



Implementation of electronic records management through SILAT at Puslatbang Lembaga Administrasi Negara

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Received: June 2026; Accepted: August 2026; Published: September 2026

Abstract

Background: In modern government agencies, effective electronic records management is essential for enhancing operational efficiency, accessibility, and regulatory compliance. This study examines the implementation of the SILAT application as an electronic archive management system at the Training and Development Service Unit (Latbang) of Puslatbang PKASN. **Purpose:** This study aims to examine, characterize, and evaluate the implementation process of electronic records management using the SILAT application, identifying gaps between current practice and established digital archiving standards. **Methods:** Employing a descriptive qualitative approach, data were collected from Latbang archivists, SILAT IT technicians, and archive managers through observation, interviews, and literature review. Analysis followed the stages of data reduction, presentation, and conclusion drawing, with validity ensured through triangulation. **Results:** Findings reveal that SILAT implementation remains suboptimal across multiple lifecycle stages. Record creation and storage lack adherence to classification standards; distribution and usage workflows do not conform to prescribed procedures; and the maintenance and disposition phases are largely unexecuted, notably absent of a retention schedule and consistent document classification criteria. **Conclusion:** The PKASN Training and Development Center, particularly its Latbang unit, has yet to fulfill the requirements for optimal electronic archive management. Strengthening retention scheduling, classification standards, and disposition protocols is essential for achieving full compliance and operational effectiveness.

Keywords:

Record life cycle management
Digital archives
SILAT application
Archival information system
Public administration

How to cite this article:

Destrian, O., Permadi, A., & Didah. (2026). Implementation of electronic records management through SILAT at Puslatbang Lembaga Administrasi Negara. *Informatio: Journal of Library and Information Science*, 6(3), 251-262. <https://doi.org/10.24198/inf.v6i3.70643>

INTRODUCTION

The shift from paper-based to electronic records enables faster retrieval, easier distribution, and more reliable long-term preservation compared to conventional systems. Electronic records exist in two forms — born-digital and digitized — both of which require adequate hardware and software support to remain accessible (Sari & Mayesti, 2025) ; Mukred et al., 2022). However, electronic records management carries significant risks: data loss, threats to record integrity and authenticity, and the complexity of managing diverse formats (audio, images, video, structured data) across the full records lifecycle — creation, storage, use, distribution, maintenance, and disposition (Duranti & Rogers, 2012; Puspawati et al., 2024; Matlala & Maphoto, 2020). Building on this foundation, the risks inherent to electronic recordkeeping become especially consequential once records serve as the primary evidentiary basis for institutional decision-making. Unlike physical records, electronic records are vulnerable to silent degradation — file corruption, format obsolescence, and unauthorized alteration — that may not be immediately detectable without systematic monitoring (Duranti & Rogers, 2012). Consequently, institutions that adopt electronic systems without corresponding governance mechanisms may inadvertently trade the tangible risks of paper storage for the less visible, but potentially more damaging, risks of digital fragility (Mukred et al., 2022).

This responsibility carries particular weight for government institutions, given that accountability and transparency

require every policy and decision to be properly documented (Karfa Bizi et al., 2025). Puslatbang PKASN, a unit under the National Institute of Public Administration mandated to support civil servant competency development under Law Number 5 of 2014 (Indonesian Government, 2014), generates a large and continuously growing volume of records due to both classical and blended-learning training methods (Sutriani et al., 2021; Puspawati et al., 2024). To manage this volume, SILAT — a training information system operating since 2019 — was developed to handle registration, attendance, evaluation, and personal file records (Sutriani et al., 2021; Karfa Bizi et al., 2025).

Nevertheless, the implementation of SILAT in practice reveals significant gaps that have not been systematically documented in prior research. Records are stored inconsistently, distribution workflows frequently deviate from established procedures, and maintenance and disposition stages tend to be neglected — compounded by unstructured backup routines, limited staff capacity, inadequate user training, and insufficient infrastructure (Duranti & Rogers, 2012; Sutriani et al., 2021). The absence of a consistent classification system and adequate data security measures further confirms that technological infrastructure alone is insufficient to ensure effective records management — trained personnel and consistently applied procedures are equally required (A. K. Sari et al., 2025; Karfa Bizi et al., 2025). It is precisely this gap that motivates the present study: no prior research has specifically mapped how the four core stages of the records lifecycle —

creation, use, maintenance, and disposition — are actually carried out within SILAT, rather than merely evaluating the system in general terms (Matlala & Maphoto, 2020).

As an operational backbone for a training institution serving civil servants nationwide, SILAT is expected not merely to automate administrative transactions but also to function as a *de facto* repository for records with long-term evidentiary value, including participant credentials and evaluation outcomes that may later be referenced for career development or audit purposes. This dual expectation — operational efficiency on one hand, and archival integrity on the other — creates a tension that has not been explicitly interrogated in prior evaluations of SILAT (Sutriani et al., 2021; Karfa Bizi et al., 2025). Taken together, these observations suggest that the shortcomings of SILAT are not merely technical glitches but symptomatic of a broader absence of records lifecycle governance — an issue that requires empirical, stage-by-stage investigation rather than a general system evaluation. It is against this backdrop that the present study is positioned.

Based on this gap, the present study is directed at answering the following research question: how is electronic records management through SILAT carried out at the stages of creation, use, maintenance, and disposition at Puslatbang PKASN, and to what extent does this practice align with established principles of electronic records management? By answering this question, the study is expected to offer a scholarly contribution in the form of an empirical mapping of electronic records management practices within a civil servant training

institution — a context that remains underexplored in the Indonesian electronic records management literature — while also producing concrete, practice-oriented recommendations that can strengthen organizational accountability and efficiency (Sari & Mayesti, 2025).

RESEARCH METHODS

This study uses a descriptive qualitative research methodology to examine how Puslatbang PKASN implemented electronic records management via the Information and Training System (SILAT). A qualitative approach is appropriate because it allows researchers to understand social phenomena in depth, particularly processes, experiences, and perceptions of individuals involved in a specific context (Creswell & Creswell, 2017). This method is also suitable for exploring how electronic records management is implemented across different stages of the records lifecycle, rather than focusing on numerical measurement. This methodological choice is particularly well suited to the research question posed in this study, which is concerned not with quantifying the extent of SILAT's shortcomings but with understanding how each stage of the records lifecycle is actually enacted in practice — an inquiry that necessarily requires attention to institutional routines, informal workarounds, and the perceptions of those who operate the system daily (Creswell & Creswell, 2017).

The implementation of electronic records management within the SILAT application, whose main view is shown in Figure 1, is the focus of this study. It covers

the phases of record production and storage, usage and distribution, maintenance, and disposal. Meanwhile, the research subjects consist of individuals directly involved in managing and operating the system, including archivists, IT technicians responsible for SILAT, and archive managers in the Training and Development Service Unit (Latbang). These informants were selected because they have relevant knowledge and experience related to electronic records management practices (Moleong, 2014). Each interview session lasted approximately 45 to 60 minutes and was conducted in a semi-structured format that combined a fixed set of core questions — covering the four lifecycle stages of creation, use, maintenance, and disposition — with follow-up probes tailored to each informant's role. This structure ensured that responses across informants remained comparable while still allowing space for

role-specific insights to emerge (Moleong, 2014).

The study was conducted at the Center for Training, Development, and Competency Mapping of State Civil Apparatus (Puslatbang PKASN) located in Jatinangor, Sumedang, West Java. The research took place from February to July 2024, providing sufficient time to observe activities and collect in-depth data. Conducting research over a longer period allows for a more comprehensive understanding of the phenomenon being studied (Creswell & Creswell, 2017).

Although the researcher is the primary tool in qualitative research, a number of auxiliary tools are also employed, including field notes, observation sheets, interview guidelines, and recording equipment. These instruments help ensure that the data collected is systematic and aligned with the research objectives (Chaputula,

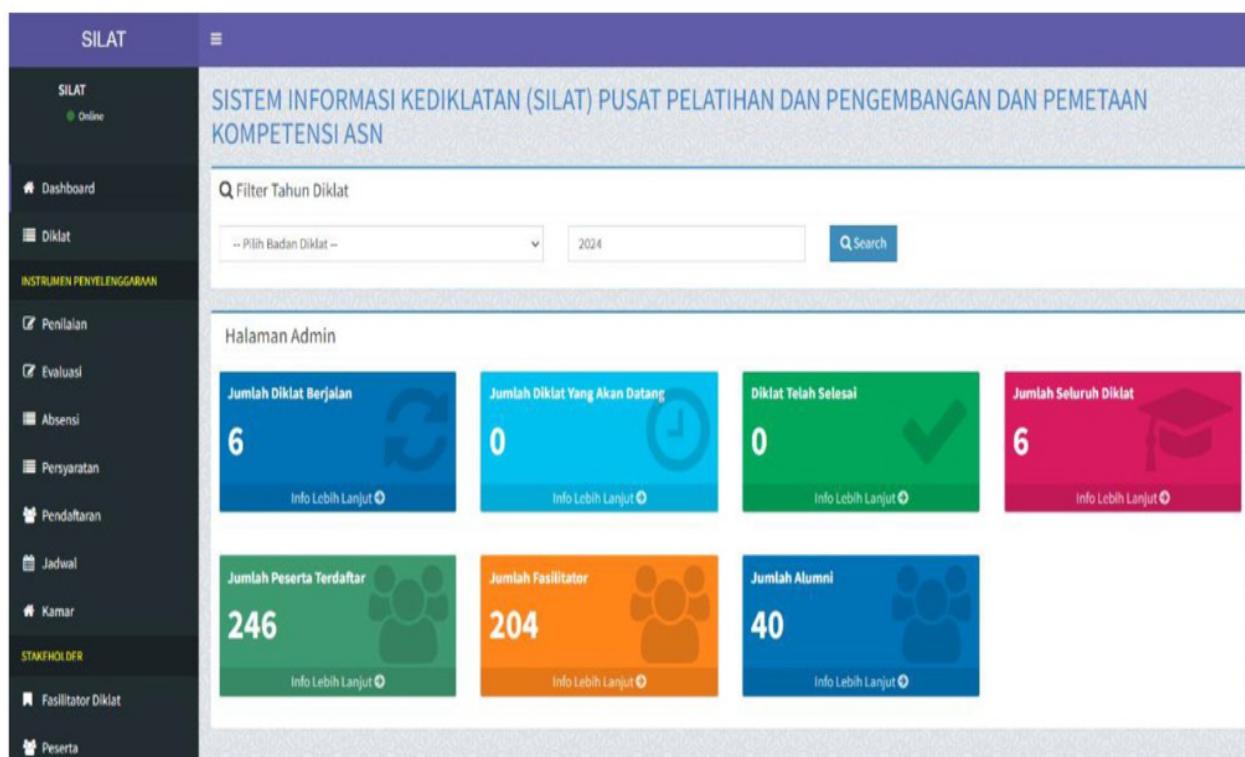


Figure 1. SILAT Application

Source: Research findings, 2026

2022). The use of semi-structured interview guides allows flexibility in exploring deeper insights while maintaining consistency across informants (Moleong, 2014).

Purposive sampling is the sample strategy used in this investigation. This technique involves selecting informants based on specific criteria relevant to the research objectives, such as their roles and involvement in electronic records management (Chaputula, 2022). Purposive sampling is widely used in qualitative research because it enables researchers to obtain rich and relevant data from knowledgeable participants (Creswell & Creswell, 2017).

This study's data collection techniques include literature review, interviews, and observation. The SILAT system's electronic records management deployment is directly examined through observation. This approach enables researchers to record real-world activities and identify differences between theory and practice (Anggito & Setiawan, 2018).

Interviews are conducted as a primary data collection method by asking structured and semi-structured questions to informants. This technique enables the researcher to gain detailed information about experiences, challenges, and perceptions related to electronic records management (Moleong, 2014). Interviews are particularly useful in qualitative research because they provide in-depth insights that cannot be obtained through observation alone (Creswell & Creswell, 2017).

In addition, a literature study is conducted to support the theoretical framework of the research. Relevant

sources such as books, journals, and previous studies are reviewed to strengthen the analysis and provide a comparative perspective (Chaputula, 2022). This step ensures that the research is grounded in existing knowledge and contributes to academic discussions.

The data analysis procedure in this study follows three main stages: data reduction, data display, and conclusion drawing and verification. Data reduction involves selecting and simplifying the data obtained from field observations and interviews to focus on relevant information (Miles et al., 2014). Data display is basically the process of arranging data in a clearer and more organized form so it becomes easier to understand and interpret. Usually, the data can be presented through narrative explanations, tables, or other structured formats depending on what is needed (Miles et al., 2014). By displaying data in this way, researchers can see patterns, relationships, or important findings more easily instead of dealing with raw information that may seem confusing. After that, the next step is drawing conclusions and verifying them. In this stage, the researcher tries to understand the meaning of the data that has been collected and then checks whether the conclusions are truly supported by evidence (Silalahi. U, 2018). This process is not done only once, because the findings need to be compared continuously with the available data to make sure the interpretation remains valid and accurate.

This study employs triangulation techniques, namely source triangulation, to guarantee the quality and trustworthiness of the data. Triangulation is gathering information from several sources and using

various techniques to confirm correctness and consistency (Creswell & Creswell, 2017). By combining observation, interviews, and documentation, the researcher can minimize bias and enhance the credibility of the findings (Chaputula, 2022). In practice, source triangulation in this study involved cross-checking information provided by archivists against the technical explanations offered by IT technicians, and further validating both against direct observation of the SILAT interface and workflow. Where discrepancies emerged between what informants reported and what was observed — for instance, between a stated procedure and its actual execution — these discrepancies were treated as analytically significant rather than as errors to be resolved, since they often revealed the gap between formal policy and everyday practice that this study seeks to document.

The informants were selected based on their direct involvement in the implementation of the SILAT system and their responsibilities related to electronic records management, as shown in Table 1. Their perspectives provide a comprehensive understanding of how the system operates from technical, operational, and managerial viewpoints (Moleong, 2014).

Overall, this research method is designed to provide an in-depth

understanding of electronic records management implementation within the SILAT application. By applying qualitative methods, purposive sampling, multiple data collection techniques, and systematic data analysis procedures, this study aims to produce credible and meaningful findings that contribute to improving records management practices (Creswell & Creswell, 2017).

RESULTS AND DISCUSSION

The following activities are included in SILAT: participant registration, participant attendance lists, facilitator agendas, information on the number of ongoing and upcoming training courses, information on completed training courses and available rooms, lists of training facilitators, alumni, and participating institutions, downloading of participant reports, and evaluations for organizers, instructors, and participants.

The Information and Training System (SILAT) is expected to assist in managing electronic archives, especially active dynamic archives related to participants' personal files. This expectation, however, surfaces a structural ambiguity in SILAT's design philosophy. A system intended to support active dynamic archives — records still in current administrative use — requires

Table 1. Informants of the Study

No	Initials	Role in Organization	Role in Research
1	AR	Archivist	Key informant providing data on records management practices
2	IT	IT Technician (SILAT)	Informant providing technical insights on system implementation
3	AM	Archive Manager (Latbang)	Informant providing a managerial perspective on records management

Source: Research findings, 2026

different governance mechanisms than one intended to preserve records for long-term evidentiary or historical value. SILAT’s current configuration appears to conflate these two functions, treating the retention of participants’ personal files as an extension of active administrative use rather than as a distinct archival responsibility governed by retention schedules and access controls.

When mapped against the stages of the records lifecycle, it becomes evident that these SILAT features are heavily concentrated on the creation and use stages — participant registration, attendance recording, and evaluation input all generate records at the point of transaction — while features supporting maintenance and disposition are conspicuously absent from the system’s core functionality. This asymmetry mirrors a pattern documented elsewhere in the literature, where information systems designed

primarily for administrative efficiency tend to prioritize front-end data capture over back-end lifecycle management (Matlala & Maphoto, 2020). In other words, SILAT was architecturally optimized to produce records, but not to govern them once produced.

To assess these dynamics empirically, source triangulation was applied by comparing interview results, observation results, and supporting documentation. Interview results on electronic records management through SILAT are presented in Table 2, organized around the four lifecycle stages that framed the research question.

A closer reading of the interview data in Table 2 reveals a consistent pattern across informant roles: while technical and administrative staff (IT, AD1, AD2) tend to frame SILAT’s shortcomings in operational terms — ease of upload, occasional data

Table 2. Interview Results on Electronic Records Management (SILAT)

No	Informant Code	Role	Key Findings (Interview Results)
1	AR	Archivist	Electronic records management is not yet fully structured; SILAT is not specifically designed for archival purposes.
2	IT	IT Technician	SILAT was developed to support administrative processes, not as a comprehensive records management system.
3	WI1	Widyaiswara	SILAT helps in accessing training documents but lacks standardized classification.
4	WI2	Widyaiswara	Difficulty in retrieving specific documents due to inconsistent file naming.
5	PA1	Policy Analyst	Documents are available but not always organized systematically.
6	PA2	Policy Analyst	There is no clear guideline for document storage and categorization.
7	HR	HR Analyst	Personal file records are important but management is still partial.
8	AD1	Admin Staff	Document upload process is easy but lacks validation standards.
9	AD2	Admin Staff	Data duplication sometimes occurs due to lack of control.
10	OF1	Functional Staff	System usability is good but not optimal for long-term recordkeeping.
11	OF2	Functional Staff	No routine maintenance or archival evaluation is conducted.

Source: Research findings, 2026

duplication — informants with closer proximity to recordkeeping responsibilities (AR, WI1, WI2, PA2) more explicitly identify the absence of standardized classification and retention guidance as the root cause of downstream retrieval difficulties. This divergence in framing suggests that the archival deficiencies of SILAT are not uniformly perceived across the organization; rather, they become visible primarily to those whose work directly depends on document retrievability, while remaining largely invisible to those focused on day-to-day transactional use. Such a perception gap is itself a finding of practical significance, as it implies that institutional awareness of the problem — and therefore institutional pressure to resolve it — may currently be limited to a subset of staff.

These findings resonate with longstanding theoretical debates in the records management literature regarding the adequacy of the linear lifecycle model itself. The records continuum model proposed by (Khabar & Oliver, 2022) argues that treating recordkeeping as a sequential progression from creation to disposition — as SILAT's design implicitly assumes — can obscure the fact that records exist simultaneously across multiple dimensions of use, from immediate transactional value to long-term evidentiary significance. Viewed through this lens, SILAT's weakness at the maintenance and disposition stages may not simply reflect an implementation gap that can be closed by adding missing modules; it may also reflect a deeper conceptual gap in how the system's designers understood the nature of the records it was meant to manage (Matlala & Maphoto, 2020).

At the archive creation stage, SILAT has facilitated the creation of digital archives through document uploads by participants and training administrators. However, this process is not yet supported by clear standards, such as file naming conventions, metadata usage, or a classification system. At the storage stage, electronic archives in SILAT are not managed based on systematic archival principles because there is no categorization or retention schedule applied. The use and distribution stages are relatively well-functioning but are not accompanied by adequate control mechanisms such as role-based access restrictions or information security protocols. Meanwhile, the maintenance and disposition stage is the most significant weakness, given the lack of routine procedures for maintaining archive sustainability or policies for deleting or transferring archives to long-term storage.

Based on these findings, this study recommends a number of specific and measurable improvements. First, a periodic archive retention policy should be developed and implemented, specifying the retention period for each type of archive based on its usefulness, so that the system is not burdened by the accumulation of obsolete data. Second, institutions should establish scheduled backup procedures, such as automated daily or weekly data backups, accompanied by routine data recovery testing to ensure the integrity of archives from the risk of loss. Third, regular training is needed for archive managers and administrative staff on electronic archiving standards, including classification procedures, file naming, metadata use, and disposition procedures, so that

implementation does not rely solely on individual initiative. Fourth, SILAT needs to be equipped with standard classification standards and a standard metadata scheme to ensure consistent archive organization and efficient document retrieval. Fifth, role-based access control should be considered to ensure better information security and governance.

The convergence between interview and observation findings summarized in Table 3 lends additional credibility to the study’s conclusions, particularly regarding the storage, maintenance, and disposition stages, where both data sources independently confirm the absence of a classification system and retention mechanism. This convergence is analytically important: had observation contradicted informant accounts — for example, had a retention system existed in practice but gone unmentioned by informants — it would suggest a communication or awareness gap rather than a genuine system deficiency. The alignment observed here instead points to an actual structural absence, reinforcing the validity of the recommendations that follow.

Overall, the effectiveness of electronic records management cannot rely solely

on technological solutions. Integration of systems, policies, standardized operational procedures, and human resource competencies is necessary for SILAT to evolve from a mere administrative tool into a reliable and sustainable electronic records management system.

CONCLUSION

This study concludes that the implementation of electronic records management through the SILAT application at Puslatbang PKASN has not been optimal when viewed from the entire electronic records lifecycle. While SILAT has been routinely utilized in education and training activities, particularly to support administrative work, its role remains more focused on operational support than on serving as a comprehensive electronic records management system.

Building on this conclusion, the present study contributes to the broader electronic records management literature in two ways. Theoretically, it offers an empirical illustration of how the tension between the linear lifecycle model and the records continuum perspective (Khabar & Oliver, 2022) manifests concretely within a single

Table 3. Synthesis of Interview and Observation Findings

Aspect	Interview Findings	Observation Findings	Conclusion
Creation	Records created through uploads	Digital creation implemented	Already implemented, but basic
Storage	Not standardized	No classification system	Not optimal
Use	Accessible but inefficient	Retrieval not structured	Needs improvement
Distribution	Supports the training process	Used internally	Adequate but limited
Maintenance	Not implemented	No maintenance observed	Weak
Disposition	Not conducted	No retention system	Not implemented

Source: Research findings, 2026

information system, rather than remaining an abstract conceptual debate. Practically, it provides one of the first stage-by-stage empirical mappings of electronic records management within an Indonesian civil servant training institution, addressing the gap identified in the introduction regarding the underexplored status of this context in the existing literature (Sari & Mayesti, 2025).

Nevertheless, this study is not without limitations. As a single-site, descriptive qualitative investigation, its findings reflect the specific institutional conditions of Puslatbang PKASN and should not be generalized without caution to other training institutions operating different systems or organizational structures. Future research would benefit from comparative studies across multiple government training institutions to determine whether the patterns identified here — particularly the concentration of system functionality on creation and use at the expense of maintenance and disposition — represent an idiosyncratic feature of SILAT or a more widespread characteristic of administratively oriented information systems in the Indonesian public sector (Sari & Mayesti, 2025). Longitudinal research tracking SILAT's evolution following the implementation of the recommendations proposed in this study would also offer valuable insight into the practical feasibility of translating these recommendations into institutional policy.

ACKNOWLEDGEMENTS

The author extends gratitude to the Vocational School of Universitas Padjadjaran for the support provided by academic colleagues throughout this

research. Special thanks are also conveyed to the administrators and members of the Indonesian Archivists Association (AAI) and PKASN LAN Jatinangor for their openness and willingness to participate as research subjects, as well as for dedicating their time to provide valuable information during in-depth interviews.

AUTHORS' CONTRIBUTIONS

Conceptualization, O.D. and A.P.; methodology, O.D.; software, A.P.; validation, D. and A.P.; formal analysis, O.D. and D; investigation, O.D. and A.P.; resources, O.D.; data curation, O.D. and A.P.; writing—original draft preparation, O.D. A. P. and D.; writing—review and editing, O.D. and D.; visualization, A.P.; supervision, O.D.; project administration, O.D and D. All authors have read and agreed to the published version of the manuscript.

AI DECLARATION

The authors declare that artificial intelligence (AI) tools, such as ChatGPT (OpenAI) and Grammarly, were used solely to assist with language editing, grammar correction, and improving the clarity of the manuscript, and were not involved in the study design, data collection, analysis, interpretation, or generation of scientific conclusions; all AI-assisted content was carefully reviewed and validated by the authors, who take full responsibility for the integrity and accuracy of the work.

DATA AVAILABILITY STATEMENT

The interview transcripts from PKASN LAN Jatinangor are stored in private storage and are not publicly available.

CONFLICTS OF INTEREST

The authors state that they have no conflicts of interest. The design of the study, data collection, analysis and interpretation, manuscript revision, and decision to publish the results were all done without the involvement of any financier.

FUNDING

This research did not receive any external funding or grants.

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