ANALYZING COMMUNICATION STRATEGIES IN THE MODERNIZATION AND SIMPLIFICATION OF BUREAUCRACY AT THE MINISTRY OF RELIGIOUS AFFAIRS, INDONESIA

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Abstract

This study aims to analyze the relationship between communication strategy, modernization of archival systems, bureaucratic simplification, and archival governance in the Ministry of Religious Affairs. This study uses a descriptive research method with quantitative and qualitative approaches. The results of regression analysis show that communication strategy ($\beta = 0.35$, $p < 0.01$), modernization of archival systems ($\beta = 0.42$, $p < 0.01$), and bureaucratic simplification ($\beta = 0.23$, $p < 0.01$) have a positive and significant influence on archival governance in the Ministry of Religious Affairs, with a coefficient of determination (R^2) of 0.75. Thematic analysis shows that effective communication strategy, modernization of archival systems, and bureaucratic simplification are crucial aspects in improving archival governance in the Ministry of Religious Affairs. This study recommends that the Ministry of Religious Affairs improve effective communication strategies, implement digital archival systems, and simplify bureaucracy to improve the quality of archival governance. The results of this study can be used as a reference for the Ministry of Religious Affairs to improve the quality of archival management and organizational performance as a whole.

Keywords: *Communication Strategy, Archival Modernization, Archival Governance*

Abstrak

Penelitian ini bertujuan untuk menganalisis hubungan antara strategi komunikasi, modernisasi sistem kearsipan, penyederhanaan birokrasi, dan tata kelola kearsipan di Kementerian Agama. Penelitian ini menggunakan metode penelitian deskriptif dengan pendekatan kuantitatif dan kualitatif. Hasil analisis regresi menunjukkan bahwa strategi komunikasi ($\beta = 0,35$, $p < 0,01$), modernisasi sistem kearsipan ($\beta = 0,42$, $p < 0,01$), dan penyederhanaan birokrasi ($\beta = 0,23$, $p < 0,01$) memiliki pengaruh positif dan signifikan terhadap tata kelola kearsipan di Kementerian Agama, dengan koefisien determinasi (R^2) sebesar 0,75. Analisis tematik menunjukkan bahwa strategi komunikasi yang efektif, modernisasi sistem kearsipan, dan penyederhanaan birokrasi merupakan aspek-aspek yang sangat penting dalam meningkatkan tata kelola kearsipan di Kementerian Agama. Penelitian ini merekomendasikan agar Kementerian Agama meningkatkan strategi komunikasi yang efektif, mengimplementasikan sistem kearsipan digital, dan menyederhanakan birokrasi untuk meningkatkan kualitas tata kelola kearsipan. Hasil penelitian ini dapat digunakan sebagai acuan bagi Kementerian Agama untuk meningkatkan kualitas pengelolaan arsip dan meningkatkan kinerja organisasi secara keseluruhan.

Kata Kunci: Strategi Komunikasi, Modernisasi Kearsipan, Tata Kelola Kearsipan

A. Introduction

In governmental organizations, communication plays a crucial role because it serves as the driving force that enables the organization to achieve its goals. To support the success of high-quality public services, continuous efforts to improve service quality are required—one of which is strengthening communication competencies within the organization[1].

The creation of public service efficiency is one of the government's key efforts to fulfill the basic needs and civil rights of every citizen for goods, services, and administrative provisions offered through public service delivery. The effectiveness of a governmental system is largely determined by the quality of its public service implementation[2].

In communication strategy development, it is essential to carefully determine and implement a series of steps—starting from planning, execution, and evaluation—while also considering the internal and external strengths of the institution. By doing so, the communication strategy formulated for a program will have clear objectives that align with the institution's overarching goals[3].

Communication plays a central role in public organizations because it functions as the primary driver that enables institutions to achieve their objectives. In the context of public service delivery, effective organizational communication is essential to improving service quality, strengthening institutional performance, and ensuring that administrative processes run

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[1] Tri Wahyuti and Wahyutama Wahyutama, *Pengelolaan Komunikasi Layanan Publik di Organisasi Pemerintah Daerah* (Universitas Paramadina, 2021).

[2] Umbu Namupraing Lafu Foenay and Maria Yulita Nara, "STRATEGI KOMUNIKASI ORGANISASI DINAS PERINDUSTRIAN DAN PERDAGANGAN PROVINSI NTT DI MASA NEW NORMAL", *Deliberatio: Jurnal Mahasiswa Komunikasi*, vol. 3, no. 2 (2023), pp. 387–403.

[3] Lina Anggraeni and Kurniawaty Yusuf, "Strategi Komunikasi Universitas Paramadina Mensosialisasikan Beasiswa Paramadina Fellowship 2024", *Jurnal Penelitian Inovatif*, vol. 4, no. 4 (CV Firmos, 2024), pp. 2433–42.

efficiently. Poor communication, on the other hand, often leads to miscoordination, low employee engagement, and organizational inefficiency.

Within public sector governance, effective communication is closely linked to the quality of public services, which reflect the state's responsibility to fulfil citizens' basic needs and administrative rights. The effectiveness of a governmental system is therefore largely determined by the quality, transparency, and accessibility of its public service operations. For this reason, communication strategies must be designed through systematic stages—planning, implementation, and evaluation—while also considering internal and external institutional conditions so that communication practices align with organizational goals.

The Ministry of Religious Affairs (Kementerian Agama/ Kemenag) holds strategic responsibilities in administering religious affairs in Indonesia. As part of its mandate, the Ministry manages extensive administrative records that support governance, public services, and religious affairs. Effective archival management is therefore essential to improving institutional transparency, administrative accountability, and overall service quality. However, archival management at the Ministry still faces several challenges, including limited awareness of archival importance, inadequate human resources and infrastructure, and the persistence of manual, non-integrated archival procedures. These limitations contribute to disorganized documents, slow retrieval processes, and risks of loss or damage.

In recent years, the Ministry has undertaken several initiatives to modernize its archival system, including digital record management and the adoption of the SRIKANDI application as part of the national Electronic-Based Government System (SPBE). SRIKANDI is expected to enhance the efficiency of digital governance by enabling faster service delivery, automated workflows, and real-time document tracking. Nonetheless, existing studies indicate that

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technological adoption alone is insufficient to improve organizational performance without effective change communication and bureaucratic restructuring. Thus, there remains a critical need to evaluate how communication strategies, system modernization, and bureaucratic simplification interact to strengthen archival governance in the Ministry.

Agustina (2020) found that the implementation of the Records Management Information System (SIMA) within local government institutions has produced positive outcomes in enhancing the efficiency and effectiveness of archival management. SIMA supports better organization and administration of records, thereby facilitating easier access and retrieval of information. However, the implementation also faces several challenges, including limited skilled human resources and insufficient information technology infrastructure.

Therefore, capacity building for human resources and improvements in technological infrastructure are necessary to ensure the effective and sustainable implementation of SIMA. The Srikandi application is an electronic-based management information system designed to support digital transformation in administration and records management, with the aim of enhancing the efficiency, transparency, and accountability of public services[4].

Previous research conducted by Fahmi (2019) indicates that digital transformation in records management in the era of Industry 4.0 can significantly enhance the efficiency and effectiveness of archival administration. Digital transformation enables more accurate, faster, and easily accessible records management processes. However, this shift requires adjustments and capacity building among human resources to ensure readiness for technological and

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[4] Elisabeth Sonia Asa et al., *Manajemen Informasi Administrasi dan Kearsipan Menggunakan Aplikasi SRIKANDI dalam Pelayanan Publik di Setjen DPR RI*, no. 1 (2024), pp. 25–38, https://ejournal.appisi.or.id/index.php/Kajian.

procedural changes. The study also emphasizes the importance of applying appropriate information technology and implementing systematic archival practices to support the successful digital transformation of records management. The development of a digital management model based on Industry 4.0 improves information retrieval processes and enhances efficiency in managing personnel records (Han, 2022)[5].

The study conducted by Lelina Sinaga, Darwin Lie, Marisi Butarbutar, and Efendi (2015)[6] shows that organizational communication has a positive and significant effect on employee performance at the Bank Indonesia Representative Office in Pematangsiantar. The results indicate that the better the organizational communication, the better the employees' performance.

Previous research has highlighted the benefits and challenges of digital archival transformation in various government institutions. Findings generally show that digital systems improve efficiency, accuracy, accessibility, and service quality, but also face obstacles such as inadequate infrastructure, limited staff competency, and weak organizational awareness. These challenges underscore the importance of communication, human resource capacity, and institutional readiness in ensuring successful digital archival implementation. However, empirical studies specifically examining communication strategies combined with system modernization and bureaucratic simplification in the context of the Ministry of Religious Affairs remain limited.

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[5] Nanin Erlina, Leonard Adrie Manafe, and Abdul Chamid, "Transformasi Digital dalam Pengelolaan Arsip Kepegawaian: Studi Kasus Penerapan Document Management System (DMS)", *Jurnal Administrasi Bisnis Nusantara*, vol. 4, no. 2 (2025), pp. 69–78.

[6] Lelina Sinaga, Darwin Lie, and Marisi Butarbutar, "Pengaruh Komunikasi Organisasi Terhadap Kinerja Pegawai Pada Kantor Perwakilan Bank Indonesia Pematangsiantar", *Maker: Jurnal Manajemen*, vol. 1, no. 2 (2015), pp. 37–42.

Based on these gaps, this study aims to analyze how communication strategies, archival system modernization, and bureaucratic simplification influence archival governance within the Ministry of Religious Affairs. The study seeks to (1) identify communication approaches that can enhance employee awareness and participation in archival management, (2) examine how modernized archival systems contribute to efficiency and service quality, and (3) evaluate how bureaucratic simplification supports effective archival governance. The findings are expected to provide practical recommendations for improving archival management, strengthening institutional performance, and enhancing public service quality in the Ministry.

Human resources play a pivotal role in supporting organizational operations and achieving institutional goals. Employee performance is one of the most crucial indicators of organizational success, as qualified and competent employees enable companies to reach their expected targets. Previous research by Elia & Jontro Simanjuntak (2022) demonstrated that communication and teamwork significantly influence employee performance at Asialink Hotel by Prasanthi Batam, highlighting the importance of organizational dynamics in improving service quality and operational effectiveness[7].

B. Methodology

This study employs a descriptive research design using both quantitative and qualitative approaches. The descriptive method is applied to portray and analyze the phenomena observed in the field, while the combination of quantitative and qualitative approaches enables the collection of comprehensive and in-depth data.

The population of this study consists of employees of the Ministry of

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[7] Jontro Simanjuntak, "PENGARUH KOMUNIKASI DAN KERJASAMA KELOMPOK TERHADAP KINERJA KARYAWAN PADA ASIALINK HOTEL BY PRASANTHI BATAM", *SCIENTIA JOURNAL: Jurnal Ilmiah Mahasiswa*, vol. 4, no. 5 (2022).

Religious Affairs who are directly involved in archival management. The sample was selected using purposive sampling, focusing on individuals with relevant experience and knowledge of archival practices within the institution.

Multiple data collection techniques were employed to ensure the comprehensiveness and accuracy of the findings:

1. Questionnaires

A structured questionnaire using a five-point Likert Scale (1–5) was administered to gather quantitative data related to communication strategies, archival system modernization, bureaucratic simplification, and archival governance. The questionnaire was distributed to purposively selected employees involved in archival management to ensure that the responses reflect actual field conditions.

2. Interviews

Semi-structured interviews were conducted to collect qualitative data regarding employees' experiences and perceptions of archival management at the Ministry of Religious Affairs. An interview guide was prepared to ensure consistency across sessions and to obtain rich, detailed insights into archival processes.

3. Documentation

Secondary data were collected through documentation techniques, including policy documents, guidelines, and reports related to archival management. These documents provided additional context and a more complete picture of administrative practices within the Ministry.

The use of these multiple techniques enabled the researcher to obtain comprehensive, accurate, and triangulated data regarding archival governance.

The data analysis technique used combination of quantitative and qualitative analytical techniques was applied:

1. Descriptive Analysis

Ghozali discusses descriptive statistics (mean, median, standard deviation) as fundamental tools in

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analyzing survey data[8]. Descriptive statistics—such as mean, median, and standard deviation—were used to summarize and analyze quantitative data related to communication strategies, archival system modernization, bureaucratic simplification, and archival governance.

2. Regression Analysis

Regression analysis is a statistical method used to examine the relationship between one dependent variable and one or more independent variables. In this study, multiple linear regression was applied to analyze how communication strategies, archival system modernization, and bureaucratic simplification influence archival governance performance. Multiple regression is appropriate when the goal is to measure the simultaneous contribution of several predictors and to determine the strength and direction of their effects (Gujarati & Porter, 2009)[9].

Regression coefficients (β) were used to determine the magnitude of influence of each independent variable, while p-values and t-tests assessed statistical significance. The F-test was applied to evaluate the overall fit of the model, determining whether the set of independent variables collectively influenced the dependent variable (Field, 2018)[10]. The coefficient of determination (R^2 and Adjusted R^2) was also analyzed to measure how much variance in archival governance is explained by the predictors in the model.

Before interpreting the regression results, classical assumption tests were conducted—including normality, multicollinearity, and heteroscedasticity tests—to ensure that the model met the required statistical assumptions. Meeting these assumptions ensures unbiased and

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[8] Imam Ghozali, *Aplikasi analisis multivariete dengan program IBM SPSS 23* (Badan penerbit universitas diponegoro, 2018).

[9] Damodar N. Gujarati and Dawn C. Porter, *Basic econometrics* (McGraw-hill, 2009).

[10] Andy Field, *Discovering statistics using IBM SPSS statistics* (Sage publications limited, 2024).

reliable estimators (Wooldridge, 2016)[11]. Through this approach, regression analysis offers robust insights into how the variables interact and provides empirical evidence of their influence on archival governance.

Multiple linear regression was employed to examine the relationships among the key variables. Regression coefficients and p-values were used to determine the significance and strength of these relationships, offering insights into how the variables interact and influence archival governance.

3. Thematic Analysis

Thematic analysis is a qualitative method used to identify, analyze, and interpret patterns or themes within data. In this study, it was applied to explore employees' perceptions and experiences regarding communication strategies, archival system modernization,

bureaucratic simplification, and archival governance. Following Braun and Clarke's (2006)[12] approach, the process involved familiarizing with the data, generating codes, searching for themes, reviewing and defining themes, and producing a report. This method allows for a deeper understanding of underlying meanings and provides insights that complement quantitative findings, revealing how organizational practices and digital transformations influence archival management (Nowell et al., 2017)[13].

Qualitative data obtained from interviews were analyzed using thematic analysis. Through coding and categorization, emerging themes were identified to provide deeper insights into employees' perceptions and experiences in archival management.

These analytical techniques together produce a comprehensive and

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[11] Jeffrey M. Wooldridge, *Introductory econometrics a modern approach* (South-Western cengage learning, 2016).

[12] Virginia Braun and Victoria Clarke, "Using thematic analysis in psychology", *Qualitative research in psychology*, vol. 3, no. 2 (Taylor & Francis, 2006), pp. 77–101.

[13] Lorelli S. Nowell et al., "Thematic analysis: Striving to meet the trustworthiness criteria", *International journal of qualitative methods*, vol. 16, no. 1 (Sage Publications Sage CA: Los Angeles, CA, 2017), p. 1609406917733847.

reliable overview of archival governance within the Ministry of Religious Affairs, forming the basis for the study's conclusions and recommendations.

Research instruments are the tools or devices used to collect data in a systematic and reliable manner to answer research questions. In this study, the primary instruments included questionnaires and interview guides. The questionnaire was designed using a Likert scale to measure respondents' perceptions of communication strategies, archival system modernization, bureaucratic simplification, and archival governance, providing quantitative data that could be statistically analyzed. Both instruments were tested for validity and reliability prior to deployment, ensuring that the data collected accurately reflected the phenomena under study and could be confidently used to draw conclusions (Creswell & Creswell, 2018; Sekaran & Bougie, 2016)[14].

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[14] John W. Creswell, *Research designs. Qualitative, quantitative, and mixed methods approaches* (2009).

Both instruments were tested for validity and reliability prior to use. Questionnaire validity was examined using factor analysis, while reliability was assessed using Cronbach's alpha. The results confirmed that both the questionnaire and interview guide met acceptable standards of validity and reliability.

Tabel 1. Uji Validitas dan Reliabilitas

Test	Result	Conclusion
Validity (r Value > 30)	Meets all indicators	Valid
Reliability (Cronbach's alpha > 0,70)	0,87	Reliable

Tabel 1, Using valid and reliable research instruments, this study was able to obtain accurate and accountable data on communication strategies, archival system modernization, bureaucratic simplification, and archival governance within the Ministry of Religious Affairs.

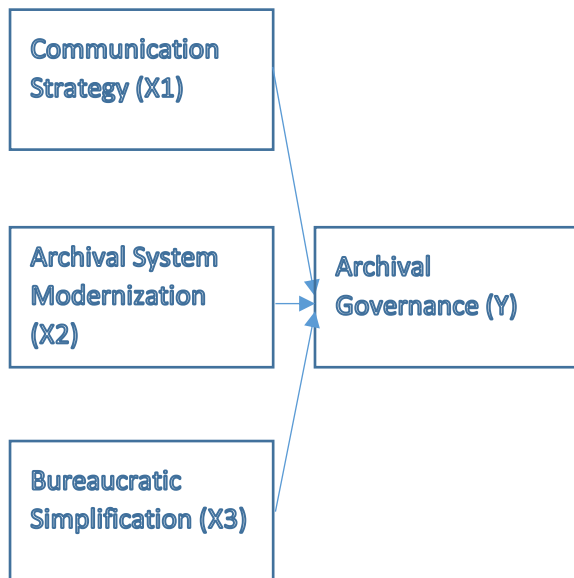This research employs four primary variables, namely:

Figure 1. Research Framework

Independent Variables (X)

1. Communication Strategy (X1)

This variable refers to the communication strategies employed in archival management within the Ministry of Religious Affairs, including internal and external communication practices as well as the use of information and communication technologies.

2. Archival System Modernization (X2)

This variable represents the transformation of archival systems from manual to digital processes aimed at improving efficiency and effectiveness in archival management at the Ministry of Religious Affairs.

3. Bureaucratic Simplification (X3)

This variable involves the restructuring of organizational procedures and workflows to enhance efficiency and effectiveness in archival management within the Ministry of Religious Affairs.

Dependent Variable (Y)
Archival Governance (Y)

This variable reflects the overall quality of archival management, including the processes of collecting, processing, storing, organizing, and maintaining archival records at the Ministry of Religious Affairs.

By employing these variables, this study examines the relationships among communication strategies, archival system modernization, bureaucratic simplification, and archival governance within the Ministry of Religious Affairs. The findings are expected to provide valuable insights for improving the quality of archival management and enhancing

organizational efficiency and effectiveness.

C. Results and Discussion

This study aims to analyze the relationships among communication strategies, archival system modernization, bureaucratic simplification, and archival governance within the Ministry of Religious Affairs. Based on the results of the data analysis, it can be concluded that effective communication strategies, modernization of archival systems, and bureaucratic simplification have a positive and significant influence on archival governance in the Ministry.

Effective communication strategies contribute to improving the quality of archival management by ensuring clear and efficient communication between staff and leadership. Modernizing the archival system also enhances the efficiency and effectiveness of archival management through the utilization of information and communication technologies. In addition, bureaucratic simplification improves organizational efficiency by streamlining structures and work procedures, making archival management more effective. Thus, all three factors play an essential role in strengthening archival governance within the Ministry of Religious Affairs.

The findings further indicate that communication strategies, archival system modernization, and bureaucratic simplification are key determinants in improving archival governance. Therefore, the Ministry must continue to strengthen these three components to enhance the overall quality of archival management.

The discussion highlights the need for an integrated approach, where communication strategies, system modernization, and bureaucratic reforms function collectively to support effective archival governance. Consequently, the Ministry of Religious Affairs should formulate comprehensive policies and strategies that incorporate these elements to ensure sustainable improvements in archival management.

From a practical perspective, the results of this study serve as a reference for the Ministry to enhance archival governance. Capacity-building programs may be developed to improve staff competencies in archival management, and further investments in information and communication technology infrastructure can strengthen the digital transformation of archival systems.

Descriptive Analysis

Table 2. Mean and Standard Deviation Test

Variable	Mean	Standard Deviation	Interpretation
Communication Strategy	4,2	0,8	**Good**
Archival System Modernization	4,5	0,6	**Very Good**
Bureaucratic Simplification	4,1	0,9	**Good But Varied**
Archival Governance	4,3	0,7	**Good**

This Table 2, the descriptive analysis for variable X1 shows that the average score for communication strategy is 4.2, indicating that respondents generally perceive the communication strategy in the Ministry of Religious Affairs as good. The median score of 4

further confirms that most respondents evaluated the communication strategy positively. The relatively low standard deviation (0.8) suggests that respondents have a fairly consistent perception of the communication strategy.

The descriptive analysis for variable X2 shows that the average score for archival system modernization is 4.5, meaning that respondents generally consider the archival system at the Ministry of Religious Affairs to be modern. The median score of 5 indicates that the majority of respondents view the archival system as highly modernized. The relatively low standard deviation (0.6) demonstrates that respondents have a consistent perception regarding the modernization of the archival system.

The descriptive analysis for variable X3 shows that the average score for bureaucratic simplification is 4.1, suggesting that respondents generally perceive the bureaucracy within the Ministry of Religious Affairs as simplified. The median score of 4 indicates that most respondents agree that the bureaucracy

has been simplified. However, the relatively high standard deviation (0.9) suggests that respondents have more diverse perceptions regarding bureaucratic simplification.

Regression Analysis

Table 3. β Coefficients and Significance

Variable	Koef-isien β	Standard Deviation	Significance
Communication Strategy (X1)	0,35	0,8	$\rho < 0{,}01$
Archival System Modernization (X2)	0,42	0,6	$\rho < 0{,}01$
Bureaucratic Simplification (X3)	0,23	0,9	$\rho < 0{,}01$
R²	**0,75**	**0,7**	**-**

Regression Analysis

The regression analysis examining the relationship between Variables X1 (Communication Strategy), X2 (Archival System Modernization), and X3 (Bureaucratic Simplification) on Variable Y (Archival Governance) shows that all three independent variables have a positive and significant influence on archival governance.

Specifically, communication strategy exerts a positive and significant effect on archival governance, with a regression coefficient of 0.35. This indicates that every one-unit increase in communication strategy corresponds to an increase of 0.35 units in archival governance, assuming other variables remain constant. The p-value of less than 0.01 confirms that this effect is statistically significant, allowing the rejection of the null hypothesis that no relationship exists between communication strategy and archival governance.

Archival system modernization also has a positive and significant impact on archival governance, with a regression coefficient of 0.42. This suggests that archival system modernization has a stronger influence on archival governance compared to communication strategy. A one-unit increase in archival system modernization leads to a 0.42-unit increase in archival governance, assuming other variables are held constant. The p-

value below 0.01 further supports the statistical significance of this effect.

Meanwhile, bureaucratic simplification has a positive and significant influence on archival governance, with a regression coefficient of 0.23. Although the effect is smaller than the other two variables, bureaucratic simplification still plays an important role in enhancing archival governance. A one-unit increase in bureaucratic simplification increases archival governance by 0.23 units, assuming other variables remain unchanged. The p-value of less than 0.01 confirms that this effect is statistically significant.

Overall, the regression results demonstrate that all three variables play crucial roles in improving archival governance. Therefore, the Ministry of Religious Affairs should consider strengthening communication strategies, modernizing archival systems, and simplifying bureaucratic procedures to enhance the quality of archival governance. The coefficient of determination (R^2) of 0.75 indicates that

Variables X1 (Communication Strategy), X2 (Archival System Modernization), and X3 (Bureaucratic Simplification) together explain 75% of the variance in Variable Y (Archival Governance).

These findings reinforce that communication strategy, archival system modernization, and bureaucratic simplification significantly and positively influence archival governance within the Ministry. Thus, it is essential for the Ministry of Religious Affairs to strengthen these three aspects to further improve the quality of archival governance.

Thematic Analysis

For Variable X1, respondents indicated that an effective communication strategy is crucial for improving archival governance in the Ministry of Religious Affairs. Strong internal communication and effective external communication help increase employee awareness and participation in archival management.

For Variable X2, respondents also emphasized that modernizing the archival system is vital for enhancing archival

governance. The use of information technology and digital archival systems contributes to increased efficiency and effectiveness in archival management.

For Variable X3, respondents expressed that bureaucratic simplification plays a significant role in strengthening archival governance. Simplified procedures and reduced bureaucratic layers help increase efficiency and improve archival management processes.

The thematic analysis thus highlights that communication strategy, archival system modernization, and bureaucratic simplification are essential components in strengthening archival governance at the Ministry of Religious Affairs. Therefore, the Ministry should prioritize improving these three areas to enhance the overall quality of archival governance.

Discussion

The results of this study indicate that communication strategies, archival system modernization, and bureaucratic simplification all have a positive and significant impact on archival governance in the Ministry of Religious Affairs. Descriptive analysis shows that respondents generally perceive communication strategies and archival system modernization as highly effective, while perceptions of bureaucratic simplification are slightly more varied. This is consistent with prior research emphasizing the role of effective internal and external communication in improving organizational performance and public service delivery (Suryani & Diniawaty, 2024; Aziz, 2024)[15]. Effective communication ensures that instructions, policies, and feedback are clearly conveyed between leadership and staff, thereby enhancing coordination in archival management.

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[15] Eny Suryani and Shintya Awalin Diniawaty, "Penyederhanaan birokrasi: Wujud nyata langkah pemerintah Indonesia menuju agile governance", *Jurnal Publik*, vol. 18, no. 01 (2024), pp. 11–25.

Regression analysis further supports the importance of these variables. Archival system modernization exhibits the strongest influence on archival governance, followed by communication strategies and bureaucratic simplification. These findings align with studies that emphasize the role of digital transformation and information technology in improving efficiency and accuracy in archival systems (Adila & Putri, 2024[16]; Thoriqi Triarto, 2025[17]). Modernized archival systems not only streamline data storage and retrieval but also enhance transparency and accountability, which are essential components of good governance.

Bureaucratic simplification, while having a slightly smaller coefficient in the regression analysis, remains a crucial factor. Simplifying hierarchical structures and streamlining procedures reduces redundancy and improves decision-making speed, which enhances overall efficiency in archival management (Haditiya & Mursyidah, 2024)[18]. Thematic analysis supports this, revealing that respondents perceive simplified procedures as enabling staff to focus on core archival tasks, thereby improving service quality and organizational performance.

Collectively, these findings underscore the need for an integrated approach where communication strategies, digital system modernization, and bureaucratic reforms function synergistically to enhance archival governance. The Ministry of Religious Affairs can leverage these insights to develop comprehensive policies, capacity-building programs, and technological investments aimed at sustaining

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[16] Nur Adila and Lolita Deby Mahendra Putri, "Digitalisasi Tata Kelola SDM Aparatur di Indonesia", *Jurnal ISO: Jurnal Ilmu Sosial, Politik dan Humaniora*, vol. 4, no. 2 (2024).

[17] Akmal Thoriqi Triarto, "Transformasi Digital dalam Tata Kelola Pemerintahan di Jember", *Indonesian Journal of Public Administration Review: Volume*, vol. 2, no. 3 (2025), pp. 1–10.

[18] Dwi Meliyarosa Haditiya and Lailul Mursyidah, "Membuka Efisiensi Tata Kelola Pemerintahan melalui Inovasi Kearsipan di Indonesia", *Indonesian Journal of Public Administration Review*, vol. 1, no. 3 (2024), p. 20.

improvements in archival management. Studies on digital archival systems in local government contexts also highlight the importance of aligning technological implementation with human resource competencies to achieve maximum effectiveness (Saefulrahman et al., 2024)[19].

In practical terms, the Ministry should focus on strengthening staff competencies through training in both communication skills and digital archival management, while continuing to simplify bureaucratic processes. Integrating these strategies can enhance the quality, efficiency, and transparency of archival governance, ultimately supporting better public service delivery and increasing public trust in governmental institutions.

Organizational Communication and Archival Governance

The results of this study highlight that communication strategies, archival system modernization, and bureaucratic simplification significantly influence archival governance within the Ministry of Religious Affairs. Effective organizational communication plays a pivotal role in this context. According to Kotler (2012)[20], organizational communication is the process of exchanging information and ideas among individuals or groups within an organization to achieve its objectives. In the case of archival management, clear and effective communication ensures that staff understand policies, procedures, and expectations, which increases their engagement and participation in archival processes.

Lunenburg (2011) emphasizes that effective communication in public organizations goes beyond merely transmitting instructions; it also involves fostering shared understanding to ensure that policies are implemented

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[19] Iyep Saefulrahman et al., "Implementasi Sistem Manajemen Kearsipan Digital di Dinas Perpustakaan Dan Kearsipan Kota Bandung Mini Riset Otonomi & Pemerintahan Lokal", *Jurnal ISO:* *Jurnal Ilmu Sosial, Politik Dan Humaniora*, vol. 5, no. 1 (2025), p. 12.

[20] Gary Armstrong et al., *Principles of marketing* (Pearson Australia, 2014).

successfully[21]. In digital transformation initiatives, including the modernization of archival systems, failures often arise not from technology itself but from inadequate communication and change management. This aligns with the findings of this study, where communication strategies were shown to have a positive and significant impact on archival governance, with a regression coefficient of 0.35. Effective communication ensures that employees are aware of new procedures, understand their roles, and can collaborate efficiently, which strengthens the overall governance of archival systems.

The descriptive analysis further supports this argument. The mean score for communication strategies was 4.2, with a relatively low standard deviation of 0.8, indicating that respondents consistently recognize the importance and quality of communication in facilitating archival management. Moreover, thematic analysis revealed that respondents perceive strong internal communication and effective external messaging as essential factors that increase employee awareness and participation, thus improving archival governance.

By aligning communication initiatives with technological upgrades and streamlined procedures, the Ministry can ensure that all staff members are adequately informed, trained, and motivated to adopt new systems. Studies in public sector digital transformation support this perspective, noting that successful implementation depends on both technological and human factors, particularly communication and staff engagement (Saefulrahman et al., 2024[22]; Adila & Putri, 2024[23]).

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[21] Fred C. Lunenburg, "Communication: The process, barriers, and improving effectiveness", *Schooling*, vol. 1, no. 1 (2010), pp. 1–11.

[22] Saefulrahman et al., "Implementasi Sistem Manajemen Kearsipan Digital di Dinas Perpustakaan Dan Kearsipan Kota Bandung Mini Riset Otonomi & Pemerintahan Lokal".

[23] Adila and Putri, "Digitalisasi Tata Kelola SDM Aparatur di Indonesia".

In practice, this suggests that the Ministry should invest in structured communication plans as part of its archival governance policies. Training programs, internal bulletins, feedback mechanisms, and clear channels for information sharing can enhance employees' understanding of their roles in the archival system and improve overall governance outcomes. By prioritizing communication, the Ministry not only facilitates the adoption of digital archival systems but also strengthens organizational cohesion and accountability.

D. Conlusion

The results of this study empirically confirm that communication strategy, archival system modernization, and bureaucratic simplification each exert a positive and significant influence on archival governance within the Ministry of Religious Affairs. These findings highlight that improving archival governance is not the result of a single intervention, but rather the combined effect of organizational communication, technological development, and administrative reform.

First, the strong and significant influence of communication strategy indicates that effective communication plays a central role in shaping employees' understanding, awareness, and commitment toward proper archival management. When information flows clearly between leaders and staff, organizational directives become easier to implement, misunderstandings are minimized, and employees are more willing to participate in archival procedures. This supports the theoretical view that communication is a structural driver of organizational performance, particularly in public institutions where coordination is often complex.

Second, the modernization of archival systems shows the highest contribution among the variables tested, suggesting that technology is a key accelerator of good archival governance. The integration of digital tools, electronic repositories, and information systems not

only improves efficiency but also strengthens accuracy, accessibility, and long-term preservation of records. These findings align with global trends showing that digital transformation is essential for public sector accountability and transparency.

Third, bureaucratic simplification also demonstrates a significant positive effect, reinforcing the idea that administrative reforms—such as reducing procedural layers, simplifying workflows, and streamlining decision-making—can enhance the responsiveness and effectiveness of archival management. However, this study also suggests that simplification must be accompanied by strong governance mechanisms to ensure that increasing efficiency does not come at the expense of oversight and accountability. A balanced approach is therefore required.

Overall, the results highlight that the Ministry of Religious Affairs needs to adopt an integrated strategy that combines effective communication, technological modernization, and structural simplification. Strengthening these three domains will enhance the Ministry's capability to manage archives reliably, support institutional memory, and meet increasing demands for transparency in public services. Improved archival governance will also contribute to better policy implementation, faster administrative processes, and greater public trust in government institutions.

In practical terms, the Ministry should invest in capacity-building programs, digital infrastructure, and policy reforms that reinforce consistent archival practices. Future research may explore additional variables—such as leadership style, organizational culture, or employee competence—to provide a more comprehensive understanding of the factors influencing archival governance.

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