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# Archival Supervision Effectiveness in Digital Government Era: Evidence from Riau Islands Province

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## ABSTRACT

This study examines the performance of internal archival supervision within the Riau Islands Provincial Government amid digital archival transformation. Although archival management has shifted toward electronic systems, supervisory practices and archival audits remain largely manual and administrative. The study aims to analyze the effectiveness of internal archival supervision, identify implementation challenges to strengthen supervisory systems. This research employed a qualitative descriptive approach using interviews, observations, and documentation involving archivists, government officials, Internal Archival Audit Reports (LAKI) verifiers, and archival from several Regional Government Organizations (OPD). Secondary data were obtained from LAKI, archival regulations, and related literature. Data were analyzed using the Miles and Huberman interactive model. The findings show that internal archival supervision has not adapted optimally to digital transformation. Based on George R. Terry's supervisory theory, the stages of setting standards, measuring performance, and correcting deviations are still dominated by administrative and compliance-oriented approaches. Although several agencies have implemented SRIKANDI, supervision is still conducted manually through physical document verification and conventional audit procedures. Consequently, monitoring and evaluation remain fragmented and less effective in providing real-time control. Major obstacles include limited digital integration, insufficient archival human resources, weak follow-up mechanisms, and inadequate institutional support. The study concludes that digital archival transformation must be accompanied by integrated digital supervisory systems, competency enhancement, and institutional strengthening to support adaptive and sustainable archival governance.

**Keywords:** Archival Supervision, Digital Archives, SRIKANDI, Internal Audit, Digital Government, Archival Management.

## I. Introduction

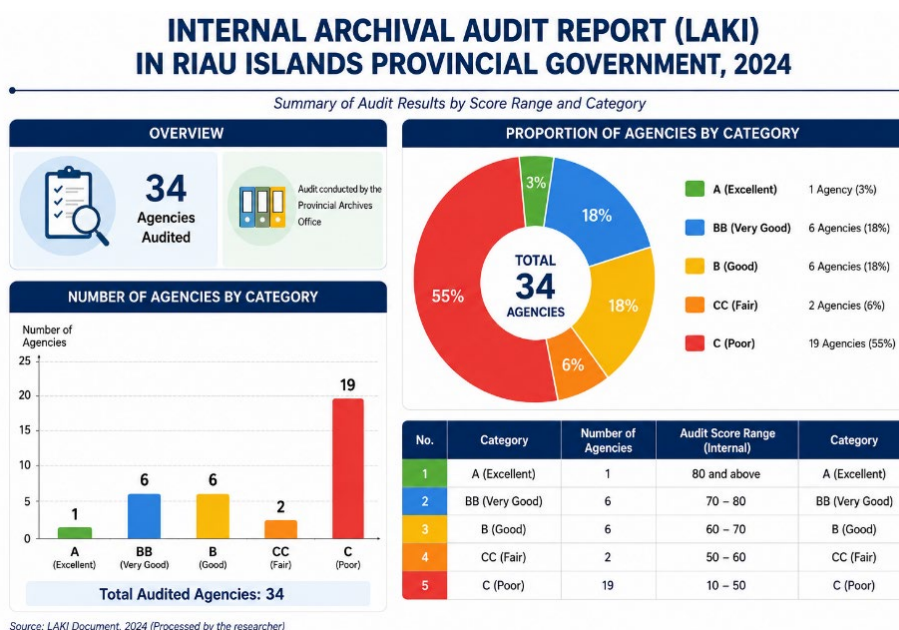
Orderly and systematic archival management constitutes an essential element in realizing good governance (Elvira & Susanto, 2024). Archives function not only as administrative records but also as sources of information, legal evidence, and instruments of public accountability (Astuti, 2023). Poor archival



management may hinder transparency, limit access to information, and reduce the effectiveness of public services. International studies have demonstrated that effective records management contributes significantly to transparency, accountability, organizational effectiveness, and corruption prevention (Claude, 2024; Lawan & Henttonen, 2025).

The advancement of digital technology has accelerated the transformation of archival management from conventional systems to electronic-based systems through the implementation of SRIKANDI as part of Indonesia’s Electronic-Based Government System (SPBE) (Laksmana et al., 2026). This system was developed to improve administrative efficiency, accelerate document accessibility, and strengthen transparent and accountable public governance. In Indonesia, archival management and supervision are regulated under Law Number 43 of 2009 concerning Archives and the Regulation of the National Archives of Indonesia Number 6 of 2019 concerning Archival Supervision.

Despite these regulatory and technological developments, the implementation of archival supervision within local governments continues to face substantial challenges. Although archival management in Riau Islands Province government agencies has adopted digital systems through SRIKANDI, supervisory and audit processes are still predominantly conducted manually. Document examination, evidence collection, verification procedures, and audit instrument assessments have not yet been fully integrated into the digital systems utilized by government agencies. This condition reflects a mismatch between the digital transformation of archival management and supervisory mechanisms that remain conventional in practice. As a consequence, monitoring and evaluation processes tend to be less effective, slower, and incapable of providing real-time data. Manual supervision also increases operational burdens and limits the accuracy of organizational decision-making. Recent studies indicate that the success of digital archival transformation is determined not only by technological implementation but also by supervisory system integration, human resource capacity, and organizational readiness (Andriasari et al., 2024; Dama et al., 2025; Ningrum & Murtadlo, 2026). These challenges are also evident within the Riau Islands Provincial Government based on the 2024 Internal Archival Audit Report (LAKI). The audit results reveal disparities in archival performance among regional government agencies. Several agencies remain categorized as “Poor” and “Very Poor,” (Figure 1. This condition indicates that internal archival supervision has not functioned optimally in ensuring the consistent implementation of archival standards across all agencies within the Riau Islands Provincial Government.



**Figure 1. Results of the 2024 Internal Archival Audit Report (LAKI) of the Riau Islands Province**

In addition to limitations in human resources and supporting infrastructure, these conditions also demonstrate weak integration of digital supervision systems, insufficient inter-agency coordination, and inconsistencies in archival policy implementation. Previous studies have generally focused on the implementation of SRIKANDI or digital archival management within specific institutions (Aini, 2023; Aura Diva Santoso et al., 2025; Noor et al., 2023), while research examining the performance of internal archival supervision at the provincial government level remains limited. Therefore, this study aims to analyze the performance of internal archival supervision within the Riau Islands Provincial Government in a context where archival management has already shifted toward digital systems, while supervisory mechanisms continue to rely on manual procedures. This research seeks to identify the effectiveness of existing supervisory practices, examine implementation challenges for developing a more integrated, adaptive, and effective.

## II. Literature Review and Hypothesis Development

### 2.1. Supervision

Supervision is a fundamental managerial function intended to ensure that organizational activities are implemented in accordance with established plans, standards, and regulatory provisions (Oktavia et al., 2025). Within the context of public administration, supervision serves as a critical instrument for ensuring policy effectiveness, strengthening bureaucratic accountability, and improving the quality of public service delivery (Hildawati et al., 2024). Effective supervision enables public institutions to maintain administrative discipline while ensuring that organizational objectives are achieved efficiently and transparently (Sarinah et al., 2025). Conceptually, supervision encompasses processes of monitoring, evaluation, and corrective action regarding organizational performance and operational activities. It functions not only to identify deviations from predetermined objectives and procedures but also to address institutional weaknesses and promote continuous organizational improvement (Ayoubi, 2023; Azzahra et al., 2024). In contemporary governance systems, supervision has evolved beyond traditional administrative control mechanisms toward more performance-oriented and technology-driven approaches (Ismail et al., 2026). This transformation reflects the increasing demand for measurable outcomes, transparency, and evidence-based public management (Wahyudi, 2025). According to (Dikopoulou & Mihiotis, 2012) an effective supervisory system contributes significantly to the realization of good governance by enhancing transparency, accountability, and the quality of organizational information. An effective supervision framework requires clearly defined performance indicators, objective evaluation mechanisms, and adequate information systems to support decision-making processes and institutional control.

### 2.2. Archival supervision

Archival supervision refers to the process of controlling and evaluating records management practices to ensure their compliance with established standards, regulations, and archival management principles (Teryambodo & Putra, 2024). The primary objective of archival supervision is to ensure that records are managed systematically, securely, authentically, and accessibly in order to support effective public administration and institutional accountability (Zakaria, 2025). In the context of modern governance, archives are not merely administrative documents but also serve as legal evidence, organizational memory, and strategic information resources for decision-making processes (Fadil et al., 2024). In practice, archival supervision encompasses various activities, including the assessment of records governance, regulatory compliance, records storage quality, implementation of electronic records systems, and information security mechanisms. Effective archival supervision is therefore essential to maintaining the integrity and reliability of organizational information systems. According to (Oliver et al., 2011) the supervision of digital archives has become increasingly significant because electronic records management faces complex challenges related to authenticity, trustworthiness, and digital data security. The transition from conventional paper-based archives

to digital systems requires organizations to adopt more comprehensive supervisory mechanisms capable of addressing technological risks and ensuring the long-term preservation of digital records (Yusman et al., 2024). In Indonesia, the implementation of archival supervision has increasingly shifted toward electronic-based supervision systems in line with the broader development of digital government initiatives. Government institutions have gradually adopted electronic records management systems to improve efficiency, accessibility, and administrative transparency (Aldi M et al., 2026). Nevertheless, several studies indicate that archival supervision practices in Indonesia continue to encounter significant challenges, including limited technological infrastructure, insufficient human resource competencies, and the suboptimal integration of digital supervisory systems. These challenges often hinder the effectiveness of digital archival governance and reduce institutional readiness for comprehensive digital transformation (Humolungo et al., 2025).

### 2.3. Digital Government Era

Digital government refers to the use of information and communication technologies (ICT) to improve public service quality, bureaucratic efficiency, transparency, and citizen participation (Afrizal et al., 2024). The concept has evolved from conventional e-government toward more integrated, collaborative, and data-driven governance systems (Hildawati et al., 2026). In this context, information and records management become strategic components because most governmental activities produce electronic documents that must be systematically managed to ensure accountability and administrative continuity (Lufiana & Kuswanto, 2025). Digital government in Indonesia represents the integration of information and communication technologies (ICT) into public administration to improve service quality, increase bureaucratic effectiveness, promote transparency, and encourage citizen engagement in governmental processes (Afrizal & Wallang, 2021). The Indonesian government has intensified its digital transformation agenda through the development of e-government initiatives and the implementation of the Electronic-Based Government System (SPBE) (Aulia et al., 2025). As administrative activities increasingly depend on electronic records and digital platforms, information and archival management have become strategic elements in ensuring efficient governance operations (Khotimah et al., 2025). Proper management of digital archives is essential for maintaining institutional accountability, preserving organizational memory, and supporting the continuity of governmental administration (Arhas et al., 2026). Consequently, the successful implementation of digital government requires adaptive archival governance, reliable regulatory support, adequate technological infrastructure, and skilled human resources to achieve effective, transparent, and sustainable public administration (Putri & Putra, 2025).

## III. Research Method

This study employed a qualitative descriptive approach to examine the implementation of internal archival supervision within the Riau Islands Provincial Government. The research focused on supervisory processes, implementation challenges, and efforts to improve the effectiveness of archival oversight across all agencies within the Riau Islands Provincial Government. The study was conducted at the Riau Islands Provincial Library and Archives Service as the institution responsible for internal archival supervision. Data were collected from primary and secondary sources (Setiawan et al., 2024). Primary data were obtained through interviews and observations involving government officials, archivists, LAKI verifiers, and archival from several agencies within Riau Islands Provincial Government. Secondary data included LAKI reports from 2022–2024, ANRI regulations, official documents, and relevant literature. Data collection techniques consisted of interviews, observations, and documentation review, while informants were selected using purposive sampling based on their involvement and knowledge of archival supervision practices. Data analysis applied the interactive model of Huberman & Miles (2002), including data reduction, data display, and conclusion

drawing. To ensure validity and reliability, this study employed source and method triangulation through the comparison of interview, observation, and documentary data (Kumar, 2019).

## IV. Results and Discussion

### 4.1. Navigating Regulatory Frameworks, Digital Archival Transformation, and Organizational Challenges

The findings indicate that the archival supervision system within the Riau Islands Provincial Government has been institutionally supported by a relatively clear regulatory framework, particularly through the Regulation of the National Archives of Indonesia (ANRI) Number 6 of 2019 concerning Archival Supervision. This regulation serves as the principal guideline for implementing archival audits and evaluations through supervisory instruments such as LAKI and ASKI. Administratively, supervisory standards have formally been adopted across regional government agencies as operational guidelines for archival management activities. Alongside the broader development of digital governance, several regional agencies have gradually adopted electronic archival management through the SRIKANDI system as part of the implementation of Electronic-Based Government Systems (SPBE). This transformation reflects organizational efforts to modernize archival governance by improving efficiency, accessibility, integration, and administrative responsiveness.

Recent studies have emphasized that digital archival systems contribute significantly to institutional transparency, information accessibility, and bureaucratic modernization within public sector organizations (Ramli et al., 2024; Purnamaningsih, 2024). Nevertheless, the findings of this study reveal that supervisory implementation has not evolved proportionally with the ongoing digital transformation. Several informants explained that archival supervision remains predominantly administrative-oriented rather than substantively focused on improving archival quality and organizational accountability. Many agencies prioritize the completion of audit documents and compliance requirements without adequately internalizing the broader objectives of archival supervision. Consequently, supervisory standards have not yet become embedded within organizational culture as a sustainable governance mechanism. Although archival management has increasingly shifted toward digital systems, supervisory practices continue to rely heavily on manual administrative verification and physical document inspections. As a result, the digital systems currently in place have not been optimally utilized to support integrated monitoring and supervisory control.

The study further identified a substantial gap between technical implementation and managerial supervision. Audit activities largely emphasize document completeness, whereas strategic follow-up mechanisms and organizational decision-making processes remain inconsistent. From the perspective of an integrated control system, the weak linkage between audit procedures, managerial policy, and institutional decision-making reduces the effectiveness of supervision as an organizational control instrument. Similar findings were identified by Rahmah and Meirinawati (2023), who argued that digital archival transformation frequently encounters institutional barriers when technological implementation is not accompanied by organizational adaptation and supervisory integration. Moreover, limited archival human resource capacity further constrains effective implementation. Several archival officers simultaneously perform multiple administrative roles, limiting their understanding of digital archival governance and supervisory indicators.

Observational findings also demonstrate that supervisory standards have not been fully integrated with digital systems. In the context of digital governance, information technology integration is essential for enhancing monitoring effectiveness, accountability, and institutional transparency (Mergel, Ganapati, & Whitford, 2021). Ideally, digital archival systems should facilitate real-time monitoring, automated reporting, and integrated digital evidence management. However, the findings suggest that digital transformation has primarily occurred within archival administration, while supervisory mechanisms remain largely conventional and fragmented. From the perspective of Terry's supervisory framework (Terry, 2008), these conditions indicate that the establishing standards stage has not yet functioned effectively. Existing standards remain procedural and administrative in nature rather than adaptive performance instruments capable of supporting

digital organizational transformation. This finding aligns with recent studies emphasizing that the effectiveness of archival supervision is strongly influenced by regulatory integration, digital readiness, and institutional human resource capacity within public organizations (Devina et al., 2024).

#### 4.2. Balancing Administrative Compliance, Digital Systems, and Organizational Effectiveness

The findings demonstrate that performance measurement within archival supervision has formally been conducted through annual audits, supervisory reports, and the use of ASKI evaluation instruments. Procedurally, the performance measurement system has functioned relatively well because all regional agencies are required to submit supporting reports and administrative evidence as part of the audit assessment process. However, the performance measurement system remains predominantly quantitative and compliance-oriented. Agencies possessing more complete documentation tend to achieve higher audit scores, despite the possibility that the actual quality of archival management remains inadequate. In several cases, archival records were still poorly organized even though administrative indicators had formally been fulfilled. These findings indicate that supervisory measurement emphasizes procedural compliance rather than substantive archival quality and institutional effectiveness. This study also reveals that the utilization of digital technology within supervisory measurement remains highly limited. Although several agencies have adopted electronic archival systems through SRIKANDI, digital data have not been optimally integrated into the supervisory and evaluation process. Audits continue to rely heavily on manual verification of physical documents and administrative evidence, resulting in slow, fragmented, and less responsive evaluation mechanisms. Consequently, the substantial potential of digital systems to support real-time monitoring, integrated archival databases, and data-driven performance analysis remains underutilized.

These conditions demonstrate a significant mismatch between digital archival transformation and the supervisory system applied within the organization. Ideally, digital archival governance should enable faster, more accurate, and measurable supervision through electronic reporting systems, integrated dashboards, and automated monitoring mechanisms. However, supervisory practices remain dependent upon manual inspection and physical administrative procedures. As a result, evaluation outcomes are often unable to proportionally reflect actual organizational conditions. In addition to technological limitations, insufficient human resources and infrastructural constraints significantly affect supervisory performance measurement. Agencies with limited numbers of professional archivists encounter difficulties in fulfilling supervisory indicators, particularly within digital archival management, which requires additional technical competencies. Furthermore, the evaluation system has not adequately considered the varying institutional capacities among agencies. The findings also reveal that supervision is still perceived primarily as an annual administrative routine. Several agencies conduct archival improvements only immediately before audit implementation, while post-audit archival practices frequently return to suboptimal conditions. This phenomenon indicates that supervisory mechanisms have not yet succeeded in fostering a sustainable digital work culture.

The 2024 LAKI audit data further reveal that most regional agencies remain within the "Poor" category. The dominance of low-performance classifications indicates that digital archival implementation alone has not automatically improved supervisory quality or organizational archival governance. In other words, digital transformation has not yet been accompanied by comprehensive transformation within organizational control systems. According to Terry's framework, the measuring performance stage should function not only as an administrative assessment mechanism but also as a foundation for organizational decision-making and continuous institutional improvement. However, this study demonstrates that supervisory measurement remains largely mechanical and insufficiently supported by integrated digital systems. These findings reinforce previous research arguing that the effectiveness of public sector supervision is significantly influenced by the utilization of information technology and data-based evaluation systems.

#### 4.3. Administrative Formality, Manual Supervision, and Continuous Improvement

Corrective action represents the weakest aspect of archival supervision within the Riau Islands Provincial Government. Formally, audit findings have been followed up through written recommendations and agency follow-up reports. Nevertheless, the implementation of corrective measures remains inconsistent and unsustainable in practice. The findings indicate that most audit recommendations remain limited to administrative compliance without intensive institutional mentoring or systematic organizational improvement. Assistance programs for regional agencies are generally conducted only near audit schedules or specific supervisory activities. Consequently, archival improvements have not been integrated into daily organizational operations. Furthermore, follow-up implementation remains highly dependent upon the commitment of individual agencies. No integrated supervisory mechanism currently exists to continuously monitor the progress of corrective actions.

These limitations are further exacerbated by the lack of integration between digital archival systems and supervisory follow-up mechanisms. Existing digital systems are primarily utilized for administrative archival management and electronic correspondence, whereas monitoring audit findings, tracking recommendations, and evaluating continuous improvement processes have not yet been electronically integrated. As a consequence, supervisory recommendations cannot be effectively monitored in real time, and similar deficiencies repeatedly reappear in subsequent audit periods, particularly regarding archival arrangement, storage limitations, and shortages of professional archivists. The study also found that budgetary limitations and the relatively low policy priority assigned to archival affairs constitute major barriers to corrective implementation. Institutional mentoring programs cannot be conducted consistently due to operational and organizational resource constraints. Consequently, the supervisory system has not yet evolved into a sustainable continuous improvement mechanism. Within Terry's theoretical framework, corrective action is essential to ensure that identified deviations are effectively resolved. In the era of digital governance, corrective processes should ideally be supported by integrated information systems capable of providing rapid and continuous feedback. However, the findings demonstrate that weak integration between digital archival systems and supervisory mechanisms has prevented the correcting deviations stage from functioning effectively. Supervision remains administrative and procedural rather than adaptive and strategically integrated into organizational control systems.

Overall, the findings indicate that digital transformation within archival management in the Riau Islands Provincial Government has not yet been accompanied by comprehensive transformation in archival supervisory systems. Although several agencies have implemented electronic archival systems through SRIKANDI, audit processes, monitoring activities, and supervisory follow-up mechanisms remain dominated by manual and administrative approaches. Consequently, supervisory functions have not yet operated adaptively, in real time, or sustainably. Therefore, stronger integration between digital archival systems and supervisory mechanisms is required through the development of electronic monitoring systems, data-driven evaluation models, enhancement of digital archival competencies, and stronger institutional commitment to improve archival governance effectiveness within digital government administration.

## V. Conclusion

This study concludes that internal archival supervision within the Riau Islands Provincial Government has not yet fully adapted to the digital transformation of archival management. Although archival management has increasingly shifted toward digital systems, supervisory practices remain largely manual, administrative, and compliance-oriented. Based on George R. Terry's supervisory framework (Terry, 2008), the stages of establishing standards, measuring performance, and correcting deviations have not functioned optimally due to limited digital integration, insufficient human resource capacity, and weak follow-up mechanisms. As a result, the supervisory system has not yet been able to support real-time, adaptive, and sustainable archival governance. Therefore, stronger integration between digital archival systems and

supervisory mechanisms is necessary through electronic monitoring, data-based evaluation, and institutional capacity strengthening.

This study is limited to the internal archival supervision system within the Riau Islands Provincial Government and focuses primarily on qualitative findings derived from interviews, observations, and archival audit documents. The study also does not quantitatively measure the effectiveness of digital supervisory systems or compare supervisory practices across different provincial governments. Future studies are recommended to conduct comparative research across provinces or government institutions to examine differences in archival supervision practices.

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