Customer Relationship Management In Archives Facilitation Services At The Central Archives Directorate Of The National Archives Of The Republic Of Indonesia

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Abstract. The ANRI Central Archives Directorate is to understand user needs more deeply, manage communications systematically, and provide more targeted solutions. CRM also plays a vital role in building long-term relationships, increasing satisfaction, and strengthening user trust in the ANRI Central Archives Directorate's archival facilitation services. In the context of government institutions, the use of CRM is not only aimed at improving service quality, but also as part of bureaucratic reform towards a professional and user-oriented public service. Archives are records of activities or events in various forms and media created and received by state institutions, local governments, educational institutions, companies, political organizations, community organizations, and individuals in the implementation of community, national, and state life. Archives have administrative, legal, financial, research, and historical value. Static archives are a vital part of preserving the nation's collective memory. This study uses a descriptive qualitative approach, which aims to describe, analyze, and interpret the implementation of Customer Relationship Management (CRM) in archival facilitation services at the ANRI Central Archives Directorate. This approach was chosen because it is considered capable of exploring the processes, experiences, and dynamics of interactions between service providers and service users in greater depth. The implementation of Customer Relationship Management (CRM) in archival facilitation services at the ANRI Central Archives Directorate has been ongoing, but is not yet optimal. Operational CRM is evident in the provision of consulting services, the use of information systems, and the provision of a fairly clear service flow. However, analytical and collaborative CRM still need to be strengthened, particularly in the strategic utilization of user data and coordination between units and institutions that create archives.

Keywords: Customer Relationship Management (CRM), Public Services, Archives as Collective Memory of the Nation

INTRODUCTION

In accordance with the mandate of Law Number 43 of 2009 concerning Archives, the National Archives of the Republic of Indonesia (ANRI) plays a crucial role as a state institution tasked with ensuring the implementation of national archives. ANRI plays a strategic role in ensuring accountable governance. The Central Archives Directorate is a unit that plays a crucial role and is responsible for providing various archival facilitation services to state institutions, regional governments, educational institutions, companies, political organizations, community organizations, and individuals. As awareness of orderly archival practices and the preservation of

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archives as the nation's collective memory grows, so does the need for quality archival services, whether in the form of technical guidance, consultation, assistance in developing archival policies, or assisting in implementing standards, the ANRI Central Archives Directorate needs to adopt a more modern and responsive managerial approach. Customer Relationship Management (CRM) is a relevant strategy for improving the quality of interactions between service providers and recipients of archival services. This is necessary to foster professional relationships with stakeholders, helping the ANRI Central Archives Directorate understand user needs, manage effective communication, and build trust between the institution and the public.

The implementation of CRM in archival facilitation services enables the ANRI Central Archives Directorate to more deeply understand user needs, systematically manage communications, and provide more targeted solutions. CRM also plays a crucial role in building long-term relationships, increasing satisfaction, and strengthening user trust in the ANRI Central Archives Directorate's archival facilitation services. In the context of government institutions, the use of CRM is not only aimed at improving service quality but also as part of bureaucratic reform towards professional and user-oriented public services. However, CRM implementation in government institutions often faces various challenges, such as limited resources, resistance to change, lengthy bureaucratic processes, and varying user needs. Therefore, it is important to examine how CRM concepts and practices are applied in archival facilitation services at the ANRI Central Archives Directorate, and to what extent this implementation supports improved service quality and organizational effectiveness.

Based on the aforementioned conditions, this paper is written to outline the importance of CRM in archival facilitation services, analyze its implementation at the ANRI Central Archives Directorate, and identify supporting factors and challenges encountered, thus providing recommendations for optimizing archival facilitation services in the future. The research questions in this paper are the followings:

1. How is Customer Relationship Management (CRM) implemented in archival facilitation services at the ANRI Central Archives Directorate?
2. What factors support and hinder the implementation of CRM in archival facilitation services, and how do these factors influence the success of preserving archives as the nation's collective memory?
3. To what extent does CRM implementation contribute to improving service quality, user satisfaction, and the effectiveness of archival facilitation programs in maintaining the continuity of the nation's collective memory?
4. What strategies can be implemented to optimize the implementation of CRM in archival facilitation services to strengthen ANRI's role in protecting, preserving, and providing access to archives as the nation's collective memory?

LITERATURE REVIEW

According to Kotler and Keller (2016), CRM is the process of building and maintaining profitable customer relationships by continuously providing value and satisfaction. Meanwhile, Payne (2012) explains that CRM encompasses an integrated approach to identifying, acquiring, and retaining customers through the use of information technology and a deep understanding of their needs. In the context of government institutions, customers are not only the general public but also agencies or organizations receiving public services. Public service is a series of activities in the provision of goods, services, or administrative services carried out by government agencies to meet public needs. Its main principles include transparency, accountability, effectiveness, efficiency, responsiveness, and service assurance.

Archives are records of activities or events in various forms and media created and received by state institutions, local governments, educational institutions, companies, political organizations, community organizations, and individuals in the implementation of community, national, and state life. Archives have administrative, legal, financial, research, and historical value. Static archives are a crucial part of preserving the nation's collective memory.Archival facilitation service is are services provided by the Indonesian National Archives (ANRI) to assist archive

creators in managing archives within their jurisdictions. These services include: archival consultation, technical guidance, assistance in developing archival policies, assistance in implementing archival standards, and assessment or verification services. These archival facilitation services aim to ensure that archival management throughout Indonesia is carried out in accordance with national archival regulations and standards. The nation's collective memory is a record of history, events, policies, culture, and community activities that shape a nation's identity. Archives serve as authentic and legitimate evidence of the nation's historical journey, making their preservation a state responsibility.

RESEARCH METHODS

This research uses a descriptive qualitative approach, aiming to describe, analyze, and interpret the implementation of Customer Relationship Management (CRM) in archival facilitation services at the ANRI Central Archives Directorate. This approach was chosen because it is considered capable of exploring the processes, experiences, and dynamics of interactions between service providers and service users in greater depth. Qualitative research focuses on explaining phenomena occurring within the institution, exploring the meanings, processes, and social interactions that shape the implementation of customer relationship management in the context of public services. Descriptive methods are used to describe the facts on the ground and then analyze them based on relevant theories and concepts. The research location is the Central Archives Directorate of the Indonesian National Archives Agency (ANRI), located in Jakarta. This institution is the object of this research because it is primarily responsible for providing archival facilitation services to central and regional government agencies. Research Subjects is structural and functional archivist officials involved in archival facilitation services and service users (ministries/institutions, regional governments, or other agencies) who receive archival facilitation services. c. Service personnel who interact directly with service recipients.

Data collection techniques include in-depth interviews, observation, and documentation studies. The results of a customer satisfaction survey were also examined. Data were analyzed through data reduction, then compiled into descriptive narratives with tables and charts. The analysis then concludes with conclusions regarding CRM, public services, and archives as the nation's collective memory. The implementation of Customer Relationship Management (CRM) plays a role in improving the quality of facilities services at the ANRI Central Archives Directorate. Furthermore, the research findings are expected to contribute to strengthening ANRI's position as a national archives preservation institution, which forms part of the nation's collective memory and cultural heritage. This research is limited to: archival facilitation services under the ANRI Central Archives Directorate, operational, analytical, and collaborative aspects of CRM implementation, and CRM's contribution to service quality and the preservation of archives as the nation's collective memory.

RESULTS AND DISCUSSION

This research aims to gain a deeper understanding of how the implementation of Customer Relationship Management (CRM) plays a role in improving the quality of archival facilitation services at the ANRI Central Archives Directorate. Furthermore, the research findings are expected to contribute to strengthening ANRI's position as a national archives preservation institution, which forms part of the nation's collective memory and cultural heritage.

1. Operational CRM: Implementation in Service Processes
   Based on observations of service flows and interviews with staff, the implementation of operational CRM is evident through:
   a. Provision of in-person, electronic mail, and online archival consultation services;
   b. Documented service procedures;
   c. Mechanisms for providing information and follow-up to service users.
   However, several obstacles were identified, including:

a. Lack of full integration between service units;
b. Variable response times;
c. Limited human resource capacity to handle the increasing volume of service requests;
d. Lack of a service information system.
This indicates that operational CRM is already underway but needs to be strengthened through standardized responses and digital system optimization.

2. Analytical CRM: Utilization of User Data
Data shows that the Central Archives Directorate has collected information on service users, types of requests, and completion rates. However, the utilization of this data is still limited to administrative reporting, recording the number of services, and annual recapitulations.
More in-depth analysis of user need patterns, satisfaction levels, or problem trends has not been optimally conducted. This analysis is crucial for segmenting users, developing more tailored services, and developing long-term service improvement strategies.
These findings indicate that analytical CRM remains basic and has not yet been utilized as a tool for strategic decision-making.

3. Collaborative CRM: Coordination Between Units and Users
In implementing facilitation services, coordination between the Central Archives Directorate and other units within ANRI and archive-creating agencies has been established, such as:
a. coordination in the development of archival policies;
b. collaboration in technical guidance;
c. assistance in the archives submission process.
However, communication between units is often hampered by:
a. differences in workflows,
b. lack of an integrated communications platform,
c. reliance on manual processes such as correspondence.
Therefore, although cooperation has been going well, collaboration still needs to be strengthened to ensure more consistent and responsive archiving facilitation services.

There are supporting factors for CRM implementation such as the followings:

1. ANRI's commitment to improving the quality of public services, in line with bureaucratic reform.
2. Clear regulations and SOPs regarding archival facilitation services.
3. Competent human resources, especially archivists and functional officials.
4. Availability of a service information system, although it still needs development.
   Inhibiting factors for CRM implementation:
1. Information technology facilities are not yet fully integrated across service units.
2. Limited human resources, both in number and high workload.
3. Variations in the capacity and compliance of archive creators, which require intensive service adjustments.
4. A service culture that is not yet fully customer-oriented because some processes are still administrative.

The analysis shows that CRM significantly contributes to archive preservation, namely:
1. Strengthening Communication with Archive Creators
A good relationship with archive creators can be seen through CRM, facilitating:
a. consultation on the development of archival policies;
b. assistance in archive management;
c. the archive submission process.
This is crucial to ensure that archives of historical value are not lost or damaged before they reach ANRI.
2. Improving Compliance with Archives Management
A good CRM encourages user agencies to be more compliant with:
a. Archival standards;

b. Archive reduction;
c. Archive preservation;
d. Archive submission.

This compliance by archive creators will impact the quality of the nation's collective memory preserved at ANRI.

3. Improving Access and Transparency

CRM significantly assists ANRI in providing faster and more transparent services, so that:
a. users can more easily obtain assistance;
b. the archive preservation process becomes more effective;
c. Public access to national memory is increasingly open.

Strategies needed to enhance CRM in archives facilitation services include:

a. Strengthening the integrated service information system, including registration, tracking, monitoring, and evaluation.
b. Developing user data analysis, such as needs analysis, segmentation, and user satisfaction.
c. Improving human resource capacity, particularly in public services and the use of information technology.
d. Implementing a user-oriented service culture, through service-based training and performance evaluation.
e. Closer collaboration with user agencies, through communication forums, regular mentoring, and proactive services.

Hare is the SOP for Archiving Facilitation Services:

Table 1. SOP for Archiving Facilitation Services

Standar Operasional Prosedur tentang Layanan Fasilitasi Kearsipan pada Lembaga Negara, Perusahaan, Orpol, Ormas, dan PTN
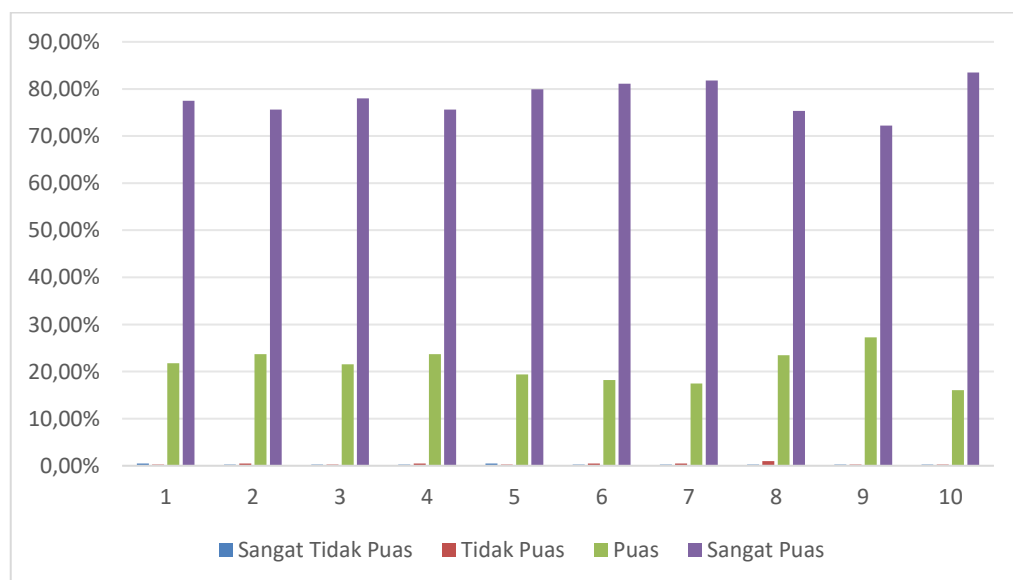
HASIL SURVEI KEPUASAN LAYANAN FASILITASI KEARSIPAN
DIREKTORAT KEARSIPAN PUSAT
ARSIP NASIONAL REPUBLIK INDONESIA
MARET-NOVEMBER 2025

NO	Nama	Tanggal Layanan	Layanan yang Diperoleh	1. Kemudahan persyaratan untuk memperoleh layanan	2. Kesesuaian antara prosedur layanan dengan pelaksanaan layanan	3. Ketepatan dan kecukupan waktu dalam pemberian layanan	4. Produk layanan yang diperoleh	5. Kompetensi pelaksana dalam memberikan layanan	6. Kejelasan pelaksana dalam menyampaikan materi	7. Perilaku pelaksana dalam memberikan layanan	8. Penanganan atas pengaduan, saran, dan masukan terhadap keluhan yang disampaikan	9. Kualitas prasarana dan sarana dalam pemberian layanan	10. Biaya yang dikeluarkan sesuai dengan ketentuan. Apabila tidak mengeluarkan biaya, maka pilih nomor 4.	NILAI KEPUASAN (J+K+L+M+N+O+P+Q+R+S)/10
1	Fajar	23 April 2025	Konsultasi Kearsipan	1	1	1	1	1	1	1	1	1	1	25
2	Dian	28 April 2025	Konsultasi Kearsipan	2	2	2	2	2	2	2	2	2	2	50
3	Yulia Kusumadewi, S.E.	12 June 2025	Bimbingan Teknis Kearsipan	1	4	3	3	3	3	3	3	3	3	72,50
4	Eski Nur Rahmah Wardani, S.TR.AP.	24 March 2025	Sosialisasi Kearsipan	3	3	3	3	3	3	3	3	3	3	75
5	Putri Anisah Fitriani	16 April 2025	Bimbingan Teknis Kearsipan	3	3	3	3	3	3	3	3	3	3	75
6	ALGIS MARGANDA PARULIAN PANJAITAN	16 April 2025	Sosialisasi Kearsipan	3	3	3	3	3	3	3	3	3	3	75
7	winarti	21 April 2025	Sosialisasi Kearsipan	3	3	3	3	3	3	3	3	3	3	75
8	Restu	21 April 2025	-	3	3	3	3	3	3	3	3	3	3	75
9		21 April 2025	Bimbingan Teknis Kearsipan	3	3	3	3	3	3	3	3	3	3	75
391	Sutrisno	7 November 2025	Konsultasi Kearsipan	4	4	4	4	4	4	4	4	4	4	100
392	Erna Wahyunie	7 November 2025	Konsultasi Kearsipan	4	4	4	4	4	4	4	4	4	4	100
393	Baihaki. SE	7 November 2025	-	4	4	4	4	4	4	4	4	4	4	100
394	Syati Irawati	7 November 2025	Sosialisasi Kearsipan	4	4	4	4	4	4	4	4	4	4	100
395	Priyanka Amilatul Salma	10 November 2025	Bimbingan Teknis Kearsipan	4	4	4	4	4	4	4	4	4	4	100
396	Yuniarti. S. H	10 November 2025	Sosialisasi Kearsipan	4	4	4	4	4	4	4	4	4	4	100
397	rina damayanti	16 November 2025	Sosialisasi Kearsipan	4	4	4	4	4	4	4	4	4	4	100
398	Saifullah	17 November 2025	Bimbingan Teknis Kearsipan	4	4	4	4	4	4	4	4	4	4	100
399	Nicky Juliandika	17 November 2025	Bimbingan Teknis Kearsipan	4	4	4	4	4	4	4	4	4	4	100
400	Nadia	19 November 2025	Bimbingan Teknis Kearsipan	4	4	4	4	4	4	4	4	4	4	100
401	Anik Sri Widarti	20 November 2025	Bimbingan Teknis Kearsipan	4	4	4	4	4	4	4	4	4	4	100
402	Dadang Iskandar	20 November 2025	Bimbingan Teknis Kearsipan	4	4	4	4	4	4	4	4	4	4	100
403	Septi Rahayu	20 November 2025	Bimbingan Teknis Kearsipan	4	4	4	4	4	4	4	4	4	4	100
404	LINA ASTUTI	16 April 2025	Sosialisasi Kearsipan	4	4	4	3	4	4	4	3	4	4	
405	Fina Dwiyanti	16 April 2025	Sosialisasi Kearsipan	4	4	4	4	4	4	4	4	4	4	
406	Fitriyani	16 April 2025	Bimbingan Teknis Kearsipan	3	3	3	4	3	3	4	3	3	4	
407	Indiyatsih	16 April 2025	Rapat/FGD	3	3	3	3	3	3	3	3	3	3	
408	Nadia Bian	16 April 2025	Sosialisasi Kearsipan	4	4	4	4	4	4	4	4	4	4	
409	Thamara Nadia Hakim	16 April 2025	Bimbingan Teknis Kearsipan	4	4	4	4	4	4	4	4	4	4	
410	Anna Pragiawati	16 April 2025	Rapat/FGD	4	4	4	4	4	4	4	4	4	4	
411	Ichsan Suntoro Adi	16 April 2025	Bimbingan Teknis Kearsipan	3	3	3	2	1	2	2	2	3	3	
412	Edis Hadis Solihin	16 April 2025	Sosialisasi Kearsipan	3	2	3	3	3	3	4	2	3	4	
413	Gleniesita Glikhollia Arie	16 April 2025	Sosialisasi Kearsipan	4	4	4	3	4	4	4	3	4	4	
414	Ari Wibowo	16 April 2025	Sosialisasi Kearsipan	4	4	4	3	3	4	4	4	3	4	
415	Rita Herawati	21 April 2025	Rapat/FGD	3	4	4	4	4	4	4	4	4	4	
416	Nina Toslina	20 May 2025	Konsultasi Kearsipan	4	4	3	3	4	4	4	4	4	4	
417	Elis Nurhidayati	11 June 2025	Bimbingan Teknis Kearsipan	3	3	3	3	3	3	3	3	3	3	
418	Muhammad Brian Ammar Helmy	11 June 2025	Bimbingan Teknis Kearsipan	4	4	4	4	4	4	4	4	4	4	

Table 2. Customer satisfaction survey results diagram:

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CONCLUSION AND RECOMMENDATION

The implementation of Customer Relationship Management (CRM) in archival facilitation services at the ANRI Central Archives Directorate has been ongoing, but is not yet optimal. Operational CRM is evident in the provision of consulting services, the use of information systems, and the provision of a clear service flow. However, analytical and collaborative CRM still need to be strengthened, particularly in the strategic utilization of user data and coordination between units and institutions that create archives. Supporting factors in CRM implementation include organizational commitment, human resource competency, and adequate regulations. Obstacles identified include limited information technology, human resource workload, varying levels of compliance among archive creators, and a service culture that is not yet fully user-oriented.

The implementation of CRM has proven to make a significant contribution to the preservation of archives as the nation's collective memory. Through strong relationships and communication between ANRI and service users, compliance with archival standards has increased, the process of preserving historical archives has become more focused, and the quality of public service access has improved. Thus, CRM is a strategic approach to strengthening ANRI's role in preserving the national documentary heritage. Several obstacles to CRM implementation include limited human resources, information technology readiness, and the lack of a mechanism for continuous evaluation of service effectiveness. These challenges require attention to ensure optimal and sustainable future CRM implementation. The implementation of CRM at ANRI is not merely a service improvement strategy, but also part of an effort to build a culture of archives awareness and strengthen the role of archives as a cultural heritage and collective memory of the Indonesian nation. Suggestions for the ANRI Central Archives Directorate include strengthening the integrated information system, utilizing CRM data for decision-making, improving human resource competencies, strengthening collaboration with archive creators, and developing a user-oriented service strategy.

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