

Implementation of the official document management policy within the north sulawesi provincial government

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ABSTRACT

This study aims to analyze the implementation of official document arrangement (TND) policies within the North Sulawesi provincial government. This study uses a qualitative descriptive method based on Grindle's theory with indicators consisting of policy content and policy environment. The research informants were taken using a purposive sampling technique, totaling 8 informants. Data analysis uses data reduction, data presentation and conclusion drawing. The findings revealed that the North Sulawesi province government's administration of official documents was based on Governor Regulation Number 34 of 2010, which was based on Minister of Home Affairs Regulation Number 54 of 2009. The management of the official document arrangement is still complicated by a number of concerns, including the use of a non-uniform format by each Regional Apparatus Work Unit (SKPD) and the use of logos and stamps that do not comply to established rules. The administration of North Sulawesi has decided to use an electronic-based government system (PBSE), but official papers are still managed manually. Because employing a manual technique risks harming paper records due to ageing, utilizing an electronic/digital system can reduce the need for paper and ink, speed up the correspondence system, and make the process of maintaining archives easier.

ABSTRAK

Penelitian ini bertujuan untuk menganalisa implementasi kebijakan pengelolaan tata naskah dinas (TND) di lingkungan pemerintah Provinsi Sulawesi Utara. Penelitian ini menggunakan metode deskriptif kualitatif yang di dasarkan pada teori Grindle dengan indikator yang terdiri dari isi kebijakan dan lingkungan kebijakan. Informan penelitian diambil menggunakan teknik purposive sampling yang berjumlah 8 informan. Analisa data menggunakan tahap reduksi data, penyajian data dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa pengelolaan tata naskah di lingkungan pemerintah provinsi Sulawesi Utara didasarkan pada peraturan Gubernur Nomor 34 Tahun 2010 yang di mana Peraturan Gubernur ini dilandaskan pada Peraturan Menteri Dalam Negeri Nomor 54 tahun 2009. Pengelolaan tata naskah dinas masih banyak permasalahan yang ditemui diantaranya ketidakseragaman format yang digunakan oleh para SKPD, logo dan cap yang digunakan tidak sesuai dengan aturan yang telah ditentukan, format berdasarkan aturan dan keinginan pimpinan SKPD masing-masing. Pemerintah Sulawesi Utara telah menetapkan penggunaan sistem pemerintahan berbasis elektronik (PBSE) namun dalam pengelolaan TND masih menggunakan cara manual. Dimana bila menggunakan sistem elektronik/digital dapat membantu mengurangi penggunaan kertas, tinta, mempercepat sistem surat-menyurat serta dalam proses penyimpanan arsip akan lebih mudah dikarenakan apabila menggunakan cara manual, risiko rusak dokumen kertas karena usia akan terjadi.

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I. INTRODUCTION

At this point in time, information technology has advanced to the point that it is considered a requirement for carrying out work procedures, particularly for private and public sector organizations (Munzhedzi, 2021). Naturally, this will have a significant impact on how public service is conducted, both inside agencies and between agencies and the community. Therefore, as information technology advances, the efficacy and efficiency of management staff, particularly in the administration division, will improve.

One of the administrations that needs to be carried out in government agencies is regarding the management of letters as an information management activity that can support the sustainability of an agency in carrying out or improving services (Nugraha et al., 2019). Every institution, both public and private ones, places a high value on correspondence (Sarhani & Lestari, 2022), which uses letters as a form of written communication to pass information from one party or organization to another (Darmansah, 2019).

Operations involving the handling of official correspondence by government agencies, such as the management of official documents. The management of the official document was regulated in the regulation of the Minister of Home Affairs Number 54 of 2009 which regulates the principles of official document arrangement and official principles and the administration of official documents (Disantara, 2020). In the management of official documents, it is regulated about efficiency and effectiveness as well as the principles of standardization and the principles of accountability as well as linkages and speed as well as accuracy and security (LIPI, 2020).

The need for fast, precise and accurate information services is one of the benefits of using electronic official document information technology which in the future will help reduce unnecessary processes in handling letters, this is caused by standard procedures that are usually done manually and can be transferred to a computerized system (Simarmata et al., 2020). Having an electronic mail handling system will help performance because the application system can allow all activities to take place quickly, assisted by information technology (Raza et al., 2021). To achieve the goal that every agency in the government, both central and regional, can apply electronic service documents managements (Y. H. Putra & Subakti, 2022) in accordance with government references through the Regulation of the Minister of Empowerment and State Apparatus of the Republic of Indonesia (Permenpan RI) Number 6 of 2011 concerning general guidelines for electronic service documents managements procedures within government agencies.

The management of inter-agency government administration has made good governance a commitment, and it is crucial that government representatives carry it out in line with the needs of the people (Warjiyati, 2018). In order to access all data and information regarding the use of the state apparatus and bureaucratic reform, it is necessary to integrate the government administration system via a network of information systems between government agencies.

Previously, similar topic was conducted by Wahyuni (2020) which emphasized that The Tasikmalaya Regency Government in archival management has issued Tasikmalaya Regency Regional Regulation Number 9 of 2014 concerning the Implementation of Archives with one of the considerations, namely "to ensure the availability of authentic, intact and reliable regional archives, as well as a source of information regarding the implementation of Regional Government, as well as a service effort in ensuring the protection of regional interests and civil rights of the community, it is necessary to have implementation of archives in accordance with the principles, rules and standards of archives as stipulated in laws and regulations". Wahyuni (2020) highlight that factor

such as communication, resources, disposition and bureaucratic structure was significant on archival management in The Tasikmalaya Regency Government.

Likewise, Purnama (2020) stated that Tasikmalaya City Regional Archives and Library Office which is directly responsible to the Mayor through the Regional Secretary of Tasikmalaya City as a technical institution in handling government archives administration to continue to exist to provide an improvement in the quality and quantity of human resources through technical guidance or education, training and improvement of other resources in the form of supporting archival strategy planning, guidance in structuring and processing archives throughout Regional Apparatus Organization and Regional Technical Implementation Unit (UPTD) located in SKPD Tasikmalaya.

Meanwhile, Musradinur & Helmina (2022) revealed that records management at the Central Aceh Regency Library and Archives Office emphasizes planning in the field of human resource development and development. In addition, the implementation of work programs that are in accordance with the field, and are responsible for their respective work is vital. In the implementation of archives starting from creation, storage and destruction has proceeded in accordance with archival procedures.

The difference between this research and previous studies lies in the application of official manuscript analysis to Grindle's theory with indicators consisting of policy content and policy environment. Besides, the Government of North Sulawesi has implemented an electronic-based government system in accordance with Presidential Regulation number 95 of 2018 and law number 23 of 2014 relating to e-government. Using Grindle's model of policy implementation, this study examined the implementation of official document arrangement (TND) policies within the provincial government of North Sulawesi. In greater detail, the model of policy implementation will be of great assistance in determining whether the factors influencing policy implementation are sufficiently supportive of the implementation of the official document arrangement (TND) policies within the North Sulawesi provincial government, or whether they are still insufficiently supportive.

In terms of information technology-based government administration services, the Government of North Sulawesi issued North Sulawesi Governor Regulation number 23 of 2017 concerning the administration of information and communication technology-based government for the province of North Sulawesi. The administration of information and communication technology-based government in the regional government of North Sulawesi province is part of the communication and information affairs included in the mandatory affairs that must be carried out by the local government and is an effort to organize a government that is professional, good, independent, efficient, effective, transparent and accountable. In addition, the North Sulawesi government through the decree of the Governor of North Sulawesi number 300 of 2021 concerning standard operating procedures for the administrative service unit of the North Sulawesi Provincial Government, including the management of official documents.

Management of official document arrangement which is carried out electronically will certainly be able to help harmony and equality as well as uniformity in the preparation of official document arrangement. This will also assist Regional Apparatus Work Unit (SKPD) in understanding the challenges of official document within the North Sulawesi government where so far there have been many format errors in the preparation of official document issued by SKPD, in other words not in accordance with the rules that have been given. To simplify official document layout, electronic document management is crucial. Based on this context, this paper analyzes North Sulawesi province government official document management regulations.

II. RESEARCH METHODS

The research design used in this study was a type of qualitative research which aimed to solve problems that were still tentative in nature and developed after researchers were in the field (Sugiyono, 2017). Meanwhile, the approach used was a qualitative descriptive approach which aimed to understand the phenomenon of what was experienced by research subjects holistically by describing it in the form of words and language in a special natural context and by utilizing various scientific methods (Sayidah, 2018).

This research was carried out at the Regional Secretariat of North Sulawesi Province for 3 months where this research was carried out with stages starting from surveys or field observations to the process of mentoring and conducting an assessment.

The informants involved in this study were obtained using a purposive sampling technique, namely the informants were determined by the researcher based on predetermined criteria in which the selected informants were considered to be able to provide the information needed about the management of official documents.

In order to gather data for this study, direct and implicit observation, semi-structured interviews, and documentation were all used. Sources of data in this study using primary data sources and secondary data sources. Secondary data was obtained in the form of literacy books, historical records or reports which had been compiled in a document and which had been published and which had not been published and were obtained from books, journals, theses and several websites which were used as supporting data in research. Meanwhile, primary data in this study is obtained directly from informants or original sources regarding the management of official documents, especially those in the North Sulawesi Provincial Government. The process of data analysis carried out in this study consisted of three steps, namely: Data Reduction, Data Presentation, and Conclusion Drawing.

III. RESULTS AND DISCUSSION

Results

1) Basis, Objectives and Benefits as well as Changes with the Existence of Policies and Implementors for Managing Official Documents within the North Sulawesi Provincial Government

The basis for the implementation of Official Documents Arrangement (TND) in the North Sulawesi Province area is Governor Regulation Number 34 of 2010 concerning the Arrangement of Official Documents within the North Sulawesi Provincial Government which is based on Minister of Home Affairs Regulation (Permendagri) No 54 concerning Organization of Service Documents within the local government environment.

With regard to the management of official document arrangement, this cannot be separated from the filing process related to official document numbering. There is Governor Regulation number 29 of 2021 concerning guidelines for archive classification and a security classification system and access to dynamic archives, totaling 61 pages.

Based on the results of the interviews that have been conducted, it can be concluded that the implementation of official document management within the local government of North Sulawesi province uses Governor Regulation Number 34 of 2010 which is based on Permendagri number 54 of 2009. In this case, Minister of Home Affairs Regulation is in the process of being developed to be able to adjust to the demand's current era. The Minister of Home Affairs Regulation or Permendagri itself has issued regulations related to official document arrangement but only focused on archive classification codes that have not specifically managed official document management, namely Permendagri number 83 of 2022. For the province of North Sulawesi itself, in the context of

managing the official document system, a circular has been issued regarding the use of the SRIKANDI application which is required for regencies/cities to be carried out. In addition to the Minister of Home Affairs Regulation (Permendagri) and Governor regulation (Pergub) related to official document arrangement, there are also official document management guidelines issued by ANRI (National Archives of the Republic of Indonesia), namely ANRI regulation number 5 of 2021 concerning general guidelines for official document arrangement used by several SKPDs within the North Sulawesi government. Overall, ANRI regulations may be used for the official document system for archives, but Permendagri number 54 of 2009 must be used for official document management.

In the implementation of Official Documents Arrangement (TND), especially in government agencies, it aims to create smooth written communication that is effective and efficient in administering government (Mutmainnah et al., 2020). In order to realize this, it is necessary to socialize to archivists regarding government regulations in the management of official documents and archives. In official correspondence, the purposes of archives are coherence, integration, ease, and fluency.

However, in the implementation of making official document arrangement in accordance with predetermined criteria or requirements, hence training must be given on official document arrangement so that in the process of making correspondence according to predetermined regulations, if education and training is not carried out for each SKPD will then be able to create official document arrangements that are made based on the wishes of each SKPD.

Based on the results of the interviews that have been conducted, it can be concluded that the purpose of implementing official documents, especially in the North Sulawesi Province, is to create a communication system that is carried out in writing to be smooth and efficient which helps the process of running the government in the format and form of official documents in accordance with the guidelines issued through ministerial regulations and governor regulations.

2) Implementation of Policies and SKPD as the Target of Implementation of Management of Official documents in the North Sulawesi Provincial Government Environment

In implementing the management of official documents, there are types of official documents, namely directive official documents and correspondence official documents (Tamami & Anggoro, 2022). Directive official documents are official documents that contain main policies or implementing policies that must be guided and carried out in carrying out the duties and activities of each government agency in the form of legal products that are regulatory in nature as stipulations and assignments (Sjarif & Kastanya, 2021).

Internally, at the North Sulawesi Province Communication and Information and Coding Service in the management of official documents, the Standard Operating Procedure (SOP) is still based on Governor Regulation Number 34 of 2010.

The official document regulation regulates format and form, so that electronic signatures carried out by some SKPD are questioned, whether the signature on the electronic official document has been regulated in the Pergub or not to prevent discrepancies from occurring, so that the signature by the SKPD is not impressed based on the will of the SKPD itself which is not a standard format but can be considered as a format based on the wishes of each SKPD. In essence, it is the Ministry of Communication and Informatics' responsibility to make signatures in the official document system lawful (Makarim, 2020; Wajdi & Ramadhani, 2022).

Based on the results of the interviews, it was found that in implementing the management of official documents at SKPD-SKPD there were several SKPDs that had used the electronic system with the provision of using the BSRE proposed by the Ministry of Communication and Information to the certificate center as admin who was given authority by the National Cyber and Crypto Agency, but

this was only relating to electronic signatures instead of regulating the format and form of official document administration.

3) Barriers to the Implementation of Official Document Management

Management of official documents includes setting the type, format, preparation, security, validation, distribution and storage as well as the media used in official communications. In this case, problems that can arise in the management of official document arrangement can be in the form of errors in writing formats, logos used, SKPD names that are not in accordance with applicable regulations, errors in the use of logos and use of stamps that are not in accordance with predetermined regulations.

The results of an interview with one of the UPTDs from one of the SKPDs, said that in the management of official documents, it was hampered by limited human resources specifically for handling official documents and not yet using an electronic system or still manually. In addition, no employees are designated to get specialized training for official document management, which is necessary to ensure that all written communications adhere to the established standards (Suliyati, 2020).

Besides, the administration of official documents which are carried out electronically by the Kominfo Service itself is still hampered by the unstable internet network strength. The regulations for arranging official papers are outdated, so new regulations and an electronic system are needed (R. Putra, 2022). Another obstacle in the implementation of the official document arrangement is the existence of issued regulations which equally regulate the official document arrangement. For example, the Permendagri which regulates the arrangement of official documents is the same as the ANRI regulations regarding the arrangement of official documents as well. Hence, the SKPD seems to be given the choice to follow the guidelines for official documents. However, based on regulations, the management of official document arrangement must use the Regulation of the Minister of Home Affairs.

Discussion

1) Basis, Objectives and Benefits as well as Changes with the Existence of Policies and Implementors for Managing Official Documents within the North Sulawesi Provincial Government

In the implementation of governance in the province of North Sulawesi in terms of management of official documents, it is based on Regulation of the Minister of Home Affairs Number 54 of 2009, which was subsequently issued by Governor Regulation Number 34 of 2010 by the Governor of North Sulawesi concerning management of official documents.

In terms of management of official documents, there are several recent regulations issued, including regulations by ANRI (State Archives of the Republic of Indonesia) number 5 of 2021 concerning general guidelines for official documents as well as PermenPAN and RB number 21 of 2021 concerning general guidelines for electronic official documents according to Presidential Decree number 95 concerning 2018 regarding the electronic-based government system (SPBE).

The North Sulawesi regional government has implemented an electronic-based government system, while in managing official documents it still uses the manual method. Basically, the government of North Sulawesi must be able to adjust the accommodated regulations relating to electronic-based official documents as mandated by law number 23 of 2014 relating to digital-based e-government so that all regions are obliged to implement them.

Thus far, the Regulation of the Minister of Home Affairs Number 54 of 2009 has not made changes to the guidelines for managing official documents. The management of this official document system is related to archival management. The Ministry of Home Affairs in 2022 issued Minister of

Home Affairs Regulation Number 83 of 2022 concerning the code for classification of archives within the Ministry of Home Affairs and local governments.

The Library and Archives Service of the North Sulawesi government has collaborated with the organizational bureau which has made Governor's regulation number 29 of 2021 concerning archive classification codes but this Pergub was issued before the issuance of Permendagri number 83 of 2022. As a result, this can affect the regulations used in management of official documents, especially in terms of the use of archive classification codes. Consequently, it is necessary to carry out or provide a recommendation to make a new Governor Regulation concerning the arrangement of official documents and work procedures as part of the simplification process so that there are no separate regulations in the management of official documents.

In carrying out the management of official document arrangement carried out by the SKPDs within the North Sulawesi government, there are SKPDs that have carried out the process of managing official document arrangement referring to ANRI regulation number 5 of 2021 concerning guidelines for managing official document arrangement. However, this can be justified because the North Sulawesi provincial governor's regulation number 34 of 2010 with reference to the Minister of Home Affairs Regulation Number 54 of 2009 does not regulate whether or not management of official documents is based on or uses ANRI regulations.

The process of managing official document arrangement is inseparable from the filing system, so the North Sulawesi Government issued Governor Regulation number 29 of 2021 concerning guidelines for archive classification and a security classification system and access to dynamic archives. Furthermore, it is supported by the circular letter of the Governor of North Sulawesi Number 440/22.6784/Sekr.Ro.Hukum concerning the use of an integrated dynamic archival information system application known as SRIKANDI (Astuti et al., 2022).

SRIKANDI is related to shifts and demands where the SRIKANDI application has been run since the initial process of correspondence, which means that the official document arrangement has been carried out but because in the regions there are no regulations to support SRIKANDI, but in practice even though SRIKANDI has been carried out, archiving still uses a manual system.

2) Implementation of Policies and SKPD as the Target of Implementation of Management of Official documents in the Environment of the North Sulawesi Provincial Government

Carefulness and accuracy must be reflected in preparing the official document, when viewed from the form, typing arrangement, content, structure, language rules, and the application of spelling rules in typing. Accuracy and thoroughness greatly assist leaders in reducing decision-making/policy errors. Official document that is valid and binding in general is to regulate and make basic policies.

The principle of administering official document which consists of accuracy, clarity, brief and concise as well as logical and convincing (Putri et al., 2021) is closely related to the management of incoming and outgoing letters by SKPD in government agencies. The official document arrangement regulates the shape and size of position stamps and work unit stamps of regional apparatus within the provincial government, in this case including the North Sulawesi provincial government.

The shape and size of the contents of the official letter head is regulated by the comparison of letters on the official document head between the letter and the name of the local government and the name of the work unit of the regional apparatus, namely the writing of the name of the regional government with the letters Arial 14 and the writing of the name of the work unit of the regional apparatus with the letters Arial 18. Nevertheless, almost all of them The SKPD within the North Sulawesi Provincial Government was wrong in using the forms and rules as well as the contents of official document headers. There is an SKPD that makes the shape and size of the contents of the official letter head not in accordance with what has been regulated. Meanwhile, for the type of

official documenthead within the provincial government, it consists of official official documenthead and regional apparatus official documenthead.

Based on research conducted in the administrative service unit of the regional secretariat of North Sulawesi Province, it was found that there were many errors in the management of official documents that were not in accordance with the guidelines given which caused incoming letters from SKPD within the North Sulawesi provincial government to change concepts due to errors in the form and format of official documents or in writing there were many errors.

The type of official document cover paper uses worm paper with white color for the official official document cover and brown for the regional official official document cover. The cover of the official official document contains the yellow gold state symbol and the title and address, telephone number, facsimile, e-mail, website and postal code at the top while the cover of the regional apparatus contains the name of the provincial government, the name of the SKPD concerned, the address telephone number, relates to version, email, website and zip code in the top center.

The letterhead format originating from the SKPDs which shows that the format used is based on the rules or the SKPD's own wishes or not in accordance with the guidelines for the official document arrangement that have been regulated in the regulations.

Clearly, errors in the forms, formats, and headers in the SKPD do not always adhere to the rules that have been established, in this case, the rules through Governor Regulation Number 34 of 2010, which is based on Minister of Home Affairs Regulation Number 54 of 2009.

In addition to the forms and letterheads in the SKPD, where mistakes often occur, there is also a type of Temple for offices within the North Sulawesi provincial government, which is divided into position stickers and regional apparatus stamps. For position stamps the size of the stamp, the regional apparatus stamp is regulated through Chapter VI article 39 concerning the arrangement of official documents, it is explained that the size of the outer circle of the position stamp and the regional apparatus stamp is 4 cm with the size of the diameter of the center circle of the position stamp and the regional apparatus stamp is 3,8cm. The size of the center line of the circle on the patch of position and regional apparatus stamps is 2,7 cm with a maximum distance of 1 cm between the two lines contained in the inner circle.

In addition, the format of the name contained in the stamp has been regulated, for example, in using the agency or SKPD name, it is necessary to abbreviate it so that it complies with and can be clearly read. In the case of the four stamps mentioned above, if the format of the stamp does not adhere to the guidelines provided for the size of the outer ring diameter, the center line of the center circle, the center line of the inner circle, and the distance between the two lines contained in the circle should only use 1 cm. While writing the name of the institution needs to be shortened so that it is easier to read and in accordance with the guidelines provided.

The use of stamp that are used in fact in the SKPD within the North Sulawesi provincial government does not follow the predetermined guidelines, causing errors in the correspondence process and needs to be corrected before correspondence can be continued.

The arrangement of official documents based on standardization is carried out through the procedures and forms that have been carried out. Then the administration of the official document is carried out mainly by using the speed of the process. Processing speed, namely very soon or lightning, with a deadline of 24 hours after the letter is received, immediately, with a deadline of two times 24 hours after the letter is received, important, a deadline of 3 times 24 hours after the letter is received and usual with a maximum time limit of 5 working days after the letter is received.

Errors in format and form as well as writing and grammar that are not in accordance with the guidelines certainly have an impact on the use of paper, ink which are budgeted supporting

infrastructure so that if an error occurs that is not in accordance with predetermined guidelines it will automatically harm the North Sulawesi provincial government as a whole specifically and in general the SKPD must make a new letter based on input from the General Bureau which must be adjusted to the guidelines that have been determined.

In terms of the use and authority on behalf of him, the executors of daily tasks and officials have been regulated in chapter IV of article 16 of the Minister of Home Affairs Number 54 of 2009 explained that:

- 1) On behalf (*Atas nama*) of abbreviated as “a.n” is a type of delegation of authority in internal relations between superiors to officials at the level below them.
- 2) For him (*Untuk beliau*), abbreviated as “u.b”, is a type of delegation of authority in internal relations between superiors and officials two levels below them.
- 3) Responsibility remains with the official who delegates authority and the official who receives the delegation of authority must be accountable to the official who delegates authority.

In the event that the change and revocation of the official document in this regulation is carried out in the same form and arrangement of the official document where the official signing the official document is carried out by the official who determines, issues and or the official above it.

Errors that occur in the process of drafting official documents can certainly affect the administration system and reporting system for official documents to be archived (Mahdani et al., 2021). Therefore, uniformity must be carried out regarding the format and form in which SKPDs within the North Sulawesi provincial government must follow the guidelines or guidelines provided, namely guidelines based on governor regulation Number 34 of 2010 which is based on Minister of Home Affairs Regulation Number 54 of 2009.

Errors in the use of the logo can also be seen from the color of the Provincial logo which has a difference in the shape of the logo and the contents of the image in the logo and there are also problems where the SKPD logo is included which should not be included in correspondence in accordance with the official document arrangement.

Based on the mistakes regarding the management of official documents that have been carried out by SKPD within the North Sulawesi provincial government which are still done manually, it is necessary to carry out electronic management of official documents where the use of electronic official documents can reduce the use of paper, ink, and can speed up the mailing system. In addition, the advantage in the storage process will be easier because when using a manual, there is a risk of damage to paper documents due to age so that electronically or digitally they can be stored properly.

3) Barriers to the Implementation of Official document Management

Basically, it is considered that the management of official document arrangement is hampered in its implementation at each SKPD due to the insufficiency of human resources or special personnel to make the management of official document arrangement in accordance with predetermined guidelines (Bintang & Fadil, 2022).

One of the efforts made by the government, in this case the Government of North Sulawesi, is to provide education and training on the management of official documents to all SKPDs within the North Sulawesi provincial government, but there are new problems when education and training are completed for human resources specifically for the management of official documents, this occurs because human resources who take part in Education and Training are transferred to other SKPDs in different parts according to the education and training received, namely regarding the arrangement of official documents so that the SKPDs left behind do not have human resources who

have knowledge about the management of official documents so that the management of official documents at the SKPD cannot run as desired.

Besides, there are also other problems where there are SKPDs and UPTDs under the auspices of SKPDs who do not receive information about the management of official documents and also a lack of human resources to be assigned to specifically manage official documents at UPTDs or SKPDs within the government. Another problem that arises is that the regulations that have arisen regarding the official document arrangement have not been fully synchronized.

One solution that must be done is to make official document arrangements electronically. Meanwhile, that does not mean that the electronic system that is run will no longer encounter obstacles in its implementation. This is evidenced by several SKPDs that have tried to run an electronic official document management system but are only focused on signatures and have not implemented the form and format of official document management guidelines experiencing difficulties when giving electronic or digital signatures. The problems that occur are caused by the lack of a strong internet network so that when signing electronically it cannot work properly.

In order to compete in the modern workplace, qualified human resources are required (Ozkeser, 2019). This is because the government system can run well if it has human resources who have the ability to perform well (Zahran & Ali, 2020). Human resources must be held accountable, have a personal vision and purpose, as well as the vision and mission of the agency where they work by implementing organizational culture, have a communication and performance system based on the direction of the lea, and be supported by good workplace infrastructure and a work environment that can aid the self-development process so that the tasks assigned may be carried out properly.

IV. CONCLUSION

Based on the results of the research, this study concluded that in managing official documents within the North Sulawesi provincial government, it refers to Governor Regulation Number 34 of 2010 which is based on Permendagri number 54 of 2009. The North Sulawesi government has implemented an electronic-based government system in accordance with Presidential Regulation number 95 of 2018 and law number 23 of 2014 relating to e-government. The involvement of human resources from the UPTD (Service Technical Implementation Unit) was not involved in training on official document management within the North Sulawesi provincial government, while the UPTD was part of the SKPD (Regional Apparatus Work Unit) within the North Sulawesi provincial government. Human resources, especially the management of official documents, there is no person who specifically handles the management of official documents in each SKPD (Regional Apparatus Work Unit).

In this case, Governor Regulation No. 34 of 2010 and Permendagri No. 54 of 2009, have been considered regulations that have been used for too long, so new regulations are needed that regulate the management of official documents, especially in adapting them to the electronic system. For this reason, it is necessary to issue a new regulation regarding the management of official documents. Besides, there is a need for a Governor's Regulation regarding the electronic management of official documents to support the electronic-based government system that has been implemented by the government of North Sulawesi. The provincial government of North Sulawesi through BPSDMD (Regional Human Resources Development Agency) needs to involve the UPTD in training related to official document arrangement because there are most of the discrepancies in the official document system arrangement. Likewise, there needs to be a functional position for young official document experts in each SKPD within the North Sulawesi Provincial Government.

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