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A STUDY ON THE COLLABORATIVE MECHANISM OF DIGITAL ARCHIVES GOVERNANCE AND TALENT GOVERNANCE: AN ANALYSIS BASED ON JOB COMPETENCY, PERFORMANCE EVALUATION, AND ORGANIZATIONAL EFFECTIVENESS

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Abstract. Against the backdrop of deepening digital transformation, archives management is rapidly shifting from a traditional custodial function toward an integrated governance function oriented to compliance, accountability, risk control, knowledge support, and organizational coordination. Yet many organizations still face a persistent contradiction in practice: they emphasize systems and platforms but neglect talent governance; they stress technological investment but underinvest in job-role mechanisms; and they focus on filing outputs while overlooking capability transformation. As a result, the authenticity, integrity, usability, and security of digital archives remain difficult to stabilize, and the contribution of archives work to performance improvement and organizational effectiveness is not fully realized. In response, this study systematically integrates digital archives governance theory, job competency research, human capital theory, talent management research, the AMO framework, and organizational performance theory. Using a conceptual modeling approach within the design science research paradigm, it constructs a “Collaborative Mechanism Model of Digital Archives Governance and Talent Governance.” The model consists of five interconnected modules: governance objectives and institutional foundations, job competency identification, talent-governance mechanism design, performance evaluation and value transformation, and feedback optimization with organizational learning. The study argues that only when institutions, processes, technology, job allocation, training and development, performance evaluation, and incentive-feedback mechanisms are integrated into the same closed loop can digital archives governance capacity be transformed into efficiency gains, risk control, service optimization, and long-term governance value at the organizational level. This study not only provides a systematic framework for cross-disciplinary research between archives management and human resource management, but also offers actionable guidance for organizations seeking to optimize archival talent governance and modernize digital archives governance.

Keywords: digital archives governance; talent governance; job competency; performance evaluation; organizational effectiveness



Annotatsiya: Raqamli transformatsiya chuqurlashib borayotgan sharoitda arxiv boshqaruvi an'anaviy saqlash funksiyasidan muvofiqlik, javobgarlik, xatarlarni nazorat qilish, bilimlarni qo'llab-quvvatlash va tashkiliy muvofiqlashtirishga yo'naltirilgan kompleks boshqaruv funksiyasiga tez sur'atlarda o'tmoqda. Biroq amaliyotda ko'plab tashkilotlarda barqaror qarama-qarshilik saqlanib qolmoqda: ular tizim va platformalarga ko'proq e'tibor berib, talentlarni boshqarishni yetarli darajada rivojlantirmaydi; texnologik investitsiyalarga urg'u beradi, ammo lavozim mexanizmlariga kamroq sarmoya kiritadi; arxivlashtirish natijasiga e'tibor qaratadi, biroq kompetensiyalarni natijaga aylantirishni yetarli darajada hisobga olmaydi. Natijada raqamli arxivlarning haqiqiyiligi, yaxlitligi, foydalanish imkoniyati va xavfsizligini barqaror ta'minlash qiyinlashadi, arxiv ishining natijadorlik va tashkiliy samaradorlikka qo'shadigan hissasi esa to'liq namoyon bo'lmaydi. Mazkur tadqiqot raqamli arxiv boshqaruvi nazariyasi, lavozim kompetensiyalari bo'yicha tadqiqotlar, inson kapitali nazariyasi, talentlarni boshqarish bo'yicha tadqiqotlar, AMO modeli va tashkiliy natijadorlik nazariyasini tizimli ravishda integratsiya qiladi. Design science paradigmasidagi kontseptual modellashirish yondashuvi asosida "Raqamli arxiv boshqaruvi va talentlarni boshqarishning hamkorlik mexanizmi modeli" ishlab chiqiladi. Model beshta o'zaro bog'liq moduldan iborat: boshqaruv maqsadlari va institutsional asoslar, lavozim kompetensiyalarini aniqlash, talentlarni boshqarish mexanizmini loyihalash, natijadorlikni baholash va qiymat transformatsiyasi, shuningdek qayta aloqa optimallashtirilishi hamda tashkiliy o'rganish. Tadqiqot shuni ko'rsatadiki, faqat institutlar, jarayonlar, texnologiyalar, lavozimlarni taqsimlash, ta'lim va rivojlantirish, natijadorlikni baholash hamda rag'batlantirish-qayta aloqa mexanizmlari yagona yopiq siklga kiritilgandagina raqamli arxiv boshqaruvi salohiyati samaradorlik oshishi, xatarlarni nazorat qilish, xizmatlarni optimallashtirish va uzoq muddatli boshqaruv qiymatiga aylanishi mumkin.

Kalit so'zlar: raqamli arxiv boshqaruvi; talentlarni boshqarish; lavozim kompetensiyalari; natijadorlikni baholash; tashkiliy samaradorlik

Аннотация. В условиях углубляющейся цифровой трансформации архивное управление быстро переходит от традиционной функции хранения к комплексной функции управления, ориентированной на соответствие требованиям, подотчётность, контроль рисков, поддержку знаний и организационную координацию. Однако на практике многие организации по-прежнему сталкиваются с устойчивым противоречием: они уделяют больше внимания системам и платформам, чем управлению талантами; акцентируют технологические инвестиции, но недостаточно развивают механизмы должностного управления; сосредоточены на результате архивирования, но недооценивают трансформацию компетенций. Вследствие этого подлинность, целостность, пригодность к использованию и безопасность цифровых архивов трудно обеспечивать стабильно, а вклад архивной работы в повышение результативности и организационной эффективности реализуется не полностью. В ответ на данную проблему статья системно интегрирует теорию цифрового архивного управления, исследования должностных компетенций, теорию человеческого капитала, исследования управления талантами, модель АМО и теорию организационной результативности. На основе концептуального моделирования в парадигме design science конструируется «Модель согласованного механизма цифрового архивного управления и управления талантами». Модель включает пять взаимосвязанных модулей: цели управления и институциональные основы, идентификация должностных компетенций, проектирование механизма управления талантами, оценка результативности и трансформация ценности, а также оптимизация обратной связи и организационное обучение. Исследование показывает, что только при включении институтов, процессов, технологий, распределения должностей, обучения и развития, оценки результативности и стимулов в единый замкнутый контур способности цифрового архивного управления могут преобразоваться в рост эффективности, контроль рисков, оптимизацию услуг и долгосрочную управленческую ценность.

Ключевые слова: цифровое архивное управление; управление талантами; должностные компетенции; оценка результативности; организационная эффективность

INTRODUCTION

With the deepening of digital transformation, organizational operations increasingly rely on electronic documents, transactional data, workflow traces, system logs, and other forms of digital evidence. Archives are therefore no longer merely static repositories of the past; they have become crucial infrastructures for compliance audits, accountability tracing, risk prevention, knowledge accumulation, and decision support [1] [2]. ISO 15489-1:2016 explicitly positions records management within a governance architecture that includes policy, assigned responsibility, monitoring, and training, indicating that digital archives governance is not a purely technical issue but a governance problem involving institutions, processes, and people [2].

In recent years, international records-governance practice has further emphasized the "by design" approach, which requires records controls to be embedded at the stage of business-system and workflow design so as to



improve compliance, data accessibility, and overall information governance [3]. At the same time, NARA's 2024 bulletin on the digital transition of Official Personnel Folders and Employee Medical Folders directly connects electronic records management with personnel records management, showing that digital archives governance and human resource management are institutionally intertwined rather than isolated domains [4].

However, in many organizations digital archives governance is still interpreted narrowly as system deployment, digitization, or electronic filing. Platforms can be purchased, rules can be drafted, and workflows can be diagrammed, but job competency, responsibility consciousness, collaborative habits, training systems, and performance-oriented behavior cannot be produced through one-off investment. As a result, systems may be implemented while workflows remain fragmented, rules may be issued while execution remains unstable, and data may accumulate while governance value remains unrealized [5][6].

From a scholarly perspective, archival studies have already produced substantial work on electronic records management, authenticity, standardization, preservation, and digital curation [1][5][7]. Human resource management research, in turn, has developed strong analytical tools for understanding job competency, talent management, performance systems, and organizational capability building [8][9][10]. Yet systematic research remains limited on how digital archives governance can be translated, through talent-governance mechanisms, into improved job competency, more credible performance evaluation, and stronger organizational effectiveness.

Accordingly, this paper addresses a central question: in digital organizational environments, how can a collaborative mechanism be constructed that links digital archives governance objectives, job competency requirements, talent-governance mechanisms, performance evaluation systems, and organizational effectiveness? While maintaining a clear disciplinary identity within archives management, this study incorporates the talent-governance perspective of human resource management and develops a conceptual model with both explanatory power and practical relevance.

LITERATURE REVIEW

Research on digital archives governance consistently emphasizes that records must be created, captured, managed, and used as reliable evidence in the course of organizational activity rather than repaired retrospectively after business completion. ISO 15489-1:2016 highlights the interdependence of records, metadata, records systems, policy, responsibility, monitoring, and training, while the "records management by design" perspective further argues for embedding records controls into system and process design from the outset [2][3]. Recent studies on dual-track archives systems, electronic records management, and digital curation show that digital archives governance has evolved from a narrow custodial concern into a broad governance problem [5][6][7].

In human resource management, job competency and talent governance provide critical tools for explaining how high-performance roles are formed and sustained. Recent work argues that talent governance should not be reduced to isolated recruitment or training activities; rather, it should be understood as a continuous mechanism spanning identification, allocation, development, evaluation, incentivization, and retention. At the same time, talent-management and competence-oriented HRM research stresses that organizations can improve performance and knowledge transfer by structuring HR decisions around competency architectures [11]. Systematic reviews of inclusive talent development also show stable connections between talent development, workforce growth, and organizational performance [9].

Performance research explains how individual capability is converted into organizational outcomes. The AMO framework suggests that performance depends jointly on ability, motivation, and opportunity, which means that professional competence alone does not automatically generate strong performance unless it is connected with authorization, participation, training, and feedback arrangements [12]. Public-sector HR research further shows that HR competence and effective HR practices significantly affect organizational commitment, public service motivation, and performance outcomes [10]. Recent review evidence likewise confirms positive links between HRM practices and organizational performance [8].

Overall, existing research separately explains the institutional logic of digital archives governance, the developmental logic of talent management, and the conversion logic of performance evaluation. What remains missing is an integrated framework that brings these dimensions into the same analytical loop. This paper responds to that gap by proposing a collaborative mechanism model linking digital archives governance and talent governance.

RESEARCH METHODOLOGY

The purpose of this study is not to test a single empirical relationship, but to construct an explanatory and operational conceptual model for a widespread organizational problem: the disconnection between digital archives governance advancement and talent-governance support. For this reason, the study adopts the design science research paradigm and uses conceptual modeling as its core methodological approach [13].



The research proceeds in five steps. First, problem identification: the paper identifies the central contradiction of emphasizing technology while neglecting talent, and emphasizing systems while neglecting mechanisms, in digitally transforming organizations. Second, theoretical extraction: key concepts are systematically drawn from archives governance theory, job competency research, human capital theory, talent management research, the AMO framework, and organizational performance theory. Third, model construction: a closed-loop structure is developed around governance objectives, job competency identification, talent-governance mechanisms, performance evaluation, and feedback optimization. Fourth, mechanism explication: the paper analyzes how governance requirements are translated into competency requirements and then into performance evaluation and organizational effectiveness. Fifth, conceptual evaluation: the model is assessed in terms of theoretical consistency, practical explanatory power, and operational usefulness.

This paper is positioned as an early-stage theory-building study. It does not rely on large-sample statistical evidence; instead, it abstracts from common scenarios observable in digital organizations and recent authoritative sources. Future research may develop measurement scales and operational indicators, and then employ surveys, case comparisons, structural equation modeling, or configurational analysis to examine the proposed mechanism empirically.

ANALYSIS AND RESULTS

1. Governance objectives and institutional foundations: the logical starting point of the collaborative mechanism. Talent governance cannot be separated from governance objectives. Digital archives governance must first clarify why governance is needed, what exactly should be governed, and by what standards governance quality should be assessed. Its core goals usually include authenticity, integrity, reliability, usability, security, and compliance [2]. In digital environments, these goals are further reflected in lifecycle control of electronic records, metadata standards, system interfaces, access permissions, audit trails, and long-term preservation requirements [3][4]. The first task of the collaborative mechanism is therefore to translate governance goals into institutional foundations, including filing rules, job responsibilities, workflow norms, authority boundaries, quality standards, and accountability mechanisms.

2. Job competency identification: translating governance requirements into job requirements. Once governance objectives are clarified, organizations must identify what kinds of job competency are required to achieve them. This paper argues that digital archival roles require at least three layers of competency. Foundational competency includes understanding of laws and policies, standards compliance, digital tool literacy, and responsibility consciousness. Professional competency includes electronic records capture, metadata application, classification and appraisal, systems coordination, data security, and archival service support. Strategic competency includes cross-department communication, project collaboration, business understanding, institutional optimization, and governance innovation. Recent research shows that failures in electronic records management often stem not from technology itself but from skill deficits, weak management support, and poor institutional implementation [5]. Job competency identification should therefore be treated as a dynamic process rather than a static position description.

3. Talent-governance mechanism design: transforming required competency into actual competency. Compared with the narrower phrase “capability building,” the concept of talent governance highlights how organizations systematically identify, allocate, develop, evaluate, and motivate relevant personnel. Drawing on AMO and recent talent-management literature, this paper argues that talent governance in digital archives should cover at least four components: job allocation, training and development, performance linkage, and opportunity provision [9][11][12]. Job allocation reduces role ambiguity and person-job mismatch by differentiating key archival roles and competency tiers; training and development require layered and differentiated learning mechanisms rather than one-off sessions; performance linkage requires that indicators such as filing timeliness, metadata accuracy, retrieval responsiveness, problem correction, and policy implementation quality be incorporated into evaluation; opportunity provision means embedding archival personnel in workflow design, systems coordination, policy revision, and risk review so that their competency can be exercised in real settings.

4. Performance evaluation and value transformation: from job competency to organizational effectiveness. The value of collaboration between digital archives governance and talent governance should not stop at the claim that employees have become more professional. It must be translated into organizational results through a credible performance evaluation system. This paper suggests that this transformation proceeds along three levels: job performance, process performance, and organizational performance. Job performance is reflected in timely filing, standardized appraisal, accurate metadata, efficient retrieval, and professional service response. Process performance is reflected in lower information loss, less rework, clearer accountability chains, and stronger cross-department collaboration. Organizational performance is reflected in compliance support, risk



control, knowledge accumulation, service quality improvement, and stronger governance responsiveness [8][10]. This demonstrates that archives work is not merely a backstage support function but part of the organization's foundational governance capability. Its economic value becomes visible through lower friction costs, reduced duplicated labor, better allocation efficiency, and stronger organizational resilience.

5. Feedback optimization and organizational learning: forming a dynamic closed loop. If governance objectives, job competency, and performance evaluation are designed only once without feedback and revision mechanisms, the collaborative system cannot adapt to changing digital environments. Organizations therefore need a closed loop of evaluation, feedback, revision, and renewed improvement. Governance indicators may include filing completeness, timeliness, metadata accuracy, systems-interface quality, access compliance, and user satisfaction; talent-governance indicators may include attainment of key-role standards, training completion, role development speed, cross-functional collaboration, and improvements in execution deviations. These data should not be used only for assessment; they should also be used to revise job profiles, training schemes, process design, and institutional arrangements. Only when problem reviews are converted into rules, experience is translated into replicable workflows, and evaluation results drive organizational learning can digital archives governance truly move from reliance on individual experience to reliance on organized capability.

6. Theoretical and practical significance of the model. Compared with conventional approaches that treat digital archives governance primarily as a technical or institutional project, the model proposed in this paper advances the literature in three ways. First, it integrates archives governance research and human resource management research by placing job competency, talent governance, and performance evaluation within the same analytical loop. Second, it elevates archival roles from routine execution roles to carriers of governance capability, thereby strengthening the human-resource explanatory power of archival studies. Third, it highlights the logic of value transformation, making the relationship between digital archives governance and organizational effectiveness more visible and intelligible. Practically, the model offers guidance for redesigning digital archival role systems, establishing key-role competency standards, improving training-evaluation-incentive linkages, and repositioning archives work as an embedded element of organizational governance.

CONCLUSION AND SUGGESTIONS

This paper addresses a common contradiction in digital organizations: digital archives governance is advancing quickly, while talent-governance support remains insufficient. To respond to this problem, the study constructs a collaborative mechanism model linking governance objectives and institutional foundations, job competency identification, talent-governance mechanism design, performance evaluation and value transformation, and feedback optimization with organizational learning. The analysis shows that digital archives governance cannot be sustained by systems and rules alone; its effectiveness depends heavily on whether job competency matches governance requirements and whether organizations establish talent-governance mechanisms that continuously convert competency into performance and organizational effectiveness.

Theoretically, the paper integrates archives governance research with job competency research, human capital theory, talent-management research, the AMO framework, and organizational performance theory. In doing so, it addresses the limitations of previous studies that emphasized archival objects while underestimating governance actors, or emphasized systems and institutions while overlooking talent mechanisms. Compared with earlier work focused on single archival-role competency models, this article places greater emphasis on the organizational governance loop and the pathway through which value is transformed into performance, thereby more clearly demonstrating its dual relevance to archives management and human resource management.

Practically, the study suggests that the modernization of digital archives governance requires three shifts: from platform-construction orientation to talent-governance orientation, from one-off training orientation to continuous development orientation, and from archives-department-only responsibility to collaborative responsibility between archives governance and human resource management. Only by building stable linkages among key-role standards, development arrangements, performance evaluation, and feedback optimization can organizations transform digital archives governance into a sustainable organizational capability.

As an early-stage theory-building effort, this study has a clear limitation: the proposed model has not yet been rigorously tested through large-sample surveys or multi-case comparisons. Future studies can further develop measurement scales and indicators, statistically test key paths, and explore the model's boundary conditions across different types of organizations so that it can be progressively refined into a more robust analytical tool.



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