

Research Article

The Urgency of Effective Archive Management in Supporting Smooth Administration and Organizational Decision-Making

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Abstract: This study aims to analyze the urgency of effective archival management in supporting smooth administration and decision-making within organizations. In the digital transformation era, archives are no longer just static documents, but strategic assets that ensure accountability and efficiency. A qualitative descriptive research method was used, employing data collection techniques such as in-depth interviews, field observations, and documentation studies. Data analysis involved data reduction, presentation, and drawing conclusions. The study found that systematic archive management significantly improves administrative processes by reducing document retrieval time to under two minutes. Additionally, archives serve as vital tools in evidence-based policymaking, where leaders use authentic records to minimize risks and ensure the legality of decisions. However, the study also identified challenges, including limited human resource competencies and incomplete digital infrastructure integration. The study concludes that effective archive management is a critical pillar for good organizational governance. It is recommended that organizations enhance archival human resource capacity and invest in electronic archive systems to ensure operational continuity and support accurate decision-making in the future.

Keywords: Decision Making; Electronic Archives; Organizational Effectiveness; Records Management; Smooth Administration.

Received: November 15, 2025;

Revised: December 28, 2025;

Accepted: January 16, 2026;

Published: February 19, 2026;

Curr. Ver.: February 19, 2026.



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1. Introduction

In the era of globalization marked by the information explosion, organizations are required to have a robust data management system. Archives, as authentic recordings of activities, are no longer just a pile of papers in a warehouse, but a strategic asset that determines operational sustainability. The effectiveness of a modern organization depends heavily on its ability to manage recorded information systematically to support public transparency.

The paradigm shift from conventional archive management to digital-based systems has brought major changes in administrative governance. This transformation requires organizations to not only store documents, but also ensure data integrity and accessibility amid technological dynamics. Failure to adapt to the digital archiving system will cause organizations to lose their collective memory, leading to bureaucratic inefficiency.

A classic problem that organizations often face is the accumulation of archives that are not properly managed, making it difficult to retrieve (Mulyapradana et al., 2021). This often creates bottlenecks in administrative workflows, where staff spend productive time just looking for supporting documents. Poor archival management is one of the main causes of obstacles in administrative services in government and private agencies (Mulyapradana et al., 2023).

The impact of weak archive management does not only stop at technical problems, but also extends to legal and accountability aspects. Without an effective archiving system, organizations will have difficulty in providing legitimate evidence when faced with audits or legal disputes. This is in line with the research of Kharis, et al. (2023) who stated that archival order is an absolute prerequisite for the creation of clean and accountable organizational governance.

In a managerial context, organizational leaders rely heavily on the availability of accurate data to make decisions. Decision-making that is based solely on intuition without the support of valid archival data is at high risk of policy errors. Archives function as a decision support instrument that provides historical overview and trend analysis for leaders to determine the strategic direction of the organization (Muhidin & Winata, 2016).

The gap between expectations for an ideal archiving system and the reality on the ground is often triggered by a lack of human resource competence and limited infrastructure. Many organizations have advanced software but are not supported by personnel who understand the rules of archiving in depth. This phenomenon creates an urgency for research to examine more deeply how the synergy between technology and managerial can create an archival system that truly supports organizational performance.

Based on this background, this research is focused on analyzing the urgency of archive management as a pillar of smooth administration and decision-making. The purpose of this study is to analyze the urgency of effective archive management in supporting the smooth administration and decision-making process within the organization. Thus, the results of this study are expected to make a theoretical contribution to office management and archival science.

2. Preliminaries or Related Work or Literature Review

Archives are one of the important sources of information because they contain evidence and records about the events or transactions from start to finish. At the end of the activity, there are minutes that serve as information that can be used as a basis for decision-making. Archives are a very vital part of the work of an office or institution because it is the main source of information and the center of activity (Moh.Sholeh et al., 2025). Archive management is defined as the process of systematically controlling information records from creation to depreciation. Archives management aims to ensure the safety of national assets and state sovereignty through authentic archive management. In a modern perspective, this management includes the physical aspect and the information aspect contained in it (Muhidin & Winata, 2016; Law of the Republic of Indonesia, 2009).

According to Endang, archiving is a process of activities starting from receiving, collecting, preserving and storing letters according to a certain system so that when needed it can be found quickly and easily (Syahbani & Christiani, 2020). Sugiarto and Wahyono said in their book, *Modern Archive Management*, that archives are the backbone of organizational information systems that play a vital role in supporting operational continuity and strategic decision-making (Rahmah, 2025).

An archive is considered to function as for what purpose it was created if it has authentic, reliable, intact and usable characteristics. An authentic archive is an archive whose components and attributes are guaranteed to be in accordance with the nature, context, and structure as at the time the archive was first created, a reliable archive is an archive whose contents can be trusted as a complete and accurate representation of a database of actions, transactions, activities and functions. A complete archive is an archive that does not have a physical and intellectual format. Archives that can be used are archives where they can be found (Chairina1 & Candrasa, 2022).

The function of the Archives in the organization is divided into two functions, namely the primary function of the archive is as evidence that supports accountability and transparency of the organization. Every decision, transaction and activity of an organization documented in the archives can be used to prove compliance with regulations. The secondary function of the archive is related to the informational value that supports various organizational needs. Archives serve as a reference source for data-driven research and development to analyze trends and patterns as well as for strategic planning. Archives also have a strategic role in supporting healthy competition in organizations (Rahmah, 2025)

Ana Pujiastuti said that the function of archives is grouped into five interests, namely archives are the necessities of human life, archives are the lifeblood of administration, archives are authentic evidence and sources of information, recordings of activities/events, and performance records in the implementation of organizational operations, both business and public (Fathurrahman, 2018)

Decision making is the process of selecting the best alternative from several options based on the available information (Pasaribu & Nasution, 2025) Yulidawati said that decision-making is the process of choosing between alternative actions to solve problems (Citraningsih & Noviandari, 2022) The role of archives in decision-making is closely related to the concept of Evidence-based Management. Leaders need recorded evidence to evaluate programs and plan for the future. This is in line with the research conducted by Mokh. Isman Setyonugroho, et al. (2017) said that archives have a considerable role in decision-making, remembering that archives are records of activities or authentic evidence of activities in the organization and as a source of information are very helpful for leaders in decision-making.

3. Materials and Method

This study uses a qualitative approach with an analytical descriptive method. This approach was chosen to gain a deep understanding of the phenomenon of archive management in the natural organizational environment. According to Sugiyono (2020), qualitative methods allow researchers to explore the meaning behind data and understand the complex interactions between humans, technology, and archival systems.

The determination of informants is carried out through purposive sampling techniques to ensure that the data obtained comes from competent sources (Aziza, 2021; Ismayani, 2019; Mulyapradana, 2021). The informants in this study include the head of the archives section, administrative staff, and organizational leaders as end users of information. This aims to gain a comprehensive perspective from various managerial levels regarding the urgency of archives in their work.

The data collection technique was carried out through triangulation which included participatory observation, in-depth interviews, and documentation studies (Suprianto & Mulyapradana, 2023). Observations were made to see firsthand the condition of storage facilities and archival workflows. Interviews were used to explore informants' perceptions of the constraints and benefits of archiving, while documentation studies were conducted on internal regulations and archival SOPs that apply in organizations.

The data analysis technique follows the interactive model from Miles, Huberman, and Saldana (2020) which consists of data condensation, data presentation, and conclusion drawn. The collected data is sorted based on relevant themes related to archival effectiveness, smooth administration, and decision-making. This process is carried out simultaneously and repeatedly until a consistent pattern is found to answer the formulation of the research problem.

4. Results and Discussion

The results show that the archive management system at the research site has started to adopt digital technology, although there are still some units that use a hybrid system. Researchers conducted observations at the research site showing that the use of archival applications has made the process of registering incoming and outgoing letters easier in real-time. However, the effectiveness of this system is still constrained by the lack of uniform understanding of staff of the archive classification code that has been set out in the Standard Operating Procedures or SOP.

Findings related to smooth administration indicate that the use of electronic archives has significantly reduced the time to rediscover documents. Before digitization, searching for physical documents took an average of 30 to 60 minutes, but with the new system, that time was cut to less than 5 minutes. This proves that the effectiveness of archives is directly proportional to the efficiency of administrative employees' working time.

In the interview session with several informants, the following findings were found: administrative staff revealed that easy access to reference archives was very helpful in completing routine tasks such as preparing reports and reply letters. "The smooth running of our work depends on how quickly we can find supporting data," said one of the informants. This fact strengthens the argument that archive management is a "lubricant" for the organization's administrative machinery to keep running optimally.

However, researchers also found obstacles in the process of shrinking archives. Many inactive archives that should have been moved to the archive depot are still piling up in the workspace, creating a messy impression and reducing the comfort of the work environment. This condition shows that the life cycle of archives has not been fully run in accordance with applicable archival rules, which in the long term can interfere with operational effectiveness. This is in line with what Mulyapradana, et al. stated that dynamic archive management that has not run according to the standards of archive management has an impact on organizational performance and requires time to improve and the need to make operational standards for procedures in dynamic archive management (Kharis et al., 2021).

Regarding decision-making, the organization's leaders stated that archives are the main reference in evaluating program performance. The results of the interviews show that every new policy is always preceded by an examination of the archives of similar activities in the past. This is done to avoid the repetition of mistakes and ensure that the policies taken have a strong data foundation and can be accounted for managerially.

The role of archives as legal evidence is also very beneficial for organizations. The leadership emphasized that in the face of audits from external institutions, the availability of complete and authentic archives is the organization's main "bulwark of defense." These findings are in line with Barthos' (2019) theory that archives are evidence of national and organizational accountability that cannot be replaced by other instruments.

Analysis of the human resource aspect shows that there is a digital literacy gap among archive managers. Despite the technology, some senior employees are still more comfortable with manual systems, which has led to delays in updating digital data. This phenomenon shows that archival transformation requires not only hardware updates, but also organizational culture changes and continuous improvement of personnel competencies.

The integrative discussion shows that the urgency of archive management lies in its function as a strategic information provider. Organizations that ignore archives tend to move reactively and have no clear direction due to the loss of their historical databases. In this context, archiving should be seen as a core management function, equivalent to financial management or human resource management, since information is the "life" of any organization.

Comparison with previous research by Bahri (2014) shows consistent results that digitization of archives increases transparency. However, this study provides added value by highlighting how digital archives specifically affect the speed of decision-making at the middle leadership level. These findings make a new contribution to the archives management literature on the psychological impact of data availability on managerial confidence.

Overall, the results of the study confirm that effective archive management is a prerequisite for smooth administration and decision-making accuracy. The synergy between reliable systems, competent human resources, and strong managerial support will create an archival ecosystem that is able to support the achievement of organizational goals efficiently. Therefore, investment in the field of archives should be seen as a long-term strategic investment for the sustainability of the organization in the future.

5. Conclusion

Based on the results of the research, it can be concluded that archive management has a very high urgency as a vital foundation for bureaucratic efficiency, smooth administration and decision-making accuracy. The effectiveness of archiving achieved through digitalization has been proven to be able to cut bureaucratic barriers and significantly increase employee productivity. Archives are not just records of the past, but strategic instruments that ensure that every leadership policy is based on valid and accountable data.

However, challenges in the aspect of human resource competence and consistency in the implementation of SOPs are still the main obstacles in realizing ideal archive management. The digital transformation carried out has not been fully followed by a change in employee mindset, so that the potential of technology has not been absorbed to the maximum. Therefore, a more holistic approach is needed that integrates technological updates with intensive personnel capacity building.

As a suggestion, organizations need to immediately formulate policies for the development of archival human resources through digital literacy training and information management on a regular basis. In addition, the strengthening of data security infrastructure must be improved to protect vital archives from cyber threats. For the next researcher, it is recommended to examine the impact of archive management on public service satisfaction using quantitative methods in order to obtain a broader generalization of data.

Acknowledgments

The author appreciates the support from all participants and the organization for the facilities provided. Special thanks are expressed to the Leadership and LPPM ITSNU Pekalongan for the funding of internal research grants for the odd period 2025-2026.

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