

## Optimizing Archives Management in Improving Administrative Order in Islamic Boarding Schools

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### Abstract

This research aims to analyze archival management in realizing administrative order at the Hayatuddiyar Islamic Boarding School Pekanbaru. Archives have a strategic role as a center of authentic information and evidence that supports decision-making, planning, and evaluation of institutional performance. This study uses a qualitative approach with an evaluative descriptive design. The informants consist of school principals, administrative staff, and teachers who are selected purposively. Data collection techniques are carried out through observation, in-depth interviews, and documentation, while data analysis uses an interactive model that includes reduction, presentation, and drawing conclusions. The validity of the data was tested through triangulation of sources, techniques, and member checks. The results of the study show that archive management has been run based on four management functions, namely planning, organizing, implementing, and supervising. In the planning stage, inventory, classification, and digitization of cloud-based archives have been carried out, but they have not been supported by formal standard operating procedures (SOPs). The organizing stage shows that there is a division of tasks between physical and digital archive managers, although it does not yet have a clear organizational structure and task description. At the implementation stage, the archival system has run in a hybrid manner and is integrated in administrative activities, but it has not been optimal in terms of archive shrinkage. Meanwhile, the supervision stage is actively carried out by the leadership through document checks and periodic evaluations, but it has not been systematically documented. Thus, it is necessary to strengthen a more structured, formal, and sustainable archival system to increase the effectiveness of administrative order in the pesantren environment.

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### INTRODUCTION

Educational administration is a fundamental element in the implementation of educational institutions that function to ensure the achievement of goals effectively and efficiently. In a broader context, administration is no longer understood simply as a routine and mechanical administrative activity, but as a managerial system that integrates various components of an educational organization in a directed, systematic, and sustainable manner. Through good administration, all resources, including human resources, infrastructure, and information, can be managed optimally to support the achievement of educational goals. This is in line with the view that

education administration has a strategic role in improving the quality of educational services, because it contains interrelated planning, organizing, implementing, and supervision functions (Jamil et al., 2023). Thus, administrative order is an important indicator in assessing the quality of governance of educational institutions, because it reflects the integration of managerial processes that run effectively and accountably (Made & Sviri, 2023).

In an effort to realize this administrative order, archives play a very crucial role as a center of information as well as authentic evidence of all educational institution activities. Archives not only serve as static documentation, but also as

dynamic data sources that support decision-making processes, program planning, and institutional performance evaluations. The availability of well-organized archives allows fast, precise, and accurate access to information, thereby increasing the efficiency and effectiveness of administrative services (Arlla et al., 2023). Therefore, archive management cannot be done carelessly, but requires a structured and sustainable archive management system. Archive management includes a series of processes ranging from the creation of archives, classification, storage, maintenance, to the depreciation of archives according to their use and retention values (Murjana, 2024). This process requires clear operational standards and the support of competent human resources so that archives can be managed professionally.

In addition to having technical and managerial dimensions, archive management in Islamic educational institutions also has a strong normative foundation. From an Islamic perspective, the importance of recording information is reflected in the Qur'an, especially in Q.S. Al-Baqarah verse 282 which emphasizes the obligation to record every transaction fairly and correctly. This verse shows that recording is not just an administrative activity, but part of an effort to maintain clarity, justice, and accountability in social life. In the context of Islamic education, this value can be internalized in the practice of archive management as a form of moral and professional responsibility in managing institutional information. Thus, archiving is not only seen as an administrative need, but also as an implementation of ethical values that support transparency and accountability (Syukriyana et al., 2021).

A number of previous studies have examined the role of archive management in improving the quality of administration. Research by Faizah et al. (2025) shows that digitization of archives through the SRIKANDI system is able to increase efficiency, speed of access, and data security in public services. Research by Purnamasari and Saputra (2025) also found that systematic and organized archive management contributes positively to improving the quality of administrative services in schools. Furthermore, Rokimin et al. (2025) revealed that there is a significant relationship between the quality of archive management and the improvement of the quality of administrative services in educational institutions. On the other hand, Arifah et al. (2025)

identified various problems in archive management in Islamic boarding schools, such as the lack of a structured system, limited human resource competence, and lack of supporting facilities and infrastructure, which have an impact on the suboptimal management of archives.

Although these studies make important contributions in understanding the role of archives, there is a tendency that existing studies are still partial and focused on certain aspects, such as digitization of archives, service efficiency, or identification of technical constraints. This approach has not fully placed archive management as a managerial system that is integrated with the entire educational administration process. In addition, most of the research still uses conventional administrative perspectives that have not been deeply linked between management functions and archival practices in the field. In fact, to achieve optimal administrative order, a comprehensive and systemic approach is needed, where archiving does not stand alone, but becomes an integral part of the management cycle of educational institutions.

The research gap is also seen from the limited number of studies that specifically examine archival management in the context of Islamic educational institutions, especially Islamic boarding schools. Pesantren have unique characteristics, both in terms of management systems, organizational culture, and values adhered to, so they require a contextual management approach. In practice, many Islamic boarding schools still manage archives conventionally and have not been integrated with modern management systems. This condition shows the urgent need to develop an archive management model that is not only technically effective, but also in line with Islamic educational values. Thus, research that examines integrative archival management based on management functions in the context of pesantren is still very limited and needs to be developed.

Based on this description, this study is present to fill the gap by analyzing archive management as an integrated managerial system in supporting administrative order at the Hayatuddiyar Islamic Boarding School Pekanbaru. This research not only focuses on the technical aspects of archive management, but also examines how management functions include planning, organizing, implementing, and supervising that are implemented in each stage of

archive management. In addition, this study also identifies various obstacles faced in archival practice and formulates optimization strategies that can be applied to improve the quality of pesantren administration.

The novelty of this research lies in the integrative approach used, namely by combining the concept of archive management with management functions in the context of Islamic educational institutions. In contrast to previous research that tended to be partial, this study offers a holistic perspective that places archiving as an integral part of the educational administration system. In addition, this study also makes a contextual contribution by examining the practice of archive management in the Islamic boarding school environment, which has different characteristics from other formal educational institutions. Thus, the results of this study are expected not only to make a theoretical contribution to the development of Islamic educational administration, but also to provide practical implications for the management of educational institutions, especially Islamic boarding schools, in optimizing archive management as an effort to realize an effective, efficient, and accountable administrative order.

## **METHODS**

This research was conducted at the Hayatuddiyar Islamic Boarding School in Pekanbaru which is located on Jl. Dahlia, RT/RW 004/002, Tobek Godang Village, Bina Widya District, Pekanbaru City, Riau Province. This location was chosen because it has direct relevance to the research focus, especially in the practice of archive management in the pesantren environment which is still in the development stage.

This research applies a qualitative approach with an evaluative descriptive character. This approach is used to gain a deep understanding of the actual conditions of archive management, as well as assess the extent to which the practice is in accordance with the principles of archive management in supporting administrative order. Through this approach, researchers can contextually explore various dynamics that occur, including the obstacles faced and the efforts made in optimizing archive management in the field.

The informants in this study were three people, namely the principal, administrative staff, and teachers. The principal is the policy maker

related to archive management, then the administrative staff as the archive manager, and the teacher as the archive user in administrative activities. The selection of informants is carried out purposively, which is based on consideration of their role and involvement in the management of archives, so that the data obtained is relevant and in-depth. Data collection techniques are carried out through direct observation of archiving activities, in-depth interviews with informants, and documentation of activities. Furthermore, the data analysis technique in this study refers to an interactive analysis model which includes data reduction, data presentation, and conclusion drawn. The validity of the data is carried out through source triangulation, technical triangulation, and member check. Source triangulation is carried out by comparing data from leaders, administrative staff, and teachers. The triangulation technique is carried out through observation, interviews, and documentation.

## **DISCUSSION**

Based on the results of data analysis obtained through interviews, observations, and documentation, archival management at the Hayatuddiyar Pekanbaru Islamic Boarding School can be analyzed based on four management functions, namely *planning*, *organizing*, *actuating*, and *controlling*). These four functions show that the archival system has run functionally, although it is not fully optimal structurally and procedurally in supporting administrative order.

### **Archive Management Planning Stage**

The planning stage of archive management at the Hayatuddiyar Islamic Boarding School in Pekanbaru shows that there are initial efforts that are quite systematic in organizing institutional administration, although it is still in the development stage. Planning activities begin with an archive inventory, which is the process of tracing and collecting various important documents that were previously spread across various work units and individuals, such as foundation administrators, educators, and school administration. The archives collected are not only physical documents, such as decision letters, student data, and financial statements, but also include digital documents stored in personal devices and other storage media. This inventory process is a strategic step in building a centralized institutional database, making it easier to manage information in an integrated and sustainable

manner.

After the collection process is carried out, the next stage is the sorting and classification of archives based on their type, function, and level of importance. Archives are grouped into several main categories, such as foundation archives related to the institution's legality and policies, school archives that include students' academic and administrative activities, teacher archives that contain staffing data, curriculum archives related to learning planning and implementation, and financial archives that reflect budget management and financial statements. This classification aims to create a structured storage system, thereby facilitating the process of searching and utilizing archives in the future. In addition, the grouping of archives also helps in determining the management priorities and the level of confidentiality of documents, which is an important aspect in maintaining the security of institutional information.

In an effort to improve the efficiency of archive management, the pesantren has also begun to adopt digital technology through the use of cloud-based storage. Digitization of archives is carried out by scanning physical documents and storing them in a digital format that is organized in certain folders. This step provides several advantages, such as ease of access, reduced risk of damage to physical documents, and efficiency of storage space. In addition, the use of cloud-based systems allows flexible access to archives by interested parties, as long as they have the appropriate authorizations. However, the implementation of digitalization is still simple and has not been supported by an integrated digital archive management system, so the potential for technology optimization has not been fully utilized.

Although these various planning steps show an awareness of the importance of good archives management, findings on the ground indicate that the planning process has not been fully formal and systematic. This can be seen from the absence of a written Standard Operating Procedure (SOP) that specifically regulates the mechanism for managing archives in the pesantren environment. So far, the implementation of archiving has been based more on verbal directions from the leadership, which is situational and has not been clearly documented. This condition has the potential to cause inconsistencies in implementation, especially when there is a change

of personnel or a difference of understanding among archive managers. In addition, the absence of SOPs also makes it difficult to evaluate and control the quality of archive management.

Conceptually, this condition shows that the planning function in archive management has begun to be implemented, especially in the aspects of identifying needs, collecting data, and structuring the initial archive system. However, the planning carried out is still in its initial operational nature and has not reached the comprehensive strategic planning stage. According to Fajriyah and Akhmad (2023), planning is the main foundation in management that functions to determine the direction, objectives, and operational standards of an activity. Effective planning should not only be in the form of initial ideas or practices, but also in the form of systematic written policies, so that it can be a standard and consistent guideline for all members of the organization. Thus, the existence of SOPs is very important to ensure that each stage of archive management can be carried out in a directed, measurable manner, and in accordance with the standards that have been set.

Therefore, the absence of SOPs in the management of archives at the Hayatuddiyar Islamic Boarding School in Pekanbaru is one of the factors that hinder the optimization of administrative order. Without clear standards, the archive management process has the potential to run inuniformly and poorly documented. The implications of this condition not only have an impact on work efficiency, but also on the overall quality of administrative services. Thus, efforts are needed to strengthen at the planning stage, especially through the preparation of comprehensive and contextual SOPs, so that the archive management system can run more effectively, professionally, and sustainably.

### **Stage of Organizing Archive Management**

The stage of organizing archive management at the Hayatuddiyar Islamic Boarding School in Pekanbaru shows that there are dynamics of human resource management that have begun to lead to functional division of labor, even though it has not been formally structured. Based on the findings of the study, there is a division of duties between physical archive managers and digital archive managers. Physical records managers are responsible for the collection, storage, and maintenance of hardcopy

documents, such as correspondence, financial documents, and academic administration. Meanwhile, digital archive managers focus on the process of digitizing documents, uploading files to a cloud-based storage system, as well as folder and data access arrangements. This division of roles shows the existence of institutional awareness to manage archives more effectively by adjusting to the development of information technology.

Although the division of tasks has not been outlined in a formal organizational structure, practice on the ground shows that there is quite good coordination between the two parties. This coordination is reflected in the synchronization process between physical and digital archives, where digitized documents remain connected to their physical archives as a form of data verification and security. In addition, communication between managers is also intensive, especially in terms of updating data and solving technical problems that arise in archive management. This condition shows that practically, the organizing function has been carried out in the form of informal teamwork but is quite effective in supporting the sustainability of the archival system.

However, when viewed from the perspective of modern management, such organizing practices still have some fundamental weaknesses. One of the most prominent aspects is the absence of a clear and documented archival organizational structure. The absence of a special unit or official person in charge of archives causes the existing division of labor does not have a strong institutional foundation. In addition, the job description of each archive manager has not been formulated in writing, so the boundaries of duties, authorities, and responsibilities are not fully clear. This condition has the potential to cause overlapping jobs or even role vacancies in certain situations.

Conceptually, these findings show that the organizing function in archive management has begun to be implemented, but it is still in its early stage of functional nature and has not yet reached the formal-structural stage. According to Puspita et al. (2024), organizing is a systematic process of managing resources through the division of tasks, the determination of authority, and the grouping of activities in a clear organizational structure. Effective organization requires clarity of roles, working relationships, and documented coordination mechanisms, so that each individual

in the organization can work optimally according to their responsibilities. In this context, the organizing practice at the Hayatuddiyar Pekanbaru Islamic Boarding School has not fully met this principle, as it still depends on informal agreements and direct direction from the leadership.

The implication of this condition is the emergence of the potential dependence of the system on certain individuals who have special knowledge or skills in archive management. When the individual is inactive or changes duties, the continuity of the archival system can be disrupted. In addition, without clear documentation of the structure and division of tasks, the process of regenerating or delegating tasks to new personnel becomes more difficult. It can also affect the consistency and quality of archive management in the long run.

Therefore, strengthening the organizational aspect is an urgent need in an effort to increase the effectiveness of archive management in this pesantren. One of the strategic steps that can be taken is to form a special unit or team responsible for the management of archives, complete with a clear organizational structure. In addition, it is necessary to prepare a written description of duties and authorities for each archive manager, so that there is clarity on roles and responsibilities. With formal and documented organization, the archival system not only runs functionally, but also has a strong institutional foundation, so that it is able to support the creation of a sustainable and professional administrative order.

### **Stages of Archive Management Implementation**

The implementation stage of archive management at the Hayatuddiyar Islamic Boarding School in Pekanbaru shows that archival practices have become an integral part of daily administrative activities. Archives are no longer positioned as additional activities, but have been inherent in various institutional operational processes, such as recording student data, managing incoming and outgoing letters, personnel administration, and documentation of academic and institutional activities. Each of these activities directly generates documents that are then managed as archives, creating a continuous administrative workflow. This condition shows that awareness of the importance of archive management has grown in institutional practice,

although it has not been fully supported by a formal and standardized system.

In its implementation, the archive management system used is still hybrid, which combines manual and digital methods. Physical archives are kept in the form of printed documents organized in folders or storage cabinets, while digital archives are managed through computer devices and cloud-based storage media. The digitization process is carried out by scanning important documents so that they can be stored in electronic format, making it easier to access and distribute information. This approach shows a process of adaptation to technological developments, as well as an indication that pesantren are in a transition phase towards a more modern and efficient archival system. The existence of these two systems also provides advantages in terms of data security, since archives have copies in two forms that can complement each other.

In addition, in daily practice, every document that is entered or produced has generally gone through a classification process based on certain categories, such as student administration, staffing, curriculum, and finance. This classification process helps to create order in the archive's storage, making it easier to search again when needed. Archive managers also try to maintain the physical condition of documents by placing them in a relatively safe and organized storage space, even though they are not yet supported by archival facilities that fully meet standards. In this context, the implementation of archive management has shown that there are efforts to maintain the continuity and regularity of the institution's information system.

If analyzed more deeply, the implementation of archive management in this pesantren has reflected some stages in the life cycle of archives, especially at the stage of creation, use, and maintenance. Archives are created through various administrative activities, used for operational and decision-making purposes, and maintained so that they remain accessible and utilized. However, the stage of archive shrinkage, which includes determining retention, moving inactive archives, and destroying archives that have no use value, has not been carried out systematically. Archives that are no longer active tend to be kept without a clear evaluation regarding their use value and shelf life. This condition has the potential to cause a buildup

of archives that can reduce the efficiency of storage space and make it difficult to manage in the long term.

Conceptually, this condition shows that the implementation of archive management is not fully aligned with the principles of a comprehensive archive life cycle. According to Lukman et al. (2024), the life cycle of archives is a continuous cycle that includes the creation, use and maintenance, and depreciation of archives based on administrative, legal, and historical use values. Each stage in the cycle has an important role to play in ensuring that archives are managed effectively and efficiently. Imperfections in one of the stages, especially in the depreciation stage, can have an impact on the entire archival system, including in terms of efficiency, security, and ease of access to information.

Therefore, even though the implementation of archive management at the Hayatuddiyar Islamic Boarding School in Pekanbaru has been running operationally and showing progress, there is still a need for the development of a more structured and comprehensive system. These efforts can be made through the preparation of archive retention schedules, the implementation of inactive archive transfer procedures, and the mechanism for destroying archives that no longer have useful value. Thus, all stages in the life cycle of archives can be carried out optimally, thus supporting the creation of a professional, efficient, and sustainable archival system in supporting the orderly administration of institutions.

### **Stage of Supervision of Archive Management**

The stage of supervision of archive management at the Hayatuddiyar Islamic Boarding School in Pekanbaru shows the central role of the leadership in ensuring that the archival system runs in accordance with the administrative needs of the institution. The leadership not only functions as a policy maker, but is also directly involved in the control process, especially through checking official documents before the document is ratified or distributed. This process is an important form of quality control, because it ensures that each document produced meets administrative standards, both in terms of content, format, and completeness. With this check, the potential for administrative errors can be minimized from the initial stage, thus supporting the creation of valid and accountable archives.

In addition to checking official manuscripts,

supervision is also carried out through periodic evaluations of the ongoing archive management system. This evaluation covers various aspects, such as the regularity of archive storage, ease of access to documents, and the effectiveness of the use of digital systems that have been implemented. In the evaluation process, the leadership and the archive manager reflect on the practices that have been running, identify weaknesses, and formulate the necessary improvement steps. One form of follow-up to this evaluation is the existence of an archival system development plan, such as the preparation of a more systematic archive coding system and the arrangement of archive spaces that are more representative and in accordance with the principles of good storage. This effort demonstrates a long-term orientation in archive management, which focuses not only on current conditions, but also on improving the quality of the system in the future.

The findings indicate that the controlling function in archive management in this pesantren has developed in a more comprehensive direction. Supervision is not only understood as a reactive administrative control activity, but also as an evaluative process that aims to improve the quality of the system in an ongoing manner. The active involvement of the leadership in various aspects of supervision shows an institutional commitment to the importance of administrative order. In addition, the approach used is also adaptive, where supervision is carried out flexibly according to the dynamics of institutional needs, without being bound by rigid procedures.

Theoretically, this practice is in line with the concept put forward by Millah et al. (2023), who state that the controlling function in management is not only oriented to finding faults, but also as a means to make improvements and improve organizational performance. Supervision includes three main functions, namely as a control tool to ensure the suitability of implementation with the plan, as an early warning system against potential deviations, and as a means of evaluation for better system development. In this context, the supervisory practice at the Hayatuddiyar Islamic Boarding School in Pekanbaru has reflected these three functions, especially in the aspect of evaluation and continuous improvement.

However, even though supervision has been actively running and has a positive impact on archive management, there are still several aspects that need to be strengthened so that this function

can run more optimally. One of the main weaknesses is the lack of a formally documented supervision system, such as evaluation standards, monitoring instruments, and systematically compiled supervision report results. So far, supervision is still highly dependent on the role of individual leaders, so it has the potential to cause high dependency and does not guarantee the sustainability of the system in the long term.

Therefore, efforts are needed to strengthen it in the form of developing a more structured and documented supervision system. This can be done through the preparation of clear supervision procedures, the creation of performance indicators for archive management, and the preparation of periodic evaluation reports. With a standardized system, supervision is not only the responsibility of the leadership, but can also involve all related elements in the management of archives. Thus, the supervisory function can run more systematically, sustainably, and is able to support the creation of professional archive management and optimal administrative order in the pesantren environment.

## **CONCLUSION**

Archive management at the Hayatuddiyar Islamic Boarding School Pekanbaru has basically shown the implementation of management functions which include planning, organizing, implementing, and supervising, so that it is able to make a real contribution in supporting the orderly administration of the institution. Each of these functions has been operational, although still in a simple form and not yet fully structured. However, the results of the study show that archive management has not reached the optimal level because it has not been supported by standard Standard Operating Procedures (SOP), special archival units have not been formed with clear authority, and the principles of archive life cycle have not been applied comprehensively, especially at the stage of depreciation such as retention, transfer, and destruction of archives. This condition causes the archival system to be still partial and not fully integrated in the framework of professional administrative management.

The implications of these findings show that the management of archives that has not been standardized has the potential to cause various problems, such as inconsistencies in document management, difficulties in retrieving archives, and increasing the risk of accumulating archives

that are not of use. In addition, reliance on certain individuals in the management of archives can also hinder the sustainability of the system when personnel turnover occurs. More broadly, this condition can have an impact on decreasing the effectiveness and efficiency of the institution's administrative system, and even potentially reducing the level of accountability and transparency of information management. Therefore, strategic steps are needed in the form of the preparation of comprehensive archival SOPs, improving the competence of human resources through training, and strengthening an integrated archive digitization system. This effort is expected to encourage the realization of a more systematic, consistent, and sustainable archive management system in supporting the quality of educational administration in the pesantren environment.

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