

ANALYSIS OF DYNAMIC ARCHIVE MANAGEMENT TO SUPPORT PUBLIC SERVICES AT TAWANGREJO VILLAGE OFFICE

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis implementasi pengelolaan arsip dinamis di Kantor Desa Tawangrejo, Kecamatan Tunjungan, Kabupaten Blora, dalam rangka meningkatkan efisiensi pelayanan publik. Pendekatan yang digunakan adalah deskriptif kualitatif dengan teknik pengumpulan data melalui observasi, wawancara, dan dokumentasi. Hasil temuan menunjukkan bahwa alur pengarsipan telah mengikuti prosedur dasar, namun pencatatan masih dilakukan secara manual tanpa sistem pelacakan elektronik. Penataan dan penyimpanan arsip tidak terorganisir karena belum tersedia ruang arsip khusus, belum ada SOP, serta tidak ada petugas arsip yang terlatih. Dokumen sering kali diletakkan secara sembarangan dan perawatan hanya dilakukan sesekali. Selain itu, Desa Tawangrejo belum memiliki Jadwal Retensi Arsip resmi. Kendala utama adalah terbatasnya SDM, sarana prasarana, dan minimnya pelatihan. Oleh karena itu, diperlukan penyusunan SOP, pelatihan berkala, penunjukan petugas arsip, serta penyediaan fasilitas penyimpanan agar pengelolaan arsip lebih akuntabel dan tertib.

ABSTRACT

This study explores dynamic archive management at the Tawangrejo Village Office, Tunjungan District, Blora Regency, to improve public service efficiency. Using a qualitative descriptive method, data were collected through observation, interviews, and documentation. Findings show that archive workflows follow procedures but are limited by manual recording, lack of duplication, and no electronic tracking. Storage is disorganized due to the absence of a dedicated archive room, SOPs, and trained staff documents are often stacked randomly or left in corners. Maintenance is minimal, with no scheduled checks, leading to damage from pests. Moreover, the village lacks an official Records Retention Schedule, weakening proper archive retention. Major challenges include insufficient human resources, infrastructure, and training. It is recommended that the village establish SOPs, create a retention schedule, train staff regularly, appoint archive personnel, and provide appropriate storage. These steps can strengthen transparency, accountability, and service effectiveness in the village administration.

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INTRODUCTION

According to the Ministry of Home Affairs Regulation Number 47 of 2016 concerning Village Government Administration, village governance refers to the administration of

governmental affairs and local community interests within the framework of the Unitary State of the Republic of Indonesia. In practice, the village serves as a source of data and information for governance, the executor of

development programs, and a center for community development and empowerment. Furthermore, archives are records of activities or events in various forms and media, in accordance with the advancement of information and communication technology. These records are created and received by state institutions, regional governments, educational institutions, companies, political organizations, community organizations, and individuals during the course of societal, national, and governmental activities. Archives play a vital role in supporting administrative functions, daily operations, and various other fields. They act as a repository of memory and historical records, as well as serve as legal evidence and sources of information for both individuals and the broader community (Mustika et al., 2018).

Records management is a crucial aspect of administrative governance, including within village governments. Archives serve not only a historical function but also as an important source of information that can be used as a basis for decision-making, reporting, and public service delivery. Public service is defined as an activity or series of activities in fulfilling service needs in accordance with statutory regulations for every citizen and resident, covering goods, services, and/or administrative services provided by public service providers. Village governments are required to implement a system for delivering public services in accordance with applicable laws and regulations. As the frontline of government that interacts directly with the community, village administrations are expected to provide excellent services. Fast, accurate, and accountable services are highly anticipated by the public. To realize excellent service, the management of dynamic records (records continuously used in administrative activities) plays a significant role. With proper management, dynamic records can be easily retrieved when needed, thereby supporting efficiency and effectiveness in public service delivery.

Dynamic archives are records that are actively used in archival activities and are retained for a certain period of time. The management of dynamic archives includes the processes of creation, usage, maintenance, and disposition of records, as regulated by Law Number 43 of 2009 concerning Archiving. Efficient and systematic management can be achieved through the implementation of internal

supervision covering all aspects of dynamic archive management (Aulianto, 2022). The management of dynamic archives is carried out by all institutions or organizations, including government, private sector, and individuals. This activity is continuous and serves to support other activities when needed (Hapsari et al., 2021). A well-organized and properly managed archival system can improve the effectiveness of village officials' work, facilitate decision-making processes, and enhance the quality of public services at the village office (Akib, 2023).

Archival activities are closely related to administrative operations. As administrative activities increase in village offices, the volume of records also grows significantly. Therefore, an orderly, systematic, and procedural records management system is necessary to support the implementation of excellent services to the community (Suliyati, 2020). The management of dynamic records is inseparable from the archival management functions, which include a series of activities such as planning, recording, organizing, distributing, storing, monitoring, maintaining, transferring, and disposing of records (Fardiansyah et al., 2023). Each of these stages is essential to ensure the orderliness and speed of access to the required records. However, the results of several studies indicate that records management at village offices has not been optimal. The absence of dedicated archival staff has led to the improper implementation of classification, storage, security, and disposition of records according to applicable regulations. Additionally, environmental conditions and limited infrastructure have also become inhibiting factors in effective records management (Iffa Nur Fahmi, Anwar Alaydrus, 2019).

The success of records management in village offices highly depends on the support and active role of leadership, as well as the availability of adequate funding. Without sufficient infrastructure and facilities, records management cannot be carried out optimally. (Abriani et al., 2018). One of the common obstacles encountered is the absence of a designated room for archive storage, as well as the lack of proper archival maintenance procedures, which results in the suboptimal improvement of public service quality (Hayati, 2020).

That condition negatively affects the performance of the apparatus and results in

unsystematic archive management. The results of the researcher's observations show that archiving activities at the village office are generally carried out individually by officials based on their respective fields, because there are no personnel specifically assigned to manage village archives.

In addition, the infrastructure supporting archival activities—such as filing cabinets, archive boxes, archive racks, and other archival equipment—is still very limited. As a result, archives are stored in an unorganized and unsystematic manner. Documents are often piled on desks, placed in corners of office spaces, stored in cabinets without clear categorization, or put on shelves without a standardized storage system. This condition makes archives difficult to locate when needed and increases their vulnerability to damage or loss.

If this situation continues, especially in the management of dynamic archives, it will hinder the operations of village governance and negatively impact the quality of public services. Therefore, it is necessary to enforce administrative order and archival discipline so that archive management especially dynamic archives can be carried out systematically, effectively, and efficiently. This effort is expected to support better implementation of village governance and improve service delivery to the public.

Based on the author's observations, the issues described above are also found at the Tawangrejo Village Office, including:

Table 1. Problems in Managing Dynamic Archives at Tawangrejo Village Office

Description	Problems
Human Resources	No dedicated archival officer. Village officials lack adequate knowledge of archive management and related regulations.
Archive Management	Archive creation follows procedures. Archive management is unstructured and lacks clear categorization. Archive loans are not accompanied by loan cards. Archive maintenance is lacking, and record disposition has not been conducted according to regulations.

Description	Problems
Standard Operating Procedures (SOP)	No SOP exists for archive management at Tawangrejo Village Office.
Archival Facilities and Infrastructure	No dedicated archive room. Existing archival facilities and infrastructure are underutilized. Limited use of information technology.

Public service is one of the main responsibilities of government institutions, whether at the central, regional, or village level. The implementation of public services is a concrete manifestation of the government's function in providing ease for the community to exercise their rights and obligations. The management of dynamic archives requires adequate understanding and support from competent human resources to realize an effectively organized archival management system in accordance with established principles. Excellent service is one of the main indicators in assessing the quality performance of village government. Therefore, if excellent service is achieved, the level of satisfaction among village residents will increase, which ultimately reflects the optimal performance of village government officials (Anisykurlillah et al., 2024).

The purpose of this study is to analyze the management of dynamic archives implemented at the Tawangrejo Village Office to support public services. This research aims to understand how the processes of creation, utilization, maintenance, and disposition of archives are carried out within the village government environment. Additionally, the study seeks to identify the inhibiting factors faced in archive management, including human resources, facilities and infrastructure, and the use of information technology. Through this analysis, it is expected to determine the extent to which archive management contributes to the effectiveness and efficiency of public service delivery. The results of this study are intended to serve as strategic recommendations to improve the quality of archive management at the Tawangrejo Village Office, thereby ensuring that services to the community are more orderly, prompt, and accountable.

RESEARCH METHODS

This study uses qualitative research with a narrative descriptive approach. Qualitative research aims to understand phenomena experienced by research subjects, such as behaviors, perceptions, motivations, and actions, in a holistic manner through descriptions in words and language, within a specific natural context by utilizing various scientific methods (Moleong, 2017). The research was conducted at the Tawangrejo Village Office, Tunjungan Subdistrict, Blora Regency. This location was chosen due to the ongoing issues with poorly organized archive management and the limited knowledge of village officials regarding proper archive governance. Additionally, in practice, there were still obstacles such as delays in public service processes caused by the suboptimal system for retrieving necessary documents or archives.

Data was collected through observation, interviews with respondents, documentation, and triangulation (Sugiyono, 2019). Observation was conducted by directly observing, seeing, and listening at the research location (Sugiyono, 2019). Interview is a data collection technique carried out through a direct question-and-answer process between the interviewer and the informant to obtain in-depth information about a particular topic (Sugiyono, 2019).

The interviews used in this study employed a semi-structured method. According to Sugiyono (2019), semi-structured interviews are more flexible compared to structured interviews. The researcher prepared an interview guide as a reference, which was then expanded to explore information more deeply. Interviews were conducted with the Village Head, Village Secretary, Head of Administration and General Affairs, and archive users at the Tawangrejo Village Office. With a total of 10 interview sources Documentation was used as a tool to collect data regarding recorded events (Sugiyono, 2019).

In this study, a credibility test was used to assess data validity. The credibility test was conducted through source triangulation, which involves verifying data credibility by checking data obtained from multiple sources (Sugiyono, 2019). Data analysis was carried out through stages of data collection, data condensation, data presentation, and drawing conclusions or

verification (Miles, Huberman, and Saldana, 2014).

RESULT AND DISCUSSION

Tawangrejo Village is one of the villages located within the administrative area of Tunjungan District, Blora Regency. Geographically, Tawangrejo Village borders Banjarejo District to the south, Ngawen District to the west, Tambahrejo Village (Tunjungan District) to the north, as well as Adirejo and Kedungringin Villages (Tunjungan District) to the east. This village is approximately 8.2 km from the center of Blora City, with a total area of about 457.916 hectares. Tawangrejo Village is inhabited by approximately 2,232 residents, most of whom work as farmers.

The center of government activities and public services in Tawangrejo Village is located at the Tawangrejo Village Office, which serves as the place for administrative activities and interactions between the village government and the community. The organizational structure of the Tawangrejo Village government consists of the Village Head as the leader, assisted by the Village Secretary. In addition, the village apparatus includes the Head of Government Affairs (Kasi Pemerintahan), Head of Welfare Affairs (Kasi Kesejahteraan), Head of Service Affairs (Kasi Pelayanan), Head of Administration and General Affairs (Kaur Tata Usaha dan Umum), as well as the Heads of Finance and Planning (Kaur Keuangan and Kaur Perencanaan). Each component of the village apparatus has tasks and functions that mutually support the implementation of village governance and public services effectively and efficiently. The organizational structure of Tawangrejo Village can be seen in the following figure:



Figure 1. Organizational Structure of Tawangrejo Village Government

Source: Tawangrejo Village Pocketbook, 2025

Creation of Dynamic Archives at Tawangrejo Village Office

The creation of dynamic archives is the initial stage in the life cycle of archives, involving the production of letters, documents, or other records needed by an organization or institution to achieve its goals. Based on observations, the process of archive creation at the Tawangrejo Village Office has met the components of structure, content, and archival context. However, there are still some significant challenges concerning both incoming and outgoing letters. Incoming letters are currently stored in a single copy without duplication or backup. Meanwhile, for outgoing letters, in many cases only one copy is made without a carbon copy being retained at the village office. This is due to the heavy workload and limited time of village officials, making administrative documentation a lower priority in daily tasks.

The recording of incoming and outgoing letters at the Tawangrejo Village Office is still done manually. This recording process is carried out through manual registers for incoming and outgoing letters, managed directly by the Head of General Affairs and Administration. According to an interview with Informant 1:

"... For incoming letters, I record them in the incoming mail register book according to the date the letter is received. For outgoing letters, I record them in the outgoing mail register book according to the date the letter was issued," (Interview result, April 30, 2025).

Although this manual recording method allows conventional administrative documentation, it has several limitations, including the risk of data loss, recording errors, and delays in the retrieval process of archives (Ilmi et al., 2024). The phenomenon above shows that the management of archives is not yet aligned with the basic principles of archive creation within the archival life cycle, as explained by Muhidin and Winata (2016), which emphasizes the importance of systematic creation, duplication, and archiving of documents as an initial step in sustainable archival management. The absence of copies of outgoing letters contradicts the principles of information transparency and public service accountability, where every administrative action must be well documented and traceable.

This condition aligns with the findings (Hapsari et al., 2021), which showed that the archive creation process at the Pojoksari Urban Village Office still relies solely on the original archive as the only document stored. Duplication of archives has not been consistently implemented, indicating that the mechanism for duplicating archives is not yet optimal, thereby increasing the risk of losing important data if the original archive is damaged or lost.

Arrangement and Storage of Archives

Observations indicate that the arrangement and storage of archives at the Tawangrejo Village Office have not been carried out systematically and do not yet adhere to the principles of archive management in accordance with national archival regulations. Both active dynamic archives and semi-active archives are still stored irregularly, such as being piled on desks, inside drawers, cabinets, or even in room corners, due to the absence of a dedicated archive storage room. Each Head of Section (Kaur) and Head of Division (Kasi) stores archives according to their respective duties without using a standardized classification or coding system. Although filing cabinets are available, these facilities have not been optimally utilized according to their function as safe and organized storage for archives. The statement is reinforced by the Village Head, who said:

"... Our village has not utilized the available filing cabinets for archive storage due to a lack of knowledge about how to store archives in filing cabinets. Archives are stored by each village apparatus according to their duties because there is no special officer handling the archives. Some are piled on desks, placed in drawers, arranged in cabinets, and even stored in room corners." (Interview result, April 30, 2025)

The lack of understanding among village officials about the principles and basic techniques of archive management, combined with the absence of training in archiving and no dedicated archive officers, is the main cause of weak archive management within the village government environment. This condition shows that the Tawangrejo Village Government has not yet implemented a classification system, codification, or official document management

as mandated by the National Archives Regulation and the Minister of Home Affairs Regulation Number 83 of 2021 concerning Archival Management in Local Governments, as further emphasized by the Village Head:

“... During my tenure as Village Head, there has never been any training related to archive management in our village.” (Interview result, April 30, 2025).



Figure 2. Arrangement and Storage of Archives at Tawangrejo Village Office

Source: Documentation, 2025

The disorderly arrangement of archives contradicts archival management theory according to Muhidin and Winata (2016), which states that archive arrangement must be carried out based on a classification system that is simple, consistent, secure, and easily accessible to support administrative efficiency and public service, facilitating access and document security. This finding aligns with Riyan (2012), who showed that archive arrangement in village government environments has not been effective due to the limited understanding of village officials regarding archival management principles. The presence of poorly arranged archives directly impacts the difficulty in the archival retrieval process and decreases the quality of public service and village government accountability.

Use of Dynamic Archives

The use of archives is one of the important stages in the archival life cycle, where archives are utilized again by both internal and external parties to support administrative

processes, decision-making, and public services (Muhidin & Winata, 2016). In this regard, archive borrowers become an integral part of archive users, ideally regulated through procedures and a recording system to ensure security and traceability.

1. Dynamic Archive Borrowing

Dynamic archive borrowing is part of the archive usage process. Based on interviews with the Head of Tawangrejo Village, an anonymous informant stated that internal borrowers of dynamic archives within the village government are village officials who use them for report preparation, issuance of certificates, village deliberations, and decision-making processes. Meanwhile, external users of dynamic archives at the Tawangrejo Village Office include individuals or institutions outside the village government organization that have administrative, legal, academic, or work reporting interests. In the dynamic archive borrowing process at the Tawangrejo Village Office, there is no formal mechanism regulating the borrowing process. Procedures remain informal, where borrowers directly approach the Head of Village to borrow the required archives. The village head then assigns a staff member responsible for the archives. Moreover, there is no borrowing card or recording system to systematically document the borrowing process. This was emphasized by the Village Secretary, an anonymous informant, who stated:

“... For the dynamic archive borrowing process in our office, currently there is no borrowing card used.” (Interview result, May 2, 2025)

A similar statement was made by the Head of Administration and General Affairs, another anonymous informant, who said:

“... It is true that archive borrowing does not use a borrowing card. Borrowers come directly to the village head, who then assigns the staff responsible for the archives.” (Interview result, April 30, 2025)

The absence of regulations and administrative systems in the archive borrowing process indicates weak implementation of accountability and control principles in archive management. This contradicts the principles of good archive management as stipulated in Law

Number 43 of 2009 on Archives, which asserts that every process of archive use and borrowing must be recorded and supervised to prevent loss, damage, or misuse of archives.

This situation aligns with findings at the Cicurug Subdistrict Office, where the borrowing form filling mechanism has not been optimally implemented. As a result, some archives were lost because they were not returned by borrowers and were not officially documented, making it impossible to trace the whereabouts of those archives. The absence of a properly documented borrowing system shows suboptimal archive management, which hinders administrative processes (Amalia Putri et al., 2018). Village officials are required to record and document information systematically and continuously to achieve orderly administration, thereby creating an organized archival management system that supports information needs in the process of improving services to the community (Akib, 2023).

2. The Process of Archival Retrieval

The activity of retrieving dynamic archives is not merely about finding the physical documents but also about uncovering important information contained within them. This information is essential to support the smooth execution of administrative tasks or institutional functions. The archival retrieval process at the Tawangrejo Village Office still faces several challenges that impact the efficiency of public services. Due to the absence of a formal borrower recording system, such as borrower cards or entries in a borrower logbook, it is difficult to track the whereabouts of borrowed archives. Additionally, the lack of systematic filing causes the search process to take longer, thereby slowing down the response to information needs. This situation is reinforced by interviews with archive users. A village health worker stated:

“... When I need documents for report preparation, I often have to wait, sometimes quite a long time, depending on who knows where the documents are stored.” (Interview, April 30, 2025).

Similarly, a local resident who needed documents said:

“... When I needed documents for personal purposes, I had to wait quite a

while until the documents were found.” (Interview, May 2, 2025).

Another archive user, a community facilitator, mentioned:

“... Regarding work reports, I often need documents from the village; sometimes they are found quickly, but other times I have to wait a bit longer.” (Interview, April 29, 2025).

If archives are not managed orderly, public services can become inefficient because critical information is hard to find in a timely manner (Salam et al., 2023). Meanwhile, archival theory from Gie (2000) emphasizes the importance of a proper filing and recording system in archival management to ensure fast and accurate retrieval. Therefore, immediate efforts to improve the dynamic archive management system are necessary to support enhanced public service delivery.

Dynamic Archive Maintenance

Dynamic archives play a crucial role in every organizational activity as they contain information needed at any time. Therefore, archives must be well maintained to prevent damage caused by age, negligence, or insect infestation. Maintaining the condition of archives is not only about preserving paper but also ensuring the smooth operation and service of the organization. At the Tawangrejo Village Office, archive management still faces several challenges. One of them is the lack of a dedicated room for archive storage and the absence of a staff member specifically responsible for managing dynamic archives. Consequently, each village apparatus stores archives according to their respective duties and functions. Archive maintenance is limited to dust cleaning and rearranging documents placed on desks, inside cabinets, drawers, or even in room corners. This situation has caused some archives to suffer damage, especially due to insect attacks. According to the Head of Administration and General Affairs, the damage occurs because archives are not inspected regularly, allowing insects to cause undetected harm. A similar situation is found in Cipacing Village, Jatinangor, Sumedang, where archive management has not been well implemented. Archives are still stored in wooden cabinets without routine maintenance, resulting in damage due to insect infestation

(Centia et al., 2024). To address this issue, improvements are needed, such as providing a dedicated room for archive storage, appointing a specific officer responsible for archive management, and conducting routine maintenance to prevent damage caused by environmental factors or insects.

Retention of Dynamic Archives

Good archive management is important to support the village government's work to be more orderly and efficient. One way to achieve this is through archive reduction, which involves sorting and reducing archives that are no longer in use. This is in accordance with the regulation from the National Archives of the Republic of Indonesia (ANRI) Number 6 of 2019 concerning the Management of Dynamic Archives, which explains that archive reduction should follow the Records Retention Schedule (JRA). The JRA serves as a guideline to determine how long archives should be kept and whether they need to be destroyed or stored permanently. However, based on interviews with an anonymous informant from the village government, it was found that the village does not yet have a JRA. The informant stated:

"... Until now, our village does not have a Records Retention Schedule, so old archives are still kept because we do not yet know for sure which can be destroyed and which must be kept."

Nevertheless, the village government still tries to manage the large volume of archives. One way is by separating archives that are more than 10 years old and storing them in the warehouse. The informant added:

"... We try to reduce archives by separating archives older than 10 years to be stored in the warehouse. Although it is not yet according to regulations, this is a temporary way to prevent the workspace from becoming too crowded."

This situation aligns with findings from research conducted in Lumbung Village, Lumbung Subdistrict, Ciamis Regency (Gantina & Fauziyah, 2019), which showed that village archive management was not yet optimal due to the absence of a Records Retention Schedule (JRA). This led to archive accumulation and difficulties in retrieving records. To address this issue, it is important for the Tawangrejo Village government to

immediately develop and establish a JRA as an official guideline. This would improve orderly archive management, make storage more efficient, and ensure that public services run more smoothly because required archives can be easily found and well-organized.

Factors Hindering the Management of Dynamic Archives

Based on observations, several obstacles were found in the management of dynamic archives at the Tawangrejo Village Office. One of them is the absence of Standard Operating Procedures (SOP) that clearly regulate the procedures for archive management. This results in each village staff managing their archives according to their own tasks and functions without any standardized guidelines. This is reinforced by a statement from the Village Head:

"... We do not yet have a specific SOP for archive management. So each village staff stores archives in their own way because there is no guideline regulating how archives should be arranged or maintained." (Interview result, April 30, 2025).

From the human resources aspect, there is currently no dedicated staff fully responsible for archive management. Archiving activities are done manually and ad hoc by each village staff member without proper knowledge about archive management according to the existing regulations. This was emphasized by the Village Secretary:

"... Our village does not have a dedicated archive management officer; archives are stored by each village staff individually." (Interview result, May 2, 2024).

Regarding facilities, the village has filing cabinets and storage cabinets; however, the village staff have not understood the proper way to store archives, resulting in documents piled up on desks, in drawers and cabinets, or stacked in room corners. There has never been training on archive management for the village staff. This is supported by the Village Head's statement:

"... Our village once received assistance in the form of filing cabinets complete with archival equipment from the District Library of Blora, but since the village

staff were never trained on how to use the filing cabinets and archival tools, or the procedures for managing archives, the filing cabinets have not been used properly.”
(Interview result, April 30, 2025).

The archive management practices at the Tawangrejo Village Office reveal fundamental gaps ranging from weak regulatory frameworks and untrained personnel to underutilized infrastructure that hinder efficient public service delivery. Although basic procedures are followed, the absence of standardized systems and digital tools limits transparency and administrative effectiveness. These challenges reflect a broader issue in rural public administration: the struggle to adapt to digital governance. Addressing these limitations requires policy action that strengthens village-level administrative capacity. As Zulmasyhur (2025) asserts, sustainable digital transformation in rural areas depends on improving digital infrastructure, advancing digital literacy, and promoting public-private collaboration. Embedding these strategies into local reforms will not only modernize archival systems but also enhance the responsiveness, accountability, and professionalism of rural governance.

CONCLUSION

Based on the research findings, it is concluded that the management of dynamic archives at the Tawangrejo Village Office is still not optimal. The process of creating archives has been carried out with good administrative procedures, but it has not been accompanied by archive duplication. The arrangement and storage of archives are still manual and have not used an official classification system. The use and storage of archives are conducted informally without adequate recording or documentation. Archive maintenance is limited to dust cleaning without scheduled periodic checks or digital backups. Archive reduction has also not been carried out in a planned manner due to limited understanding and the absence of a Retention Schedule at the Tawangrejo Village Office. Factors hindering archive management at the Tawangrejo Village Office include limited human resources due to minimal knowledge about archiving, the absence of dedicated personnel responsible for managing archives,

lack of training on archiving, and the absence of Standard Operating Procedures (SOP) at the village level governing archive management. These factors have the potential to obstruct smooth administration and public service delivery.

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