory (Kasmir, 2018), the supervision function is a control mechanism that ensures the conformity between the work plan and its implementation in the field. When this function is carried out effectively, quality, productivity, and work efficiency can be achieved optimally.

From the perspective of good governance, strict supervision and evaluation reflect the principles of accountability and transparency in the management of non-ASN human resources. The government is not only required to organize a productive work system, but also to ensure that each individual involved understands the responsibilities and performance standards expected. Monthly evaluations and direct supervision are important instruments to address this challenge.

In the future, the DKI Jakarta Provincial Government can strengthen the PJLP monitoring and evaluation system through several strategies, including: (1) developing a digital reporting system that allows real-time monitoring of cross-location performance, (2) training for technical supervisors to improve supervision and communication skills, and (3) preparing measurable and standardized performance indicators for all PJLPs. These steps will strengthen the control function, maintain service quality, and create an accountable and sustainable work system.

Thus, supervision and evaluation are not only administrative instruments, but also become the main pillars in ensuring the successful implementation of the PJLP scheme in the government bureaucracy. Through a consistent, transparent, and adaptive system, PJLP can continue to contribute optimally in professional and responsible archive management.

Employee Relations

Harmonious and collaborative working relationships are one of the main supporting factors in the successful implementation of tasks in the public bureaucracy. In the context of PJLP performance in archive management in the DKI Jakarta Provincial Government, relationships between employees—both with fellow PJLP, ASN employees, and archivists—play an important role in supporting efficiency, effectiveness, and work stability. The results of the study showed that working relationships in the five agencies studied generally took place harmoniously. Even in several agencies such as Dispusip and DCKTRP, the relationships that were established were very solid and supported the creation of strong team collaboration, both in routine work and in cross-unit activities such as the annual archival exhibition.

The role of leadership also plays a key role in creating a supportive and productive organizational culture. In the Regional Financial Management Agency (BPKD), for example, leaders actively promote the importance of awareness of the value of archiving. Ucup Supriadi, Head of the General Sub-Division of BPKD, explained that the direction from the Head of the Agency encouraged all staff, including PJLP, to maintain the quality and integrity of archives because of the importance of archives in a legal and administrative context. "Many cases from the past 15 years have only just emerged now, so we are very focused on maintaining archives... the direction from the head of the agency really encourages us in the General Sub-Division," he said. An organizational culture that prioritizes the value of archives as a strategic asset creates a work environment that values the contributions of all parties, including PJLP.

The Regional Asset Management Agency (BPAD) forms a regional-based work team, with PJLP assignments coordinated by ASN in each work zone. In this structure, one ASN can supervise several PJLPs who are responsible for certain areas such as West and East Jakarta. "ASN 1 supervises several PJLPs... This PJLP holds the West and East Jakarta areas, and all are still supervised by ASN," explained one informant. This division of areas allows for a more focused division of tasks and encourages work efficiency in the field. Although minor conflicts occasionally arise, such as differences of opinion regarding access to the key to the document storage cabinet, these are resolved with good communication and do not disrupt the general work dynamics. Harmony in internal communication is an important foundation that supports daily work stability.

Overall, the pattern of employee relations in the five agencies shows a clear command structure, proportional division of work areas, and effective internal communication are determining factors in creating healthy collaboration. In the framework of Kasmir's (2018) performance theory, positive work relationships support the achievement of productivity because they are able to create a comfortable, conflict-free, and open work atmosphere to innovation. Smooth vertical and horizontal communication will accelerate the decision-making process and facilitate cross-unit coordination.

To maintain and improve employee relations, the DKI Jakarta Provincial Government can take a number of strategic steps. First, strengthen communication and teamwork training programs for PJLP and ASN to build cross-role understanding. Second, create a

monthly forum between teams that allows for the exchange of information, delivery of ideas, and joint reflection on performance achievements. Third, develop an internal mediation mechanism to resolve potential work conflicts quickly and fairly. Thus, harmonious working relations are not only a complementary aspect in PJLP performance, but are an important foundation in creating a productive, collaborative, and responsive archive work system to the needs of the organization and the wider community.

The Role of PJLP in Supporting the Capacity of Regional Government Bureaucracy in Archives Management

In the era of bureaucratic reform and digital transformation, the institutional capacity of local governments is highly dependent on the ability to manage information and documentation professionally. Archive management is not just an administrative activity, but is an important part of the accountability mechanism, public service, and legal protection. The role and contribution of PJLP in this context is very strategic, not only as a technical implementer, but also as a supporter of the capacity of regional bureaucracy in carrying out documentation functions effectively and efficiently. The PJLP scheme was also chosen as a strategy to fill the gap in technical workers in the field of archiving.

According to Kasmir (2018), performance effectiveness is determined by several criteria including quality, quantity, timeliness, cost efficiency, supervision, and work relations. In government science, the principles of good governance such as efficiency, accountability, responsiveness, and participation are the foundation for assessing institutional quality. This is reinforced by the cybernetic approach of Taliziduhu Ndraha, who views government science as a science that studies the regulation and management of public needs effectively within the framework of law, ethics, and government ecology..

The existence of PJLP as non-ASN personnel needs to be seen as an adaptive institutional effort in responding to the complexity of government administration. Research findings show that PJLP in five main agencies, namely Dispusip, BPAD, BKD, BPKD, and DCKTRP, generally carry out their duties with good quality. In BPKD, errors in archive management are very minimal thanks to guidance from archivists. BPAD shows a high level of compliance with the established SOPs. In Dispusip, the implementation of PJLP duties meets strict standards with a focus on securing archives and public services. This fact indicates that PJLP is not just an operational supporter, but is an integral part of the government information management system.

The productivity of PJLP is also an indicator of the success of their contribution. Dispusip targets 250 archive lists or 150 digitizations per day per person, while BKD assigns PJLP to manage up to 500 files per day. DCKTRP noted the high work spirit of PJLP even though no formal target was imposed. This contribution is crucial in reducing the pile of inactive archives and ensuring that active archives can be managed in an orderly manner. In the context of public service, this productivity accelerates access to information and supports bureaucratic transparency.

From a legalistic perspective, archive management by PJLP has a normative basis in Law Number 43 of 2009 and PP Number 28 of 2012 concerning Archives, although it does not explicitly mention PJLP as the executor of archival duties. However, through Presidential

Regulation Number 12 of 2021 and Decree of the Governor of DKI Jakarta Number 1095 of 2022, the procurement of PJLP is permitted to support operational tasks, including in archive management. Thus, legally, the existence of PJLP in the regional government system has legitimacy and a recognized function in supporting public services.

Thus, PJLP has contributed greatly to supporting the effectiveness of the bureaucratic performance of the DKI Jakarta Provincial Government. They help maintain the sustainability of archive management, support cross-unit administrative processes, and ensure that the principles of accountability and efficiency in public services can continue to be implemented. PJLP is not just a technical implementer, but a strategic asset in building a modern bureaucratic system that is responsive to the challenges of the times.

Challenges Faced by PJLP in DKI Jakarta Province

Although the contribution of PJLP in supporting the management of local government archives is very significant, there are still a number of challenges faced in carrying out daily tasks. These challenges arise from personal, institutional, structural, and policy aspects that regulate the PJLP work system. A deep understanding of these challenges is important for formulating a more sustainable improvement strategy in archive management and strengthening non-ASN human resources in the government environment.

One of the main challenges is the educational background and technical competence of PJLP which often does not match the needs of archiving. Most PJLP personnel come from various general educational backgrounds, such as administration, social, or even other non-archiving. As a result, additional training is needed to master the technical aspects of archive management such as classification, recording, shrinkage, and digitization. The lack of basic understanding of archiving principles causes the learning process at the beginning of the work period to be longer and requires intensive assistance from ASN archivists.

Another challenge is related to the PJLP employment status which is an annual contract. This status causes no guarantee of work continuity which has an impact on low long-term motivation. In addition, the contract system also makes it difficult to implement ongoing training because there is no guarantee that PJLPs who are trained today will still be working next year. In the long term, this condition will disrupt the continuity of competence and create a repetitive cycle in basic training. Meanwhile, the evaluation and rotation processes that are often carried out by the service user agency also create uncertainty for PJLP personnel in carrying out their duties.

From an institutional perspective, the workload of PJLP is often not commensurate with the number of available personnel. Several agencies, such as DCKTRP and BKD, only have a few PJLP personnel to handle thousands of active and inactive archive documents that have piled up from year to year. This creates quite high work pressure, especially when the deadline for information services or internal reporting must be met in a short time. The lack of personnel also makes it difficult to divide tasks proportionally, resulting in an imbalance in work between team members.

Supervision challenges also arise in the context of the limited number of ASN archivists who can fully assist PJLP. In some agencies, such as DCKTRP, there are no ASN archivists at all so that technical supervision tasks do not run optimally. In situations like this,

PJLP is required to work independently without adequate guidance, which risks errors in archiving procedures. The lack of structured work instructions and minimal technical evaluation also have the potential to reduce the quality of work results.

Another equally important challenge is the limited work facilities and infrastructure. In some cases, archive storage space is inadequate, digitization equipment is not available in sufficient quantities, or documents are still in damaged physical condition. This hampers the productivity of PJLP work and increases the risk of losing or damaging important documents. When supporting facilities are not optimal, PJLP personnel must find alternative solutions that sometimes do not comply with standard procedures, and ultimately have the potential to damage the integrity of the archive management system.

In the review of government administration theory, these challenges reflect the imbalance between the ideal bureaucratic structure and technical implementation in the field. Taliziduhu Ndraha in the cybernology approach emphasizes the importance of balance between human resources, organizational structure, and supporting devices so that the government system runs optimally. When one of the components, in this case the capacity and sustainability of PJLP personnel, experiences dysfunction, the quality of public services will also be affected.

Finally, it is necessary to develop a more adaptive monitoring and evaluation system, both through digital applications and direct supervision from ASN archivists. A data-based approach will help policy makers assess the effectiveness of PJLP and determine the need for institutional strengthening. Thus, the challenges faced by PJLP can be used as a basis for forming policies that support bureaucratic effectiveness, work fairness, and improving the quality of public services within the DKI Jakarta Provincial Government.

Strategy to Increase the Effectiveness of PJLP in the Framework of Bureaucratic Reform

A systematic and sustainable strategy is urgently needed to face the complex challenges in managing archives by PJLP in the DKI Jakarta Provincial Government. This strategy cannot be separated from the broad framework of bureaucratic reform that prioritizes efficiency, transparency, accountability, and increasing institutional capacity. Therefore, increasing the effectiveness of PJLP archives must be seen as an integral part of the regional bureaucratic reform agenda.

The first step that needs to be taken is to strengthen the competency capacity of PJLP through structured training and certification programs. Given that many PJLP do not have an archival education background, basic training is needed at the beginning of the work period that includes the principles of archiving, management of inactive archives, document digitization, and the use of electronic archive management applications. This training must be regular and not only done once, but periodically to update knowledge according to technological and regulatory developments.

Second, the strategy to increase the effectiveness of PJLP must include strengthening the performance-based monitoring and evaluation system. Monitoring is not only carried out through the physical attendance or reporting system, but also based on measurable work output. Indicator-based evaluations such as the speed of arrangement, the number of digitized documents, and compliance with SOPs need to be developed in a digital

dashboard that can be accessed by PJLP coordinators, archivists, and agency leaders. With a transparent and measurable evaluation system, the quality of PJLP work can be monitored in real time and weaknesses can be followed up immediately.

Third, there needs to be clarity in regulations and technical SOPs regarding the duties and responsibilities of PJLP in the field of archiving. These regulations must be uniform across all regional apparatuses to avoid overlapping duties with ASN or other contract workers. SOPs must also cover daily work procedures, document request flows, archive security controls, and reporting mechanisms. With standard regulations, the space for personal interpretation can be reduced and PJLP performance becomes more consistent.

From an institutional perspective, it is necessary to form a PJLP coordination unit under the direct supervision of ASN archivists who function as technical mentors and field coordinators. This unit is responsible for work planning, task distribution, daily supervision, and reporting of PJLP work results. With a clear structure, coordination between PJLP and ASN becomes more effective, and the potential for role conflict can be minimized.

In the perspective of government science, the strategy to increase the effectiveness of PJLP must be in line with the principles of good governance and cybernology approach. According to Ndraha (2011), an effective government must be able to manage the relationship between actors in its system dynamically and adaptively. PJLP as one of the actors in the local bureaucratic system needs to be positioned as part of a subsystem that gets space to develop and contribute actively. Therefore, the integration of PJLP into the framework of a professional non-ASN HR system must be one of the agendas of regional bureaucratic reform.

However, in the end, the success of the strategy to increase the effectiveness of PJLP is highly dependent on political and bureaucratic commitment at the regional leadership level. Relevant stakeholders must pay attention to the importance of the role of PJLP in the public administration system. Budget support, affirmative policies, and consistent supervision will create a healthy and productive work ecosystem for PJLP. By combining the various strategies above, the effectiveness of PJLP in managing archives can be significantly improved. This will not only strengthen the government documentation and accountability system, but also become part of a major effort to build an adaptive, modern bureaucracy that serves the public optimally.

CONCLUSION

This study concludes that the effectiveness of PJLP's performance in managing archives in the DKI Jakarta Provincial Government is generally in the good category, although there are still a number of significant challenges. From a government science perspective, PJLP has become part of the adaptive strategy of regional bureaucracy in responding to the shortage of ASN archival technical personnel. PJLP's contribution is not only limited to administrative aspects, but also becomes an important instrument in supporting the principles of good governance, especially efficiency, accountability, and responsiveness of public services. In the dimensions of quality, quantity, timeliness, cost reduction, supervision, and work relations, PJLP's performance shows a real role in strengthening regional institutional

capacity. This is in line with modern public administration theory which emphasizes the importance of bureaucratic capacity building through the utilization of trained and structured non-ASN human resources. PJLP also plays an important role in supporting the integration of service functions, documentation, and as a buffer in facing the transition to digitalization of government information. However, the challenges found—such as limited initial competency, short-term contract status, inequality in supervision, and uneven work facilities—illustrate the gap between non-ASN HR management policies and institutional technical needs. From a Kybernology perspective, this condition shows an imbalance between the structure, devices, and actors in the government system that has an impact on the functional stability of the bureaucracy. Therefore, efforts to strengthen the role of PJLP in archive management are not only about work management, but also part of a broader bureaucratic reform, namely the arrangement of government HR governance based on effectiveness, efficiency, and administrative justice.

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