

# Jurnal Manajemen Pelayanan Publik

Electronic Goods/Services Procurement Policy Implementation at the Ministry  
of Energy and Mineral Resources

The Analysis Of Relationship Between Communication Competence  
And Service Quality At Bhayangkara Hospital TK. III Ambon

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A Case Study In Rusunawa Of Cimahi, West Java, Indonesia

Countering Democratic Disruption Amid The Disinformation Phenomenon  
Through Artificial Intelligence (Ai) In Public Sector

The Record Management:  
Upcoming Challenges and Key Components to Enhancing Better Public Services

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## The Record Management: Upcoming Challenges and Key Components to Enhancing Better Public Services

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### ABSTRAK

*Studi ini menyelidiki pentingnya pengelolaan arsip dalam meningkatkan pelayanan publik, mengidentifikasi hambatan dan komponen pendukung yang terkait dengan pengelolaan arsip yang efektif di sektor publik. Tinjauan literatur bersumber dari artikel di database Scopus tentang pengelolaan arsip di sektor publik. Berdasarkan analisis nilai pengelolaan arsip dan pembelajaran dari kesulitan-kesulitan sebelumnya, penelitian ini memperkirakan beberapa tantangan pengelolaan arsip yang akan datang. Ini termasuk tingginya volume dokumen yang direkam dan bagaimana dokumen itu disimpan, dipelihara, dan dilindungi; sistem desentralisasi oleh lembaga; dukungan sumber daya yang terbatas termasuk kurangnya kemampuan staf dan kualitas teknologi informasi dan komunikasi (TIK) dan pendanaan yang minim. Selain itu, analisis ini menemukan bahwa pengelolaan arsip dalam pelayanan publik memiliki beberapa komponen pendukung. Ini terdiri dari personel terlatih yang sangat terampil; standarisasi yang tepat; dan kerangka hukum; sistem terpusat TIK yang berkembang dengan baik.*

### ABSTRACT

This study observes the significance of record management in enhancing public services and identifies obstacles and supporting components associated with effective record management in the public sector. Literature review from articles in the Scopus database on record management in the public sector. Based on an analysis of the value of record management and lessons learned from previous difficulties, this study forecasts some upcoming record management challenges. These include the high volume of documents recorded and how it is stored, maintained, and protected; decentralized system by agencies; limited resources support including lack of capabilities staff and minimum quality of information and communications technology (ICT) and funding. Additionally, this analysis discovered that record management in public services has some supporting components. It consists of highly skilled trained personnel; proper standardization; and legal framework; well-developed ICT centralized system.

### INTRODUCTION

The government has undertaken a wide range of initiatives to improve public services, such as digitizing public services (Jehan & Uthpala, 2020); (Lindgren et al., 2019); (Stojanovska-Stefanova et al., 2020), consolidating one-stop services (Akib & Ihsan, 2017); (Klierova & Kutik, 2017); (Tambouris, 2001); (Wimmer & Tambouris, 2005), expanding proper inclusive public services (Kaeding et al., 2017); (Ned & Lorenzo, 2016). However, there are a few things that are frequently overlooked in the management of public services, the most notable of which is the way to manage the many different types of service data that are provided to society. It turns out to be a problem since the management of public services goes to a complex endeavor. As of right now, there are a variety of difficulties with record management that relate to the public sector's service delivery. Lost documents (Khusna, 2017), insufficient and inaccurate records

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(Ngulube, 2000), errors on websites, missing data, and all-inclusive requirements that are not recorded as a result of a lack of digital literacy are all factors that contribute to the fact that data are not integrated. Moreover, the effects of poor record management can be detrimental to society. According to the report from the United Kingdom's Office of the Ombudsman, there have been 191 reports of land-related complaints by 2022, the majority of which are related to the poor management of data and information by related parties (Cuffe, 2023). These issues lead to land ownership disputes.

The management of records in the public sector is an essential responsibility of preserving the legal rights of citizens and ensuring that all individuals are afforded fair and equitable access to the services provided by the government. By properly managing the records that are kept by the government, it is possible to ensure that critical information does not get lost or destroyed and that citizens have access to the information they need to exercise their rights and access government services. This can also ensure that citizens have the information they need to exercise their rights and access government services. Thus, it can be accomplished by ensuring proper record management. It is essential to have efficient record management not only for the benefit of the public but also for the benefit of auditors and any other personnel who are involved in the process (Ngoepe & Ngulube, 2014). The realm of record management within the context of public management has also seen significant progress in recent years, paralleling the rapid development of digitalization in the context of public management. As a result, the primary focus of this analysis will be on the importance of record management in improving public services, as well as the difficulties encountered and supporting components of record management in public service. Therefore, in the future, it is hoped that this review will be able to provide an overview of the essential requirement to improve recording management to improve public services. For example, service contracts in public-private partnerships (Hafidh, 2022), or (motor) vehicle tax services (e-Samsat services) (Priastuti et al., 2022). This study also could help to ensure compliance, enhance decision-making, improve operational efficiency, preserve institutional memory, and deliver satisfactory services to citizens. Since we are not only mapping the challenges but also providing suggestions by identifying the supporting components to enhance better record management in public management practices.

## **Literature Review**

### **Record Management**

Around 1959, Scott began the discussion about record management, since the mid- to late- 1990s, there has been an increase in the amount of scientific research and attention on record management (Wright, 2013). Also in 2018, several issues regarding record management in the public sector were raised by scholars in developing countries. Such as record management in local government in Kenya (Osebe et al., 2018), disaster management in Ghana (Asamoah et al., 2021), and public health record management in South Africa (Marutha & Ngoepe, 2018). This includes (Aziz et al., 2018) who emerge on the issue of electronic record management systems in Malaysia, and (Ipinge & Nengomasha, 2018) that examine this topic from a professional and human resources perspective by investigating Namibian practices. When the paths in both records management and information technology started to fade, and when many sectors started to realize the difficulties of managing electronic documents, then they started to consider corporate records and document-management systems (ERDMS), the timing of this development was perfect (Cumming & Findlay, 2010); (Lappin, 2010); (Wright, 2013). According to (Dikopoulou & Mihiotis, 2012), the function of record management systems in the public services context is managing and storing official documents in a way that ensures the documents' content, context, and structure are unchangeable. These systems also manage and store documents. Therefore, he

mentioned that although information, document, records, and repository management systems may exist side by side, they cannot be used in place of one another.

Documenting business procedures, decisions, and transactions can all be accomplished through records management, which provides systematic control over records (Wright, 2013). In addition to this, (Ngulube, 2000); (Ngulube & Tafor, 2006) mentioned that to create, maintain, utilize, and dispose of documents economically and efficiently throughout their entire life cycle, records management is involved (Walne et al., 1984). As a cycle, to provide a better understanding (Sprehe, 2000) gives the stage of record management, commencing with the record's manufacture, receipt of the record, the maintenance of the record, the use of the record by the agency, the disposal of the record, the preservation of the record, and access to the record.

Management of records is typically mandated by law in settings that are subject to stringent compliance standards, such as the public sector (Wright, 2013).

In the business sector, studies on the role of record management have been extensively discussed, such as how (Ajibade & Mutula, 2019) emphasized the significance of business organizations efficiently managing business information that is digitally recorded and manually created as a result of business transactions. Then, (Aramide et al., 2020) examine how New Media has become a significant phenomenon in shaping records management and the security of information for successful business performance. Others, (Mintah et al., 2022) discovered that business records administration and training have a positive impact on the growth of businesses in Ghana. In the meantime, research on record management in the public sector focuses primarily on case studies or implementation in various countries or institutions. Some research examines practices in educational institutions (Chaputula, 2022), while others examine implementation in the health sector (Chorley et al., 2017); (Marutha & Ngoepe, 2018). Previous research has demonstrated that this topic appears to be fragmented, while studies identifying record management challenges through the examination of various case studies remain are still limited. Thus, this research will examine various cases in general terms to draw lessons learned. Additionally, it will map out the challenges faced based on practices reviewed in previous studies.

## **RESEARCH METHODS**

The purpose of the literature review conducted for this study was to provide an opportunity to investigate relevant research that had been conducted on topics comparable to those being researched at the time. The meaning "literature review" refers to a written summary drawn from journal articles, books, and other documents that detail earlier and more recent ideas and facts; the subject and document needed are literature reviews (Creswell, 2014). All the articles that discuss record management in the context of public services, the public sector, or the government may be found in the Scopus database. Initially, we extracted data from the database using record management-related keywords. This preliminary stage uncovered 686 publications of various document types, languages, and topics. Next, data is filtered by only entering publications to which we have full access, resulting in 102 documents. In addition, we only included English-language articles that discussed record management applications in the public sector. At this point, 31 articles were identified, which were subsequently analyzed for this study. Our review of the literature revealed that discussions on record management in public services are still mostly focused on identification in various countries partially. To better manage records, it is necessary to look at the issues that record management will face in the future. We examine and choose a title that is relevant to the content and fits the topic of this article (Sajida & Ranjani, 2020). The outcomes of the acquisition and selection are next examined using the descriptive analysis approach, which entails summarizing the facts before they are translated into analysis to guarantee adequate insight into the problem as well as

presentation of the facts. We intend to provide a comprehensive comprehension of the topic by meticulously examining every aspect and shedding light on its fundamental principles and overarching findings.

## RESULTS AND DISCUSSIONS

### Importance of Record Management in Public Services

Some researchers have previously investigated the issues surrounding record management in the public service. In this section, we classify some of the benefits that were mentioned about it. First, when looking at the entire system, the management of records in the public sector is necessary for the effective operation of government institutions, as well as for maintaining openness, accountability, and good governance (Mojapelo & Ngoepe, 2021). On the other hand, inadequate record management can be a barrier to the successful implementation of good governance (Osebe et al., 2018). It is possible to track the actions and decisions of government officials and agencies if the records of the government are managed appropriately, and it is also possible to hold them accountable for their actions. According to (Flynn, 2001), efficient infrastructure for records administration is important for all areas of successful development, including governance, financial systems that are both efficient and responsible, a fair legal system, and human rights that can be enforced (Osebe et al., 2018). As a result, this can help to prevent instances of corruption and poor management, and it can also help to ensure that officials in the government are held to the highest possible ethical standards.

Focusing on the public service, proper management of government records can help to ensure that important information is preserved for future generations and is easily accessible to the public. (Swan et al., 2002) listed some benefits regarding the importance of records management, including a greater ability to explain and give evidence of an organization's activities and choices; better management of evidence-related risks; higher effectiveness and efficiency because relevant and timely information is available; increased compliance with legal and societal requirements; increased information sharing, organizational memory retention, and access. By properly managing government records, it is possible to quickly and easily retrieve important information when it is needed, which can help to improve decision-making and reduce delays. In the public sector, having an effective record management strategy is crucial to follow as it can help to ensure compliance with laws and regulations mandates (Dikopoulou & Mihiotis, 2012). Since, government records are subject to various laws and regulations, such as freedom of information laws, data privacy laws, and records retention laws.

In the context of local government, record management also matters for cities, and municipalities as it helps to ensure the proper functioning of these entities by providing a systematic way to store, retrieve, and manage important information. Despite having limited financial resources, local governments are required to provide citizens access to public records such as judicial proceedings, deeds, marriage certificates, birth and death certificates, and other such documents (Parrish & Courtney, 2007). As part of the national government, Local government officials often need to share information and collaborate with other departments, agencies, and organizations. A good record management system makes it easy for officials to share and access information, promoting efficient communication and collaboration. Thus, the efficiency of the development initiatives is certain to suffer if sufficient records are not kept. Records that are handled effectively guarantee that officials of the government make choices based on information that has been correctly documented (Osebe et al., 2018), through understanding the community's record and making informed decisions in the future.

Nowadays, as we are in the digitalization age, the need for efficient and effective record management increased. Before government 2.0, in the traditional era, after the original document is photocopied, the

copies of the photocopy that include sensitive information were marked with a black marker, and finally, the photocopies of the photocopy that contain the marked-up copies are duplicated once more and sent to the agencies (Parrish & Courtney, 2007). Records were primarily stored on physical media, such as paper, microfilm, and magnetic tapes, and were managed manually, using paper-based filing systems and index cards. In contrast, the difference in record management in government traditionally and in the digital era is significant, as advances in technology have greatly impacted the way records are managed and preserved. In the digital era, records are primarily stored electronically, using digital storage devices and online platforms (Franks, 2010); (Nguyen et al., 2014). Electronic record management systems have replaced manual systems and have made it possible to automate many record management tasks, such as document storage, retrieval, and destruction. This has greatly improved the efficiency and effectiveness of record management in government.

### **Past and Upcoming Challenges**

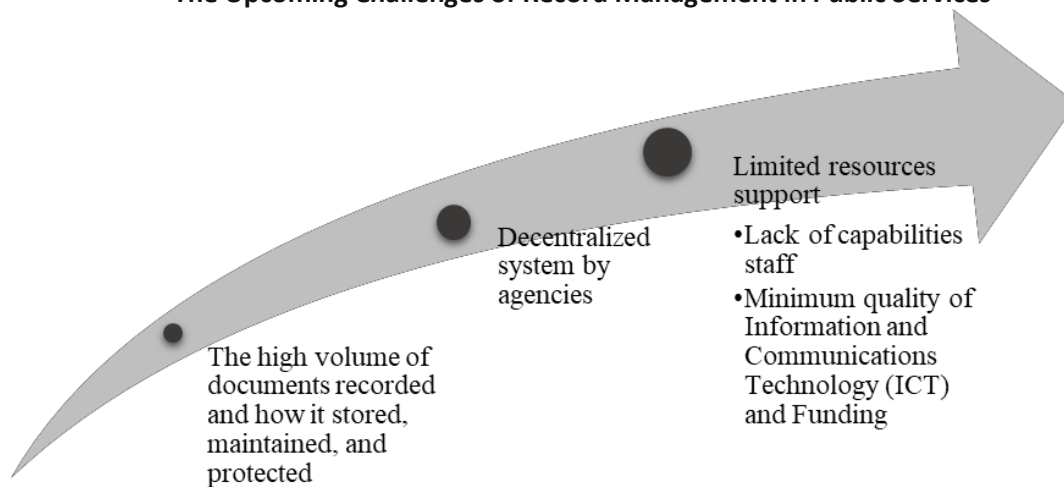
Several challenges in record management have been faced by governments in many countries before. Especially in developing countries, (Ngulube, 2000) found the past problem that faced by Zimbabwe in managing the records in the public services includes involves unlawful access; mutilation or use of documents for illicit purposes, refusing access and usage; unauthorized deletion of documents; lack of record protection; smoking in record offices; improper disclosure, and mismanagement. This is also stated by (Sprehe, 2000) who mentioned that agencies face managerial, technological, implementation, and definitional hurdles while creating and maintaining an electronic records management procedure. Governments have struggled with maintaining accurate and up-to-date records due to inadequate record-keeping systems. This can lead to lost or missing records, making it difficult for officials to access important information. In Botswana, past challenges in improving e-record management included a lack of support and recognition for effective records management; public officials and decision-makers not understanding the value of records management; lack of or deficiencies in legislation, policies, and standards; technology obsolescence, insufficient training, and poor electronic record preservation (Lipchack & McDonald, 2003); (Moloi & Mutula, 2007). The public sector has so many multi-sectors that are interconnected, and usually, it has different record-keeping systems and protocols in place, making it difficult to share and access information across different departments and agencies. Others, professionals, run into substantial challenges while trying to manage the records that have been entrusted to them as stewards. It might be challenging to recruit staff members who possess the necessary knowledge and skills to support tasks related to record management. Nevertheless, one of the factors contributing to this difficulty is ineffective recruiting tactics (Duffus, 2017). This problem worse with the lack of adequate training in record management, leading to improper storage and handling of records, which can lead to damage or loss of important information.

As we identified the past challenges of record management, we also predict there will be some challenges faced in the improvement of record management in the future. First, it is about the sheer volume of forms and records that need to be archived and maintained. Government agencies generate and receive a vast amount of information daily, making it difficult to keep track of everything and ensure that it is properly stored and organized. Meanwhile, government agencies often have limited storage space, which can make it difficult to store physical records. This can be especially challenging for older records that may take up more space. Compliance with government document preservation and accessibility rules is another issue. This can include requirements for how long certain records must be kept, as well as rules for how they can be accessed and used. Electronic records can be more vulnerable to lose or damage than paper records, and they may also require specialized software and equipment to access and use. Thus

it becomes a challenge to manage, maintain, and preserve digital records, “unstructured” data such as e-mails, letters, handwritten notes, and reports (Barrett, 2007). Then, also there is the need to protect sensitive or confidential information contained in government records. Although openness made it simpler for the public to acquire information, it did not come without any associated risks (Parrish & Courtney, 2007). This can include personal information about individuals, as well as classified or proprietary information that must be kept secure to protect national security or other interests.

In addition, government agencies are often decentralized, with different departments and divisions responsible for their records. This can make it difficult to establish consistent standards and procedures for record management across the agency. A problem that is connected to this is the lack of communication and coordination that exists between the many government entities, which may make it challenging to both access and exchange documents when they are required. Another obstacle is the lack of funding for record management in government agencies. Many government agencies are underfunded and overworked, which can make it difficult for them to devote the resources necessary to properly maintain and store records. Another major issue is the lack of trained staff in government agencies (Ambira et al., 2019); (Ipinge & Nengomasha, 2018). There is a possibility that personnel do not possess the knowledge or abilities required to effectively manage and preserve records, which might result in mistakes and omissions. Lastly, changes in technology can also present obstacles to record management in government agencies. As technology evolves, agencies may need to adapt and update their systems and procedures to keep pace with these changes. This can be a significant undertaking and require significant resources to implement.

**Figure 1.**  
**The Upcoming Challenges of Record Management in Public Services**



Source: Results of Analysis (2022)

### **Supporting Components for Enhanced Record Management in Public Services**

After analyzing the upcoming challenges, we investigate the areas in which we should focus our efforts to achieve superior record management in public service. In the first place, this issue is about standardizing the record management system. It is necessary to have several distinct components to build a better archive and record management in public services. One of these components is the establishment and execution of defined policies and processes for maintaining records. The international standard for records management is ISO 15489, along with the technical report that accompanied it, which were both published

in October of 2001 (International Organization for Standardization, 2001); (Swan et al., 2002). AS 4390 was rendered obsolete when Standards Australia decided to adopt ISO

15489 as the new Australian Standard back in February of 2002. The majority of AS 4390's primary components are carried over into ISO 15489. The most noticeable shift is one that has occurred structurally. The global standard is divided into two parts: the standard, which explains the broad principles of records management, and the technical report, which provides advice that is more precise and actionable. Both of these components are considered to be equally important (Swan et al., 2002).

Based on (Swan et al., 2002), to be efficient and effective, a record management system must have certain characteristics: reliability and quality (the continuous and regular operation under responsible procedures); morality (the ensuring of no unauthorized access and no destruction, alteration, or removal of records); community, regulatory, and corporate norms; universality (resulting from the complete range activities of an organization or section of it); methodical (Business and records systems should be designed and operated methodically) (Dikopoulou & Mihiotis, 2012). The International Organization for Standardization (ISO) (15489:2015) emphasizes the significance of records management to governance. Even though the practice of records management has not gained appropriate support in many developing countries (Osebe et al., 2018); (WorldBank, 2010). In many developed countries, managing electronic archives may assist e-government and help the government adopt it, improving the public service quality. When electronic archives are managed legally, the government may deploy e-government (Harisanty & Anugrah, 2022). This suggestion will ensure how records should be created, stored, and used, as well as procedures for managing and preserving records over time. The government could also develop or adopt a more effective agenda, such as conducting regular reviews and audits as well as assessments of record management practices. This may assist to ensure that they maintain their relevance and aligned with current laws and regulations, as well as highlight opportunities for development and guarantee that records are handled in a manner that is both compliant and effective. Standardization will ensure that records are managed consistently across all departments and agencies, which will make it much simpler to share and access records when they are required.

Furthermore, there is a requirement for a system that is centralized and integrated. According to (Clark, 1998), a centralized project approach helps support the appropriate management of records in the Berkshire County Council. As was mentioned earlier, government agencies are frequently decentralized, which creates difficulties in the record management system. As a result of this, it is necessary to establish a centralized repository for records, in addition to a method for organizing and arranging records in a way that makes them simple to retrieve. This may help ensure that individuals have simple access to the information they need to make use of the public services that are available to them. This act could be carried out by establishing a single physical location for the records management operation within the organization, developing a single policy, and forming a single group of people who are responsible for carrying out the activities that are associated with records management. In other words, the records that are of interest to a significant number of workers, in general, are consolidated in one area and are under the control of the manager of organizational records (Ngoepe, 2016).

The provision of ongoing training for the staff is the next step. In addition to recommending the use of a centralized system, (Clark, 1998) mentioned the importance of providing employees with training in record-keeping and record management as a potential means of facilitating effective record management. By providing training to staff on the policies, procedures, and technologies related to record management, you can ensure that personnel have the competence and capabilities necessary in managing and use records appropriately. The staff will be able to better assist citizens in locating the information they require with the help of this. As mentioned before that records management is like a cycle, people who handle

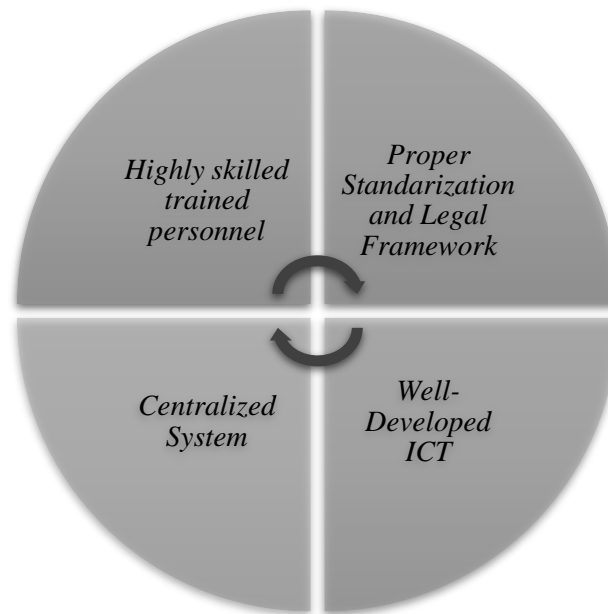


records over their whole life cycle should probably have the kind of specific knowledge that can only be learned via years of schooling. According to (Titus, 1947) (Ngulube, 2000), this profession refers to "a small number of folks" who have "some exceptional talent" and can "perform that role in society better than the typical person". This observation assumes that become a professional records manager, one must first acquire the necessary skills through the completion of some kind of specialized training. This assumption is implicit in the observation (Ngulube, 2000). (Moloi & Mutula, 2007) also suggests some capacity development method to enhance staff capability to effectively compete in an electronic environment by way of overseas connections, short courses, in-house coaching, and online learning. These options are presented as potential ways to implement this strategy. This is about the problem of there not being enough training.

Record management in public services is dependent upon the development of strong information and communications technology (ICT) systems. These systems are key supporting components. The communities of practitioners and records managers all over the globe have reached an agreement that a variety of issues are linked to the administration of electronic documents. These discussions covered topics such as the distinction between records and information, the organization of record-keeping schemes, the participation of professionals in the design of these systems, the analysis of digital records, the explanation of documents, the accessibility of electronic documents, and the long-term restoration of records (Meijer, 2001). The government might start investing in appropriate technologies to facilitate record management and provide full financial support for such investments. This may include digital storage solutions and electronic records management systems, both of which are designed to increase operational efficacy while simultaneously lowering the likelihood of data loss. The usage of digital preservation technologies might then be implemented by government entities to maintain the accessibility of digital documents. Examples of preservation strategies include format migration, backups, and other similar practices. Only if a company has the appropriate tools and infrastructure will it be able to effectively manage its electronic data. ICTs are very required when it comes to the management of electronic records in their entirety. Since this is the case, the ICT infrastructure resources that are available at the agencies decide whether or not they can support the management of an efficient electronic records management program (Chaputula, 2022). Realizing that the kind of software program impacts both the risks and the possibilities for preserving records to guarantee accountability is also a feasible reason in why this information and communications technology system should be improved (Meijer, 2001).

Since the advent of cloud computing, significant developments in technology have brought about significant shifts in the administration and disposal of data. Computing in the cloud has made it possible to create a virtual storage channel, which means that the government may now store documents on the cloud and yet enjoy the benefits of limitless access. As a consequence of this, the government needs to set up an infrastructure for cloud storage to make digital records universally available, as well as to simplify the process by which individuals can access data in a way that is convenient for them. In other words, the government needs to create a cloud. In addition, the government can divide and classify records following e-mail systems, database management systems, individual software for the creation of office documents, web technology systems, and "smart" systems to fulfill the prerequisites of the public sector's internal needs (Meijer, 2001). Therefore, conducting this data analytics should also be done to give insights and make decisions based on data. Using these technologies, government organizations are better able to examine records, discover patterns and trends, and use this knowledge to impact policymaking. Making breakthroughs in security that may protect papers from being hacked by hackers or taken by identity thieves to abuse their prey is also crucial (Parrish & Courtney, 2007). Records can be protected from illegal access using a variety of technologies, including encryption, biometrics, and others.

**Figure 2.**  
**Supporting Components of Record Management in Public Services**



Source: Results of Analysis (2022)

## CONCLUSIONS

The results of earlier research on record management have provided us with important insights into the significance or important role of record management in the process of improving public services. In particular, to promote services that are accountable to the public and transparent as a foundational principle in the achievement of good governance. The difficulties that have been experienced in the past in several countries concerning record management can also serve as a source of valuable lessons for governments that wish to enhance the record management practices of their respective agencies. Then, alongside the progression of technology, in this age of digitalization, the difficulties associated with record management are also becoming an increasingly diverse range of problems. We anticipate that in the not-too-distant future, there will be a greater volume of documents recorded as a result of the growing number of residents and the wide range of requirements posed by citizens. Consequently, handling a large volume of documents and records, ensuring conformance with preservation and accessibility regulations, and managing and preserving digital records are among the future obstacles to record management in public management. Others include safeguarding sensitive information, establishing consistent standards across decentralized agencies, a lack of communication and coordination, inadequate funding and trained personnel, and adapting to technological changes. Therefore, it is essential to have the ability to plan out how the management of these records is going to be carried out. The proliferation of new technologies brings with them concerns regarding digital security as an implication of information disclosure. This is a problem that will need to be taken into consideration in the process of record management in the future.

The supporting components of record management in public services have been identified as a result of our further analysis. The establishment of comprehensive standardization and legal formalities, as well as efforts to increase the capacity and capability of human resources through training for staff responsible for record management, are key components in this aspect. Not only that, but an integrated system that makes it easier for the general public to invest in the development of highly qualified information and



communications technology also plays an important part in the correct administration of records. where each of these components is intertwined with the others and cannot exist without the others. As a result, this research has limitations; our review seeks to synthesize previous research and discovered that the issue of record management in the public sector has not been widely reviewed. Further research will be able to develop studies on this topic in the future by conducting empirical research and expanding the database resources used.

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