

## EFFECTIVENESS OF INACTIVE ARCHIVES MANAGEMENT IN THE COOPERATIVE, SMALL AND MEDIUM ENTERPRISES AND TRADE SERVICE OF SURABAYA CITY

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### Abstract

Managing inactive archives is a crucial element in government agency administration because it plays a role in maintaining document order, facilitating information access, and complying with applicable regulations. The Surabaya City Cooperatives, Small, Medium Enterprises, and Trade Office is responsible for managing inactive archives so that they can be used as reference sources, decision-making materials, and documentation of agency activities. This study aims to assess the effectiveness of inactive archives management, including archiving procedures, storage mechanisms, and the use of digital archives. The method used is qualitative with a descriptive approach, including observation, interviews with relevant staff, and document analysis as data sources. The research findings indicate that inactive archives management at this agency is running quite well, particularly in terms of recording, organizing, and digitizing archives. However, several obstacles remain, such as limited facilities and a lack of staff understanding of archiving procedures. In conclusion, the effectiveness of inactive archives management can be improved through staff training, providing adequate archival facilities, and implementing a consistent digital system. These improvements are expected to support smooth administration, facilitate information access, and optimize the function of inactive archives within the agency.

Keywords: Archives Digitization, Effectiveness, Inactive Archives.

### A. INTRODUCTION

Well-organized and managed office administration is closely linked to the procedures involved in the decision-making and policy-making processes carried out by government employees. Carrying out one of the government's functions, examining and verifying administrative documents, requires effective office administration management. Administrative documents, often referred to as archives, store a variety of information and encompass all activities carried out in the office. A filing system in office administration is a highly useful tool for managing archives, developing plans, and is key to decision-making. Furthermore, the filing system also serves as evidence for monitoring the implementation of government administration. Although archive management is considered essential for office administration, some organizations still have not fully implemented a filing system (Alvi Santi, Dandan Haryono, 2025).

Well-organized and organized archives are the hope of every agency. This ensures reliable archives that serve as valid evidence quickly. However, realizing this hope is not easy. Implementing an archiving system requires full support from agency or office leadership, both through policies, the provision of archiving facilities, and skilled archiving staff. According to (Mulyapradana & Fadila, 2021), a good standard for managing archives is

the ability to quickly and accurately retrieve them. Within an organization, archive management is crucial due to the vital role archives play in the organization's lifecycle, characterized by the rapid and accurate provision of archives when needed (Risparyanto, 2021).

Disorganized archives are a serious issue in office management. Poor archive management practices are evident in the numerous piles of documents that fill every corner of the room. These piles consist of various types of archives mixed with non-archival documents. These documents are left without proper treatment in accordance with archival service standards, due to a lack of attention from the management (Hayati, 2020). This condition can lead to damage and loss of these physical documents. This is the case with the archive management practices implemented at the Surabaya City Cooperatives, Small, Medium Enterprises, and Trade Office. These archives are currently in the transition process from active archives to a final decision regarding their fate, whether to hand them over to the Archival Institution or to be deleted.

Extensive research on inactive records management has been conducted in both government agencies and other organizations, emphasizing the importance of archiving procedures, document recording, and archive digitization as efforts to improve administrative efficiency and order (Siagian, 2001) and (Mulyadi, 2013). Previous studies have revealed that effective records management contributes to ease of access to information, accelerated decision-making, and administrative order. However, most research remains broad in nature and has not thoroughly examined the implementation of inactive records management at the Surabaya City Cooperatives, Small, Medium Enterprises, and Trade Office, particularly regarding the harmonization of conventional and electronic archiving methods, and the obstacles experienced by employees in implementing archive digitization in daily practice.

This study aims to fill this gap by focusing on the effectiveness of inactive records management at the agency. The novelty of this research lies in its comprehensive analytical approach to archiving procedures, storage systems, and archive digitization, while simultaneously identifying operational constraints and applicable improvement strategies. It is hoped that this will contribute significantly to the development of inactive records management practices at the local government level.

## **B. LITERATURE REVIEW**

### **Effectiveness**

According to (Siagian, 2001), effectiveness refers to how well an organization achieves predetermined goals and objectives. The primary focus of effectiveness is on the accuracy of the results achieved, not the quantity of resources used. "The deliberate use of resources, facilities, and infrastructure to produce goods or services from activities undertaken; if the results approach the set targets, then effectiveness is considered high." Therefore, an activity can be considered effective if the results achieved meet or nearly meet the planned goals. Siagian emphasized that effectiveness is directly related to the organization's performance, both in the short and long term. Furthermore, effectiveness also reflects the organization's ability to effectively carry out managerial and operational functions, thereby maximizing the achievement of organizational goals.

Effectiveness is defined as a measuring tool used to assess how well specific goals or results have been achieved in a work process or activity. According to (Siagian, 2018), this explanation demonstrates that effectiveness is not solely assessed based on target achievement but also takes into account the timeliness factor in the process. Effectiveness is generally related to an organization's capacity to produce outputs aligned with planning without deviating from established standards. In the context of digital archives system

management, effectiveness is evaluated not only through technical competence in operating the system, but also by the extent to which the system improves work efficiency and facilitates easy data retrieval.

Effectiveness serves as the primary benchmark for evaluating the success of inactive archives management at the Surabaya City Cooperatives, Small, Medium Enterprises, and Trade Office. Archives management is a component of the administrative services provided by the local government to facilitate the organization's tasks and roles. This activity is intended to ensure the availability of archives as reference materials that are neatly organized, accurate, and accountable, in accordance with applicable regulations in the archives sector.

Effectiveness in the context of archiving refers to the extent to which archive management achieves its stated objectives, namely ensuring that documents are stored neatly, easily accessed, securely, and can be utilized according to the organization's needs. Effectiveness assessments encompass not only the accuracy of archiving procedures but also the system's ability to support work processes, minimize loss or damage to archives, and expedite information retrieval. In the management of inactive archives, effectiveness is an important indicator for determining the extent to which an agency is able to maintain old archives in an orderly manner, utilize digital technology, and ensure that archives remain available as reference material and a basis for decision-making. The following table presents the variables used to assess the effectiveness of inactive archive management at the Surabaya City Cooperatives, Small, Medium Enterprises, and Trade Office.

Table 1. Variables of Effectiveness of Inactive Archives Management

No	Dimensions / Benchmarks of Effectiveness	Indicator	Sub-Indicator / Measurement Example
1	Clarity of Goals	Archives management objectives	The objectives of inactive records management are written and understood by employees.
2	Clarity of Goal Achievement Strategies	Archives management strategies	A strategy for classification, storage, and retention of records exists.
3	Policy Analysis and Formulation Process	Archives policies	A policy for inactive records management complies with guidelines/regulations.
4	Thorough Planning	Work planning	A work plan for inactive records management exists.
5	Appropriate Program Development	Archives management programs	A program for organizing, transferring, and destroying records is ongoing.
6	Availability of Facilities and Infrastructure	Archives facilities	Archive space, shelves, boxes, folders, and digital systems are available.
7	Effective and Efficient Implementation	Implementation process	Archives are stored neatly and are easy to find.
8	Monitoring and Control Systems	Archives supervision	Archives management is monitored and evaluated.
9	Human Resource Utilization	Human resources competencies	Employees understand inactive records management procedures.

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10	Activity Results/Goal Achievement	Archives management results	Archives are secure, undamaged, and quickly accessible when needed.
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Source: (Siagian, 2001)

## Archives

### Definition of Archives

According to Law Number 43, 2009, archival documents can be defined as records of various activities or events that occur in various formats and types. Thanks to developments in information and communication technology, these documents are created and obtained by government agencies, local governments, educational institutions, private companies, political groups, communities, and individuals throughout their roles in social, national, and national environments.

Basir Barthos, in his work on Archives Management, states that archives encompass all forms of written documents, including illustrations and diagrams, that store data regarding a subject or event (Basir, 2005). Based on this view, it can be concluded that archives are materials or information that have historical, legal, and practical significance. These archives are stored in an orderly and structured manner. Through this approach, agencies or groups can quickly and accurately access the necessary archives when needed.

### Types of Archives

- Law Number 43 of 2009, which regulates archives, specifically in Part 1, Article 1, mentions several categories of archives as follows:
- a. Dynamic archives are archives directly used in the operations of their creators and are retained for a specified period.
- b. Static archives include archives created by their owners due to their historical significance, have exceeded their retention period, and require registration for perpetual storage. These archives have been validated, either explicitly or implicitly, by the National Archives of the Republic of Indonesia or a related archival agency.
- c. Vital archives refer to archives that are essential for the continuity of their creators' activities, cannot be renewed, and cannot be replaced if lost or damaged.
- d. Active archives are archives that are used intensively and/or are constantly needed.
- e. Conversely, inactive archives are archives that are rarely used, or in other words, archives whose frequency of use has decreased.

### Functions of Archives

Generally, archives serve as sources of data and evidence for future use. Various types of archives have functions that can be divided into two categories:

#### Primary Function

The primary function of an archive is determined by its relevance to the creator in supporting work operations. As supporting documents for activities, archives must contain comprehensive information. Aspects that must be included include administrative value, legal basis, financial accountability, as well as scientific aspects and technological developments.

#### Secondary Function

The secondary function of an archive relates to its benefits based on its usefulness. This relates not only to the interests of the creator but also to organizations, government institutions, the private sector, individuals, and other public interests as evidence that can be used for accountability.

In her book, "Easy Ways to Manage Inactive Archives," (Nooryani, 2018), she explains that there are two types of archive functions: substantive and facilitative.

The substantive function is a type of archive that stores information about the specific activities and functions of each organization. These archives are tailored to the organization's

mission and responsibilities. For example, at a university, archives with a substantive function might include letters related to student education, research, community service activities, and various other types.

The facilitative function refers to recorded information related to general operational activities across various institutions. Within the university environment, this category of archives includes asset management such as facilities and infrastructure, human resources (HR) documentation, financial reports, and office equipment inventories.

### **Understanding Inactive Archives**

According to Article 1 Paragraph 6 of Law No. 43 of 2009, inactive archives are categorized as documents whose usage has decreased. Accordingly, Barthos's book, "Archives Management in State, Private, and Higher Education Institutions" (2016), explains that these documents are no longer part of daily routine administration and are typically managed by an archives center. Broadly speaking, inactive archives are recorded information that has been used less frequently in an organization's operations, but must still be maintained because they still have legal, administrative, and future reference value.

## **C. RESEARCH METHODOLOGY**

This research employs a descriptive qualitative method, a research approach focused on describing in detail current conditions, events, or circumstances. This research emphasizes the presentation of facts and processes occurring in the field, reflecting the actual situation. As stated by Muhammad Ali (1984:120), descriptive research is used to examine current and potential future problems through data processing and objective presentation of an object, as well as to provide a basis for making necessary improvements.

To fully explore the phenomenon, this research employs a qualitative approach, guided by Moleong (2018), which prioritizes descriptive analysis of the subjects' actions and perceptions. The primary focus of this study is the management mechanism for inactive archives within the agency, from the transfer phase to destruction. The Surabaya City Cooperatives, Small, Medium Enterprises, and Trade Office was chosen as the research location due to its high level of administrative activity. This situation results in a massive document flow, making efficient handling of inactive archives a crucial factor in the agency's operational success.

A concrete overview of the inactive archives management system at the Surabaya City Cooperatives, Small, Medium Enterprises, and Trade Office was attempted through descriptive qualitative research methods. Through this framework, researchers were able to map the factual situation and analyze the variables that facilitate and hinder the effectiveness of archives management at the agency.

## **D. RESULT AND DISCUSSION**

Based on research conducted at the Surabaya City Office of Cooperatives, Small, Medium Enterprises, and Trade, it was discovered that managing inactive records has become part of daily office administration. The inactive records managed come from various areas, such as personnel records, finance records, correspondence records, and documents related to cooperative, MSME, and trade development activities. In practice, these records are retained because they still have administrative value and are frequently needed by work units. However, the management of inactive records in this office still faces several obstacles that impact its effectiveness.

### **Objectives of Inactive Records Management**

Regarding the objectives of inactive records management, the office fundamentally understands that inactive records need to be separated from active records to ensure a more

organized workspace and smooth administrative service activities. This objective also relates to efforts to maintain archives so they are secure and easily retrieval when needed. However, these objectives have not been fully outlined in written technical policies or standard operating procedures (SOPs), so implementation still depends on the work habits of each department. This situation results in the management of inactive archives not being carried out in a uniform and coordinated manner, as stated by (Siagian, 2001) who stated that clarity of objectives and work guidelines significantly impacts the effectiveness of an organization's activities.

### **Implementation of Inactive Archives Management**

From the perspective of inactive archives management, the transfer of archives from processing units to inactive archives storage locations has not been carried out on a scheduled basis. Some archives that should have been inactive are still stored in the workrooms of each division due to limited dedicated storage space. Inactive archives are also still organized manually and simply, for example, by grouping them by year or document type without using a standard archive classification system. As a result, the process of retrieval of archives takes a considerable amount of time. This finding aligns with research (Isdaryani, 2023) which states that inactive archives management in local government agencies is often suboptimal due to a lack of organized archive transfer and storage systems.

### **Facilities and Infrastructure for Inactive Archives Management**

The management of inactive archives at the Surabaya City Cooperatives, Small, Medium Enterprises, and Trade Office remains hampered by a lack of supporting infrastructure. Limited storage space forces the use of makeshift folders or cardboard boxes, ultimately compromising neatness and document protection. The lack of dedicated boxes and shelves not only hinders efficient organization but also increases the risk of physical damage to documents. As emphasized by Bahriyanto & Zulfikar (2022), the success of archives management in public institutions depends heavily on the availability of adequate facilities and infrastructure.

### **Human Resources in Inactive Archives Management**

Furthermore, human resources are a crucial factor in the management of inactive archives. Archives management at this office is not yet handled by dedicated archivists, but rather by administrative staff with other primary responsibilities. This results in suboptimal attention to inactive archives management, particularly in terms of archive organization and maintenance. The lack of archiving training also impacts employees' understanding of archives management principles in accordance with applicable regulations. This situation aligns with findings (Wulandari, 2022), which state that limited human resource competency is a major obstacle to managing inactive archives in government agencies.

### **Supervision and Evaluation of Inactive Archives Management**

In terms of supervision and evaluation, inactive archives management in this agency has not been implemented routinely and in a structured manner. Supervision remains informal and is conducted when there is an urgent need for a particular archive. The lack of regular evaluations results in problems in inactive archives management not being promptly identified and corrected. However, supervision is a crucial element in ensuring that archives management activities are carried out in accordance with established objectives and regulations, as stated by (Siagian, 2001).

Overall, the inactive archives system at the Surabaya City Cooperatives, Small, Medium Enterprises, and Trade Agency requires strengthening to function optimally. This optimization can be achieved through four main pillars: standardized work procedures, completeness of supporting facilities, quality of archiving staff, and effective supervision. Improvements in these elements are projected to achieve data orderliness, which ultimately

has a positive impact on the smooth running of administrative tasks and the achievement of organizational targets.

## E. CONCLUSION

Based on the results of research on the effectiveness of inactive archive management at the Surabaya City Office of Cooperatives, Small, Medium Enterprises, and Trade, it can be concluded that inactive archive management has been implemented as part of office administration activities, but has not been fully effective. Inactive archives have been separated from active archives and stored because they still have administrative value, but this implementation is not supported by clear written guidelines and a structured archive management system. Limited facilities and infrastructure, suboptimal human resource competency, and a lack of supervision and evaluation have resulted in the organization of inactive archives being unorganized and the retrieval process still requiring a relatively long time. These conditions indicate that inactive archive management in this office still needs improvement to support orderly administration and effective organizational performance.

Based on these conclusions, it is recommended that the Surabaya City Office of Cooperatives, Small, Medium Enterprises, and Trade develop clear and uniform guidelines or standard operating procedures for inactive archive management and increase the availability of archival facilities and infrastructure as needed. Improving employee competency through archival training and more focused archival management arrangements is also necessary to ensure more effective inactive archive management. In addition, the implementation of periodic monitoring and evaluation is expected to be able to correct existing deficiencies and encourage the realization of orderly, efficient, and sustainable management of inactive archives.

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