

Digital Records Management Strategies to Support Transparent Administrative Governance

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Abstract:

The rapid development of information technology has encouraged the transition of records management from conventional systems to digital systems, particularly to enhance administrative transparency in educational institutions. Digital records serve not only as tools for information storage but also as instruments of accountability and decision-making. However, the implementation of digital records management still encounters several challenges, including limited technological infrastructure, inadequate human resource competencies, the lack of integrated archival policies and regulations, and weak management procedures. This study aims to examine the challenges and strategies of digital records management and its role in promoting administrative transparency in the education sector. The research employs a qualitative approach through a literature review by analyzing relevant books, scholarly articles, and regulations. Data analysis is conducted using the interactive model proposed by Miles and Huberman, which consists of data reduction, data display, and conclusion drawing. The findings indicate that effective digital records management strategies include strengthening digital archival policies and regulations, utilizing integrated electronic records management systems, enhancing human resource competencies, and implementing clear standard operating procedures. These strategies contribute to improving information openness, expanding public access, and strengthening administrative auditability. The study concludes that well-planned and integrated digital records management is a crucial factor in achieving transparent, accountable, and efficient administrative governance in educational institutions.

Keywords: *digital records, administrative transparency, records management, educational institutions.*

Abstrak:

Perkembangan teknologi informasi telah mendorong peralihan pengelolaan arsip dari sistem konvensional ke sistem digital, khususnya dalam rangka meningkatkan transparansi administrasi di lingkungan pendidikan. Arsip digital tidak hanya berfungsi sebagai sarana penyimpanan informasi, tetapi juga sebagai instrumen akuntabilitas dan pengambilan keputusan. Namun, implementasi pengelolaan arsip digital masih menghadapi berbagai tantangan, seperti keterbatasan infrastruktur teknologi, rendahnya kompetensi sumber daya manusia, belum terintegrasinya kebijakan dan regulasi kearsipan digital, serta lemahnya prosedur pengelolaan arsip. Penelitian ini bertujuan untuk mengkaji tantangan dan strategi pengelolaan arsip digital serta perannya dalam mewujudkan transparansi administrasi di lembaga pendidikan. Metode yang digunakan adalah penelitian kualitatif dengan pendekatan studi literatur, melalui analisis buku, artikel jurnal, dan regulasi yang relevan. Analisis data dilakukan menggunakan model interaktif Miles dan Huberman yang meliputi reduksi data, penyajian data, dan penarikan kesimpulan. Hasil kajian menunjukkan bahwa strategi pengelolaan arsip digital yang efektif mencakup penguatan kebijakan dan regulasi kearsipan digital, pemanfaatan sistem dan teknologi arsip elektronik yang terintegrasi, peningkatan kompetensi sumber daya manusia, serta penerapan standar operasional prosedur yang jelas. Penerapan strategi tersebut berkontribusi dalam meningkatkan keterbukaan informasi, memperluas akses publik, serta memperkuat auditabilitas administrasi. Kesimpulan penelitian ini menegaskan bahwa pengelolaan arsip digital yang terencana dan terintegrasi merupakan faktor penting dalam mewujudkan tata kelola administrasi yang transparan, akuntabel, dan efisien di sektor pendidikan.

Kata Kunci: *arsip digital, transparansi administrasi, pengelolaan arsip, lembaga pendidikan.*

Introduction

In the era of globalization, the rapid advancement of information technology has significantly increased the demand for timely and accurate information. Records serve as essential sources of information and authentic evidence of administrative accountability, as stipulated in **Law Number 43 of 2009 concerning Archives**. Consequently, effective records management has become a fundamental prerequisite for achieving transparent and accountable administrative governance. Digital records facilitate faster access, retrieval, and dissemination of information while ensuring systematic documentation, thereby strengthening the transparency of administrative services. However, maximizing the benefits of digital records requires comprehensive and integrated management strategies rather than merely converting physical documents into digital formats (Rahmah & Ridha, 2025).

Administration encompasses a series of coordinated activities carried out by individuals within an organization to accomplish its mission. Effective management enhances administrative performance by ensuring the availability of accurate, timely, and reliable information. Establishing an efficient, effective, and professional administrative system requires systematic records management. Records and archival documents reflect the historical development and institutional memory of an organization; therefore, they must be organized carefully and systematically (Tengku Darmansah et al., 2024). Administrative and archival management are fundamental components supporting operational efficiency and service quality across various institutions, including higher education institutions. A well-organized administrative system contributes directly to numerous institutional activities, such as student data management, academic document preservation, and the delivery of high-quality educational services (Ayuni & Putri, 2025).

According to Zakki, as cited in Nurul Hazairin et al. (2025), correspondence administration refers to a systematic process of managing official correspondence, including the creation, receipt, processing, distribution, and storage of incoming and outgoing documents within an organization. This process aims to ensure smooth communication both internally and externally while enabling documents to be retrieved efficiently whenever needed. Previous studies have shown that correspondence administration in educational institutions continues to encounter several challenges, including limited understanding of structured administrative practices, insufficient professional training for administrative personnel, and the suboptimal utilization of technology in managing official correspondence.

Digital records are documented evidence of organizational activities that are created, stored, managed, and accessed electronically through archival information systems without relying on the physical form of storage media. Digital records offer numerous advantages, particularly by improving work efficiency and reducing dependence on manual processes (Rasyid et al., 2025).

Each institution adopts different approaches to optimizing records management. Murtopo (2025) argues that the organization of important documents, whether in digital (*softcopy*) or physical (*hardcopy*) formats, remains insufficiently systematic, often creating difficulties when documents need to be retrieved. Therefore, records that support institutional and organizational activities must be managed effectively to facilitate document retrieval, improve operational efficiency, and save valuable time in achieving organizational objectives (Murtopo et al., 2025).

Proper records management enables institutions to produce reliable information efficiently while preserving records for optimal utilization as valuable data resources. According to Liang Gie, archival management challenges can be addressed by implementing appropriate filing systems, assigning systematic classification codes, maintaining accurate documentation, conducting regular records disposition, and providing continuous professional development for archival personnel to ensure the effective application of current archival practices (Tengku Darmansah et al., 2024).

Despite these developments, numerous challenges remain. These include the absence of comprehensive digital archival policies, inadequate technological infrastructure, limited human resource competencies, and the lack of clear standard operating procedures. As a result, digital records have not yet been utilized to their full potential, leading to limited administrative transparency, slower service delivery, and difficulties in document retrieval and accountability.

These conditions reveal a significant gap between the adoption of digital records and the strategic management required to support their effective implementation. Therefore, examining appropriate digital records management strategies is essential for enhancing administrative transparency in educational institutions. Well-designed management strategies have the potential to improve the quality of administrative services, strengthen institutional accountability, and minimize the risk of losing critical information in educational administration.

Research Method

This study employed a **qualitative research design** using a **literature review** approach. According to Danial and Warsiah (2009), a literature review is a research method conducted by collecting and analyzing relevant books, journals, and other scholarly sources related to the research problem and objectives. In this study, the researchers selected reference materials focusing on **strategic management** and **digital records management** to examine how digital archival strategies can support transparent administrative governance.

The literature reviewed consisted of publications published between **2010 and 2024** to ensure that the analysis reflected contemporary developments in strategic management and records management. The sources included academic books, peer-reviewed journal articles, government regulations, and publications issued by archival institutions. These sources were selected to provide both a theoretical foundation and practical insights into records management within administrative settings.

The literature search focused on several key themes, including **strategic management, records management, digital records, transparency, and administrative governance**. Source selection was conducted by reviewing the titles, abstracts, and full texts of the publications to ensure their direct relevance to the research objectives and the credibility of the information presented.

Data were analyzed using the **interactive analysis model** developed by Miles and Huberman, which consists of three main stages: **data reduction, data display, and conclusion drawing**. Data reduction involved selecting and focusing relevant information obtained from the literature in accordance with the research objectives. The reduced data were subsequently organized and presented in a structured narrative to facilitate systematic interpretation and analysis. Finally, conclusions were

drawn by identifying recurring patterns, synthesizing the findings, and interpreting their implications for digital records management strategies and transparent administrative governance.

The selection of the research methodology was grounded in well-established theoretical perspectives concerning both literature review research and qualitative data analysis. Consequently, this study was conducted systematically and based on a strong theoretical foundation, thereby enhancing the credibility and rigor of its findings.

Results and Discussion

1. Challenges of Digital Records Management in Administration

The literature review indicates that digital records management in Indonesia continues to face numerous challenges, particularly regarding technological infrastructure readiness and the absence of comprehensive, integrated standards for digital archival management. Although several central government institutions have implemented electronic records management systems, their adoption at the regional level remains inconsistent. This disparity has resulted in uneven and suboptimal implementation of digital records management across institutions (Nurtanzila et al., 2025). The primary objectives of digital records management are to improve operational efficiency, accelerate information retrieval, and ensure long-term records preservation. However, its implementation continues to encounter obstacles, including limited human resource competencies in digital archiving and information technology, as well as inadequate technological infrastructure. These conditions hinder the effective and sustainable utilization of digital archival systems (Aldayanti, 2025).

Based on these findings, it can be argued that the primary challenge of digital records management lies not in the technology itself but in the absence of well-planned management strategies. Without clear policies, standardized operational procedures, and continuous capacity building for personnel, digital archival systems remain underutilized. Consequently, the intended benefits of digital transformation—including improved efficiency, easier access to information, and greater administrative transparency—cannot be fully realized.

a. Weaknesses in Digital Records Management

According to Husna (2025), records management continues to encounter several constraints, including limited understanding among administrative personnel regarding archival concepts and practices, insufficient supporting facilities, and inadequate awareness of records as strategic organizational assets. Furthermore, the shortage of professional archivists significantly limits the optimization of archival management functions.

Human resources play a central role in the success of records management because they are responsible for every stage of the archival process, from records classification and organization to information service delivery. Competent archival personnel ensure not only the systematic organization of records but also their accessibility and effective utilization. Their responsibilities include managing both active and inactive records, implementing records disposal in accordance with established retention schedules, and administering digital records through the creation, storage, maintenance, and dissemination of electronic information.

Therefore, strengthening human resource capacity and professional competence is a critical factor in supporting administrative digitalization and promoting modern, adaptive, and technology-driven governance.

Other technical challenges include difficulties in retrieving archived documents, inadequate data backup mechanisms, and weak information security systems. These limitations increase the risk of data loss and corruption, thereby reducing the reliability of digital records as a foundation for administrative processes (Husna & Suhendi, 2025).

Overall, these findings reveal a considerable gap between the adoption of digital records technologies and the strategic management required for their effective implementation. The lack of preparedness in terms of human resources, technological systems, and digital archival policies has contributed to limited administrative transparency by restricting information accessibility, slowing service delivery, and weakening institutional accountability and document traceability.

2. Digital Records Management Strategies

a. Policy and Regulatory Strategies for Digital Records Management

The implementation of digital records management should begin with the formulation of clear, systematic, and technology-responsive policies and regulations. These policies serve as the legal foundation for digital archival practices by ensuring compliance with national and international archival standards. Furthermore, digital records regulations should be harmonized with legislation governing electronic records and government information systems to establish a strong legal basis for implementation.

The formal development of technical standards for digital records management is equally essential to ensure procedural consistency across organizational units. Such regulations and technical guidelines establish a robust legal framework, support the sustainability of digital records management, and strengthen organizational accountability. Without adequate policy support, digital archival initiatives are likely to become fragmented and inconsistent. Therefore, continuous refinement of digital archival regulations remains necessary to ensure that digital records management can be implemented comprehensively and sustainably (Nurtanzila et al., 2025).

This strategy contributes to administrative transparency by establishing legal certainty and standardized procedures, thereby enabling archival processes to be monitored and held accountable in an open and consistent manner.

b. Strategies for Utilizing Digital Records Systems and Technologies

Information technology constitutes the core component of digital records management. This strategy focuses on implementing integrated electronic records management systems capable of supporting the entire records lifecycle – from creation and storage to retrieval and preservation. In addition, cloud computing technologies facilitate secure storage and convenient access to digital records, making records management more flexible and efficient.

System interoperability through the integration of various archival applications is also essential to ensure seamless information exchange, accelerate document retrieval, and strengthen data security. Previous studies demonstrate that the adoption of technologies such as the **SRIKANDI** electronic records management system and other digital archival applications significantly enhances the efficiency of records

creation, storage, and retrieval processes. Supported by integrated technological infrastructure, digital records management can be implemented more systematically and responsively to meet the demands of modern administrative governance (Lestari & Oktarina, 2025).

This strategy enhances administrative transparency by facilitating easier access to information, maintaining comprehensive digital audit trails, and reducing opportunities for document manipulation.

c. Human Resource Development Strategies

Improving digital records management requires comprehensive human resource development through professional education and training programs that emphasize digital competencies. These initiatives aim to equip archivists and administrative personnel with the technical knowledge and practical skills necessary to manage digital records effectively in an increasingly technology-oriented environment. Equally important is strengthening employees' understanding of archival regulations and digital records management standards to ensure that all archival activities comply with applicable legal and professional requirements.

Beyond human resource development, adequate technological infrastructure remains a key determinant of successful digital records management. Reliable information systems, hardware, software, and network infrastructure facilitate efficient, secure, and accessible records management. Furthermore, the development of comprehensive and integrated digital records management policies is necessary to harmonize technical and administrative processes within a unified management framework (Nurtanzila et al., 2025).

This strategy contributes to administrative transparency by enhancing the professionalism of records managers, ensuring that information is managed objectively, accurately, and in a manner that supports organizational accountability.

d. Records Management Procedure Strategies

Within electronic records management systems, procedural strategies focus on aligning archival practices with the regulations established by the **National Archives of the Republic of Indonesia (ANRI)**, particularly the **Norms, Standards, Procedures, and Criteria (NSPK)**, while also developing institution-specific **Standard Operating Procedures (SOPs)**. These procedures are implemented through effective coordination among organizational units, clear task allocation, and the use of officially designated electronic archival applications (Sari et al., 2025).

This strategy strengthens administrative transparency by ensuring that every stage of records management follows standardized, well-documented, and auditable workflows, thereby minimizing opportunities for misuse or manipulation of archival records.

Collectively, these strategies have significant potential to continuously improve the competencies of archivists and administrative personnel, enabling digital records management to operate more effectively and sustainably. Consequently, archivists can play a strategic role in supporting the implementation of **electronic government (e-government)** systems that are more efficient, transparent, and accountable in delivering public services.

3. The Role of Digital Records in Promoting Administrative Transparency

a. Information Transparency

According to Murtikasari et al. (2020), the rapid advancement of information technology over the past decade has brought significant changes to various aspects of public administration. The digitalization of document management systems has become essential for improving efficiency, security, and transparency in document storage and retrieval. Consequently, digital transformation in records management has emerged as a critical component of organizational administrative modernization (Puspitasari et al., 2023).

Through digital records management systems, institutional policies, financial reports, and public service documents can be accessed more consistently and in a timely manner. This capability helps reduce the potential for data misuse while simultaneously increasing public trust in governmental and educational institutions (Riziq & Hotijah, 2025). Administrative transparency requires that information be readily available and easily accessible so that stakeholders can understand and monitor organizational decision-making processes. The implementation of **e-government** initiatives and the integration of information systems across institutions play a vital role in expanding public access to official information through digital platforms (Riziq & Hotijah, 2025).

Public information transparency has been further strengthened through **Law Number 14 of 2008 on Public Information Disclosure (KIP Law)**, which comprehensively regulates the obligation of public institutions and government officials to provide access to information, documents, and data. The law integrates information disclosure into the core functions of public administration and establishes clear sanctions for violations of these obligations (Khairunisa, 2023).

These findings indicate that digital records management functions not only as a technical mechanism for document administration but also as a strategic instrument

for promoting open and trustworthy public administration. When information is stored and managed digitally, opportunities for data manipulation or concealment are significantly reduced because every document leaves a traceable digital footprint.

b. Public Access

In addition to enhancing information transparency, digital records significantly improve public access to administrative information. Digital platforms enable citizens to obtain official documents regardless of geographical location or time constraints, while still complying with data security and confidentiality requirements. This accessibility encourages greater public participation in policy oversight and strengthens community involvement in administrative governance (Qolby & Taufik, 2025).

One of the principal advantages of digital records systems is their ability to provide **real-time access** to documents from multiple locations, thereby improving operational efficiency across organizations. Furthermore, digitalization supports the development of more accountable and responsive public services by enhancing the effectiveness of administrative governance in the public sector (Qolby & Taufik, 2025). Asogwa, as cited by Qolby and Taufik (2025), argues that the availability and implementation of accessible digital records systems positively influence the quality of public services, particularly regarding service speed, information accuracy, and transparency.

These improvements enhance administrative efficiency while reducing the need for citizens to submit information requests through conventional procedures. Similarly, Ilda, Santoso, and Wibowo, as cited in Taufiq Hidayat and Sri Guntur (2025), emphasize that digital transformation positions information technology as a fundamental element supporting organizational activities by enabling the production of timely, relevant, clear, and accurate information, as well as facilitating data processing, management, and analysis. In the same vein, Purwidyasari and Syafruddin, also cited in Taufiq Hidayat and Sri Guntur (2025), note that information technology has fundamentally transformed the ways individuals, organizations, and governments perform their functions and responsibilities.

The accessibility offered by digital records systems is therefore a key factor in improving the quality of administrative services. When citizens can obtain information without complicated procedures or the need for in-person visits, bureaucratic barriers are substantially reduced. As a result, administrative services become more efficient, transparent, and responsive, while simultaneously strengthening public trust in governmental and educational institutions.

c. Auditability

Auditability represents one of the fundamental pillars of transparent administrative governance, and digital records play a central role in supporting effective auditing processes. Digital records management systems enable chronological documentation, maintain comprehensive records of document revisions, and ensure secure long-term information preservation. These features allow every administrative process to be clearly traced and verified.

Digital records also facilitate the work of both internal and external auditors by providing organized, readily accessible, and systematically stored documentation. According to **ISO 15489**, effective records management—including digital records

management—is an essential component of organizational accountability and transparency (Qolby & Taufik, 2025).

Beyond serving as repositories for organizational documents, digital records function as important mechanisms of administrative control. Since digital records maintain chronological documentation and traceable audit trails, organizational activities become more transparent and easier to evaluate. This capability is particularly valuable for preventing administrative irregularities and ensuring that institutional decisions and actions can be justified both legally and administratively.

4. Implications of Digital Records Management Strategies for Administrative Governance

The literature review demonstrates that implementing digital records management strategies has substantial implications for improving administrative governance. These strategies extend beyond the adoption of information technology by incorporating policy development, human resource capacity building, and the integration of standardized operational procedures. Through a well-organized digital records management system, administrative processes can be conducted more effectively, efficiently, and accountably (Qolby & Taufik, 2025).

a. Enhancing Administrative Transparency

Digital records management contributes significantly to improving administrative transparency. Documents and organizational data stored in digital formats can be accessed more quickly, retrieved more efficiently, and monitored by authorized stakeholders in accordance with the principles of public information disclosure. Consequently, administrative processes become more transparent and systematically documented, supporting the realization of **good governance** (Taufiq Hidayat & Sri Guntur, 2025).

b. Strengthening Accountability and Auditability

Digital records management strategies reinforce both accountability and auditability through the incorporation of metadata and digital audit trails. These systems record document creation dates, revision histories, and user identities associated with document access. Such mechanisms enable administrative decisions and policies to be evaluated objectively while facilitating both internal and external auditing processes (Priatna, 2021).

c. Improving Administrative Efficiency and Effectiveness

The implementation of digital records management significantly enhances administrative efficiency and organizational effectiveness. Digital systems allow documents to be stored, retrieved, and distributed much more rapidly than conventional paper-based filing systems. Moreover, they minimize the risks of document loss, duplication, and administrative errors, thereby improving overall organizational performance (Priatna, 2021).

d. Supporting Better Decision-Making

Digital records management also contributes to improving organizational decision-making. Well-organized and easily accessible records provide administrators and institutional leaders with accurate, current, and reliable information. The availability of valid data serves as a solid foundation for evidence-based policy formulation and more effective administrative planning (Priatna, 2021).

Overall, the implementation of digital records management strategies has a positive impact on administrative governance by fostering systems that are more transparent, accountable, efficient, and adaptable to technological advancements. Therefore, digital records management should be regarded as a strategic component in supporting administrative reform and enhancing the quality of public services.

Conclusion

Digital records management in Indonesia continues to face several significant challenges, particularly in relation to disparities in technological infrastructure, limited human resource competencies, and the absence of comprehensive and integrated regulations and standards governing digital archival management. These challenges have resulted in inconsistent implementation of digital records systems, thereby limiting administrative transparency, operational efficiency, and institutional accountability.

To address these issues, a comprehensive digital records management strategy is required. Such a strategy should include strengthening archival policies and regulations, implementing integrated digital records management systems and technologies, enhancing the competencies of human resources, and establishing standardized operational procedures that comply with archival management standards. The implementation of these strategies has proven to promote information transparency, expand public access to administrative information, strengthen auditability, and improve the overall quality of administrative governance.

Therefore, digital records management should be regarded as a strategic component in supporting the realization of transparent, accountable, efficient, and technology-responsive administrative systems. By integrating sound governance principles with effective digital archival practices, educational institutions can improve administrative performance while fostering greater public trust and organizational accountability in the digital era.

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