The Role of Records and Archives in Public Service Policy Decision-Making

(Case Study at the Institution of Archives and Library Mataram City, West Nusa Tenggara, Indonesia)

Anita Tri Widiyawati[1(✉)], Asfi Andhini Putri[1],
Aminaturrokhiyah Aminaturrokhiyah[1], Pasinee Kumkong[2],
and Andika Hijrah Prasetyo[3]

[1] Library Science Study Program, Universitas Brawijaya, Malang, Indonesia
`anitatriw@ub.ac.id`
[2] Master Degree of Political Science, Burapha University, Chonburi, Thailand
[3] Public Administration Study Program, STISOSPOL Wakita Dharma, Malang, Indonesia

Abstract. This scientific article is related to records and archives' roles in decisions making on public services at the Institution of Archives and Library, Mataram City, West Nusa Tenggara, Indonesia. Records and archives roles in an organization are so important as to be memory centre, information resources, and surveillance tool which is very needed in planning, analyzing, developing and formulating policies, decisions making, report making, accountability, evaluation, and proper supervision or control, so that records and archives in an organization are needed to be managed properly and correctly. The purpose of this research is to have a deeper knowledge of the decision-making process of public service policies and the roles of records and archives in the decision-making mechanism of public service policies at the Institution of Archives and Library Mataram City. The method used in this research is a case study method with a qualitative approach. This research hopes to contribute to policy development and decision-making of the public service policies process at the Institution of Archives and Library Mataram City.

Keywords: Records · Archives · Decision Making · Policy · Public Service

1 Introduction

According to Article 1, Paragraph 3, Law Number 43, the Year 2009, an archive can be understood as records of activities in various forms and media, which are created by the development of information and communication technology, which are made and received by state institutions, regional governments, educational institutions, corporations, political organizations, community organizations, and individuals in the implementation of community life, nation, and state.

Sugiarto and Wahyono stated that archives have various roles that can support decision-making by policy bearers. Archive functions include [1]: (1) "source of memory". The archive that is saved and managed will become one of the referral sources when the archive is needed so that it contains important information that can be used as a source of memories regarding things in the past. (2) "As a basis for decision making". The archive contains information and saved data. Information and supporting data will be used as one of the considered factors in the decision-making process or policy. (3) "As evidence or legality". If an organization needs evidence in the form of information or data, archives can be used as evidence and legality when it needs it. (4) "As a historical reference". The archive contains information that has been saved since a long time ago and can be used as a historical reference because it contains change dynamics and organizational development.

On another side, archive roles for organization are important, that is, as a memory centre, as an information resource, and as a surveillance tool that is needed in an organization on planning, planning, analyzing, developing and formulating policies, decisions making, report-making, accountability, evaluation, and proper supervision or control, so that records and archives in an organization are needed to be managed properly and correctly. Good implementation of archival management is executed [2].

According to Saepudin, archives, as an organization's activity records, have a role as a memory centre, a basis for decision-making, evidence of the existence of the organization, and a supporter of the implementation of organizational management [3]. An organization will face many problems if they do not own an activity record. This problem will arise either in the implementation of activities or in organizational development; even the existence of that organization will be questioned. This is aligned with the point [3].

"Record and archival materials are the indispensable foundation of the accountability process in any democratic society. Without reliable and authentic documentary evidence underpinning all accountability processes, government, civil society, and the private sector cannot ensure transparency, guarantee accountability or allow for the exercising of good governance."

Based on the paragraph above, an organization is obligated to run the record and archive management. Without the existence of it, an organization will not be able to fulfill and support the process of the activity in an organization. In addition, archives have a role in presenting information processes for each level of leadership for an organization. Archive and record role for leaders here is as a consideration or a basis for making and establishing an organizational policy.

Based on Table 1, previous research has been done above shows that records are very important as a basis for decision-making in organizations. The novelty of this research is that decision-making is not only based on records but also on archives. In addition, the selection of research sites and sites at the Archives and Libraries Service is a strength of its analysis. This is because the Archives and Libraries Service is an agency that carries out tasks directly related to managing records and archives. In addition, the focus of this study is to analyze the role of records and archives, which form the basis for decision-making in public services. Public organizations aim to provide the best service

Table 1. Work related.

No.	Author	Title	Research
1.	Tasri and Tasri [4]	Improving clinical records: their role in decision-making and healthcare management—COVID-19 perspectives	The medical record competence construct has a smaller influence on the construction of decision-making. Construction quality has a greater influence on construction decision-making. Competent record-keeping officers improve policymaking, and high-quality medical records lead to better decision-making. This study used a purposive sampling method with a quantitative approach.
Differences: The research conducted by Tasri and Tasri involved the use of records as a basis for decision making at the health office. In contrast, the research we conducted was the use of records as a basis for making public service policy decisions in the archives and library services where the policy focus is on public services.			
2.	Momoti [5]	A Mode to Foster The Use of Records For Evidence-Based Decision-Making by Senior Managers in Western Cape Governmental Bodies, South Africa.	Senior managers consider the organization's most reliable records and those used most frequently in policy making from the four components of EBDM (Evidence-Based Decision Making). This study uses a survey method with a quantitative approach.
Differences: This research was conducted by Momoti using government agencies in South Africa as research objects, while our research used government agencies and more precisely the Indonesian Archives Service as research objects. In addition, Nikiwe's research focuses more on the use of EBDM components, while our research does not use these components.			

to the community through their administrative activities. This means that community satisfaction is a measure of the success of public organizations in providing services. Good service, of course, refers to the policies that have been set. A successful policy is, of course, following the community's needs in its formulation. When discussing the policy formulation process, this cannot be separated from the role of records and archives as a basis for decision-making. So therein lies the urgency of this research.

2   Literature Reviews

2.1   Public Administration

Sellang stated that administration is defined as a whole work process between two or more people which is based on certain rationality to achieve a goal that had been set before. Sellang detailed some principal features of what could be called administration as stated below [6]:

- A group of people does teamwork.
- Teamwork is done based on a work-share structure.
- Teamwork is meant to achieve the goal.
- To achieve a goal, they can utilize available resources.

The administration is a broad knowledge with several branches of sciences, one being public administration [6]. Michael M. Harmon in Sellang stated that public administration speaks of decisions that; (1) affect people's life; (2) on behalf of the public; and (3) uses public resources. Public administration is the business of all those who act on the public side (on the part of society in a legally mandated way). Their actions have consequences for members of society, as individuals or groups [6].

Sellang stated the public administration dimension below [6]:

- Public policy
- Public bureaucracy
- Public management
- Leadership
- Public services
- Staffing administration
- Performance
- Public administration ethics.

2.2   Public Service

Public service is an activity or series of activities to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers [6]. Public service providers in Sellang are every state administration institution, corporation, independent Institution established by law for public service activities, and other legal entities formed solely for public service activities [6].

Mahmudi in states that in providing public services, public service providers must pay attention to the principles of public service, namely [6]:

- Transparency, namely the provision of public services, must be open, easy and accessible to all parties who need them and provided adequately and easily understood.
- Accountability, that is, public services, must be accountable following statutory provisions.

- Conditional, namely, the provision of public services must be by the conditions and capabilities of the giver and recipient of the service by sticking to the principles of efficiency and effectiveness.
- Participatory, namely encouraging community participation in the implementation of public services by taking into account the aspirations, needs and expectations of the community.
- Not discriminatory (equal rights), namely the provision of public services, may not be discriminatory because it does not discriminate against ethnicity, race, religion, class, gender, or social and economic status.
- The balance of rights and obligations, namely, the giver and recipient of public services, must fulfil the rights and obligations of each party.

2.3 Decision Making

Decision making, according to Chaniago, is a choice of problem-solving by first understanding the problem by analyzing the problem so that the main problem or not the problem is obtained, then scientifically you can formulate various alternative problem solving based on and supported by accurate data and facts [7].

According to George R. Terry in Chaniago, decision making has basics that can be classified into five (5) groups as follows [7]:

- Intuition, Which Has a Subjective Nature, is so Easily Affected.
- Experience, which has benefits for practical knowledge, because experience can estimate the situation of something, can calculate the pros and cons, good or bad decisions to be taken.
- Fact, that it can make healthy, solid and good decisions. The level of trust in decision making can be higher, so that people will accept decisions made willingly and gracefully.
- Authority, which is carried out by the leader against his subordinates or people with a higher position against people with a lower position.
- Rational, namely the decisions produced are objective, logical, more transparent, consistent to maximize results or value within certain constraints so that it can be said to be close to the truth or in accordance with what is desired.

There are six models of management decision making according to Chaniago [7], namely: (1) *the economic model* in which the person's decision is rational, namely trying to achieve marginal income equal to marginal cost to obtain maximum profit; (2) *the administrative human model* put forward by Simon where people do not want maximization but enough satisfying profit (profit); (3) *the mobicentric human model* proposed by Jennings in which change is the main value so that one must always move freely to make decisions; (4) *the organizational human model* (as proposed by WF Whyte) is loyal and fully cooperate in decision making, 5) *the competitive new entrepreneur model* by Wright Mills; and (6) *the social model* (Freud, Veblen) where parents are often irrational in making decisions filled with subconscious feelings, emotions and situations.

Meanwhile, the decision-making technique described by Chaniago is as follows [7]:

- The Creative Decision Making Technique is technique that consists of a technique called brainstorming, which is a technique that seeks to explore and get maximum

creativity from the group by allowing members to express their ideas the synectics technique is based on the assumption that the creative process can be described and taught and intended to increase individual and group creative output.

- Participatory Techniques. Participation as a technique means that individuals or groups are involved in decision-making. It can be formal or informal and involves intellectual and emotional involvement as well as physical involvement. The extent of participation in decision-making varies from one extreme where there is meaningful participation by everyone who is associated with and affected by decisions are involved.
- Modern Decision-Making Techniques. This technique is used to deal with decision making that is developing with the sophistication of quantitative methods.

2.4   Records and Archives

Archives according to Law no. 43 of 2009 concerning Archives quoted from Hendrawan is "a record of activities or events in various forms and media in accordance with developments in information and communication technology made and received by state agencies, regional governments, educational institutions, companies, political organizations, social organizations, and individuals in the implementation of social, national and state life" [8].

The following is the archive function in Hendrawan [8]:

- As a source of memory
- As a decision-making material
- As proof or legality.

Archives in Hendrawan are divided into two according to their function, as follows [8]:

- Dynamic archives (record) explains that records are archives that are used directly in planning, implementing, organizing national life in general or used directly in the administration of the state or can also be said to be recorded information created or received by organizations in carrying out their activities.
- Static archives (archive) are archives that are stored because they have historical value at the center or archival Institution of an institution.

3   Methodology

Archive and record have an important role in decision-making at an organization including in decision making of public service policy at the Institution of Archive and Library Mataram City. This research is done using a qualitative approach and case study method. According to Creswell:

"Qualitative approach is one of the types to describe, explore and understand a meaning of, by some individuals or a group of people is considered to come from a social problem or humanity" [9].

According to Creswell, the case study method is, "an exploration of systems that is related to (bounded system) or a case." A case study method is a method that is interesting for researchers and because this case is important and has benefits to many people. Case study helps researchers conduct in-depth research related to an organization in which a decision-making process occurs within the organization. In the decision-making process, there is decision-making related to public service policies carried out within the organization. This case study method is chosen to facilitate researchers in conducting the research. In this study, the researcher chose a single case study type (in-site study), according to Creswell [9].

Research is done at the Institution of the Archive and Library Mataram City. The data collection techniques used were observation, interviews, and documentation. Observation, interview and documentation methods become three of the data-collecting techniques of the qualitative approach; according to Creswell [9], later, the collected data results will be re-examined and interpreted by the researcher after the data is processed again. This interview is done face-to-face with the source person at the office of the Institution of Archive and Library Mataram City, and the interview process is done by sitting one-by-one with every source person. As to the observation method, researchers did complete an observer where the researchers were not directly involved in the object under study. Researchers are not involved in the public service policy decision-making process at the Mataram City Archives and Library Institution. The role of the researcher in this study was as an observer of the process of making public service policy decisions at the Mataram City Archives and Library Institution. Documentation is used to add data from observations and interviews so that the validity test of the data used in this study is the source and method of triangulation. Data analysis used in this research is Creswell data analysis (Fig. 1) [9].
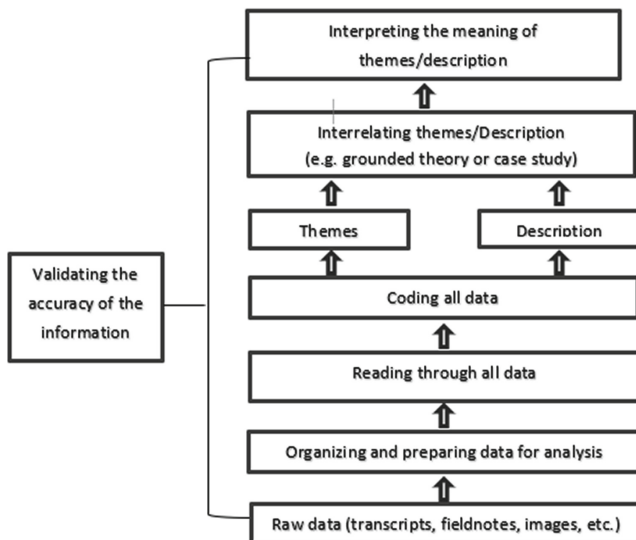

Fig. 1. Creswell data analysis system.

4   Results and Discussion

4.1   Source Person

Researchers have chosen 3 (three) source persons. The first source person is the Head of the Library Service Department. And the second source person is the Middle-Senior Archivist (*Arsiparis Ahli Madya*), and the third one is the Intermediate Archivist (*Arsiparis Ahli Muda*) from the Institution of Archive and Library Mataram City.

4.2   Decision-Making Process of Public Service at the Institution of Archive and Library Mataram City

The Archive and Library Institution Mataram City, West Nusa Tenggara, have their own way of making decisions for all the matters in their Institution, including decision making for policies inside their Institution. One of the policies made by Archive and Library Institution Mataram City is Public Service Policy. The one who has authority in making decisions inside the Institution is none other than the Head of the Institution itself where they have the absolute power in making decisions. The model they use in making decisions is a discussion through the forum consisting of The Head of Institution, Secretary of Institution and The Head of Division. This is linear to a decision-making model by Chaniago called the Human-Organization model developed by Jennings which stated by Chaniago as a model that is loyal and full of cooperation [7]. The team in Archive and Library Institution values cooperation while making decisions shown by how they always involve all lineage in the Institution for their opinion about a matter before making a decision. For the techniques they use for decision-making consists of two techniques according to Chaniago [7]:

Creative Decision-Making Technique. This technique consists of a technique called *Brainstorming.* Brainstorming was developed by Alex F. Osborn which was explained by Chaniago as a technique to dig and get the maximum creativity of the team by giving them the opportunity to deliver their opinion about a matter [7].

Participative Technique. Archive and Library Institutions also make a decision by using this technique. Participative technique involving an individual or a group in decision-making in an informal or a formal way. This is in line with the method used by the Institution of Archive and Library Mataram City which involves experts, staff, who are involved and understand the problem so that the opinions of these parties are considered by the decision maker, namely the Head of the Institution.

In addition to the decision-making models and techniques described earlier, the Institution of Archive and Library Mataram City also makes decisions based on other matters. One of the factors considered in making a decision is whether or not there are documents or previous experience that can be a reference for decision makers in a decision making regarding an issue. Programmed Decisions is a "decision taken based on certain customs, rules or procedures [7]. Every organization has written or unwritten policies that facilitate decision making in repetitive situations by limiting or eliminating alternatives." The Institute of Archive and Library Mataram City also does the same in the decision making process. They refer to customs of previous experiences, and then they refer to rules or policies applied in The Institution, and also written and unwritten policies

such as Regional Regulations, Mayor Regulations, or regulations above as guidelines for Institution in making decisions regarding an issue. So it can be said that the Institution of Archive and Library Mataram City has a Programmed Decision.

Aside from Programmed Decision, Chaniago also mentioned that there is also a type of decision-making named Unprogrammed Decision [7]. According to Chaniago, "Unprogrammed Decisions are decisions to solve a grand or special problem. If a problem rarely happens, so they aren't included in a policy or is too important, so it needs special treatment, then the problem should be handled with an Unprogrammed decision" [7]. At The Institution of Archive and Library, it is known that there is no case where decisions made were Unprogrammed.

Things that influence policy-making at the Institution of Archive and Library include Internal and External Influences. The following are the factors that influence decision-making at the Institution of Archive and Library Mataram City:

External Factors

- Publics. The Institution of Archive and Library has a function to serve the community, especially the people of Mataram City, so what is done and what will be done by the Institution of Archive and Library Mataram City is very influential and influenced by the local community or the public. This includes making decisions where the Institution considers the condition of the public, how the public has responded so far and how a decision will impact the public.
- Businessman/ business owners in Mataram City. Because The Institution of Archive and Library Mataram City also coexists with the business owners, business owners also influence decision-making by The Institution of Archive and Library Mataram City.

Internal Factors

- Technology. As an institution that adapts to the times, the Institution of Archive and Library also continues to adapt to increasingly sophisticated technological developments in today's era. In carrying out its activities, the Institution of Archive and Library Office has made many activities or products that use technology to facilitate these activities or products. There are also many public service products owned by the Institution of Archive and Library that use technology to make it easier for the public to access so that even in making decisions, technology is a factor that plays an important role and cannot be ignored.
- Human Resources. Speaking about an Institution is inseparable from the Human Resources who run the Institution. Human Resources is influential in any case at the Institution of Archive and Library Mataram City, especially in decision-making. Without adequate Human Resources, the decision-making process will definitely be hampered because in making decisions, opinions or ideas from experts who are Human Resources for the agency are certainly needed.
- Target. The target is also one of the factors that influence decision-making at the Institution of Archive and Library Mataram City. The Institution of Archive and Library Mataram City has targets to achieve within a certain period. And decision making also considers whether these targets will still be able to run or not by making certain decisions.

- Budget. The budget is a very influential factor in decision-making at the Institution of Archive and Library Mataram City. This is due to the Archives and Libraries Office running its programs and services based on the budget. If the budget is not available, then the decision regarding the program or service must be cancelled because it cannot run it. Therefore the budget is very important in deciding the Institution of Archive and Library Mataram City.

In general decision-making, the Head of the Institution holds full rights in making and establishing decisions. Likewise, with public service policy decisions, the Head of the Institution has full rights to make decisions regarding public service policies at the Institution of Archive and Library Mataram City.

According to Law no. 25 of 2009, "Public service is an activity or series of activities in the framework of fulfilling service needs by statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers" [10]. In this case, the Institution of Archive and Library Mataram City is the organizer of these public services with the people of Mataram City as citizens and residents whose needs are met for goods, services, and/or administrative services by the Institution of Archive and Library Mataram City.

The Institution of Archive and Library Mataram City has several public service policy products; for example, the Library Sector at the Institution of Archive and Library Mataram City has a public policy product, namely digital Regional Regulations, while the Archives Sector already has Regional Regulations and Mayor Regulations. In preparing these Regional Regulations and Mayor Regulations, the Archives Division referred to several above regulations as references in compiling these Regional Regulations and Mayor Regulations. Here's the order:

- Laws of The Republic Indonesia. Number 43 of 2009 Concerning Record and Archive Management
- Government Regulation Number 28 of 2012 About the Implementation of Law 43 of 2009 concerning Archives
- Regulation of the Head of the National Archives of the Republic of Indonesia
- Mataram City Regional Regulation No. 5 of 2021 concerning Archive Organizers.
- The Mayor Regulations
- SOP (standard operating procedure)

For the Standard Operating Procedure, the Archives Department has several SOPs following the public services it provides. Public services provided by the Archives Department at the Institution of Archive and Library Mataram City are archive lending services for the community and other Mataram City agencies, archive encapsulation services for people who are domiciled in Mataram City, and Khazanah Archives services as for the available Standard Operating Procedures related to the public service itself at the Institution of Archive and Library Mataram City, namely Archive Lending Standard Operating Procedures and Archive Encapsulation Standard Operating Procedures.

Archives lending services are opened every working day with the target that those who can borrow archives are RRO (Regional Rank Organizations or Organisasi Perangkat Daerah) and the community or public. Because this is a service, the frequency of borrowing archives at the Institution of Archive and Library Mataram City depends

on how often there are RRO or OPD (Regional Rank Organizations) and people who come to borrow archives and records. In 2021, according to archivists in the Archives Department of the Institution of Archive and Library Mataram City, the archive lending service was carried out once.

For archive encapsulation services, the Archives Department targets that this service is provided to people who live or have Mataram City Identity Cards. The archive encapsulation service is also open every working day; the frequency of using the service depends on how often people come to use the service. According to one of the archivists, archive encapsulation service activities in 2021 have been carried out approximately ten times.

The last public service is the archival Khazanah service. This service is a service that demonstrates to the public the archive collections owned by the Archives Department. As with other services, archival Khazanah (treasure) services are open daily. Still, the frequency of use of the service depends on the community or the public requesting archival treasure services or sometimes in collaboration with the Library Department, which is currently providing services to make room for the Archives Department to provide these treasure services. According to one of the archivists, archival khazanah (treasure) service activities have been carried out approximately ten to fifteen times in 2021.

In addition to having full rights in making decisions regarding public service policies at the Institution of Archive and Library Mataram City, the Head of the Institution of Archive and Library Mataram City also holds full responsibility for the implementation of public services carried out by every field in the Institution of Archive and Library Mataram City.

RRO or Regional Rank Organization (OPD) is prepared in approximately one day if all the materials needed are available with a usage period of one year and then renewed every year. If there is no significant change in the Standard Operating Procedures, only the year will be changed. Meanwhile, the preparation of Regional Regulations and Mayor Regulations requires even longer time than the preparation of Standard Operating Procedures. For Mayor Regulations themselves, it can take 6–12 months, and Regional Regulations can take up to 1 year.

In drafting Mayor Regulations, only a draft Mayor Regulation is needed in drafting and ratifying it. Meanwhile, in compiling the Regional Regulations, the Institution of Archives and Libraries, in collaboration with the West Nusa Tenggara Regional Representatives Council, uses the following archives as a basis for making decisions:

- Draft Regional Regulations/Academic Manuscripts/Initiative Manuscripts.
- Hearing Minutes.
- Approval of Content.
- Minutes, Minutes of Council Meetings to establish Regional Regulations.

4.3   The Role of Archives and Records in Decision-Making Mechanism of Public Service Policy at the Institution of Archive and Library Mataram City

The decision-making process at the Institution of Archive and Library Mataram City uses a method of forum and hearing. These agendas are done with the Institution's functionaries consisting of the secretary and the department head. Staff who work linearly

with the policies formulated can also play a role in formulating these policies through the flow of conveying ideas to the head of the department concerned. Then these ideas will be conveyed in a forum with the head of the Institution and functionaries of the Institution of Archive and Library Mataram City.

In the process of making decisions on public service policies, archives are always involved. Archives take a role in formulating and making policies, namely acting as a collection of stored data and information as well as collective data already owned by the Institution of Archive and Library Mataram City. The data and information are used as a reference or guideline in planning policies. This is relevant to the opinion of Chaniago [7], which states that information in decision-making and determination is a factor that must be met before policy bearers make decisions to be taken or determined because the information received will provide accurate targeting of decisions along with actual needs., such as: deciding without considering the latest information on changes to a law or existing rules can invalidate a decision.

Archives managed by the Institution of Archive and Library Mataram City consist of archives and records. One example of the type of records managed by the Institution of Archive and Library Mataram City, namely: 1) policy records and 2) office records. And for the type of archive managed by the Institution of Archive and Library Mataram City, such as the archive of the land of Cakranegara. These records are used by the needs of the policymakers and adapted to the topics to be discussed and discussed in a forum or hearings. In addition, parties who can access these archives, both archive and records, have also been regulated in the Security Classification System and Dynamic Archive Access (SCSDAA or Sistem Klasifikasi Keamanan dan Akses Arsip Dinamis SKKAAD), which the Institution of Archive and Library Mataram City has established. Archives that are managed have been classified, so each archive has rules governing the accessibility of these archives by opening access to certain parties who have an interest in and authority over each type of archive based on the Security Classification System and Dynamic Archive Access (Sistem Klasifikasi Keamanan dan Akses Arsip Dinamis SKKAAD).

Not only do archives have an important role in the decision-making process in public services at the Institution of Archive and Library Mataram City, but also archivists have a strategic role. One of the roles of the archivist is as a data provider and information retrieval as needed and to store information and institutional data that are considered important. In carrying out their duties, archivists select the required archives based on Standard Operating Procedures (SOP) and the Archive List as a medium for information retrieval or retrieval of the required archives.

The role of the archivist is also in line with the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia (PERMENPAN) No. 48 of 2014. Archivists have the following functions and duties: (1) Maintain the creation of archives of activities carried out by state institutions, regional governments, and state universities. (2) Maintaining the availability of authentic and reliable archives as legal evidence. (3) Maintaining reliable archive management and utilization by the provisions of laws and regulations. (4) Maintain the security and safety of archives that guarantee archives related to people's civil rights through the management and use of authentic and reliable archives. (5) Maintaining the safety and preservation of archives

as evidence of accountability in society, nation and state life. (6) Maintaining the safety of national assets in the economic, social, political, cultural, defence and security fields as national identity. (7) Providing information to improve the quality of public services in managing and utilizing authentic and reliable archives.

5   Conclusion and Future Scope

The head of the Institution takes decisions made by the Institution of Archive and Library Mataram City. The decision-making process goes through several processes, including:

- Conducting forums or hearings between the Head of the Institution of Archive and Library Mataram City with the secretary and each head of the departments who serves in the service. At the meeting, the head of the department and the secretary can provide suggestions and convey constructive ideas for the draft decisions being discussed.
- Employees who correlate their position and authority with the draft decisions discussed in the forum can convey their aspirations through the head of the concerned department. Then the head of the department will convey these suggestions through a forum or meeting with the head of the institution and the secretary.
- Archives and records also play a role in the decision-making process because archives and records are always used as support for decision-making.
- Furthermore, when the draft decision has been completed, the design will be decided by the head of the Institution.

The final product of the decision is a decree. Archivists also play a role in the decision-making process as providers of data and information retrieval according to the needs of policymakers. Archives and records managed by archivists at the Institution of Archive and Library Mataram City Archives and Library Service consist of active archives and dynamic archives. These archives and records are used in the decision-making process by analysing the data contained in the archives and records as a reference in making decisions. Based on this, archives and records play an important role in the formulation and decision-making process at the Mataram City Archives and Library Service. Archives managed by archivists at the Institution of Archive and Library Mataram City consist of archives and records. These archives and records are used in the decision-making process by analysing the data contained in the archives and records as a reference in making decisions. Based on this, archives and records play an important role in formulating and decision-making at the Institution of Archive and Library Mataram City.

For future research, the next researcher can use the Institution of Archive and Library or other Institutions to analyse the role of records and archives in public service policy decision-making.

References

1. Wahyono, T., Sugiarto, A.: Manajemen Kearsipan Modern. Gava Media, Yogyakarta (2005).
2. Pramudyo, A.: Peran Manajemen Kearsipan dalam Kehidupan Organisasi, Jurnal Bisnis, Manajemen, dan Akuntansi, 3 (2), (2016).

3. Saepudin, E., Muhammad, F., Sukaesih, S.: Archives in Strategic Decision-Making (A Case Study at the Faculty of Communication Science Universitas Padjadjaran), Khizanah al-Hikmah: Jurnal Ilmu Perpustakaan, Informasi, dan Kearsipan, 8 (2), 105–115 (2020).
4. Tasri, Y.D., Tasri, E.S.: Improving clinical records: their role in decision-making and healthcare management–COVID-19 perspectives, International Journal of Healthcare Management, 13 (4), 325–336 (2020).
5. Momoti, N.G.: A model to foster the use of records for evidence-based decision-making by senior managers in western cape governmental bodies, South Africa., (2021).
6. Sellang, K.: Administrasi dan pelayanan Publik antara Teori dan Aplikasinya. Penerbit Ombak, Yogyakarta (2016).
7. Chaniago, A.: Teknik Pengambilan Keputusan, Lentera Ilmu Cendekia, Jakarta, (2017).
8. Hendrawan, M.R., Ulum, M.C.: Pengantar Kearsipan: Dari isu kebijakan ke manajemen. Universitas Brawijaya Press (2017).
9. Creswell, J.W.: Research design pendekatan kualitatif, kuantitatif, dan mixed, Yogyakarta: pustaka pelajar, (2010).
10. Undang-Undang Republik Indonesia: NOMOR 25 TAHUN 2009 TENTANG PELAYANAN PUBLIK, (2009).