



Innovating Inactive Records Management for Local Bureaucratic Reform: A case study of Kiaracondong sub-district

R. Hari Busthomi Ariffin^{1*}, Regan Vaughan¹, Ferdiansyah Wicaksono¹

¹Universitas Pasundan, Bandung, Indonesia

[*hari.busthomi@unpas.ac.id](mailto:hari.busthomi@unpas.ac.id)

ABSTRACT

Effective management of inactive public records is vital for accountability, institutional memory, and service efficiency, particularly at the sub-district level. Many local governments in Indonesia, including Kecamatan Kiaracondong, Bandung City, face systemic challenges due to limited infrastructure, weak policy enforcement, and low organizational commitment. This study examines existing practices and proposes context-sensitive innovations for improving records management as part of bureaucratic reform. A five-month fieldwork employed a qualitative descriptive approach, with data collected through interviews, observations, and document analysis. The analysis followed Miles and Huberman's interactive model consisting of reduction, display, and verification. The study found that archival practices remain manual, fragmented, and dependent on informal staff knowledge, leading to inefficiency and data vulnerability. Barriers include inadequate storage, absence of trained archival staff, lack of standardized procedures, and the perception of archiving as a secondary task. Despite these challenges, opportunities for reform exist. Low-cost interventions such as spreadsheet-based tracking, standardized manual classification, and internal SOPs, supported by leadership commitment and staff training, provide entry points for gradual transformation. This study contributes by positioning records management as a core element of bureaucratic reform, showing that transformation can begin with incremental, context-specific innovations.

Keywords: *Archives; Bureaucracy; Innovation; Governance; Local Government.*

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INTRODUCTION

Bureaucratic reform has become a strategic agenda in many developing countries, including Indonesia, as governments seek to strengthen transparency, accountability, and service quality. One critical yet often overlooked element in this reform process is the management of inactive records within local administrative units. Inactive records, defined as documents that are no longer used routinely but still retain administrative, legal, or financial value, play a vital role in ensuring accountability, institutional

memory, and the continuity of governance processes (Vaughan et al., 2025). Recent studies also emphasize that accountability is closely tied to budget transparency (Fathirah et al., 2024) and that institutional capacity determines the sustainability of reform outcomes (Su & Kuo, 2023).

In public administration, effective records management is not merely routine documentation but a foundational aspect of governance. It functions as a source of historical reference, policy evidence, and operational control. Poor management of inactive records can lead to inefficient service delivery, data loss, and difficulties in legal audits or decision-making processes (Dewi et al., 2022). Similarly, weaknesses in accounting systems and performance-based budgeting have been shown to undermine accountability in local governments, further highlighting the need for integrated information and record management systems (Yusuf, 2020). Therefore, developing a strategic and innovative approach to inactive records management is essential for local governments that seek to build responsive and accountable bureaucracies.

Recent developments in digital governance have paved the way for innovative solutions in the field of recordkeeping. However, in many sub-national and district-level governments in Indonesia, the transition from conventional, paper-based archiving to digital and integrated systems remains uneven. This is particularly evident at the sub-municipal level, such as district offices (*kecamatan*), where administrative burdens are high but human and infrastructural resources are often limited.

This study focuses on Kecamatan Kiaracandong, an urban sub-district in Bandung City, which has significant bureaucratic complexity and high public service demands. Preliminary observations revealed that the management of inactive records in this area faces classic yet systemic challenges: lack of standardized archiving procedures, limited storage space, underqualified personnel, and low awareness of the strategic value of records. Consequently, archives are frequently misplaced, damaged, or stored informally without structured retrieval mechanisms (Triaji et al., 2024).

Despite these challenges, there is considerable potential to introduce low-cost, context-specific innovations. These may include manual classification systems, spreadsheet-based tracking tools, and open-source digital archiving platforms. Studies of archival practices in developing contexts also highlight that manual and labor-intensive approaches, such as the digitisation of land records in Kenya, provide practical entry points when resources are limited (Datta & Muthama, 2024). Likewise, evaluations of digital archive platforms show that sustainability depends on selecting adaptable and cost-efficient systems that can be aligned with local capacity (Bharti & Singh, 2022). However, technological solutions alone are insufficient. A broader transformation is needed. This transformation combines institutional leadership, regulatory support, staff capacity-building, and a shift in organizational culture toward archive-conscious governance (Duriat et al., 2022).

By examining the case of Kecamatan Kiaracandong, this research aims to explore how innovative approaches to inactive records management can contribute to bureaucratic reform at the local level. It investigates existing practices, identifies institutional and cultural barriers, and offers a roadmap for implementing sustainable and inclusive archiving strategies (Vaughan et al., 2021). Ultimately, this study positions records management not as a secondary administrative task, but as a central pillar in creating effective, accountable, and citizen-oriented local government.

This research addresses a gap in the literature by focusing on the intersection between inactive records management and local-level bureaucratic reform, an area that has received limited empirical attention in Indonesia, particularly at the sub-district scale. While previous studies often emphasize national or provincial contexts and high-technology solutions, this study offers a grounded analysis of low-cost, context-driven innovations adapted to local capacities. The expected social impact includes improved service delivery, reduced administrative inefficiencies, and enhanced citizen trust through better transparency and accountability. From a policy standpoint, the findings can inform the formulation of local regulations, guide budget prioritization for archival infrastructure, and support the integration of records management into broader digital governance strategies, thus strengthening both operational performance and public sector legitimacy.

LITERATURE REVIEW

The management of inactive records is no longer simply a matter of storage; it has become a core element of digital-era governance that is essential for ensuring transparency, accountability, and bureaucratic efficiency. Evidence from recent studies highlights that effective records management at the local level is a decisive factor in the success of public sector transformation initiatives.

For instance, a study in Pekanbaru, Indonesia, by Rahman, Adni, and Nasution (2024) demonstrated that the implementation of the dynamic record information system (SRIKANDI) significantly improved access speed, document integrity, and accountability in public service delivery (Millenia & Rfs, 2023). However, the study also noted persistent challenges such as limited IT personnel, inadequate infrastructure, and organizational resistance to change. Similar findings were reported in Sidoarjo, where the adoption of a digital archive system led to more standardized workflows but remained heavily dependent on managerial commitment and administrative discipline (Mursyidah et al., 2024). These cases underscore the value of contextual innovation, referring to localized and adaptive practices that are feasible even without sophisticated technologies.

On a broader scale, an evaluative analysis of Indonesia's National Archives (ANRI) indicated that while big data and AI-driven archival technologies offer transformative potential, they are often constrained by high costs and limited human resource capacity at the sub-national level (Utami et al., 2024). This highlights the need for gradual adoption and context-sensitive solutions that are more practical and sustainable for local governments.

Moreover, even modest innovations in administrative archiving, such as proper classification and targeted staff training, have proven effective in improving bureaucratic efficiency when supported by clear institutional mandates and regulatory frameworks (Ilhadi et al., 2024). These findings align with the concept of contextual innovation, which emphasizes practical, affordable, and adaptive solutions grounded in local realities rather than relying on large-scale technological overhauls (Hartley, 2005). Recent studies reinforce this view by showing that the adoption of digital technologies, such as big data analytics in library services, can only be sustained when adapted to institutional capacity and local needs (Azam & Ahmad, 2023). Similarly, research on digitalization in local policing demonstrates that innovation is mediated by institutional

logics and street-level bureaucrats' strategies, highlighting the importance of context in shaping outcomes (Terpstra, 2024).

These studies reveal a strong conceptual pattern:

1. Digital archive systems can enhance governance but depend heavily on contextual readiness.
2. Infrastructural and human capacity limitations remain major barriers to implementation.
3. Small-scale, localized innovations can yield significant improvements when embedded within enabling institutional structures.

Based on these insights, this study adopts a theoretical model consisting of three interdependent dimensions: technological architecture (e.g., SRIKANDI and similar platforms), institutional gateways (regulatory frameworks and leadership commitment), and contextual innovation modules (manual classification, spreadsheet tracking, and capacity-building). These dimensions reinforce one another. Technology cannot succeed without supportive institutions and adequate capacity, while small-scale innovations can serve as entry points for long-term digital transformation.

Table 1. Summary of Previous Studies on Records Management

| Author(s) & Year | Location/Context | Key Findings | Limitations | Relevance to This Study |
|--|--|--|--|--|
| Rahman, Adni & Nasution (2024); Millenia & Rfs (2023) | Pekanbaru (Archival Office, SRIKANDI system) | The SRIKANDI system improved retrieval speed, document integrity, and accountability | Limited IT personnel, inadequate infrastructure, organizational resistance | Demonstrates the potential of digital archiving as well as implementation barriers at the city level |
| Mursyidah et al. (2024) | Sidoarjo (Public School) | Digital archive adoption standardized workflows and increased efficiency | Strongly dependent on managerial commitment | Provides evidence that technology alone is insufficient without leadership support |
| Utami et al. (2024) | National (ANRI) | Big data and AI-based archives hold transformative potential | High costs, limited human resource capacity, less feasible for local governments | Emphasizes the importance of gradual and context-sensitive adoption |

| | | | | |
|-------------------------|--|---|--|---|
| Ilhadi et al. (2024) | Several regions (mentoring programs) | Simple classification and staff training proved effective in improving efficiency | Effectiveness highly dependent on institutional mandates | Provides a basis that low- cost, small- scale, and structured innovations can be effective |
| Hartley (2005) | International context (theory of innovation) | Concept of <i>contextual innovation</i> : practical, adaptive, locally grounded solutions | Does not address the Indonesian context specifically | Provides theoretical foundation that contextual innovation is relevant for local bureaucracy |

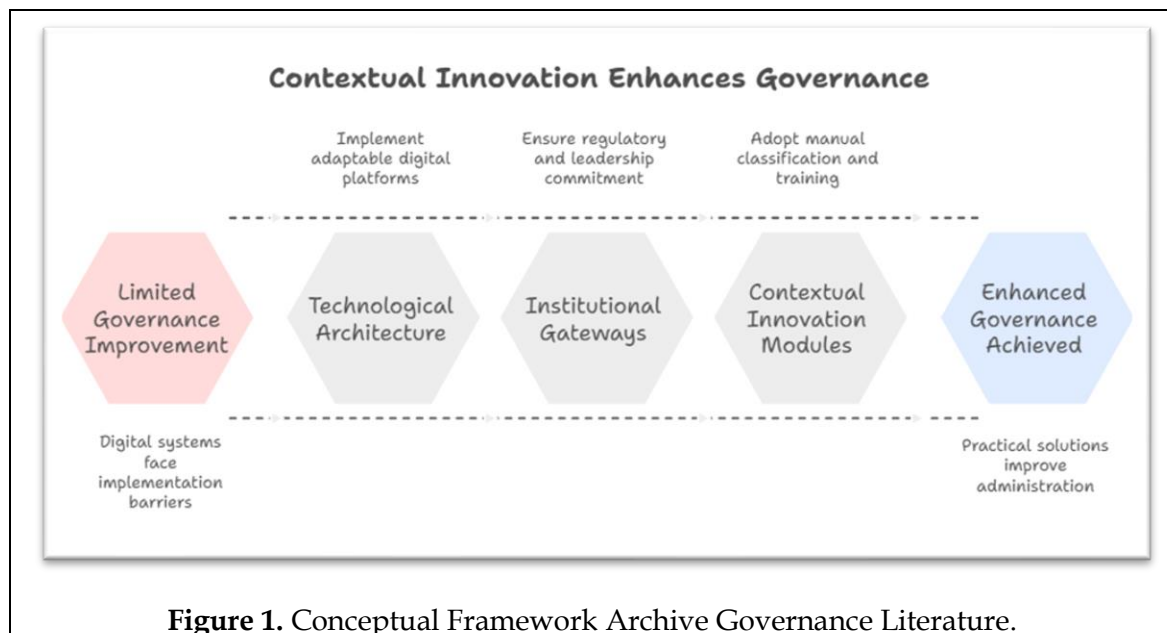


Figure 1. Conceptual Framework Archive Governance Literature.

Source: Researcher's data, 2025

The diagram titled “*Contextual Innovation Enhances Governance*” illustrates a conceptual pathway for improving public administration through adaptive technologies, institutional readiness, and localized innovation strategies. It begins with limited governance improvement, often characterized by barriers such as inadequate infrastructure, lack of staff capacity, and institutional inertia. To overcome these obstacles, the framework proposes three interlinked components: technological architecture, institutional gateways, and contextual innovation modules. When these elements function in synergy, they lead to enhanced governance by strengthening institutional performance, streamlining workflows, and fostering accountability.

While prior studies in Pekanbaru, Sidoarjo, and national-level evaluations by ANRI have predominantly examined large-scale digital archival systems or their implementation challenges, they tend to emphasize technology-driven and resource-

intensive models. Few have explored how low-cost, context-specific strategies can serve as viable pathways for reform in resource-limited sub-district governments. This study differentiates itself by situating inactive records management within the broader framework of local bureaucratic reform, emphasizing the interplay between technological readiness, institutional capacity, and localized innovation modules.

By adopting a multi-dimensional model that integrates adaptable digital platforms, policy support mechanisms, and structured manual practices, this research addresses the operational realities of sub-district administration while offering a scalable blueprint for other similar contexts. The distinctive contribution of this study lies in demonstrating that meaningful bureaucratic transformation in records management does not require advanced technology as a starting point. Instead, it can emerge from incremental, institutionally aligned innovations that deliver tangible improvements in governance, accountability, and public trust.

METHODS

This research was conducted in *Kecamatan Kiaracondong*, an urban sub-district located in the eastern part of Bandung City, Indonesia. As one of the most populous and administratively dynamic districts in the city, Kiaracondong faces considerable complexity in managing public services, especially in terms of documentation and information systems. The area comprises six administrative villages (*kelurahan*), with a total population exceeding 130,000 people, and handles a high volume of administrative transactions on a daily basis. This makes the sub-district a strategic location to explore the management of inactive records in the context of local governance reform (BPS Kota Bandung, 2024).

The study adopted a qualitative descriptive approach, which is suitable for capturing contextual depth and the real-life dynamics of administrative practices. Rather than seeking to quantify variables or generalize findings, the study aimed to understand the processes, perceptions, and institutional behaviors surrounding inactive record management. Through this approach, the research sought to reveal underlying problems, practical constraints, and potential innovations from the perspective of frontline bureaucracy.

The fieldwork was conducted over a five-month period, from January to May 2025. Data collection was carried out using a combination of in-depth interviews, direct observation, and document analysis. Key informants included the sub-district head (Camat), secretariat officers, administrative staff, and personnel responsible for daily document processing and storage. Informants were selected purposively to capture both strategic and operational perspectives in inactive records management. The Camat provided insights on leadership and policy direction, while secretariat officers and administrative staff offered views on daily archiving practices and procedural challenges. Personnel handling document processing contributed information on technical constraints and adaptive solutions. FGDs with inter-unit staff enriched the data by revealing coordination issues and cross-functional dynamics. Interviews were conducted semi-structurally to allow flexibility in exploring emergent themes, while maintaining consistency across key questions. The fieldwork also involved focus group discussions (FGDs) with inter-unit staff to understand cross-functional coordination, knowledge gaps, and perceived challenges in archiving practices.

Table 1. List of Research Informants

| No | Position/Role | Number of Informants | Rationale for Selection |
|----|--------------------------------|----------------------|---|
| 1 | Sub-district Head (Camat) | 1 | Provides strategic perspectives on leadership, policy direction, and bureaucratic reform priorities. |
| 2 | Sub-district Secretariat Staff | 2 | Offers insights into internal coordination, procedure formulation, and document management at the secretariat level. |
| 3 | General Administrative Staff | 3 | Represents day-to-day archiving practices, procedural constraints, and routine workflows in public service delivery. |
| 4 | Technical/ Archival Personnel | 2 | Shares direct experiences of document processing, storage, and technical limitations in inactive records management. |
| 5 | Cross-unit FGD Participants | 6 | Provides collective perspectives on inter-unit coordination, knowledge gaps, and perceived challenges in archiving practices. |

The table illustrates that the study deliberately included informants across both strategic and operational levels to capture a comprehensive understanding of inactive records management. The sub-district head (Camat) provided macro-level insights into leadership orientation and policy direction, while secretariat and administrative staff offered meso-level perspectives on procedures and daily operational challenges. At the micro-level, technical personnel supplied grounded information about the practical realities of document processing and storage constraints.

Additionally, the inclusion of cross-unit Focus Group Discussions (FGDs) enriched the dataset by revealing horizontal dynamics, such as coordination challenges, shared perceptions, and institutional knowledge gaps that individual interviews might not fully capture. This layered composition of informants strengthens the study's validity by ensuring that the findings are informed by diverse organizational roles and experiences, rather than being limited to a single administrative viewpoint.

During the observation phase, researchers visited storage facilities, filing rooms, and staff workspaces to assess the physical conditions of archives. The materials examined included a range of administrative documents such as correspondence files, civil registry forms, project reports, staff records, and public service documents many of which had transitioned into inactive status but were still retained due to their legal and administrative significance.

To complement primary data, secondary data were collected in the form of internal memos, standard operating procedures (if any), and institutional reports from the

kecamatan. Additionally, national regulatory frameworks such as Law No. 43 of 2009 on Archiving and guidelines issued by the National Archives of the Republic of Indonesia (ANRI) were reviewed to establish benchmarks for comparison. These normative documents provided a reference point for evaluating compliance and gaps in implementation at the sub-district level.

The data analysis followed the interactive model of Miles and Huberman (1994), which consists of three steps: (1) data reduction, where transcripts and field notes were coded thematically and irrelevant information was set aside; (2) data display, where categorized data were organized into matrices and thematic charts to identify emerging patterns; and (3) conclusion drawing and verification, where findings were compared across interviews, observations, and documents to ensure validity. This process was supported by triangulation, strengthening the reliability of the results.

Observations revealed that the process of managing inactive records in the kecamatan was largely conventional and highly dependent on individual initiative. Archives were typically stored in metal cabinets or cardboard boxes, with little standardization in categorization. There were no indexing systems, metadata annotations, or centralized registers to facilitate document retrieval. In most cases, records were organized by staff using informal methods, such as arranging by year or activity title. This often resulted in difficulties when attempting to locate documents especially when personnel turnover occurred or when cross-unit access was needed. In some instances, records were damaged due to improper storage conditions, including humidity, poor ventilation, and pest exposure.

Interviews with key informants further confirmed the absence of a designated functional archive officer (*arsiparis*) in the sub-district. Archiving tasks were often assigned to administrative staff as a secondary responsibility, without formal training or support (Cooksey, 2024). As a result, understanding of proper retention schedules, document life cycles, and legal implications of mismanaged archives was generally low among staff. Despite this, several employees expressed awareness of the importance of archiving and acknowledged the inefficiencies caused by current practices.

One notable aspect of the research was the documentation of local technological improvisation. For example, some units had attempted to create basic archive tracking systems using spreadsheets (e.g., Microsoft Excel), though these efforts were limited in scope and often abandoned due to a lack of support and consistency. Efforts to digitize documents were mostly reactive, conducted only when urgent requests were made or audits required supporting documentation (Kemoni & Ngulube, 2007). The potential for digital transformation existed, but it was constrained by both technical and cultural factors: limited IT infrastructure, lack of budget allocation, and a work culture that still regarded archiving as a low-priority function.

Analysis of the legal and institutional framework revealed another gap. Although national laws mandate systematic archiving in all government units, implementation at the kecamatan level was inconsistent due to the absence of localized operational guidelines or internal regulations (Prasetyo & Widiyawati, 2022). There were no SOPs in place that clearly defined responsibilities, document flows, or retention periods. In practice, each unit developed its own ad-hoc system, resulting in fragmentation, duplication, and lack of institutional memory (Kuswantoro et al., 2022).



In terms of ethical considerations, the research was conducted in accordance with the institutional code of ethics for academic research. Participation by informants was voluntary and based on informed consent. Respondents' identities were anonymized to protect their privacy, and interview materials were handled confidentially. The study was approved as part of a faculty research initiative under Pasundan University, and no sensitive or classified data were disclosed during the study.

RESULTS

The management of inactive records in *Kecamatan Kiaracondong*, Bandung City, reflects a complex interplay of administrative challenges, organizational culture, and institutional capacity (Aslindar et al., 2025). While the importance of archives as instruments of accountability is broadly acknowledged, their operational management remains fragmented and suboptimal (Arifah et al., 2025). Field observations and interviews conducted in May 2025 reveal systemic constraints in human resources, infrastructure, technical procedures, and policy enforcement, all of which collectively undermine the effectiveness of record governance at the sub-district level (Effendi et al., 2025).

Current Practice and Organizational Realities

In general, the management of inactive records in Kiaracondong still relies heavily on manual, unsystematic practices. Archival documents are stored in cardboard boxes or metal cabinets, often mixed with active files and without consistent classification or retention schedules. One staff member from the General Affairs Subdivision acknowledged, "Archives are usually stored by time or program title. We only know where they

are because we're used to it. But if a new staff member looks for a file, they'll have difficulty. There's no archive list or labeling system to help retrieval."

This situation is further compounded by the lack of institutional SOPs or digital indexing systems. Another informant explained, *"The main issue in managing inactive records lies in limited space and the absence of archival personnel. We're fully dependent on the initiative of secretariat staff to manage and store rarely used documents, but we don't have a classification or digital system in place."*

The absence of a centralized or digital archive registry results in high inefficiency. Records are hard to locate, often damaged, and at risk of permanent loss. This inefficiency directly affects service delivery and internal administration, especially when documents are needed for audits, legal verification, or historical reference. As one civil servant at the service unit stated, *"When we need to retrieve documents from last year, we often face problems because there is no archive directory. If the previous staff is no longer here, we have no idea where the documents were kept."*

Structural and Cultural Barriers

Beyond physical limitations, the findings highlight deep-rooted cultural and structural barriers. Archive management is not recognized as a strategic function. There is no designated archival unit, and general staff members juggle archival duties with other pressing tasks such as financial reporting and community services. As a result, the attention and time allocated to archival tasks are minimal, often deprioritized or neglected altogether.

The infrastructure to support proper archival maintenance is also inadequate. The archive room lacks temperature and humidity control, protective materials, and proper shelving. Documents are frequently found in deteriorating condition such as being folded, discolored, or eaten by termites. Similar concerns are highlighted in repository studies showing that poor ventilation and unstable microclimates accelerate archive degradation, underscoring the importance of airflow distribution and environmental monitoring in storage design (Kompatscher, et al., 2021). These material deficiencies further contribute to the marginalization of archives within organizational routines. Beyond these physical and infrastructural limitations, archival challenges are also rooted in governance issues, particularly the gap between regulatory frameworks and local implementation.

From a governance perspective, these findings point to a gap between national archival regulations and local implementation. Although Indonesia's Archival Law No. 43/2009 and ANRI guidelines provide a clear framework for the management of dynamic and inactive records, these standards have yet to be translated into binding internal regulations or operational procedures at the district level. Each unit effectively manages its own records according to informal norms, leading to inconsistency and disorganization across departments

Signs of Change and Innovation Potential

Despite these challenges, the research also uncovered early indicators of reform-oriented awareness. The Camat (sub-district head) admitted, *"We are aware that the current archive system does not align with national standards. We still rely on manual sorting, and there's no comprehensive information system for managing inactive*

records." This candid reflection signals a willingness to explore reform, even if systemic barriers remain.

There are also initiatives under discussion to expand digital information systems originally designed for population services (e.g., KTP and KK registration). While still limited in scope, these web-based platforms demonstrate feasible entry points for broader data governance innovation potentially including inactive records over time.

Field findings further suggest that low-tech innovations may offer the most pragmatic solutions in the short term. These include spreadsheet-based tracking systems, standardized manual classification templates, and structured staff rotations to ensure archival continuity. These approaches are consistent with contextual innovation theory as discussed by Hartley (2005), which emphasizes locally appropriate, resource-conscious solutions over high-cost digital systems.

DISCUSSION

Between Bureaucratic Reform and Organizational Learning

The condition of archival management in *Kecamatan Kiaracundong* reflects a microcosm of Indonesia's broader bureaucratic reform agenda. Reform cannot be realized solely through legal frameworks or external audits; it must also permeate daily practices and institutional culture. Inactive records serve as repositories of knowledge, memory, and accountability (Marzuki et al., 2022). Their neglect signals a deeper failure in governance logic an inability to link information systems to policy execution.

The absence of a functioning archive system is not only a technical shortfall but also an organizational blind spot. It reflects a limited policy capacity, particularly in analytical and managerial dimensions (Agung, 2022). Without structured information repositories, decision-making becomes speculative, oversight mechanisms weaken, and institutional memory is eroded.

In this light, transforming archive management becomes more than a matter of compliance; it is a step toward evidence-based governance, data accountability, and operational resilience (Elvira & Susanto, 2024). *Kecamatan Kiaracundong*, despite its constraints, holds significant potential as a pilot site for such transformation. With appropriate leadership, resource mobilization, and policy support, it can develop and replicate simple, scalable innovations that align with national archival standards and serve local administrative realities.

The findings in *Kecamatan Kiaracundong* demonstrate strong parallels with both national and international studies on archival governance. At the national level, the reliance on manual and fragmented archiving practices mirrors patterns reported in Sidoarjo and Pekanbaru, where the introduction of digital systems improved workflow but was hampered by infrastructural and human resource limitations (Rahman et al., 2024; Mursyidah et al., 2024). Similar to those studies, this research confirms that technological adoption alone cannot ensure effective records management without institutional commitment and capacity support.

In contrast, the present study differs by situating inactive records explicitly within the framework of sub-district governance reform. Whereas prior national studies have largely focused on city-level innovations or provincial agencies, this research highlights

the unique challenges of resource-limited urban sub-districts, where records are not only technically neglected but also culturally marginalized within daily administrative routines. This micro-level focus enriches the broader literature by demonstrating how systemic weaknesses manifest in frontline governance units.

Internationally, the condition of Kiaracandong also resonates with findings from developing contexts such as Nigeria and Kenya, where inadequate infrastructure, lack of trained personnel, and organizational inertia are persistent barriers to effective archival governance (Aguolu, 2021; Wamukoya & Mutula, 2022). However, international experiences often emphasize donor-driven or technology-heavy interventions, while this study advances the concept of contextual innovation: low-cost, adaptive solutions such as manual classification templates and spreadsheet-based tracking that align with local administrative realities. This approach offers a distinctive contribution, suggesting that meaningful transformation does not necessarily require large-scale technological investments but can emerge incrementally through institutionally embedded practices.

By drawing these comparisons, the study strengthens its relevance beyond the local case. It confirms recurring challenges observed in national and international research, while also demonstrating a unique contribution: a scalable, context-sensitive model for inactive records management in sub-district governance. This contribution bridges the gap between theory and practice, showing how global lessons can be localized and how local innovations can, in turn, inform broader policy frameworks.

CONCLUSION

This study revealed that the management of inactive records in Kecamatan Kiaracandong remains largely manual, fragmented, and constrained by institutional, infrastructural, and cultural limitations. Despite the existence of national archival regulations, implementation at the sub-district level is hindered by the absence of standardized procedures, trained personnel, and a supporting digital ecosystem. The five-month fieldwork confirmed through interviews, observations, and document analysis that archival practices are highly dependent on individual initiative. The application of Miles and Huberman's interactive model (reduction, display, verification) highlighted recurring issues such as inadequate storage, limited IT infrastructure, and the absence of functional archival officers.

Nevertheless, the findings also indicate opportunities for reform. Increasing awareness among leaders and staff, combined with the gradual expansion of digital public services, provides a strategic entry point for innovation. Context-specific interventions such as spreadsheet-based tracking systems, standardized manual classification templates, and the drafting of internal SOPs can serve as practical and low-cost solutions. When reinforced by leadership support and staff capacity-building, these measures have the potential to deliver incremental yet sustainable improvements in records management.

Transforming archive governance at the sub-district level is not only a technical necessity but a bureaucratic imperative. It contributes to public sector reform by strengthening transparency, knowledge retention, and service reliability. The case of Kiaracandong demonstrates that even with limited resources, local governments can

enhance administrative resilience by institutionalizing strategic archiving. Future research should extend this inquiry to other sub-districts and develop pilot models of scalable innovations, generating comparative insights and supporting national strategies for more accountable and digitally mature local governments across Indonesia.

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