

# Policy Implementation Regulation Of The Chief Of Navy Staff (Perkasal) Number Perkasal/42/VII/2011 Concerning The Functional Position Of Civil Servant Archiparies In The Indonesian Navy

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**Abstract**—Archiving activities are a continuous process of activities in archive management through various forms of recording media starting from the process of creation, information processing and use, regulation, storage, service, publication, maintenance and depreciation, the process of its preservation and its development activities.

*By using qualitative research methods, the implementation of policies regarding the Functional Position of Archivists is photographed using the policy implementation model according to George Edward III, namely from the indicators of Communication, Resources, Disposition and Bureaucratic Structure. The results of this study indicate that in terms of policy communication, Perkasal Number Perkasal/42/VII/2011 contains rules regarding the Functional Position of Archivists. However, the implementation of this policy at Lantamal V Surabaya has not reached the target. Archivist resources at Lantamal V are not optimal, this is due to the unsupportive bureaucratic structure at Lantamal V. as well as policy disposition mechanisms that do not work well.*

*Some of the factors that support the implementation of the policy regarding the Functional Position of the Archivist are the Perkasal Number Perkasal/42/VII/2011 as a guideline in carrying out duties and responsibilities and resources, in this case, one of the supporters of Archivist Stakeholders to have motivation by always coordinating with Officials Archivist Executor. Coupled with the support of Headquarters Officials related to the Archivist Functional Position to be ready to provide direction and instructions through offline and online channels. Part of the budget and the facilities/equipment provided have been able to more or less support the implementation of the Perkasal policy No. Perkasal/42/VII/2011.*

**Keywords**—Policy Implementation, functional position, Archivist, Navy

## INTRODUCTION

An archivist is someone who has competence in the field of archiving obtained through formal education and/or archiving education and training and has the functions, duties and responsibilities of carrying out archival activities (Government Regulation Number 28 of 2012 concerning Implementation of Law Number 43 of 2009 concerning Record management). This definition is also in line with the definition of Archivist in the Regulation of the Chief of Staff of the Navy (Perkasal) Number Perkasal/42/VII/2011 Concerning Functional Positions of Civil Servant Archivists in the Indonesian Navy which states that Archivist is a position that has scope, duties, responsibilities responsibility and authority, to carry out archive management and archive development activities, which are occupied by civil servants with the rights and obligations given in full by the authorized official.

In Indonesia, the existence of archivists was formally recognized by the government as a functional position in 1990. This recognition was based on the Decree of the Minister of State for Administrative Reform Number 36 of 1990 concerning Credit Scores for the Position of Archivist. The issuance of the MENPAN Decree No. 36 of 1990 opened opportunities and opportunities for Civil Servants (PNS) to occupy Archivist Functional Positions through "Inpassing" or adjustments. As a result of this policy, in government departments or agencies, both central and regional, Civil Servants (PNS) emerged who were appointed to the functional position of archivist. Archivists are able to function as professionals to manage archive work and activities (ranging from active to static archives).

This is not the case with the Department of Defense and Security, especially the TNI, especially the Navy. The above has an impact on problems and issues related to the functional archivist, especially for those who are appointed through adjustments or inpassing civil servants. Whereas the knowledge, skills and mastery of archivists in the field of archives who are appointed through adjustment (Inpassing) Civil Servants (PNS), are still not reliable. This is

partly due to the procedures required for the first general appointment to the position of archivist as stipulated in a circular letter with the Head of the National Archives of the Republic of Indonesia and the Head of the State Personnel Administration Agency Number 01/SEB/1990 and Number 46/SE/1996, namely; (1) Have a diploma as low as Diploma II program in the field of archiving; (2) Have a diploma as low as Diploma II program in other fields of study after completing education and or training in the field of archiving, the provisions and technical instructions of which are determined by the Head of the National Archives of the Republic of Indonesia; (3) Each element of work implementation evaluation (DP-3) is at least of good value.

In other words, Civil Servants from various educational backgrounds and fields of work or profession can be appointed to the functional position of archivist as long as it is proposed by the Head of Work Unit or Head of Archive Unit without being accompanied by the collection and assessment of credit scores. Such conditions will also affect the pattern of further development of archivists, both in terms of staff development and in formulating patterns of education and training, namely for example standardizing the curriculum & syllabus of archivist training, how to fill in credit scores and the direction of archivist training. According to researchers' observations of archivists at Lantamal V Surabaya in the field of archiving, after being appointed to the functional position of archivists, generally archivists feel confused about not knowing what should be done, what is their employment status, position allowances, how to fill in credit scores, and further coaching. Implementation of training or courses in the context of fostering archivist activities is left entirely to each unit. As a consequence, for units or divisions where funds are not available, archivist development activities cannot be carried out properly.

R.I National Archives as the institution responsible for fostering archives and archivists in Indonesia has issued Decree Number 2 of 1992 concerning Procedures and Guidance for the Implementation of Development for Archivist Positions. In this decision, among other things, contained provisions regarding the professional level of archivists and the direction of their development, the relationship between professional level and aspects of assessment, education and training of archivists. As far as the researcher's observations, the policy is still general in nature, so that its implementation in each service unit has not been able to run as it should and there is no uniformity in the pattern of organizing archivist development. Besides that, even though the curriculum for the inauguration program has been directed to different target groups, namely Assistant Archivists to Junior Archivists (groups IIb to II/d). Its implementation is still difficult to practice by service units.

The existence of a pattern of fostering archivists through formal and non-formal education (Education

and Training) which is directed to professional programs and academic programs is very necessary. The professional program is expected to produce professional archivists who have technical skills (skills) in the field of archiving, while the academic program is expected to produce archivists who have managerial abilities. The first appointment of an archivist through adjustment (Inpassing) also brings other problems, namely the existence of archivists who continue to carry out their previous work fields such as treasurer, financial staff, leadership secretary, project assistant, and so on, even though they are registered as functional archivists.

For example, from Civil Servants (PNS) at Lantamal V who have been appointed for the first time through adjustment (Inpassing), until now there are still many who do not work as archivists. At Lantamal V, currently 20% of archivists carry out tasks outside the profession and archival activities (among other things, orders, agenda officers, administration, and cooperative staff). The functional position of the archivist, whose formal existence has only been around 7 years, is still questionable, is the current functional position of the archivist able to guarantee functionality in the field of archiving? or in other words, is the current archiving profession able to meet the requirements as expected in the MENPAN Decree Number 36 of 1990. Another issue regarding archivists concerns their daily work in the office, whether they really carry out archival activities specifically for inactive archives and static or includes dynamic archives (record management). This is because the duties of an archivist as stipulated in the satisfaction of MENPAN Number 36 of 1990 and the Joint Circular of the Head of the National Archives of the Republic of Indonesia and the Head of BAKN Number 01.SEB.1990 and Number 46/SE/1990 are the scope of archival activities, namely inactive and static archives (excluding active archive). For dynamic archive activities (record management) in service units it is generally carried out by management administrative officers such as agendaists, secretaries or office administration officers. In Lantamal V, there are still archivists working on dynamic archives, both active and inactive. These problems and issues are a consideration for conducting research in order to obtain a picture of the actual situation in the field so that it can be used as input for Lantamal V Surabaya and to perfect the policy on the existing pattern of archivist development. On the other hand, researchers also saw how the condition of archivists at Lantamal V lacked archival experts. This causes the archives owned by the state and the unit are not properly managed. On the other hand, archiving study programs in tertiary institutions do not touch archivist officials at Lantamal V. Archivists receive less attention because specialist archivists for the audio-visual field are also lacking. Conditions/facts as described above basically do not need to happen because if analyzed further, basically the Regulation of the Minister of State for Administrative Reform Number: PER/3/M.PAN/2009 concerning Functional

Positions of Archivists and Credit Scores is a regulation which contains among other things ; (1) Various types of archiving activities; (2) Procedures for fulfilling credit scores; (3) Provision of functional position allowance budget; (4) Promotion procedures and ranks.

In the explanation above, it can be seen that the Regulation of the Minister for Administrative Reform Number: PER/3/M.PAN/2009 concerning Functional Positions of Archivists and Their Credit Scores contains various kinds of material which basically can be a motivation for civil servants in general or structural archivists to take up positions archive function. The Regulation of the State Minister for Administrative Reform Number: PER/3/M.PAN/2009 Concerning the Functional Positions of Archivists and Their Credit Scores regulates all kinds of competencies that must be possessed by the archivist profession in performing public services to the public in the field of archiving. The Ministerial Regulation offers many conveniences as well as clear career paths and measurable work productivity in a transparent and accountable manner. The conveniences include the following; (1) As an alternative for civil servants who do not get the opportunity to occupy structural positions; (2) To overcome the stuck promotion; (3) There is an opportunity for accelerated promotion; (4) Obtain functional position allowance; (5) Exempt from official exams; (5) There is a guarantee of a clear career path as long as a functional official is able to work and can collect the required credit score.

Then there are conveniences obtained from the archivist functional position as follows; (1) If a civil servant has become functional, of course that civil servant will no longer compete with other civil servants to try to take structural positions; (2) Will be even more professional in his field of work, in handling archives and archives; (3) Opportunity to be promoted to the rank of choice once every 2 (two) years, with a record that the credit score has been fulfilled, and the DP3 rating on his name is good; (4) Opportunity to be promoted with the highest rank and class/room is also very wide open; (5) Will receive an archivist functional position allowance; (6) The process of determining that the retirement age limit for the position of Archives of the Main Middle is 60 years. (article 1 of Presidential Decree No. 42 of 2012)

Within the Indonesian Navy, a Regulation of the Chief of Staff of the Navy (Perkasal) Number Perkasal/42/VII/2011 concerning the Functional Position of Archivists for Civil Servants within the Indonesian Navy has also been issued. This regulation is used as a guideline for the implementation of the Archivist functional position within the Indonesian Navy so that it can run optimally. In addition to containing the Introduction and General Provisions, this Perkasal also contains the Groups of Positions and Main Duties of Archivists; Elements and Sub-Activities of Archivists, Position Levels and Ranks; Activities and Elements assessed;

Assessment and Determination of Credit Scores; In-Office Appointments; Promotion of Position and Rank; Transfer of Position, Temporary Release, Reappointment and Dismissal of Archivist Position.

But in reality, the functional position of archivist within the Navy, especially at Lantamal V Surabaya, is not going well. This is because, the functional position of Archivist is "still underestimated" or lack of attention to its existence and function. This is in line with Widodo's statement (2016) that "the existence of archivists is still seen as limited to archive workers according to their functions without any authority they have". Many assume that archive management can be managed by anyone so that organizations and institutions put this profession aside. After a more in-depth review of what is the problem, it continues to drag on until the current digital era. An era that covers all aspects of work, up to viral personal branding created both through social media and other digital platforms to break down changes according to each individual's wishes and goals. An archivist is someone who has competence which includes several aspects, knowledge, skills, and attitudes (Perka ANRI Number 25 of 2016), developing technology can actually be a means for archivists in managing archives in digital form, both in terms of storage, free information services digital, to collaboration related to digital data between information agencies. The competence of archivists in dealing with the current digital era is expected to emerge a new paradigm in the future for the future face of archival institutions, especially for archivists. The demand for new abilities and skills that must be owned to be able to adapt to current developments in science and information and communication technology.

## RESEARCH METHOD

This research uses a qualitative method with a case study approach (Cresswell, 2018). Therefore, the research process with a qualitative approach begins with the development of basic assumptions. Then associated with the principles of thought used in research. This study discusses the Implementation of Policies regarding the Functional Position of Archivists in the Indonesian Navy, especially at Lantamal V Surabaya.

The data analysis technique used is that data obtained in the field will be analyzed using qualitative data analysis techniques, with the aim of describing the variables studied based on reports, notes in the field and described in the form of descriptions of the problems of research object. Data analysis according to Miles & Huberman (2014) states that activities in qualitative data analysis are carried out interactively and take place continuously until complete. Data analysis techniques in qualitative research include data collection, data display, data condensation and verification.



## RESULTS AND DISCUSSION

In explaining his thoughts contained in his book *Implementing Public Policy* (1980, George Edwards III describes several approaches to implementation studies from several experts. Based on the background opinions of these experts, Edward III arrives at the approach he chooses and is formulated into four aspects which are the requirements. The most important requirements for the success of the implementation process are: (1) Communication, (2) Resources, (3) Disposition, (4) Bureaucratic Structure, each aspect of which can be described as follows:

### 1. Communication

#### 1). Policy Transformation

According to Nurgiyantoro (2010: 18), transformation is change, namely a change in a thing or situation. Policy transformation in this case the Regulation of the Chief of Staff of the Navy Number Perkasal/42/VII/2011 concerning the Functional Position of Civil Servant Archivists in the Indonesian Navy. Implementation will work effectively if the measures and policy objectives are understood by the individuals who are responsible for achieving the policy objectives. Clarity of policy measures and objectives thus needs to be communicated appropriately with implementers. Consistency or uniformity of the basic measures and objectives need to be communicated so that implementors. For implementation to be effective, those responsible for carrying out a decision must know whether they can do it. Indeed, the implementation of the policy must be accepted by all personnel and must understand clearly and accurately the intent and purpose of the policy.

#### 2). Integration with Resources

Resource Integration in this case Human Resources can be interpreted as integration in the function of human resource management is an activity to unite the interests of the company and the needs of employees in order to create harmonious and mutually beneficial cooperation. In the appointment to the Archivist Functional Position for civil servants, it becomes an important part of the Lantamal V Surabaya organization, with the hope that later they will be able to improve archival performance in a professional manner to the fullest in the ranks of Lantamal V Surabaya.

#### 3). Attitude of Implementers

The definition of attitude is a feeling in response to an object that can be positive, namely feelings of pleasure, acceptance, openness, etc., and can be negative, namely feelings of displeasure, not accepting, not being open, and others. This is in line with Rakhmat's opinion (2004) which states that attitude is a tendency to act, perceive, think and feel in objects, ideas, situations or values. Attitude is not behavior but is a tendency to behave in certain ways towards objects, attitude is a tendency to act, perceive, think and feel in objects, ideas, situations or values. Attitude is not behavior but is a tendency to behave in certain ways towards the object of attitude.

So it can be interpreted that the attitude of the implementers is an action based on the thought of the situation that occurred which was carried out by the implementing officials. As for the implementation at Lantamal V Surabaya, the holders of Archive Functional Positions at the beginning of their appointment were only based on suggestions so that in carrying out archival activities they did not really understand.

#### 4). Organizational structure

The definition of organizational structure is as a determination of how work is divided, divided, and formally grouped. Meanwhile, an organization is a social unit that is consciously coordinated, consists of two or more people, and functions on a relatively continuous basis to achieve a series of common goals as stated by Robbins (2007). A good implementing organization can provide a positive, effective influence and facilitate the implementation of an implementation in employee development and coaching, where this is intended to be able to provide guarantees and provide motivation to work in order to improve performance. As stated by Gibson et al (2008) said, structuring or organizing organization is concerned with actions to increase organizational effectiveness by making changes in the formal structure of the relationship of duties and authorities. In carrying out the duties and responsibilities of the archivist position at Lantamal V Surabaya, they are always in contact with the archivist professional group which is formed independently of the same interests.

### 2. Resources

Personnel responsible for implementing the program lack resources in carrying out their duties. This resource component includes the number of staff, the expertise of implementers, relevant and sufficient information to implement policies and fulfillment of relevant resources in implementing the program, the existence of authority that ensures that the program can be directed as expected, as well as the existence of supporting facilities that can be used to carry out program activities such as funds and infrastructure. Which are then grouped into several sub-variables, namely:

#### 1). Personnel Capability

Personnel capability is the capacity of an individual to perform various tasks in a job. These abilities are in the form of talents and interests possessed by employees, with the abilities they have employees can carry out and complete tasks properly with maximum results (Dearma Sariyani Sinaga, 2018)

The development of functional archivists is something that is very important for the sustainability of the organization. Archivist personnel development is the totality of activities that include planning, managing and using personnel so that they become personnel capable of carrying out tasks according to their respective fields, so as to achieve effective and

efficient work performance. Coaching can also be interpreted as an action, process, result or statement that is better. The functional position holders of Archivists at Lantamal V Surabaya in their development are part of human resources who have personnel capabilities requiring good management and development in an effort to improve their performance so that they can contribute to achieving goals. Increasing the performance of Human Resources will have an impact on better organizational performance in carrying out its role in society. Archivist Functional Position Development carried out at Lantamal V Surabaya such as counseling, workshops and exercises related to their duties and responsibilities. The ability of personnel occupies an important position in a company/organization because every organization is formed by people, using their services, developing their skills, encouraging them to perform high, and guaranteeing them to continue to maintain commitment to the organization in achieving organizational goals.

## **2). Budget**

Other resources that are also important are the authority to determine how programs are carried out, as well as the facilities needed to implement policies/programs, such as office equipment and sufficient funds. Funds in this case are intended as a budget, namely a detailed and coordinated financial plan regarding estimates of receipts and expenditures within a certain period of time, usually one year, as a means of targeting a work plan (<https://www.pinhome.id/kamus-term-properti/budget/>). In carrying out the duties and responsibilities of the functional position of the archivist at Lantamal V Surabaya, almost most of the elements and sub-elements of the archivist's activities listed in Chapter IV article 13 of the Kasal Regulation Number Perkasal/42/VII/2011 have not been implemented optimally, there are obstacles, one of which is independent funds.

## **3). Office equipment**

In order to support smooth work, having complete office equipment is a must. So that nothing gets in the way when working and can be productive when working. At the very least, agencies will provide laptops as office equipment to support their employees' daily work. The definition of office equipment is a tool or material used to help carry out office work, so as to produce a job that is expected to be completed faster, more precisely and better (Sri Endang R, Sri Mulyani and Suyyeti, 2010; 43),

In carrying out the duties and responsibilities of the functional position of the archivist at Lantamal V Surabaya, almost most of the elements and sub-elements of the archivist's activities listed in Chapter IV article 13 of the Kasal Regulation Number Perkasal/42/VII/2011 are carried out well even though there are obstacles, namely office equipment.

## **4). Information**

Understanding information is data that is processed so that it can be used as a basis for making the right decision. (George H. Bodnar. 2000:1) in terms of resources is how information can increase the knowledge and competence of functional archivist positions, namely Regulation of the Chief of Staff of the Navy (Perkasal) Number Perkasal/42/VII/2011. In the Regulation of the Chief of Staff of the Navy concerning the Functional Position of Archivist Civil Servants of the Indonesian Navy, the elements of archivist activity have been described and accommodated. But how can the executors or implementers be able to implement and apply in the field the need for appropriate information in its implementation, especially matters that support the activities of the Assistant Functional Position.

## **3. Disposition / Attitude**

The definition of disposition according to the Big Indonesian Dictionary from an administrative point of view means the opinion of an official regarding matters contained in an official letter, which is written directly on the letter concerned or on a special sheet. From that definition, disposition can be interpreted as an order or instruction from a superior/leader to a subordinate, or from a higher echelon position to a lower echelon position. Or it could also be that disposition in terms of correspondence is a response to a letter that has been received and read by a leader who is instructed to follow up on his subordinates. ([integrasolusi.com](http://integrasolusi.com))

Attitude is all actions and actions that are based on the convictions and beliefs that are owned. Attitude is an evaluative statement about everything, it can be an object, person or event. Attitude reflects a person's feelings towards something. Attitude has three main components, namely awareness, feelings, and behavior. According to Edward III in Indiahono (2009), disposition is showing characteristics that are closely attached to the policy/program implementor. The most important characters possessed by the implementer are honesty, commitment, and democracy.

From the several meanings above, they are then grouped into several sub-variables, namely:

### **1). Knowledge**

The definition of knowledge is information that has been processed and organized to gain understanding, accumulated learning and experience so that it can be applied to certain problems/processes ([temukanpengertian.com/2013/07](http://temukanpengertian.com/2013/07))

### **2). understanding**

The executors may understand the aims and objectives of the program but often fail to implement the program properly because they reject the goals contained therein so that they secretly divert and avoid implementing the program.

### **3). Will**

One of the factors that influence the effectiveness of policy implementation is the attitude of the implementer. If the implementer agrees with the contents of the policy, they will carry it out with pleasure, but if their views differ from those of the policy maker, then the implementation process will experience many problems. There are three forms of attitude/response of the implementer to the policy; implementer's awareness, implementer's instructions/directions to respond to the program towards acceptance or rejection, and the intensity of the response.

#### 4). Information

Understanding information is data that is processed so that it can be used as a basis for making the right decision. George H. Bodnar (2000). In addition, the support of implementing officials is needed in achieving program targets. Support from the leadership greatly influences the implementation of the program so that it can achieve its goals effectively and efficiently. The manifestation of this leadership support is placing policies as program priorities, placing executors with people who support the program, taking into account the balance of abilities, gender and other characteristics. Besides that, the provision of sufficient funds to provide incentives for program implementers so that they fully support and work in implementing policies/programs.

In general, the dispositional aspects above are closely related to the resource aspects. Because the aspect of resources in the implementation of the policy regarding the functional position of the archivist is not going well at Lantamal V Surabaya, the disposition aspect is also not going well either. This can be seen from the lack of knowledge, understanding, motivation and information from the archivists, causing the archiving performance at Lantamal V Surabaya to not go well.

#### 4. Organizational Structure

The definition of Organizational Structure is as a determination of how work is divided, divided, and formally grouped. Meanwhile, the organization is a social unit that is consciously coordinated, consists of two or more people, and functions on a relatively continuous basis to achieve a series of common goals as stated by Robbins (2007).

##### 1). Distribution of Authority

What is meant by division of authority is the granting of authority to regulate and manage themselves, the granting of authority to regulate and manage the archivist functional positions themselves which are given and in practice are carried out by the Holders of the archivist functional positions.

##### 2). Inter-Organizational Relations

Relationship is something that happens when two people or things or circumstances influence and depend on one another (M Syamsul • 2022)

#### 3). Aspects of Organizational Structure

Aspect in grammar means a grammatical category of verbs, or in short, aspects are like things/elements that show the length and type of action; whether start, finish, in progress, repeat.

Discussing the implementing agency of a policy cannot be separated from the bureaucratic structure. Bureaucratic structure is the characteristics, norms, and patterns of relationships that occur repeatedly in executive bodies that have both potential and actual relations with what they have in carrying out policies. George Edward III pointed out several elements that might influence an organization in policy implementation, namely: a. The competence and size of the staff of an agency; b. Hierarchical level of oversight of sub-unit decisions and processes within the implementing agency; c. Political sources of an organization (eg support among members of the legislature and executive); d. Vitality of an organization; e. The level of "open" communication, namely the free horizontal and vertical communication network and a relatively high level of freedom in communication with individuals outside the organization; f. The formal and informal linkages of an agency with decision-making or decision-implementing bodies.

If the resources are sufficient to implement a policy and the implementers know what to do, implementation will still fail if the existing bureaucratic structure hinders the coordination needed to implement the policy. Complex policies require the cooperation of many people, and a waste of resources will affect the results of implementation. Changes made will certainly affect individuals and in general will affect the system in the bureaucracy. From the explanation above, it can be concluded that in terms of the organizational structure aspect at Lantamal V it is already possible to implement the Archivist Functional position. This can be seen from the division of authority, the relationship between organizations and aspects of organizational structure.

#### 5. Supporting and Inhibiting Factors of Implementation

In this study, researchers found several factors that support and inhibit the implementation of policies regarding the Archivist Functional Position, including the following:

##### 1). Supporting factors

Perkasal Number Perkasal/42/VII/2011 as a guideline in carrying out duties and responsibilities and resources, in this case, is one of the supporters of Archivists to have motivation by always coordinating with Archivists Executing Officers.

Coupled with the support of Headquarters Officials related to the Archivist Functional Position to be ready



to provide direction and instructions through offline and online channels.

Part of the budget and the facilities/equipment provided have been able to more or less support the implementation of the Perkasal policy No. Perkasal/42/VII/2011.

## 2). **Obstacle factor**

Some of the factors that hindered the implementation of the Archivist Functionary Position at Lantamal V were the lack of ability and willingness of the Archivist Position Holder to further explore his position in carrying out his duties. Lack of competency improvement by archivists in accordance with current conditions as also mandated in the Kasal Regulation Number Perkasal/42/VII/2011 concerning the Functional Position of Archivists. Lack of special attention to the functional position of the archivist at Lantamal V Surabaya in the continuation of the dynamic development of the Archivist Functional Position.

## CONCLUSION

The conclusions of this thesis research are as follows;

1. That in the implementation of the research and discussion conducted, it can be concluded that the policy of the Regulation of the Chief of Staff of the Navy (Perkasal) Number Perkasal/42/VII/2011 Concerning the Functional Position of Archivists for Civil Servants in the Indonesian Navy at Lantamal V Surabaya, in terms of the four indicators namely communication, resources, disposition and bureaucratic structure are not maximized;

2. Utilization and use of influencing factors. From the results of research and discussion it is known that the implementation of the policy of the Regulation of the Chief of Staff of the Navy (Perkasal) Number Perkasal/42/VII/2011 Concerning the Functional Position of Civil Servant Archivist in the Indonesian Navy who is in Lantamal V Surabaya has not been implemented properly because of the lack of integrity of the factors involved in carrying out their respective duties and responsibilities;

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