



Implementation of the Good Governance Concept in Public Service and Archive Management at the Archives and Library Office of Mataram City

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Article Info

Article history:

Received Jun 12th, 20xx

Revised Aug 20th, 20xx

Accepted Aug 26th, 20xx

Keyword:

Good Governance,
Public Service, Records
Management,
Transparency,
Accountability,

ABSTRACT

Public service and records management are essential components in realizing transparent, accountable, and effective governance. This study aimed to analyze the implementation of good governance principles in public services and records management at the Archives and Library Office of Mataram City, as well as to identify the supporting factors and challenges encountered. This study employed a descriptive qualitative approach. Data were collected through direct observation and in-depth interviews with two informants, consisting of one archivist and one public service staff member at the Archives and Library Office of Mataram City. The data were analyzed using the interactive analysis model of Miles, Huberman, and Saldaña, while source and technique triangulation were applied to ensure data validity. The findings indicate that the implementation of good governance has generally been effective, as reflected in the existence of clear archival policies, the utilization of digital information systems such as Si Paras Tampan and SRIKANDI, and the provision of non-discriminatory public services based on established Standard Operating Procedures (SOPs). Nevertheless, several challenges remain, including limited human resources, inadequate infrastructure, suboptimal service digitalization, and budget constraints. Strengthening human resource competencies, improving digital infrastructure, and expanding public outreach are necessary to enhance the quality of public services and records management.



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INTRODUCTION

Public service is a series of actions to fulfill citizens' needs for goods, services, and administrative services in accordance with the mandate of the 1945 Constitution and Government Regulation Number 96 of 2012 (Kamarudin et al., 2021). According to Sinambela (2007), public service is the fulfillment of the desires and needs of society by state administrators. Public service can be defined as the provision of service to meet the needs of individuals or communities who have an interest in the organization, in accordance with the established basic rules and procedures (Febri Yuliani, 2019). The success of this service is highly dependent on the implementation of good governance principles oriented toward public welfare and compliance with standards (Jus Samuel Sihotang, 2023).

In everyday life, human activities cannot be separated from the existence of records. Matters related to human activities such as writing, reading, listening, and others are activities that can produce records. The form of records can be physical or digital. Physical records are a form of record that can be physically felt through touch (Suprpto & Prehanto, 2020). Records management activities are closely related to administrative activities, whether in government institutions, private institutions, or organizations. Records are created as the activities of the relevant institution progress. Activities in large institutions that are increasingly extensive and highly complex will generate a large number of records (Prasetijowati et al., 2023). Law Number 23 of 2014 also affirms that records management is one of the government's main responsibilities. This shows that records management is an obligation that must be carried out by all regional governments in Indonesia (Taryana et al., 2024).

In Indonesia, as one of the countries with the largest population in the world, with its people living across every region of the country, the challenge of providing equitable and efficient access to public services is highly complex. However, electronic-based government systems have emerged as a potential solution to address this challenge and improve the accessibility of public services in Indonesia (Laili Choirunnisa Ahmad Ainur & Ridlo, 2023). Indonesia is one of the countries currently striving to achieve good governance, including in the public service sector such as population administration. In the context of library and archival institutions, the implementation of effective and efficient records governance has been proven to improve service quality and the productivity of public data provision (Prasetijowati et al., 2023). Good records management practices not only facilitate access to information but also minimize the risk of document damage, thereby strengthening the government's accountability to the public (Prasetijowati et al., 2023).

The Archives and Library Office plays a crucial role as a regulatory body that administers the national archival system while also providing a broad network of information access through library collections (Friska Nuriman Muchsin et al., 2025). Records management greatly influences the smoothness of administrative communication. If records management is inefficient, it can lead to the failure of an organization or hinder its progress. This can occur due to the inaccurate presentation of information from data sources or the lack of timeliness in presenting information, resulting in less accurate decisions being made by the organization. The success of a records management system depends on unobstructed filing procedures, a storage system that can be implemented according to needs, and the speed and accuracy of information presentation (Fitriana & Christiani, 2018). More specifically, efforts to improve the management of deposit collections, such as those carried out at the Archives and Library Office of Mataram City, are highly significant in ensuring efficient information management (Saputri et al., 2025). This step also serves as a strategic effort to preserve local cultural heritage for future generations (Saputri et al., 2025).

Good governance is a system in which the administration of government is based on the pattern of relationships between the government, society, and the business or private sector in creating governance supported by fundamental principles such as legal certainty, accountability, transparency, fairness, professionalism, and democracy, in line with the demand for clean government initiated by UNDP, the World Bank, the United Nations, and several other international institutions. The general principles of good governance have been regulated in Law Number 30 of 2014 concerning Government Administration (Hanafi & Rohman, 2019).

Several previous studies have examined the application of good governance principles in public service and records management. Research conducted by Hanafi and Rohman (2019) shows that the application of good governance principles, such as transparency, accountability, and participation, can improve the quality of government administration and create better governance. Prasetijowati et al. (2023) explain that good records governance plays an important role in supporting the realization of good governance, particularly through orderly, accountable records management that is easily accessible to the public. Research by Kamarudin et al. (2021) also reveals that public service management at the Library and Archives Office is influenced by service quality, human resource competence, and the utilization of technology in supporting the effectiveness of services to the community. Meanwhile, research by Friska Nuriman Muchsin et al. (2025) shows that the application of good governance principles at the Archives and Library Office of Gorontalo Province has run well through transparency, accountability, effectiveness, and participation, although obstacles remain in the aspects of human resources and information technology development. In addition, Saputri et al. (2025) state that improving the governance of deposit collections is one of the important efforts in enhancing the quality of records management and information services to the public.

Based on these various studies, it can be concluded that the application of good governance has a significant influence on good governance itself. Therefore, further research is still needed to examine the application of good governance principles more comprehensively in public services and records governance at the Archives and Library Office of Mataram City.

Although various studies have discussed the application of good governance in public services and records management, there are still several research gaps that need further examination. The research by Hanafi and Rohman (2019) focuses more on the application of good governance principles in government administration in general without examining their implementation in archival institutions. The research by Kamarudin et al. (2021) focuses on public service management at the

Library and Archives Office without deeply examining good governance in records management. Based on these conditions, further research is still needed to define good governance principles more comprehensively at the Archives and Library Office of Mataram City. This research not only analyzes the application of good governance principles in public services and records governance, but also identifies the supporting factors, the obstacles faced, and the efforts made to improve the quality of service and records management.

The concept of good governance emerged due to dissatisfaction with the performance of government, which had long been trusted as the administrator of public affairs. When good governance is not implemented, public services become ineffective. This causes the bureaucracy to malfunction, leading to increased corruption and illegal levies. This occurs due to a lack of transparency and accountability in service delivery. Another problem with public services when good governance is not implemented is that services become slow, convoluted, and uncertain because officials do not work with discipline or honesty. This is evidenced by the fact that, without clear and open rules, illegal levy practices and the use of "insider connections" often emerge, causing citizens who should be helped to instead feel obstructed and treated unfairly (Iza et al., 2022). Furthermore, there is an undisciplined work culture; without the principle of responsiveness, officials feel no urgency to resolve public issues promptly. This is evidenced by service counters that are often empty during working hours, officials arriving late, or taking excessively long breaks. Services are frequently halted simply because the one official authorized to sign documents is not present, with no clear official delegation in place. The application of good governance principles can be carried out systematically and in accordance with the capacity of both the community and the government. One strategic effort made to realize good governance in Indonesia is through the implementation of public services. Public service serves as the standard of success in carrying out obligations and assessing government performance through the bureaucracy (Iza et al., 2022). Therefore, the principle of good governance needs to be applied because it brings positive impacts for the government, making the government more willing to accept criticism and suggestions to continuously improve itself in order to keep up with the demands of the times (Lestari & Santoso, 2022).

The National Archives of the Republic of Indonesia (ANRI) created the Integrated Dynamic Records Information System (SRIKANDI) application with the aim of providing support for SPBE (Electronic-Based Government System). The SRIKANDI application is a comprehensive digital records administration system that can be accessed by all Indonesian government agencies. Digital records enable accurate information recording, which in turn serves as a means of accountability and the nation's collective memory within the electronic government system (Arsyad, 2024).

Based on several previous studies, analyses of good governance are generally focused exclusively on public services or records management independently. This study presents an innovative approach by exploring the holistic application of good governance principles within the scope of public services and the records management framework at the Archives and Library Office of Mataram City. Furthermore, this study also examines the facilitating elements, existing obstacles, and strategies that can be adopted to improve service quality, based on direct observation and dialogue with participants at the study site.

The purpose of this study is to identify the obstacles encountered in the field, as well as to formulate solutions so that the bureaucracy at the office becomes more effective and efficient, and is truly able to provide professional and transparent services to the citizens of Mataram City.

Practically, this research is expected to provide benefits in developing analytical insight and adding to the body of knowledge in the field of Administrative Science and Management (Nasrullah, 2021). The results of this research are also expected to provide input for local government officials in carrying out their duties and roles effectively and efficiently, in order to realize a better form of government in the future, as well as to provide accurate information regarding the implementation of public services in accordance with the principles of good governance.

RESEARCH METHODS

This study is a descriptive study using a qualitative approach that aims to describe the application of good governance principles in public services and records management at the Archives and Library Office of Mataram City. This research was conducted at the Archives and Library Office of Mataram City, West Nusa Tenggara Province.

The research data sources consist of primary data obtained through observation and in-depth interviews, as well as secondary data obtained from documents, laws and regulations, Standard Operating Procedures (SOPs), and relevant literature.

The determination of informants was carried out through purposive sampling, taking into consideration the informants' involvement in and knowledge of the research object. The research informants consisted of 2 people, namely an archivist and a service staff member.

Observation was conducted to directly observe the process of public service delivery and records management, while in-depth interviews were conducted to obtain information regarding the principles of good governance, the obstacles faced, and the efforts made by the institution. The data obtained were analyzed using the interactive analysis model of Miles, Huberman, and Saldaña, through the stages of data reduction, data display, and conclusion drawing. To ensure the validity of the data, source triangulation and technique triangulation were used.

RESULTS AND DISCUSSION

The research results show that the application of the *good governance* principle at the Archives and Library Office (DIARPUS) of Mataram City has generally run well, both in the aspect of public services and records management. This finding is in line with Sinambela's (2007) view that public service is essentially the fulfillment of society's desires and needs by state administrators, as well as Febri Yuliani's (2019) opinion emphasizing that services are provided in accordance with established basic rules and procedures. Legal certainty, as one of the fundamental principles of good governance, is realized through the issuance of various archival policies referring to the provisions of the National Archives of the Republic of Indonesia (ANRI) and applicable laws and regulations, accompanied by archival socialization and coaching activities for the community and regional apparatus. This condition reinforces Jus Samuel Sihotang's (2023) argument that the success of public service is highly dependent on the application of good governance principles oriented toward public welfare and compliance with applicable standards.

The aspect of transparency is demonstrated through the provision of an online-based service system called Si Paras Tampan (Integrated and Reliable Archive Service System), as shown in Picture 1. Through this system, service users can obtain information about the types of services, requirements, and procedures simply by filling out a digital guest book and selecting the available service menu, while access to closed archives remains restricted in accordance with the Security Classification and Access System for Dynamic Archives. The availability of this service link makes it easier for the public to obtain the archival information they need without having to visit the service office in person. This is consistent with the findings of Laili Choirunnisa, Ahmad Ainur, and Ridlo (2023) that electronic-based government systems play an important role in improving the accessibility of public services in Indonesia. This condition is also in line with the results of research by Friska Nuriman Muchsin et al. (2025) at the Archives and Library Office of Gorontalo Province, which shows that transparency has run well even though the development of information technology has not been fully optimized, a constraint that is also still found in Mataram City.



Picture 1 Title of the Si Paras Tampan Service

The principle of accountability is realized through routine monitoring by leadership, documentation of every service activity, and tiered performance reporting. The implementation of the digital administration system SRIKANDI (Integrated Dynamic Records Information System) further supports accountability because it reduces dependence on a single signing official, so that services are not halted when the relevant official is not present. This condition reinforces Arsyad's (2024) view that digital records function as a means of accountability and the nation's collective memory within the electronic government system, and is also consistent with the finding of Prasetijowati et al. (2023) that orderly and accountable records governance plays an important role in supporting the realization of good governance. Nevertheless, the employee performance appraisal instrument at DIARPUS Mataram City is not yet fully standardized, so strengthening internal oversight mechanisms and implementing a clear reward and sanction system are still needed for accountability to function more optimally.

The effectiveness and efficiency of services are reflected in the implementation of non-discriminatory services, in which the entire community is served with equal treatment regardless of ethnicity, religion, race, gender, age, social background, or economic condition, and by following uniform service standards based on established SOPs. This finding reinforces the results of research by Kamarudin et al. (2021), which shows that public service management at the Library and Archives Office of West Nusa Tenggara Province is influenced by service quality, human resource competence, and technology utilization. However, the limited human resources in the archival field and inadequate facilities and infrastructure remain obstacles hindering service optimization, making the recruitment of certified archivists and proportional budget allocation important recommendations to be followed up.

Community participation and institutional responsiveness are facilitated through the LAPOR application (Online People's Aspiration and Complaint Service) of the Mataram City Government, as well as the user satisfaction survey menu available on Si Paras Tampan. Through both channels, community input is evaluated periodically as a basis for service improvement. This condition is in line with the finding of Friska Nuriman Muchsin et al. (2025) that community participation is one of the good governance principles that has run reasonably well at archival institutions, although variation in the public's level of understanding of archival services remains a particular challenge. Conversely, without such complaint and transparency mechanisms in place, services could potentially become slow, convoluted, and prone to illegal levy practices, as warned by Iza et al. (2022). With a clear complaint channel available, DIARPUS Mataram City has been relatively successful in minimizing this risk.

In terms of records governance, the management of archives at DIARPUS Mataram City is carried out in an orderly and systematic manner as a follow-up to the archival regulations that have been issued, in line with the mandate of Law Number 23 of 2014 as affirmed by Taryana et al. (2024) that records management is an obligation that must be carried out by all regional governments in Indonesia. As an effort to preserve local cultural heritage, this office has joined the National Archival Information

Network (JIKN) managed by ANRI to expand access to culturally valuable archives for the community, and provides the Family Archive Media Transfer Service (LASKAR HARUM). The effort to improve deposit collection management carried out by DIARPUS further strengthens the efficiency of information management while preserving local cultural heritage for future generations, as found by Saputri et al. (2025). The success of this records system is also in line with the criteria proposed by Fitriana and Christiani (2018), namely the absence of obstacles in the filing procedure and the speed and accuracy of information presentation, although archive arrangement at several storage points still requires further strengthening.

In summary, the relationship between the principles of good governance and the findings, obstacles, and recommendations for development at DIARPUS Mataram City is summarized in Table 1.

Table 1 Title Application of Good Governance Principles at the Archives and Library Office of Mataram City

Aspect	Findings / Conditions	Obstacles and Recommendations
Legal Certainty	The office has issued archival regulations referring to ANRI provisions and legislation. SOPs are applied consistently as a reference for services and records management.	Regulatory socialization to staff still needs strengthening; periodic training and regulatory socialization are recommended.
Transparency	Realized through the Si Paras Tampan system, which allows the public to access service information online, including requirements and procedures conveyed openly.	Service digitalization is not yet fully optimal; acceleration of digital infrastructure development and updating of public information is needed.
Accountability	Maintained through routine monitoring by leadership, documentation of service activities, and tiered performance reporting. The use of SRIKANDI reduces dependence on a single signing official.	Performance appraisal instruments are not yet fully standardized; strengthening of internal oversight and a clear \ reward/sanction system is needed.
Service Effectiveness and Efficiency	Services are carried out based on SOPs without discrimination; every user receives the same procedure, service time, and requirements.	Limited archival HR and inadequate facilities/infrastructure; recruitment of certified archivists and proportional budget allocation are recommended.
Participation and Responsiveness	The public can submit complaints via the LAPOR PemKot Mataram application and fill out satisfaction surveys on Si Paras Tampan; evaluations are conducted periodically.	Variation in public understanding of archival services; socialization through social media and cooperation with educational institutions and local communities is needed.
Records Governance	Records management is carried out in an orderly and systematic manner; the office is a member of JIKN to expand access to culturally valuable archives, and provides the LASKAR HARUM service for family archive media transfer.	Archive arrangement still needs improvement; acceleration of archive digitization and strengthening of local cultural heritage preservation programs are needed.
Human Resources	HR competence and leadership that understands government bureaucracy are important supporting factors for the application of good governance.	The number of certified archivists is still limited; ongoing training and archivist certification are needed.

Note: The table was compiled based on direct observation and in-depth interviews with archivists and service staff.

Based on Table 1, the factors supporting the application of good governance at DIARPUS Mataram City include leadership commitment, consistent SOP implementation, service transparency, performance accountability, the use of information technology, human resource competence, community participation, and the availability of adequate facilities and infrastructure. This finding reinforces Hanafi and Rohman's (2019) argument that the application of good governance principles such as transparency, accountability, and participation can improve the quality of government administration. Conversely, the main obstacles faced include limited human resources in the archival field, facilities and infrastructure that are not yet fully adequate, service digitalization that is not yet optimal, budget discrepancies with planned arrangements, variation in public understanding, and the need to improve internal coordination. This condition shows that although the regulatory framework and institutional commitment are already in place, the success of good governance implementation still depends on the readiness of human resources and supporting infrastructure, as also cautioned by Lestari and Santoso (2022), who noted that openness to criticism and suggestions is key for the government to continuously improve in accordance with the needs of the times.

To address these obstacles, DIARPUS Mataram City has taken a number of strategic steps, including improving human resource competence through periodic training and regulatory socialization, developing service digitalization, improving facilities and infrastructure by submitting budget proposals to the Regional Government Budget Team, improving internal coordination, and conducting ongoing evaluation and oversight. These efforts affirm that the application of good governance is not a static condition, but rather an ongoing process that must be adjusted to the capacity of the community and local government through a realistic, gradual, and participatory approach. Thus, the results of this study reinforce and complement previous findings (Hanafi & Rohman, 2019; Kamarudin et al., 2021; Prasetijowati et al., 2023; Friska Nuriman Muchsin et al., 2025) by showing that the application of good governance in public services and records governance can be analyzed holistically and interrelated, rather than examined separately as in previous studies.

CONCLUSION

Based on the research results, the application of good governance principles at the Archives and Library Office of Mataram City has been implemented through transparency, accountability, participation, professionalism, efficiency, and fairness in the administration of public services. This implementation is supported by the use of information technology, the application of standard operating procedures, and organizational commitment to improving service quality. Nevertheless, several obstacles remain, such as limited human resources, inadequate facilities and infrastructure, and suboptimal service digitalization. Therefore, improving staff competence, strengthening technological infrastructure, and conducting ongoing service evaluation are needed to support the realization of higher-quality public services.

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