

Management System Record at Kantor wilayah Kementerian Agama Provinsi Jawa Timur

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ABSTRACT

Archive Management System and Procedures at Kantor wilayah Kementerian Agama Provinsi Jawa Timur. record are archival documents that are still used directly in administrative activities within an agency. The purpose of this study is to analyze the archive management system and procedures at Kantor wilayah Kementerian Agama Provinsi Jawa Timur. The research method used is a qualitative method with a descriptive approach. Data collection techniques were carried out through observation, interviews, and documentation. The results of the study indicate that records management at Kantor wilayah Kementerian Agama Provinsi Jawa Timur has made progress with the implementation of digitization through the SRIKANDI V3 application. However, several challenges remain, such as server issues, limitations in digital storage capacity, and overlap between active and inactive records. Additionally, the records reduction process has not been fully optimized, as many documents still need to be retained by the institution. This research contributes to enriching the study of records management in government agencies, particularly in the context of archives digitization. The findings are expected to serve as a reference for similar agencies in identifying obstacles and formulating more effective strategies for digital-based archives management, thereby improving work efficiency and the quality of administrative services.

Keywords: Records; Archive Management; Digitization.

1. INTRODUCTION

Every organization, whether a government agency or a private institution, needs data and information that are stored and managed well (Aben, Van Der Valk, Roehrich, & Selviaridis, 2021). In administrative activities within both public and private sector organizations, there will always be a connection to archives (Rosenbloom, Kravchuk, & Clerkin, 2022). Archives mean records, recordings, notes, or remnants created by an organization, whether public or private (Ekoja, 2024). Meanwhile, according to KBBI, archives are defined as documents stored for reference, documents in the form of letters or deeds, and so on, carried out by official institutions (Kamus Besar Bahasa Indonesia (KBBI) Online, n.d.). A document can be considered an archive if it meets the requirements of an archive,

meaning the document contains important information that is useful in the past, present, and future. (Huriyah, 2023).

The role of archives is important in organizational activities as a memory center, source of information, and means of supervision that supports the continuity of the Institution's operations (Bernadetha, Sauw, Engel, Maria, & Kelen, 2025). Archives also serve as the basis for policy formulation, planning, analysis, development, decision-making, reporting, accountability, and evaluation (Widiyawati, Putri, Aminaturrokhayah, Kumkong, & Prasetyo, 2023). Therefore, archive management is a vital function in organizational governance. The Ministry of Religious Affairs Office, as one of the government agencies, also implements archive management, because archives serve as the central documentation of ongoing activities and a reference for decision-making in the future (Kusno, Juanda, Sulastri, & Kadariah, 2022).

The process of archive management provides significant benefits in meeting legal requirements and accountability in the performance of the Institution (Bangura, 2025). Good archive management not only ensures the availability of valid documents as administrative evidence but also guarantees the smooth operation of the organization (Mandulangi, Mundung, Makinggung, & Tuwaidan, 2024). One type of archive that must be managed properly is dynamic archives. Dynamic archives are archives that can be directly used in the administration of national life and governance in general or directly used in the administration of state administration (Prasetyo & Widiyawati, 2022). Meanwhile, static archives are no longer directly used in the management functions of the creating organization (Indra, 2025).

The management of dynamic archives is a process of controlling archives effectively, efficiently, and systematically, which includes the stages of creation, use, maintenance, and disposal of archives (Caroline, Ismanto, & Rina, 2022). Good archive management in an institution plays an important role in supporting employe performance and facilitating the decision-making process (Claude, 2024). Well-managed archives become the main means to ensure that administrative obligations and organizational responsibilities are fulfilled properly (Mandulangi et al., 2024). Additionally, well-maintained archives can serve as references and the basis for considerations in the formulation of institutional policies. Thus, effective archive management not only prevents the accumulation of worthless archives but also ensures the availability of relevant, authentic, and high-quality archives as a source of organizational information. (Aulianto, 2022).

The archival governance of a state institution is based on four main pillars: official correspondence management, classification, retention, and *Sistem Klasifikasi Keamanan Naskah Dinamis* (SKKAD), or the Dynamic Records Security Classification System. Of these four pillars, official correspondence management is regulated by KMA No. 9 of 2016, classification by *Keputusan Menteri Agama* (KMA), or Minister of Religious Affairs Decree, No. 44 of 2010, and retention by KMA No. 120 of 2013. SKKAD functions to classify the confidentiality level of records, ranging from ordinary to highly confidential, and to determine whether records are restricted or accessible to the public. Every state institution as a records creator is required to manage its dynamic records in accordance with Government Regulation No. 28 of 2012.

In the era of digitalization, all activities utilize technological advancements, including those within the scope of government. The development of information and communication technology can support the Electronic-Based Government System (SPBE). The implementation of the Electronic-Based Government System (SPBE) has been regulated in Presidential Regulation Number 95 of 2018 concerning the Indonesian Government System thru the utilization of information and communication technology. The purpose of this regulation is to enhance the efficiency, transparency, and accountability of public

service processes and to be used for managing government administration. Archive management is supported by Government Regulation Number 28 of 2012 concerning the Implementation of Law Number 43 of 2009 on Archiving, which discusses guidelines for the implementation and supervision of archiving as well as the management of electronic archives from creation to disposition (Nur, Ghofilah, & Romaddyniah, 2022).

The research conducted by Laila and Dian titled "*Pengelolaan Arsip Dinamis Melalui Aplikasi SRIKANDI Pada Kantor Kecamatan Widang Kabupaten Tuban*" shows that the implementation of the SRIKANDI application has encouraged the process of digitizing dynamic archive management at the local government level. Before the use of this application, archive management was still done manually, making document searches time-consuming and costly. However, the research found that the implementation of SRIKANDI still faces various obstacles, such as the tendency to use manual systems, low leadership support, lack of employee understanding, limited distribution and disposition features, and the absence of integration with the archive retention schedule. The focus of the research is to provide suggestions and recommendations so that dynamic archive management at the sub-district level can run more effectively and efficiently (Latifah & Fatimah, 2025).

The novelty of this research lies in the analysis of the digital dynamic archive management system at Kantor wilayah Kementerian Agama Provinsi Jawa Timur, highlighting the institution's adaptive and mitigative strategies in facing technical challenges with the national SRIKANDI system. While previous studies emphasized human resource readiness, leadership support, and technical implementation, this research expands the perspective by examining how the institution formulates alternative mechanisms based on a combination of physical and digital archives (dual system) to ensure the continuity of dynamic archive management during system disruptions.

Based on this background, this research focuses on the management of dynamic archives at the at Kantor wilayah Kementerian Agama Provinsi Jawa Timur, which includes the processes of creation, use, maintenance, and disposal of archives in accordance with archival management principles. This research also highlights various obstacles encountered in the practice of archive management to assess the effectiveness of archive governance within the Ministry of Religious Affairs. Thus, this research is expected to contribute to strengthening the practice of dynamic archive management in government agencies and serve as a reference in formulating more effective and regulation-compliant archive management policies and strategies.

2. RESEARCH METHOD

The researcher uses a qualitative approach. This approach was chosen because it is considered the most suitable for investigating, discovering, describing, and explaining the qualities or characteristics of social influences that cannot be measured quantitatively. In qualitative research, the research activities are descriptive and analytical, which means that the researcher strives to describe and elaborate on the events, phenomena, and social situations being studied, while also interpreting and making sense of the data collected in the field. Qualitative research produces descriptive data in the form of written or spoken words from observed behaviors. Thus, this research is a systematic activity to delve into and explain how the archive management system at at Kantor wilayah Kementerian Agama Provinsi Jawa Timur operates based on empirical facts found in the field (Waruwu, 2023).

Qualitative research is based on an inductive mindset grounded in objective and participatory observation of social phenomena. The goal is to understand the phenomena experienced by research subjects such as behavior, perception, motivation, and actions holistically thru descriptions in the form of words and language in a natural context. The research process begins with data collection in the field,

using relevant theories as explanations, and ends with the development of new theories. Thus, qualitative research seeks to understand and interpret social phenomena in depth according to their context in order to obtain objective and natural conclusions. In this case, a qualitative descriptive approach is used to answer questions about who, what, where, and how an event occurs with the aim of finding patterns that emerge from the phenomenon. This process begins with an explanation of an event and ends with the formulation of generalizations that can serve as the conclusion of the research (Abdullah, 2024).

The location of this research is conducted at at Kantor wilayah Kementerian Agama Provinsi Jawa Timur, located at Jl. Raya Bandara Juanda No.26, Semalang, Semabung, Kec. Gedangan, Kab. Sidoarjo, Prov. Jawa Timur. This office implements an archive management system known as the SRIKANDI System, which is a dynamic archiving system designed to support efficiency, security, and information transparency in accordance with government regulations. Kantor wilayah Kementerian Agama Provinsi Jawa Timur is considered a relevant research location due to the complexity of its archive management, which involves various work units and important administrative and public service documents. The SRIKANDI system serves as the backbone of archive management, from creation, use, maintenance, to the disposal of archives, thereby supporting transparency, accountability, and the smooth operation of the institution. The Head of Kantor wilayah Kementerian Agama Provinsi Jawa Timur plays a crucial role in overseeing the implementation of this system so that archive management can run effectively in accordance with regulations and serve as an example of modern and integrated archive management practices.

The main data source in this research is informants, individuals who are considered to have the best understanding of the issues being studied. Informants are not only representative of the research topic but also possess the ability to act as opinion leaders who can provide in-depth and relevant information. The selection of informants was carried out using purposive sampling techniques, which involves choosing informants based on specific considerations in accordance with the research objectives. The data collected consists of primary and secondary data. Primary data is obtained directly from the original sources thru observation, interviews, and documentation. It takes the form of words, actions, or behaviors exhibited by the informants, such as senior archivists and junior archivists at the East Java Ministry of Religious Affairs Regional Office, including Neny Susanti, S.IAN., and Saderi Wibisono, S.E., M.M., who are active in training and mentoring dynamic archive management. Secondary data serves to complement primary data and is obtained from various existing sources, such as documents, activity reports, dynamic archives stored in the SRIKANDI system, incoming and outgoing letters, as well as official government policies like Government Regulation Number 28 of 2012 and decisions from the Ministry of Religious Affairs related to official document management, classification, and archive retention. (Sulung, 2024).

The data collection methods in this study were conducted thru observation, interviews, and documentation. Observation was carried out non-participatively, where the researcher did not directly engage in office activities but merely observed the archive management system to understand the actual conditions in the field. Interviews were conducted to deeply explore information from informants about their experiences, views, and understanding of the archive management system at the East Java Ministry of Religious Affairs Regional Office. Meanwhile, the documentation method is used to collect data from records, archives, reports, and official documents relevant to the research, in order to provide historical and administrative context that supports the analysis (Nashrullah, 2023).

Data analysis was conducted using the interactive model from Miles and Huberman, which includes three stages: data condensation, data presentation, and conclusion drawing. Data condensation was carried out by summarizing, selecting key points, and focusing on relevant data to identify patterns

and important themes. The next stage is the presentation of data in the form of narratives, tables, or charts that facilitate the researcher in interpreting and drawing conclusions. After that, conclusions are drawn based on the objective interpretation of the data so that the research findings can be held accountable for their accuracy (Saleh, 2023).

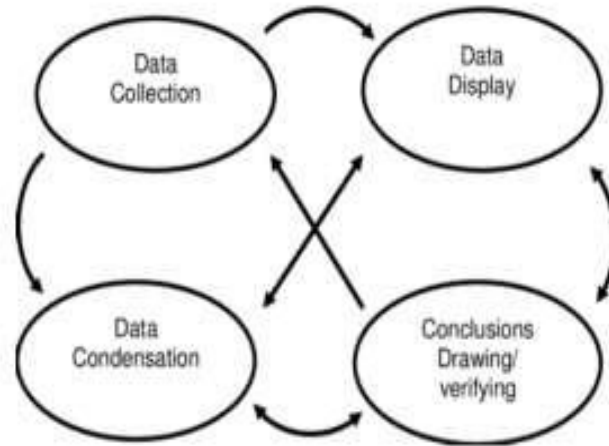


Figure 1.1 Data Analysis Model by Miles, Huberman, and Saldana

3. RESULTS AND DISCUSSION

Dynamic archive management thru the SRIKANDI V3 application at Kantor wilayah Kementerian Agama Provinsi Jawa Timur is one form of follow-up to the national policy regarding the digitization of archiving within the government environment. The implementation of dynamic archive management using SRIKANDI is supported by legal foundations regarding archiving, including Law Number 43 of 2009 on Archiving, Government Regulation Number 28 of 2012 on the Implementation of Law Number 43 of 2009 on Archiving, and Presidential Regulation Number 95 of 2018 on the Electronic-Based Government System (SPBE). In addition, there are policies regulating the use of SRIKANDI within the government, including the Decree of the Minister of Administrative and Bureaucratic Reform Number 679 of 2020 concerning the General Application in the Field of Dynamic Archiving, the Regulation of the National Archives of the Republic of Indonesia (ANRI) Number 4 of 2021 concerning the Guidelines for the Implementation of SRIKANDI, and the Regulation of the Minister of Administrative and Bureaucratic Reform Number 19 of 2015 concerning the Guidelines for Archive Management, as well as the Circular Letter of the Secretary General of the Ministry of Religious Affairs Number 31 of 2022. The purpose of this research is to analyze the management of dynamic archives thru the SRIKANDI V3 application at Kantor wilayah Kementerian Agama Provinsi Jawa Timur by linking it to the stages of the electronic archive life cycle, which consists of four stages: the creation stage, the usage stage, the maintenance stage, and the disposition stage.

Based on the results of observations and interviews, it shows that the management of dynamic archives thru the SRIKANDI V3 application at Kantor wilayah Kementerian Agama Provinsi Jawa Timur has been running quite well, although it still faces several technical and operational challenges. These obstacles include server disruptions or downtime that temporarily prevent access to the application, system limitations in monitoring letters due to the absence of a receipt confirmation feature, the mixing of active and inactive archives in the workspace, limited Google Drive storage capacity, and scanner malfunctions. Thru these issues, the researcher connected the results of interviews, observations, and documentation into research findings linked to the stages of the electronic archive life cycle according to Read and Ginn. The following are the research results and discussions, among others:

Creation and Storage Stage of Electronic Archive

The stage of creation and storage of electronic archives is an important foundation in the management of dynamic archives. This information aligns with the Read and Ginn theory regarding the stages of the electronic archive journey, which reveals that the creation and storage of electronic archives are produced and stored thru software. In the process of creating archives, the creation of documents that must be well recorded is involved. This process includes the collection of relevant information, such as the creation date, document number, sender, and content information (Kharisma, & Utami, 2025)

Based on the results of observations and interviews, it shows that the creation of archives at Kantor wilayah Kementerian Agama Provinsi Jawa Timur has used the SRIKANDI V3 application as the main tool in managing incoming and outgoing letters. This innovation is also in line with the PTSP Ceria program, which aims to support the improvement of community service quality based on technology. The letter templates stored in Google Drive make it easier for employes to create documents because they are equipped with standard formats that meet administrative standards. The process of creating outgoing letters is carried out by submitting the draft to each user (SRIKANDI user) to be forwarded to PTSP to obtain the official document numbering, before finally being forwarded to the head of the relevant field team, verified by the Head of Division and Head of Section, and approved thru the signature of the Head of the Regional Office according to the disposition.

In the process of storing electronic archives, the Kantor wilayah Kementerian Agama Provinsi Jawa Timur implements a dual storage system that combines storage thru the SRIKANDI V3 application and Google Drive. Electronic archiving is carried out by scanning files and uploading them to Google Drive as a backup. This system functions as a mitigation strategy to ensure that important documents remain accessible when the SRIKANDI system experiences disruptions. However, some of the challenges faced in this storage system include damage to the scanning machine and the full storage capacity of Google Drive. Additionally, the files selected for archiving thru the SRIKANDI application are sometimes hindered by a server that frequently experiences errors.

Nevertheless, the management at the creation and storage stage in Kantor wilayah Kementerian Agama Provinsi Jawa Timur shows a commendable commitment to the digitization of archiving. This is evident from the availability of standard templates, an orderly numbering system thru PTSP, and the implementation of a backup system via Google Drive. This adaptive and anticipatory strategy indicates that the institution has considered the technical risks that may occur in a centralized digital system.

Distribution and Utilization Stage of Electronic Archive

The stage of distribution and use of archives is an important component in the archive life cycle. Observation results show that the SRIKANDI V3 application has been implemented to record and distribute incoming and outgoing letters electronically at Kantor wilayah Kementerian Agama Provinsi Jawa Timur. The implementation of this application has proven to facilitate the administrative process by providing an electronic document tracking and storage system. Thru this system, the process of managing letters becomes more organized and easier to monitor.

Procedurally, the flow of incoming mail management begins with the verification process by the Head of the Regional Office, then forwarded to the Head of Division for disposition according to instructions. This system demonstrates a structured hierarchy and control mechanism in the distribution of electronic archives. However, based on observations and interviews, the SRIKANDI V3 application still has limitations in terms of letter monitoring, as the system only displays delivery notifications without a

feature for confirmation of receipt by the intended recipient. This condition often creates uncertainty about whether the letter has been received and followed up by the recipient.

As a solution to the system's limitations, Kantor wilayah Kementerian Agama Provinsi Jawa Timur implemented an alternative coordination strategy thru WhatsApp groups by region. This communication channel is used as a means of monitoring and confirming letters, while also ensuring the speed and accuracy of information between the involved parties. This strategy is considered effective as an informal coordination mechanism that supports the limitations of the digital system. The use of additional communication media shows that even tho the digital system has been implemented, the need for confirmation and direct coordination remains an important aspect in the archive distribution process.

Another technical constraint faced during the distribution phase is server disruptions or downtime that prevent users from accessing the application temporarily. In such conditions, users generally do not have an alternative strategy other than waiting until the system is operational again, considering that SRIKANDI is a nationally centralized electronic system. This condition shows a high dependence on the centralized system and the absence of an offline mechanism that can be used as an emergency solution. Despite the challenges, the use of the SRIKANDI V3 application at Kantor wilayah Kementerian Agama Provinsi Jawa Timur shows positive progress in the digitalization of archive distribution. The structured system, supported by alternative coordination mechanisms thru WhatsApp, reflects the institution's ability to adapt to technological limitations while maintaining effective communication and information distribution.

Maintenance Stage of Electronic Archive

The stage of archive maintenance includes the organization, storage, protection, and systematic management of archives. Based on observations and interviews, the management at the maintenance stage of archives in Kantor wilayah Kementerian Agama Provinsi Jawa Timur has shown quite good efforts, although it still faces some operational challenges. In archive management, Kantor wilayah Kementerian Agama Provinsi Jawa Timur categorizes archives into two categories: active and inactive archives. The management of active archives includes inspection, indexing and coding, cross-referencing (if any), labeling, and compiling an archive list. Meanwhile, for inactive archives, further selection is conducted to determine whether the archives will be destroyed, permanently stored, or temporarily kept. The separation of these archive categories demonstrates an awareness of the importance of systematic management of archives according to their life cycle.

The storage of archives at Kantor wilayah Kementerian Agama Provinsi Jawa Timur implements several systems tailored to the needs of each field. The alphabetical system is specifically used by the personnel department because its archiving is based on the Employee Identification Number (NIP). The subject system is applied by grouping data or documents based on relevant categories or subjects, although the main constraint in this system is the potential for errors in categorizing archives according to the correct subject. Additionally, the numerical archiving system is based on the Decision Letter (SK) number. The implementation of various classification systems demonstrates flexibility in adjusting storage methods according to the characteristics of the documents. However, in practice, there are still instances where archives are mixed in the workspace between active and inactive archives. This condition creates obstacles in the process of searching for the required archives and complicates the implementation of archive reduction. The mixing of archives indicates the need for strengthening discipline in the implementation of classification and storage systems, as well as stricter supervision of archive management in work units.

In an effort to maintain the quality and security of the archives, Kantor wilayah Kementerian Agama Provinsi Jawa Timur has implemented storage standards in accordance with regulations. The measures taken include the continuous use of air conditioning (AC) to maintain the temperature of the archive room, as well as the implementation of periodic fumigation to prevent damage caused by humidity and pests. These preventive maintenance efforts demonstrate the institution's commitment to preserving the integrity and authenticity of archives, both in physical and digital forms. In terms of digital data security, Kantor wilayah Kementerian Agama Provinsi Jawa Timur has implemented a backup system thru dual storage, namely thru the SRIKANDI V3 application and Google Drive. This strategy serves as a mitigation step to ensure that important documents remain accessible when the system experiences disruptions. However, obstacles such as the full storage capacity of Google Drive and scanner malfunctions still hinder the optimization of digital storage.

Disposition Stage of Electronic Archive

The disposition stage is a crucial component that reflects the follow-up on official documents. Based on observations and interviews, the use of the disposition feature in the SRIKANDI V3 application at Kantor wilayah Kementerian Agama Provinsi Jawa Timur has been implemented quite well in the incoming mail management process.

Procedurally, the flow of incoming mail disposition begins with the verification process by the Head of the Regional Office, then forwarded to the Head of Division for disposition according to instructions. This mechanism demonstrates the presence of a structured hierarchy and control system in the electronic disposition process. For outgoing letters, the disposition process involves several verification stages starting from the head of the relevant team, Head of Division Head of Section, up to the final approval thru the signature of the Regional Office Head according to the disposition. This hierarchical system ensures oversight and accountability at every stage of the disposition process.

However, the limitations of the SRIKANDI V3 system in monitoring the status of follow-up actions on dispositions remain a challenge. The system only displays a delivery notification without a feature for confirming receipt or completion of the disposition by the intended party. This condition often creates uncertainty about whether the disposition instructions have been received and followed up on within the specified deadline. To address this limitation, Kantor wilayah Kementerian Agama Provinsi Jawa Timur has implemented an alternative coordination strategy thru regional WhatsApp groups as a means of monitoring and confirming the follow-up on dispositions.

Regarding the final stage of archive disposition, which includes the reduction of archives involving the transfer of inactive archives, the destruction of non-valuable archives, and the submission of permanent archives to the archival institution, Kantor wilayah Kementerian Agama Provinsi Jawa Timur has conducted a selection of inactive archives to determine whether these archives will be destroyed, permanently retained, or temporarily stored. This process demonstrates an effort to implement the Archive Retention Schedule (ARS) in archive management, although in practice there are still obstacles such as the mixing of active and inactive archives in the workspace, which complicates the systematic reduction of archives.

Based on the analysis results at this stage, strategic steps are needed to enhance the effectiveness of dynamic archive management, particularly at the disposition stage. First, the development of a confirmation feature for the receipt and completion of dispositions within the SRIKANDI system will greatly assist in ensuring smooth administration. Second, improving employe discipline in following up on dispositions by adhering to the specified deadlines is crucial for ensuring the smoothness of the work process. Third, the preparation of a more detailed electronic disposition

SOP is necessary to establish a standard procedure for all work units.

4. CONCLUSION

Record management thru the SRIKANDI V3 application at Kantor Wilayah Kementerian Agama Provinsi Jawa Timur has been running quite well, although it still faces some technical and operational challenges. The main strengths include the existence of a structured procedural system, the implementation of a backup system thru Google Drive, alternative coordination strategies thru WhatsApp, and a commitment to maintaining the quality of archives thru preventive maintenance. However, challenges such as server disruptions, limited confirmation features, mixing of active and inactive archives, and limited storage capacity still need to be addressed. To achieve more efficient and effective archive management, it is necessary to develop system features, strengthen technical infrastructure, improve employe discipline, and create more comprehensive SOPs. With these steps, it is hoped that dynamic archive management can be carried out more efficiently and effectively, in accordance with the principles conveyed by Read and Ginn, and support transparency and accountability in government administration.

To improve the effectiveness of archive management at Kantor wilayah Kementerian Agama Provinsi Jawa Timur, strengthening digital infrastructure is necessary, particularly in terms of server capacity and storage systems, so that the digitization process thru the SRIKANDI V3 application can run more stably and optimally. In addition, enhancing human resource competencies is crucial thru regular training focused on dynamic archive management standards, including understanding classification, retention, and disposal of archives. A thorough evaluation of the classification system and storage methods is also necessary to prevent overlap between physical and digital archives, and to ensure compliance with applicable regulations. In addition, there is a need to strengthen internal policies in the form of clear and implementable standard operating procedures (SOPs), especially related to archive management and scheduled archive disposal mechanisms. The findings in this study can also serve as a learning resource for other government agencies that are currently implementing or will implement a digital archiving system, so that the processes of replication and benchmarking can be carried out in a more directed and sustainable manner.

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