

THE EFFECTIVENESS OF THE E-ARCHIVES PROGRAM IN IMPROVING ADMINISTRATIVE PERFORMANCE IN THE ORGANIZATIONAL SECTION OF THE SURABAYA CITY REGIONAL SECRETARIAT

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Abstract

Digital transformation in public administration has encouraged the implementation of electronic records management systems as an effort to improve efficiency and the quality of administrative services. This study analyzes the effectiveness of the E-Archive Program in enhancing administrative performance at the Organizational Division of the Regional Secretariat of Surabaya City. Employing a descriptive qualitative approach with data collection techniques including observation, semi-structured interviews, and documentation, the study focuses on four aspects based on the model of Penn, Pennix, and Coulson, namely: information systems, user competence, technological infrastructure, and regulations and standard operating procedures (SOPs). The findings indicate that the E-Archive system effectively improves work efficiency, particularly in accelerating records retrieval, ensuring the accuracy of document distribution, and enhancing the orderliness of document management. Based on these findings, it can be concluded that the E-Archive Program has made a significant contribution to improving administrative performance in the relevant institution.

Keywords: Digital Transformation, Electronic Archiving, E-Archive, Effectiveness, Administrative Performance.

A. INTRODUCTION

Digitization is the process of transforming information or physical assets into digital format (bits and bytes) so they can be read, processed, stored, and transmitted via computers and other electronic systems. Digitization is not only understood as a technical change in media, but also as a strategic effort to improve the effectiveness, efficiency, and quality of organizational governance, particularly in the public sector. According to (Ashari & Sallu, 2023), digitalization in data processing aims to facilitate the government and the public in accessing the information they need quickly and accurately. Digitization has become a focus for various state agencies in improving the quality of public services, efficiency, accountability, and accuracy and security in document management (Lolytasari & Dirsanala, 2023). Digitization is closely related to archive management. Archives are records of information from all organizational activities that function as data sources, organizational memory centers, decision-making tools, and evidence of accountability and legality of government administration. According to (Fathurrahman, 2018), archives play a strategic role in supporting administrative and bureaucratic activities. They serve not only as authentic evidence but also as a basis for policy planning, a monitoring instrument, and legal evidence

in public services. This demonstrates that the quality of archives management significantly determines the quality of a government agency's administrative performance.

Numerous studies also confirm that the archival sector is one of the administrative services that requires, and is even recommended for, digitization. (Arafat et al., 2025) suggest that digital archives management significantly improves the quality of public services by accelerating information flow, facilitating data access, and increasing transparency and accountability. Another study by (Junie, 2017) shows that implementing a digital archives system in government agencies can improve employee work time efficiency compared to a manual archives system. Furthermore, (Damanik et al., 2024) suggest that digital archives management in the public sector is a key trend in supporting bureaucratic reform and the development of e-government. The implementation of digital archives represents a transformation from a manual filing system to an electronic one, enabling more orderly, easily traceable archive management and reducing the risk of document loss and damage (Rahmaeisa & Kurniawan, 2025). According to Rahmah (2025), electronic-based archive management can improve the accuracy, speed, and regularity of administrative work because archives are stored systematically, equipped with metadata, and can be quickly accessed as needed by the organization.

As the demands of increasingly complex tasks and administrative burdens in government agencies increase, manual archive management increasingly shows various limitations. Conventional paper-based archives are susceptible to damage and loss, require large storage space, and require long periods of time to retrieve information. This situation has the potential to hamper the smooth running of administrative processes, slow decision-making, and reduce the quality of public services. Junie (2017) argues that manual archive management is no longer relevant to the demands of modern administration, which demands speed, accuracy, and transparency.

Within the Surabaya City Regional Secretariat, particularly within the Organizational Section, correspondence activities occur in quite large volumes. This is due to the broad scope of the Organizational Section's duties, ranging from fostering and structuring Regional Apparatus Organizations (OPD), designing and evaluating Standard Operating Procedures (SOPs), formulating Bureaucratic Reform policies, to evaluating institutional performance. Each of these activities produces various official documents, ranging from assignment letters, meeting invitations, official memos, dispositions, SOP preparation reports, data requests, to correspondence with other agencies within the city government. Before the implementation of the E-Archive system, the letter management process in the Organizational Section still relied on conventional methods, such as recording in an agenda book, storing physical documents in folders, arranging files in filing cabinets, and distributing letters directly or through internal couriers. This manual filing has various limitations, including long archive search durations, a high potential for document loss or damage, low distribution efficiency, and the inability to track letter status precisely. These issues impede decision-making processes, reduce the quality of service between regional government agencies (OPD), and increase the administrative workload of employees who must manage massive amounts of documents.

The implementation of an e-archive system is an effective solution to address these issues. Digitizing archives enables the entire document management cycle, from receiving letters and recording metadata, document scanning, digital distribution, server-based storage, and disposition tracking, to be automated and centralized. According to Aprilia et al. (2020), information technology-based archives management can simplify administrative processes and improve organizational readiness to meet future information needs. This demonstrates

that archives digitization is not merely a technical innovation but an integral part of efforts to improve administrative performance.

Therefore, it can be concluded that digitalization and archiving are closely linked and complementary. Digitization enables more effective, secure, and accessible archives management, while digital archives serve as a crucial foundation for the delivery of modern, transparent, and accountable public services. Therefore, this study focuses on assessing the effectiveness of e-archive program management in improving administrative performance within the Surabaya City Regional Secretariat Organizational Section, given the crucial role of electronic archives in supporting government administration performance. The results of this study are expected to provide theoretical and practical contributions to the development of archival science and the improvement of public administration governance.

B. LITERATURE REVIEW

Program Effectiveness

Program effectiveness refers to the degree to which a program achieves its stated objectives through the appropriate and targeted use of resources. A program is considered effective if its results align with policy objectives, organizational needs, and stakeholder expectations. In the context of public administration, effectiveness is measured not only by output but also by outcomes, such as improved work process and service quality. Technology-based programs such as e-Archives require effectiveness, reflected in process acceleration, information accuracy, and administrative order. Therefore, program effectiveness is an important framework for assessing the successful implementation of digital innovation in the public sector (Mardiasmo, 2021; Dwiyanto, 2020). Indicators

- Level of program objective achievement
- Alignment of program outcomes with organizational needs
- Timeliness of work completion
- Consistency of program implementation
- Impact of the program on administrative performance

Management Information System

A Management Information System (MIS) is an integrated system designed to collect, process, store, and distribute information to support decision-making and organizational operations. It improves work efficiency and effectiveness by providing accurate, relevant, and timely information. In electronic records management, MIS serves as the primary foundation for digitally and structured document management. The success of an e-archives system depends heavily on system quality, information quality, and ease of use. Therefore, MIS theory is relevant for explaining how e-archives contribute to improved administrative performance (Laudon & Laudon, 2022; Stair & Reynolds, 2021). Indicators

- System quality (reliability and ease of access)
- Quality of digital archive information
- Speed of archive retrieval
- Data and document integration
- System support for decision-making

Administrative Performance

Administrative performance reflects the level of success of the apparatus in carrying out administrative tasks and functions effectively and efficiently. This performance reflects the organization's ability to manage resources, procedures, and information to achieve institutional goals. In public administration, performance is measured through timeliness, accuracy, productivity, and the quality of internal services. The implementation of digital technologies such as e-filing serves as a supporting instrument for improving administrative

performance by streamlining work processes. Therefore, administrative performance theory is relevant for analyzing the direct impact of e-filing on the effectiveness of civil servants (Bovens et al., 2021; Van Dooren et al., 2020). Indicators

- Efficiency of work completion
- Accuracy and precision of administration
- Productivity of civil servants
- Regularity and orderliness of documents
- Quality of internal administrative services

C. RESEARCH METHODOLOGY

This study uses a descriptive qualitative approach to analyze in depth the effectiveness of the E-Archives Program in improving administrative performance in the Organizational Section of the Surabaya City Regional Secretariat. The qualitative approach was chosen because it is effective in understanding processes, meanings, and experiences in the real context of an institution (Creswell, 2016). The study was conducted in the Organizational Section as a unit that has a high intensity in processing digital letters, such as meeting invitations, incoming and outgoing letters, and coordination between OPDs. The focus of this study refers to the framework proposed by experts. One influential model is from Penn, Pennix, and Coulson (1994) which highlights the need for a balance between technical and non-technical aspects in the implementation of an electronic archiving system. This model identifies four main components, namely: (1) Electronic Archiving Information System, (2) User Competence, (3) Technology Infrastructure, and (4) Regulations and SOPs. Data sources consist of primary data from observations and in-depth interviews with 3 E-Archives management employees, as well as secondary data from journals, books, and trusted articles. Data collection techniques included semi-structured interviews, non-participatory observation of the email scanning and distribution process, and digital and physical archival documentation. Data analysis techniques included data collection, data reduction, data presentation, and conclusion drawing and verification.

D. RESULT AND DISCUSSION

With technological advancements, various tasks within organizations have transformed, including electronic records management systems, which remain fundamentally similar to conventional records management. Digital transformation is the process of transforming activities, processes, and overall business models by leveraging technological developments (Fitriasari, 2020). The primary goal of digital transformation is to increase efficiency. The Surabaya City Government is implementing a digital transformation of electronic records through the Surabaya City Library and Archives Service (DISPUSIP). According to (Tri Amalia et al., 2022), electronic records are data managed digitally using software such as a computer or laptop and stored in the form of data files (.jpg, .png, .gif) or databases (.docx, .xlsx, etc.) used as authentic evidence of records by an agency.

The transformation of records management from manual to electronic systems demonstrates a paradigm shift in government administration, from conventional work patterns oriented toward physical documents to digital work patterns that emphasize speed, accuracy, and traceability of information. This paradigm shift positions archives not merely as administrative documents, but as strategic organizational assets that support effective administrative performance and decision-making.

Based on the research topic, the Penn, Pennix, and Coulson (1994) model for evaluating electronic archiving systems emphasizes four main aspects: the electronic archiving information system, system user competency, technological infrastructure, and regulations

and standard operating procedures. These four aspects are interrelated in determining the successful implementation of the e-archives program and its impact on administrative performance in the Organizational Section of the Surabaya City Regional Secretariat.

Electronic Archiving Information System

The implementation of an electronic archiving information system in the Organizational Section of the Surabaya City Regional Secretariat has transformed archive management from manual to digital. The e-archiving system centralizes document recording, storage, and retrieval through an electronic database. This has a direct impact on accelerating the retrieval of archives needed for administrative processes, particularly in the management of incoming and outgoing mail.

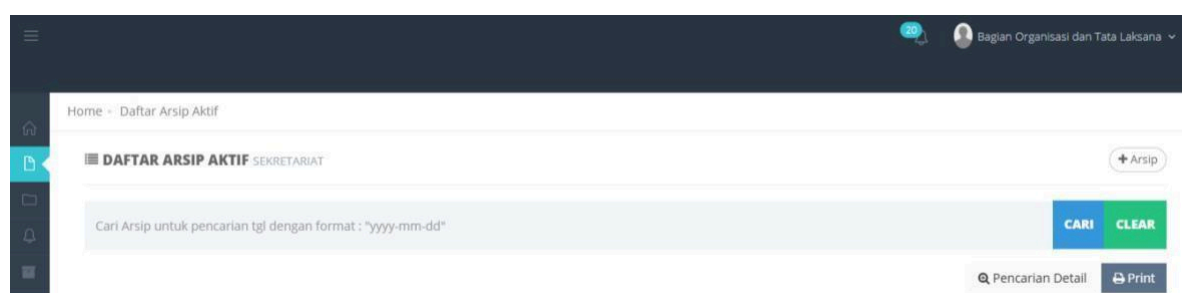


Figure 1. List of active archives and archive search on the E-Archive website
Source: Researcher Documentation, 2025

Overall, the digital search feature in e-archives has been proven to shorten administrative work completion time. The electronic archiving system significantly contributes to work efficiency because documents can be found quickly and accurately without having to open physical files one by one. This efficiency results in increased timeliness of administrative services and a smoother flow of mail disposition. In addition to improving time efficiency, the electronic archiving information system also strengthens administrative control functions. The entire document management process, from recording to disposition, is digitally recorded, facilitating monitoring, evaluation, and document tracking when necessary. This demonstrates that e-archives serve as an administrative control instrument that supports performance accountability.

Based on an interview with informant 1, an incoming mail manager, he stated that *"It's much faster now, sis. Previously, it was manual, requiring us to search for physical files one by one. Now, you just type it into the system and the letter will be found immediately."*

This opinion is in line with informant 2, the outgoing mail manager, who stated *"Yes, it's very helpful, ma'am. The archives look neater and the process is also faster."*

Then informant 3, the E-Archives manager, also said that *"Yes, it's pretty fast, ma'am, but there's a problem with grouping the archives. There's no automatic classification yet, so inputting them takes quite a bit of time and requires careful attention. If you get the names wrong, it'll be a bit difficult to find."*

Interviews with archive managers indicate that the implementation of the E-Archives Program has had a positive impact on administrative efficiency. One informant stated that the digital system simplifies and accelerates the archive retrieval process compared to the manual system, which requires searching for physical documents one by one. Digitizing archives allows document searches to be conducted directly through the system, thereby increasing work time efficiency. This opinion aligns with statements from other informants who assessed that the implementation of E-Archives not only increases work speed but also

contributes to neat archive storage and administrative order. Digital archives are considered easier to monitor and manage, allowing for more systematic and efficient administration. However, the interviews also revealed obstacles in implementing the E-Archives system, particularly in the aspect of archive grouping and classification. One informant explained that the system is not yet fully equipped with an automatic archive classification feature, so the data input process still requires high accuracy. Errors in naming or grouping archives have the potential to complicate the retrieval process later.

System User Competence

System user competence is a critical factor in determining the effectiveness of e-archives program implementation. Employee mastery of the electronic archival information system influences the accuracy of data input, the consistency of archives management, and the smoothness of administrative processes. An interview with informant 3 (an e-archives manager) stated:

"Using e-archives isn't actually that difficult... because the system is easy to understand and people are already accustomed to using it on a daily basis."

Interview results indicate that employees who have a good understanding of the e-archives system are able to input archive data independently, accurately, and consistently. This positively impacts administrative performance because the work is not dependent on a single person and the risk of recording errors is minimized. In addition to technical skills, user competence also includes an understanding of basic archival principles, such as accurate classification and consistent naming of archives. Employees with good archival and digital literacy tend to be able to maintain the quality of archive data and support the long-term sustainability of the e-archives system. Human resource competence in digital archives management significantly impacts the work productivity of administrative staff. Employees who are skilled in operating archival information systems tend to complete work more quickly and are able to maintain the quality of archival data.

Technological Infrastructure

Technological infrastructure is a key supporting factor in the effectiveness of e-Archives implementation. The availability of an internet connection, computer hardware, and other supporting systems is crucial for the smooth operation of digital archives management. An interview with informant 3 (an e-Archives manager) stated:

"So far, the e-Archives system has rarely experienced disruptions and access is quite smooth, plus, working on e-Archives is flexible... the only downside is that if I want to share tasks with fellow interns to work on e-Archives, it's a bit of a challenge because I can't use two or more devices at the same time. We have to use one account per device, which makes it inefficient because we can't work simultaneously."

Based on the interview, a relatively stable internet connection and adequate server storage capacity have supported smooth access to digital archives in the Organizational Section of the Surabaya City Regional Secretariat. Employees can access archives quickly without having to wait for manual retrieval processes, allowing for more efficient administrative work.

Adequate technological infrastructure not only contributes to smooth operations but also determines the long-term sustainability of the e-archives system. Archives have long-term value as legal evidence, for public accountability, and for public responsibility. Therefore, an e-archives system requires reliable server support, a data backup system, and network security to prevent loss or damage to digital archive data.

Research findings indicate that although the basic infrastructure is in place and functioning well, system management aspects still need to be optimized. The restriction to one account per device indicates a system design limitation that impacts teamwork

effectiveness. Under conditions of high administrative burden, this limitation can hinder collaboration and slow down the archiving process because work cannot be performed simultaneously.

This indicates that technological infrastructure encompasses not only physical aspects such as devices and networks, but also system aspects and user access policies. Optimizing the e-archives infrastructure needs to be directed at developing a system that is more flexible and adaptable to collective work needs, thereby supporting optimal administrative performance acceleration.

Regulations and Standard Operating Procedures (SOPs)

Regulations and SOPs are essential for ensuring that e-archives management is carried out according to regulations. In the Organizational Section of the Surabaya City Regional Secretariat, the implementation of e-archives SOPs has provided clear work guidelines for employees in the recording, storage, and maintenance of digital archives. In accordance with Surabaya Mayoral Regulation (Perwali) Number 62 of 2023 concerning Guidelines for the Implementation of Electronic-Based Government System Information Security Management (SPBE) within the Surabaya City Government, this procedural clarity creates uniformity in archives management and facilitates performance monitoring and evaluation. The existence of clear regulations and SOPs also serves as a quality assurance instrument in digital archives management. SOPs ensure that all archives management processes are carried out consistently and according to standards, thereby minimizing the potential for administrative errors and the risk of document loss. With clear regulations and SOPs, e-archives serve not only as a document storage tool but also as a supporting instrument for improving administrative performance (Renanda & Rosidin, 2025). This is evident in the increased orderliness of archives, ease of monitoring, and reduced potential for loss of important documents.

E. CONCLUSION

Based on the results of research on the implementation of the E-Archive Program in the Organizational Section of the Surabaya City Regional Secretariat, it can be concluded that this program has had a significant positive impact on improving administrative performance. The implementation of the electronic archiving system has succeeded in increasing work efficiency by accelerating the archive retrieval process, accurate distribution of letters, and regular document management. This success is supported by four main pillars: the availability of a functional information system, adequate user competence, sufficient technological infrastructure, and clear regulations and SOPs based on the Mayor's Regulation. However, the effectiveness of the program still faces strategic obstacles stemming from access restrictions due to inflexible account management, and limited archive classification features. Therefore, it can be concluded that the Effectiveness of the E-Archive Program on Improving Administrative Performance in the Organizational Section of the Surabaya City Regional Secretariat has proven its contribution to the digital transformation of administration, although its optimization potential is still hampered by non-technical factors.

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