Static Archives Management at the Library and Archives Service of West Kotawaringin Regency, Central Kalimantan Province

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Abstract

Problem Statement: Static archive management is important because it concerns the management of static archives which is the identity and identity of the region, so the author focuses on the problem of static archive management which is due to the suboptimal management of static archives in the Library and Archives Service of West Kotawaringin Regency. Purpose: The purpose of this study is to find out the management of static archives in the Library and Archives Office of West Kotawaringin Regency. Method: This study uses a descriptive qualitative method. Data collection techniques are carried out through observation, interviews, and documentation. The data that has been collected is processed in three stages, namely data reduction, data presentation, and conclusion drawn. Result: The findings obtained by the researcher are that there are obstacles in static archive management. This is shown by 3 (three) indicators of the 2 (two) dimensions of management theory used that are still not optimal, namely planning indicators in the processing of static archives, planning in the maintenance and maintenance of static archives, and the environment. Conclusion: The management of static archives at the Library and Archives Office of West Kotawaringin Regency has been running well despite limitations in several ways. In order to improve the management of static archives, it is recommended to build archive depots far from densely populated areas, submit additional budgets in the APBD, and carry out fumigation for the maintenance of static archives.

Keywords: *Static Archives; APBD; Archive Depot; Management*

Abstrak

Permasalahan: Permasalahan manajemen arsip statis di Dinas Perpustakaan dan Kearsipan Kabupaten Kotawaringin Barat mencakup keterbatasan anggaran, minimnya pembinaan kepada SKPD dan lembaga lainnya, kekurangan SDM yang kompeten serta penguasaan teknologi yang rendah, yang berpotensi menghambat pelaksanaan tugas dan fungsi kearsipan secara optimal di Kabupaten Kotawaringin Barat. **Tujuan**: Untuk mengetahui manajemen arsip statis di Dinas Perpustakaan dan Kearsipan Kabupaten Kotawaringin Barat. **Metode:** Penelitian ini menggunakan metode kualitatif deskriptif. Teknik pengumpulan data dilakukan melalui observasi, wawancara, dan dokumentasi. Data yang telah terkumpul diolah dalam tiga tahap, yakni reduksi data, penyajian data, dan penarikan kesimpulan. **Hasil**: Temuan yang diperoleh penulis bahwa terdapat kendala dalam manajemen arsip statis. Hal ini ditunjukkan oleh 3 (tiga) indikator dari 2 (dua) dimensi teori manajemen yang digunakan masih belum optimal yaitu indikator perencanaan dalam pengolahan arsip statis, Perencanaan dalam pemeliharaan dan perawatan arsip statis, dan lingkungan. **Kesimpulan**: Manajemen arsip statis di Dinas Perpustakaan dan Kearsipan Kabupaten Kotawaringin Barat telah berjalan dengan baik meskipun terdapat keterbatasan dalam beberapa hal. Guna meningkatkan manajemen arsip statis, disarankan untuk pembangunan depo arsip yang jauh dari kawasan padat penduduk, pengajuan penambahan anggaran di APBD, serta dilakukan fumigasi guna perawatan arsip statis.

Kata kunci: Arsip Statis; APBD; Depo Arsip; Manajemen

I. INTRODUCTION

Background. Administration serves as a crucial supporting mechanism for the functioning of government, both at central and regional levels, by documenting the processes of governance. Without effective administration, governance would resemble an incomplete puzzle, as governments would lack the necessary tools for accountability. This establishes a fundamental link between administration, and by extension, archives, and governmental integrity. A weakness in archive management, therefore, fundamentally undermines governmental transparency and historical record-keeping, creating a systemic vulnerability that prevents the "puzzle" of governance from being complete.

In this context, archives play a vital role as a significant output of administration. Archives are products of administration, further regulated by government-issued legislation, commonly known as archival affairs. The enactment of Law Number 43 of 2009 concerning Archival Affairs underscores the government's recognition of the critical importance of archival management for the continuity of national life. According to this law, an archive is defined as a record or documentation of events in various forms and media, adapting to advancements in information and communication technology. This definition implicitly points to the evolving nature of archival challenges, moving beyond physical documents to digital formats, which might require different management strategies not fully addressed by the current conventional focus of institutions like Dispursip (The Library and Archives Service).

From the perspective of this archival law, the functions of archives can be summarized as a source of national identity, a memory reference, and documentation for accountability in societal and governmental activities. Therefore, as a source of information, data, and accountability within the governmental context, archives require meticulous management and oversight to ensure their accessibility whenever needed. Recognizing the significant role of archives in organizational sustainability, special attention must be given to archival management. This attention includes the implementation of effective management practices, which will assist organizations in providing information. As stated by Nabawiyyah (2019), "it is important to have appropriate archive management practices in every organizational activity," highlighting the critical importance of archive management.

Generally, archives can be categorized into two main types: dynamic archives and static archives. Based on Government Regulation Number 28 of 2012, which implements Law Number 43 of 2009 concerning Archival Affairs, dynamic archives are those actively used in the execution of government duties. In contrast, static archives possess historical value, have exceeded their retention period, and contain permanent information officially validated by the National Archives of the Republic of Indonesia (ANRI). Additionally, another type of archive, known as vital archives, is absolutely essential for maintaining operational continuity, cannot be replaced, and cannot be renewed if damaged or lost.

The Library and Archives Service of West Kotawaringin Regency (Dispursip Kabupaten Kotawaringin Barat) functions as the regional archival institution (LKD) for West Kotawaringin Regency. It holds a strategic role in implementing mandatory library and archival affairs to support the regent in governing archival and library matters. In fulfilling its duties, The Library and Archives Service of West Kotawaringin Regency must adhere to the principles of static archive management, encompassing four key aspects: acquisition, processing, preservation, and access to static archives within the West Kotawaringin Regency Government. With the advancement of time, the volume of archives generated by organizations or institutions will increase, potentially leading to archive accumulation. If not properly organized, these archives will lose their function and value, becoming mere piles of documents. Consequently, the implementation of efficient and appropriate archive

management is crucial to maintain and ensure the availability of easily accessible archives when required for organizational or institutional purposes.

Problems. Several issues pertain to the management of static archives at the Library and Archives Service of West Kotawaringin Regency. These issues are not isolated, but rather indicate a systemic and pervasive financial constraint, suggesting that the core problem extends beyond what is lacking to why it is lacking—a fundamental resource deficit. Within the planning dimension, two distinct indicators present challenges. Specifically, in the planning for static archive processing, a problem of budget reduction from the previous year was identified, as documented in the 2022 LAKIP (Performance Accountability Report) of Dispursip Kabupaten Kotawaringin Barat. This reduction has impeded the fulfillment of supporting facilities and infrastructure necessary for archive processing, particularly for static archives.

Table 1.
Performance Accountability Report of Government Agencies of Dispursip Kabupaten Kotawaringin Barat Year 2022

Description of Expenditure	Before Adjustment (Rp)	After Adjustment (Rp)	Increase/Decrease (Rp)
Regency/City			
Maintenance and Disposal of Dynamic Records	18.519.700	19.924.700	1.405.000
Supervision of Dynamic Records under Regency/City Authority	48.840.000	47.123.780	-1.716.220
Management of Regional Static Archives (Regency/City)	98.898.244	76.840.995	-22.057.249
Acquisition, Processing, Preservation, and Access to Static Archives	98.898.244	76.840.995	-22.057.249
Management of Regional Nodes of the National Archival Information Network (Regency/City Level)	45.003.000	43.975.700	-1.027.300
Provision of Information, Access, and Archival Services at Regency/City Level through JIKN	24.997.000	24.555.700	-441.300
Capacity Building for Archival Units and Regional Archival Institutions (Regency/City)	20.006.000	19.420.000	-586.000
Archival Protection and Rescue Program	2.940.000	2.940.000	0
Rescue of Archives from Regional Government Units (Regency/City) that are Merged, Disbanded, or Split into New Districts/Villages	2.940.000	2.940.000	0
Support for Archive Rescue for New Districts/Villages	2.940.000	2.940.000	0
TOTAL	982.299.741	986.735.628	7.302.887

Sources: Field Study, 2023

The budget reduction for static archive management, which decreased from Rp 98,898,244 to Rp 76,840,995, as documented in the 2022 LAKIP of Dispursip Kabupaten

Kotawaringin Barat. This financial constraint directly impacts the procurement of essential infrastructure like Roll O'pack, forcing a critical trade-off between immediate cost savings and long-term archive preservation quality. The use of cheaper, less durable archive boxes instead of Roll O'pack implies that short-term financial pressures are directly compromising the durability and accessibility of historical records.

Figure 1.
Fogging Equipment for Fumigation

Sources: Personal Documentation, 2024

In the organizing dimension, a problem was also identified concerning the environmental indicator. The environment available for static archive management was found to be suboptimal after the study at the Library and Archives Service of West Kotawaringin Regency, Central Kalimantan Province. This is because the existing archive depot does not meet ANRI standards, as it is located in a densely populated area. Consequently, there is a concern that the archive depot could be affected by disasters in densely populated areas, such as fires, potentially leading to the destruction of static archives. This situation is attributed to the inability to construct an archive depot away from densely populated areas due to a lack of available budget for such construction.

Figure 2.
West Kotawaringin Regency Archive Depot

Sources: Personal Documentation, 2024

The management of static archives at the Library and Archives Service of West Kotawaringin Regency is currently confronted with a range of technical issues that highlight the urgency of conducting in-depth research. Limited public awareness of ancient manuscripts, combined with the unavailability of skilled human resources for their preservation and media processing, has created a gap in safeguarding cultural and documentary heritage. Furthermore, the lack of ethnic cultural collections and the weak commitment of archival stakeholders across SKPDs and villages indicate systemic challenges in record-keeping practices. Technical obstacles such as the absence of professional archivists in most SKPDs, inadequate competencies of archival staff, insufficient facilities and infrastructure for storage, and the absence of standardized archive depots exacerbate the situation. The unavailability of an archival pickup fleet and the absence of regular archival audits further weaken the governance framework. Moreover, digital transformation efforts remain stagnant due to the lack of applications and supporting infrastructure for e-archives. These technical shortcomings, compounded by budgetary constraints that hinder the construction of compliant archival depots, collectively underline the critical need for comprehensive research on static archives management. Such research is essential not only to address the immediate technical deficiencies but also to formulate a sustainable archival system that aligns with national standards and supports long-term preservation.

Previous Literature Review. This study draws inspiration from several prior research efforts that have explored the topics of management and static archives. The literature review reveals a wide spectrum of archival development across Indonesian institutions, ranging from those adhering to national standards and even embracing digital solutions, to those still grappling with fundamental physical infrastructure and human resource challenges. This highlights a significant disparity in archival maturity across the nation.

One such study, conducted by Alam Putra Pamungkas and Jumino (2019), titled "Analysis of Textual Static Archive Management in the Archive Retrieval Process at the

Central Java Provincial Archives and Library Office," revealed that the management of textual static archives at the Central Java Provincial Archives and Library Office aligns with Government Regulation No. 28 of 2012, which implements Law No. 43 of 2009 concerning Archival Affairs. This research employed a descriptive qualitative approach and a case study methodology to analyze the archive management processes within the institution.

Furthermore, research undertaken by Millatun Nabawiyyah (2019), titled "Static Archive Management in Archive Service Quality at the Library and Regional Archives Office (DPAD) of the Special Region of Yogyakarta," found that the management of static archives at DPAD Yogyakarta was optimal. This conclusion was based on an assessment of aspects such as physical evidence, reliability, responsiveness, assurance, and empathy in service delivery. A study by Intan Rachmi Satary in 2023, titled "The Role of the Banjarbaru City Archives and Regional Library Office in Static Archive Management in Banjarbaru City, South Kalimantan Province" (Satary, 2023), indicated that the Banjarbaru City Archives and Regional Library Office effectively carried out its duties. Its role encompassed three primary aspects: a regulatory role, an enabling role, and a direct role. Notably, this study found that Banjarbaru's archive depot met ANRI standards due to its location far from densely populated areas, a point of significant contrast with the current research.

Meanwhile, Muhammad Fadhli's 2021 study, "Static Archive Management as an Effort to Preserve Government Institution Information at the Jambi Provincial Library and Archives Agency" (Fadhli, 2021), determined that static archive management at BPAD Jambi was effectively conducted by archivists. The activities, ranging from acquisition to static archive retrieval methods, were well-implemented. At the archive lifecycle stage, nearly all activities met established standards. However, BPAD Jambi still faced constraints in archive management related to human resources and budget, including the absence of a dedicated space for archive maintenance and preservation, and limitations in other supporting facilities.

The research by Syahruramadhan, Haruddin, Sukarman, and Harianto (2023), titled "Dynamic and Static Archive Management at the Bima City Library and Archives Office (NTB)," revealed that static archive management at the Bima City Archives and Library Office remained suboptimal. The challenges encountered were similar to those in dynamic archive management, particularly concerning limited supporting facilities and a shortage of competent archival experts. This was evident in the less-than-maximal aspects of static archive collection, utilization, and maintenance.

Concurrently, a study by Cut Intan Zahara, Mursyidin, Nellis Mardhiah, and Zuhrizal Fadhil, titled "Archive Management to Improve Static Archive Maintenance at the West Aceh Regency Library and Archives Office" (Zahara et al., 2022), indicated that static archive management had previously not been effective, and a complete archive list was unavailable. This condition was attributed to the scarcity of archivists with adequate expertise in static archive management and maintenance. However, by 2022, significant progress was observed in archive management, including recording, control, distribution, supervision, storage, maintenance, transfer, and destruction of archives. This improvement was supported by the presence of three functional archivists and the ongoing process of compiling a static archive list.

Research by Hendra Junawan and Rezki Deritani, titled "Research and Analysis of Online Static Archive Management on the National Archives of Australia Website" (Junawan Hendra & Deritani Rezki, 2020), demonstrated that archive management at the National Archives of Australia was highly effective. They utilized a search system called Soda, designed to facilitate the retrieval of scanned archives and enhance archive management through an A-Z search method. This system aimed to enable users to easily find needed

information while improving the effectiveness and efficiency of archive services. This contrasts with the conventional and manual systems still prevalent in many Indonesian institutions, including the subject of this study.

Meanwhile, a study by St. Amira Maulidyanti Amran, titled "Static Archive Management at the Palopo City Archives Office, South Sulawesi Province" (Amran, 2022), found that archive management at the Palopo City Archives Office was still conducted manually. Documents were first input into a computer, then wrapped in special paper (kissing), tied, and stored in archive boxes neatly arranged on shelves in the archive depot. However, the existing archive depot was considered mini and did not meet the required standards. This condition posed a challenge for regional government organizations (OPD) to fully submit their archives to the Palopo City Archives Office. Additionally, the Palopo City Archives Office still occupied a building shared with the Regional Financial and Asset Management Agency (BPKAD) of Palopo City, which also hindered archive management.

The research conducted by Silpayani Siregar, titled "Preservation of Static Archives at the North Sumatra Provincial Library and Archives Office" (Siregar Silpayani., 2017), revealed that the preservation of static archives by archivists at the office was not yet optimal. Deficiencies in static archive storage led to damage to some archives. Furthermore, a dedicated space for preservation and conservation activities was unavailable, and supporting equipment for repairing damaged archives was inadequate. This situation resulted in many archives, particularly static archives, not being well-managed. Moreover, a lack of awareness among the public and relevant institutions in submitting their archives to archival institutions also presented a challenge.

Concurrently, a study by Jovanka Drana Wasistha Siahaan, titled "Performance of the Library and Archives Office in Improving Special Static Archive Services in North Sumatra Province" (Siahaan, Jovanka Darna Wasistha, 2022), found that the performance of the office was not yet maximal. Several persistent issues included vacant positions, the failure to save existing archives in special static archive services, and lengthy service processes due to the archive depot's distance from the main office. To address this, the office conducted outreach to various agencies in North Sumatra Province to raise awareness about the importance of special static archive services.

Furthermore, research by Suprayitno et al. (2022) examined how Indonesians, including archivists and the general public, perceived and experienced the impact of poorly organized archives, referred to as "chaotic archives." This term denotes archives that are disorganized, lack a classification system, are difficult to locate, and often have unclear origins. Through a survey of 114 respondents, this study found that the perceptions of archivists and the general public were quite similar; however, archivists focused more on technical aspects, while the general public viewed it as disruptive and messy. The study also traced the history of the term "chaotic archives" through interviews with Djoko Utomo, former Head of ANRI, and linked the concept to documentation theories such as phenomenology and documentality. Chaotic archives were not merely an administrative issue but also reflected disorganization impacting work performance and mental health.

Additionally, research by Bramantya et al. (2024) discussed the role of earthquake disaster documentation in Yogyakarta on May 27, 2006, in shaping social memory through an oral history approach. This qualitative research employed methods such as interviews, observation, and literature review, focusing on participatory documentation practices by educational institutions, archives, and communities. A tangible outcome of this documentation was the archive disaster diorama at the DIY Provincial Library and Archives Office and the preservation of media archives, such as the Kedaulatan Rakyat newspaper.

The authors highlighted that disaster documentation was not merely data collection but also a creative and collaborative process that strengthened historical awareness and democratized archival practices.

Finally, research by Nurfiantara and Mirmani (2022) examined the application of the Kanban method to improve the quality of digital archive services at the University of Indonesia in response to increased online archive service demand. This action research employed an action research approach and found that using Kanban via the Planner Office365 application was effective in monitoring workflow and identifying emerging obstacles. Nevertheless, shortcomings persisted, such as the lack of established Work in Progress (WIP) limits and suboptimal division of work processes. The authors recommended strengthening a digital-based work culture and utilizing advanced analytical tools like the Cumulative Flow Diagram to refine Kanban implementation.

The consistent identification of issues like budget, human resources, and infrastructure across various studies, despite national regulations (UU No. 43/2009, PP No. 28/2012, PERKA ANRI No. 31/2015), implies that the implementation of these policies is often hampered by practical limitations. This suggests a disconnect between the aspirational policy framework and the realities on the ground, pointing to a systemic challenge in national archival policy enforcement or support.

II. METHODS

This study employed a descriptive qualitative approach with an inductive method, aligning with the flexible and emergent nature of qualitative research as described by Simangunsong (2017). This methodology is particularly suited for understanding phenomena within their natural context by integrating various relevant methods, as articulated by Denzin and Lincoln (cited in Moleong, 2012). Creswell (2016) further defines qualitative research as a method aimed at comprehending and deriving meaning from communities or individuals concerning social or humanitarian issues. The choice of this method, with its diverse informants (including service users) and non-participatory observation, allowed for a nuanced understanding of how static archive management functions in practice, not just what policies exist. This depth is crucial for generating practical, context-specific recommendations that address the root causes of problems.

The descriptive inductive approach was specifically chosen for its suitability in observing and characterizing the management of static archives at the Library and Archives Office of West Kotawaringin Regency, Central Kalimantan Province. This selection was predicated on the direct observation of empirical facts encountered in the field pertinent to the research topic. The researchers conducted direct observations of these facts, subsequently presenting a systematic, current, and accurate description.

Data collection was facilitated through three primary techniques: observation, in-depth interviews, and documentation. The observational method utilized was non-participatory, meaning the researchers maintained an objective stance without direct involvement in the activities. This allowed for focused observation of the implementation of static archive management within the static archive division of the Library and Archives Office of West Kotawaringin Regency. This approach ensured the acquisition of authentic and direct data, phenomena, and events related

to the research problem. The data collection phase was conducted from January 9 to January 21, 2024.

For this qualitative study within a governmental context, two categories of informants were identified: primary informants, comprising officials and staff within the relevant institution, and supporting informants, representing the community at the research location. A total of 10 informants participated in in-depth interviews, as detailed in:

Table 2
Informan

No.	Position	Number (Persons)
(1)	(2)	(3)
1	Head of the Library and Archives Office of West Kotawaringin Regency	1
2	Acting Secretary of the Library and Archives Office of West Kotawaringin Regency	1
3	Head of Archive Management Division	1
4	Head of Archive Development and Supervision Division	1
5	Junior Expert Archivist, Archive Management Division	3
6	Archivist, Investment and One-Stop Integrated Services Office of West Kotawaringin Regency	1
7	Users of Static Archive Services	2

Sources: research data, 2024

The collected data were analyzed using George R. Terry's management theory (Terry, 2008), which posits that management can be examined through four key functions: planning, organizing, actuating (directing/motivating), and controlling. This theory was selected as the analytical framework due to its comprehensive, systematic, and applicable nature, rendering it highly relevant for scrutinizing the static archive management processes within a governmental institution. The explicit application of this theory is not just a theoretical exercise; it provides a structured lens to diagnose operational deficiencies within a governmental context, translating abstract management principles into concrete areas for improvement in public service delivery.

III. RESULTS AND DISCUSSION

The analysis of static archive management at the Library and Archives Service of West Kotawaringin Regency was conducted by referring to George R. Terry's theory, which states that management consists of four main indicators: planning, organizing, actuating, and controlling.

Planning. According to George R. Terry, planning involves the process of selecting and connecting facts, as well as making assumptions about the future, to describe and initiate actions deemed necessary to achieve desired goals. In this context, the planning dimension is linked to the scope of archives as explained by Ismiatun in (Sattar, 2020), which includes the acquisition and appraisal of archives, processing of archives, maintenance and

preservation of static archives, and reference services. Furthermore, this planning is also related to the Regional Regulation of West Kotawaringin Regency Number 1 Year 2021 concerning Archival Administration.

Based on the research findings, derived from both observations and interviews with relevant parties, it was found that the overall implementation of planning has been running well. However, two indicators encountered obstacles in their implementation. Firstly, planning for the processing of static archives faced impediments in the form of budget reductions from the previous year, as stated in the 2022 LAKIP (Performance Accountability Report of Government Agencies) of the Library and Archives Service of West Kotawaringin Regency. This reduction hindered the fulfillment of supporting facilities and infrastructure for archive processing, particularly static archives, such as Roll O'pack. Based on the researcher's investigation into the sample price of one Roll O'pack on e-commerce applications, it costs Rp 68,163,700, while the available budget in the 2022 LAKIP of the Library and Archives Service of West Kotawaringin Regency experienced a budget reduction as previously mentioned. This situation has prevented the Library and Archives Service of West Kotawaringin Regency from increasing the availability of Roll O'pack. To overcome this limitation, the Library and Archives Service utilizes archive boxes, which can be purchased at a lower price, although the features offered are not as complete or durable as Roll O'pack. This reliance on cheaper alternatives highlights a critical trade-off between immediate cost savings and long-term archive preservation quality, implying that short-term financial pressures are directly compromising the durability and accessibility of historical records.

Figure 3
Static Archive Box

Personal Documentation, 2024

Furthermore, planning constraints were found in the maintenance and care of static archives, where a fumigation room was not yet available but the equipment was already present. As a result, the maintenance and care of static archives at the Kotawaringin Barat District Library and Archives Office still relies on a simple method, namely the use of camphor.

Organizing. According to George R. Terry, the organizing process involves the systematic combination of key resources and the arrangement of individuals within an appropriate structure to carry out activities aimed at achieving desired results. In the organizing process, all types of resources, including natural resources, financial resources, or human resources, are arranged in such a way as to operate efficiently and effectively in pursuing the goals of an organization. The evaluation at the Library and Archives Service of

West Kotawaringin Regency, Central Kalimantan Province, indicates that the organizing process is functioning well, based on four indicators: static archive management, personnel in static archive management, work interaction, and environmental conditions.

Tabel 3
Position Map

Year	Fields	Job Titles	Number of Employees Available	The Number of Employee Requirements Obtained from the Workload Analysis
2023	Sub-sections of Administration	JF Middle Archivist	0	1
		JF Skilled Archivist	0	1
		JF Expert Archivist	1	1
		JF Supervisor Archivist	0	1
	Archive Management	JF First Archivist	0	2
		JF Young Archivist	3	3
		JF Skilled Archivist	0	2
		JF Expert Archivist	0	0
		JF Supervisor Archivist	0	2
	Development and Supervision of Archival Readiness	JF First Archivist	0	3
		JF Young Archivist	3	3
		JF Skilled Archivist	0	3
		JF Expert Archivist	0	2
		JF Supervisor Archivist	0	2
Total			7	26

Source: Position Map of the Library and Archives Service, 2023

However, observations revealed a problem related to the environmental indicator, namely the inadequate standard of the archive depot at the Library and Archives Service of West Kotawaringin Regency, which does not comply with ANRI (National Archives of the Republic of Indonesia) standards. The depot is still located in a densely populated area and is integrated with the archive staff's workspace. This raises concerns about potential

impacts if a disaster, such as a fire, occurs in the residential area, which could lead to the destruction of historically valuable static archives. This aligns with PERKA ANRI No. 31 Year 2015, Article 10, which states that archive depots must be far from industrial and densely populated areas to prevent fires caused by electrical currents or spreading from nearby houses, and to avoid dust or contaminated substances that could damage archives.

Recommendations for determining the location of an archival depot must be guided by a set of geological and environmental considerations to ensure long-term preservation and security of archival materials. According to PERKA ANRI No. 31 of 2015, Article 10, archival depots should be established in areas that are far from sources of potential hazards such as damp environments, swamps, rivers, the sea, or flood-prone zones, since excessive humidity can accelerate deterioration of records. Equally important is avoiding areas subject to strong winds, storms, dry winds, or sandy soil that may compromise the stability and microclimate of storage facilities. Industrial zones that generate dust or other contaminants must also be excluded, as such pollutants pose serious threats to archival integrity. Furthermore, proximity to high-voltage power lines, power plants, nuclear facilities, or buildings storing flammable and explosive materials is prohibited due to their inherent risks. Archival depots should likewise be located away from terminals, airports, stations, and ports where heavy traffic intensities generate noise and air pollution detrimental to archival preservation. In addition, locations within seismic activity zones or within central commercial and industrial areas are deemed unsuitable, as both conditions heighten the vulnerability of archives to natural disasters and anthropogenic hazards. These spatial recommendations emphasize that archival depots must be placed in secure, stable, and environmentally controlled areas in order to fulfill their role as reliable custodians of static archives and national memory.

Actuating. Actuating is the action of motivating group members to have the desire and determination to achieve established goals. In the context of static archive management, actuating refers to actions motivated by leaders and fellow employees to foster determination and desire to achieve desired goals in static archive management. In this study, it was found that effective direction and coordination between leaders and employees significantly influence the success of archive management, especially static archives, which require structured and meticulous management. Leaders, in this case, act not only as strategic directors but also as facilitators in providing effective communication channels between various organizational levels. Through a top-down approach, leaders provide clear directions regarding the standards and procedures to be followed by employees, while a bottom-up approach allows employees to provide input and report problems encountered in the field. With both approaches, communication becomes constructive and two-way, enhancing mutual understanding of the importance of orderly and accountable archive management.

On the other hand, employees act as implementers responsible for following established directions and maintaining the integrity and neatness of managed archives. Employee contributions to archive management also involve active participation in reporting problems and providing suggestions for system improvements. With high commitment and discipline from employees in implementing archival procedures, archive management can proceed according to established standards. Despite significant physical constraints (budget, infrastructure), the presence of effective "top-down" and "bottom-up" communication and good coordination suggests that the human element and organizational culture are relatively strong. This strength in "soft skills" could be leveraged to mitigate the impact of physical limitations or to advocate for necessary changes.

From the coordination carried out through both Top-Down and Bottom-Up approaches, several policy products have been implemented by the Library and Archives Service of West Kotawaringin Regency:

Figure 4
SOP for Archive Services at the Library and Archives Service of West Kotawaringin Regency

Author's Documentation, 2024

Based on the image, it is known that the archival service flow at the Kotawaringin Barat District Library and Archives Office is as follows: a. visitors report to the officer; b. the officer directs visitors to fill out the guest book and show their identification; c. the officer directs guests according to their needs; d. In the field of archival development and supervision (visitors are served for archival consultation and archival management practice); e. in the field of archival management (visitors are served for archival tourism, borrowing/copying archives); f. approval from the leadership for borrowing/copying archives; g. filling out the archival borrowing/copying form; h. searching for the physical archive; handing over the borrowed/copied archive; i. reporting to the leadership.

Figure 5

Archive Transit Room for Newly Submitted Archives Before Processing by Archivists

Author's Documentation, 2024

Ultimately, effective records management relies on good coordination between leaders and staff, where leaders act as directors and facilitators, while staff are disciplined implementers who follow procedures. Two-way communication, whether through a top-down or bottom-up approach, is crucial in overcoming emerging obstacles. This collaboration ensures that archive management runs according to standards and can quickly address problems.

Controlling. Controlling is the process of evaluating the implementation of an activity with the aim of assessing the extent to which work effectiveness is achieved. If necessary, corrective actions are taken so that the results obtained align with the established plans. In the context of static archive management, controlling includes a series of activities aimed at ensuring that archive management proceeds in accordance with established rules and targets. In this study, the aspect of controlling was examined using two main indicators: monitoring and evaluation.

According to (Matasak, 2023), monitoring is an activity aimed at ensuring that the implementation of organizational plans and activities aligns with established goals. In the context of management, monitoring functions to guarantee that all organizational activities comply with agreed-upon plans and targets. In this study, data collection was carried out through interviews with relevant parties at the Library and Archives Service of West Kotawaringin Regency. In the field, monitoring activities in static archive management play an important role in verifying that static archive management proceeds efficiently and in accordance with applicable standards. According to (Kurniawan, 2024), evaluation is an activity to ensure that the implementation of organizational plans and activities aligns with established goals. This includes performance oversight, measurement, and corrective actions if needed.

Based on the results of the interviews conducted, it was concluded that monitoring activities are carried out by various parties, both internal (inherent supervision by the head of the department to archival divisions and archivists) and external (monitoring from the provincial government and the central government, ANRI). The external monitoring aims to directly observe whether regional management is in accordance with standards.

This aligns with the researcher's observations, where monitoring is carried out by the head of the department to the archival division, especially for static archives, because static archives represent the identity of a region and thus require careful attention to their management. However, provincial monitoring has not been conducted since COVID-19 due to budget limitations at the provincial level for such activities. This obstacle is overcome by the provincial government by conducting monitoring on a rotating or alternating basis among the regencies in Central Kalimantan Province. This is consistent with the interview with Mr. Ribut, SH, a Young Expert Archivist at the Library and Archives Service of West Kotawaringin Regency, who was interviewed on Wednesday, January 17, 2024, and stated: "So far, the monitoring process since COVID-19 has not been resumed by the provincial government due to their budget limitations, so the provincial government conducts monitoring alternately to the regencies in Central Kalimantan Province".

This statement was further elaborated by Ms. Leni Agustin, SE, a Young Expert Archivist at the Library and Archives Service of West Kotawaringin Regency, who was interviewed on Wednesday, January 17, 2024: "Usually, monitoring carried out by the provincial government involves observing the static archive management process to see if it complies with ANRI standards". The reduction in provincial monitoring due to COVID-19 budget limitations highlights how external macroeconomic shocks can directly compromise essential oversight functions, potentially allowing local issues (like those identified in planning and organizing) to persist or worsen without timely intervention. Furthermore, the shift to a "rotating or alternating basis" for provincial monitoring could lead to a less consistent application of national standards across regions. This fragmented oversight might allow local practices to drift from ANRI guidelines, potentially creating inconsistencies and varying levels of archival quality nationwide.

Discussion of Research Findings. This research shares several similarities with various previous studies discussing static archive management in regional government agencies. The main similarity lies in the focus of the study, namely static archive management as a crucial part of public administration and the preservation of institutional historical information. For example, research conducted by (Putra Pamungkas & Jumino, 2019) shows that the management of textual static archives at the Archives and Library Service of Central Java Province has complied with Government Regulation No. 28 Year 2012 and Law No. 43 Year 2009. This finding is consistent with the current research, which also examines archive management based on applicable regulations.

Furthermore, research conducted by (Nabawiyyah, 2019) focuses on the quality of archive services to users using five SERVQUAL dimensions: tangible, reliability, responsiveness, assurance, and empathy. Although the object of study is similar, the approach used differs from the current research, which employs George R. Terry's management theory, covering four main dimensions: planning, organizing, actuating, and controlling. Another difference is found when compared to the research by (Satary, 2023), which states that archive management in Banjarbaru City has been running well and its archive depot meets ANRI standards because its location is far from densely populated areas. This contrasts with the current research findings, which indicate that the archive depot in West Kotawaringin Regency is still located in a densely populated residential area

and is integrated with the employees' workspace, thereby increasing the risk of archive damage in the event of a disaster.

Moreover, research conducted by (Fadhli, 2021) and (Syahruramadhan et al., 2023) revealed obstacles in static archive management, particularly related to limited facilities, infrastructure, and archival experts, which are also key findings in the current research. Similar issues were found in the study by (Zahara et al., 2022), which emphasized the importance of functional archivists in improving the quality of static archive management. The current research also shows that the shortage of archivists and their competencies are significant impediments to the implementation of archive management. Furthermore, the technological approach also serves as a differentiator, as seen in the research by (Junawan Hendra & Deritani Rezki, 2020) on online digital static archive management using modern search systems at the National Archives of Australia. Unlike that research, the current study still deals with conventional and manual archive management systems and faces technical constraints, such as unused fumigation equipment due to the lack of a dedicated room for archive preservation. Additionally, research by (Amran, 2022) and (Siregar Silpayani., 2017) also indicates that static archive management is still conducted manually and lacks storage rooms that meet standards, a condition also found at the current research site, where the archive depot does not meet national standards and is located in a vulnerable area. Then, the research by (Siahaan Jovanka Darna Wasistha, 2022) highlights the suboptimal performance of the North Sumatra Archives Service due to vacant positions and the archive depot's distant location from the main office, a situation consistent with the current findings regarding structural and logistical impediments in archive management.

Considering all these comparisons, it can be concluded that although this research shares several similarities with previous studies in terms of topic and common obstacles, it possesses its own uniqueness, particularly in the systematic use of management theory, a research location that has not been previously studied, and a deeper analysis of regional policies and more detailed and applicable technical conditions. The discussion highlights both common obstacles and specific differences, suggesting that while underlying problems might be widespread, their specific forms and severity vary by context. The unique findings, such as the unused fumigation equipment, make Kotawaringin Barat a specific example of how general challenges play out locally, offering valuable granular observations.

Furthermore, "Arsip Kacau" by (Suprayitno et al., 2022) and this article demonstrate different yet complementary focuses and approaches. The "Arsip Kacau" article emphasizes public perception of disorganized archives and their psychological and conceptual impacts, using a theoretical and phenomenological approach based on surveys of the public and archivists. Meanwhile, the article on static archive management in Kotawaringin Barat is more practical and institutional, focusing on evaluating the implementation of managerial functions (planning, organizing, actuating, controlling) in static archive management within regional government agencies. If Suprayitno's article highlights the importance of awareness regarding the psychological and social impacts of chaotic archives, then the second article emphasizes the importance of structural, technical, and budgetary improvements in archive management practices. Both articles simultaneously demonstrate that successful archive management requires synergy between individual awareness and an organized institutional system.

Then, a comparison of this article with the research by (Bramantya et al., 2024) shows a different approach but shares similarities in the urgency of archive management as a form of collective memory preservation. The first article emphasizes the importance of participatory and humanistic disaster documentation through oral history as an effort to build awareness of past experiences, and to strengthen community identity and education.

Conversely, the second article focuses on the managerial and technical aspects of static archive management in government institutions, including budget constraints, facilities, and human resources. Although different in context, one based on community and disaster, the other institutional and administrative, both highlight the importance of systematic and sustainable archive management so that historically valuable information can be preserved and accessed by future generations.

Furthermore, the research by (Nurfiantara & Mirmani, 2022), when compared to this study, both discuss archive management in government institutions but have different focuses and approaches: the first article examines improving the quality of archive services at the University of Indonesia through the implementation of a digital Kanban system to manage archive requests efficiently and responsively, while the second article evaluates static archive management at the Library and Archives Service of West Kotawaringin Regency based on George R. Terry's management theory, emphasizing aspects of planning, organizing, actuating, and controlling that still face various obstacles such as budget limitations, human resources, and infrastructure that do not meet standards. The difference lies in the solution approach: UI utilizes technology for the efficiency of dynamic archive services, while the Library and Archives Service of West Kotawaringin Regency is still struggling to perfect the basic infrastructure for manual static archive management.

The contrast between studies showing compliance or advanced digital solutions and those (including this one) revealing fundamental physical and resource deficits points to a "last mile" problem in national archival policy. Policies and standards exist, but their effective implementation often falters at the regional level due to a lack of sustained resources, capacity building, or enforcement mechanisms.

Discussion of Other Interesting Findings. In this section on interesting research findings, several inhibiting factors in static archive management at the Library and Archives Service of West Kotawaringin Regency, Central Kalimantan Province, were identified. Initially, the focus was primarily on budget limitations. However, after further research, other significant obstacles were found, namely the unavailability of a dedicated room for the archive fumigation process, even though fumigation equipment was already available. As a result, the equipment merely accumulated in the storage room without being used, leading to suboptimal archive maintenance. Additionally, the condition of the archive depot did not meet ANRI standards because it was still located in a densely populated area, posing a significant risk in the event of disasters such as fires, given that static archives contain highly valuable historical information. These findings underscore that physical infrastructure (fumigation room, depot location) and human resource competence are equally significant inhibitors alongside budget, emphasizing that archive management is a complex system where deficiencies in one area can undermine efforts in others. It is not solely about financial resources, but also about strategic investment in both tangible and intangible assets.

These findings align with research by (Pancaningsih, 2016), which states that archival documents should not be stored carelessly and must be managed with a good and correct system to be easily retrieved when needed. She also emphasizes the importance of systematic collection, classification, and arrangement of archives to create simple and efficient groupings. Furthermore, (Harahap, 2020) also highlights the importance of human resource competence in static archive management, where increasing the professionalism and proficiency of human resources is key to successful archive management. He proposes the need for human resource development programs so that archive managers have a deep understanding of system implementation, management criteria, and the ability to adapt to

organizational conditions, all of which are also urgent needs within the Library and Archives Service of West Kotawaringin Regency.

Next, the research by (Nusantara et al., 2018), when compared to this article, both discuss challenges in archive management in Indonesian government institutions, but with different focuses and approaches. The article concerning ANRI focuses on the readiness for e-archives implementation, using the IRMT framework and AHP to analyze obstacles and recommend digital-based solutions to encourage the transformation of static archives into electronic format. The results show that ANRI is still not ready in terms of structure, human resources, and policy. Conversely, the article on the Library and Archives Service of West Kotawaringin Regency examines conventional static archive management, using George R. Terry's management theory, and found classic obstacles such as budget limitations, human resources, archive depot infrastructure, and inadequate physical archive maintenance. Thus, ANRI faces challenges in terms of digital readiness, while the Library and Archives Service is still struggling with improving basic physical archive management; both reflect various levels of institutional readiness in facing the era of digital archiving. This comparison reveals a dual challenge for Indonesian archival institutions: some are grappling with the complexities of digital transformation (e-archives readiness), while others, like Dispursip Kotawaringin Barat, are still struggling to establish fundamental physical archive management practices. This indicates a significant developmental disparity that could lead to a two-tiered archival system.

Research Limitations. This research faced primary limitations in terms of available time and budget. Additionally, this research was conducted generally to evaluate whether static archive management at the Library and Archives Service of West Kotawaringin Regency was functioning well, without conducting an in-depth analysis of specific aspects within that static archive management.

IV. CONCLUSION

The author concludes that, in general, while the implementation of static archives management at the Library and Archives Service of West Kotawaringin Regency, Central Kalimantan Province, adheres to four management aspects (planning, organizing, directing, and controlling), its overall effectiveness is not yet fully optimal. In the planning aspect, challenges primarily arise in the processing of static archives due to budgetary constraints from the Regional Government Budget (APBD). Consequently, available facilities only meet minimum ANRI standards, falling short of ideal suitability and quantity. Furthermore, for the maintenance and preservation of static archives, fumigation has not yet been carried out despite equipment availability, owing to the absence of a dedicated space for this activity. Moving to the organizing aspect, the archive depot's condition is not yet ideal. Its location within a residential area and its placement on the second floor of a building also used as employee workspaces present significant issues, affecting optimal storage and access. Therefore, strategic measures are imperative, including increasing the budget, providing facilities that align with ANRI's ideal standards, constructing a dedicated fumigation room, and rearranging the archive depot's location. These steps are crucial for creating a secure, comfortable, and sustainable environment for static archives storage.

Future Work. The author recognizes the preliminary nature of these research findings. Therefore, it is recommended that further research be conducted at similar locations, focusing specifically on static archives management, with the aim of further enhancing its overall effectiveness at the Library and Archives Service of West Kotawaringin Regency

V. ACKNOWLEDGMENTS

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