

IMPLEMENTATION OF CONTROLLING FUNCTIONS IN ARCHIVE MANAGEMENT IN PUBLIC EDUCATIONAL INSTITUTIONS

Arkam Labiya, Chenika Putri Buka, La Hasini, and Siti Rohmah

Abstract: This article analyses the implementation of control functions and the constraints in archive management in a public educational institution in Kotamobagu. This research is necessary due to the significance of archive management in educational institutions requiring supervision. The study employed a qualitative field research approach with a descriptive method. Data were gathered through field observations, interviews with informants consisting of archive managers, principals, administrative staff, teachers, and students, and document readings. Data collection techniques included observation, interviews, and documentation. The research data were analyzed inductively. The findings reveal that implementing controlling functions in archive management encompasses several archival indicators, including archive creation, archive utilization, active storage, inactive storage, and archive disposal. Implementing controlling functions faces several constraints, such as manual archiving practices, a shortage of administrative personnel, the absence of dedicated archive storage rooms, inadequate facilities, and insufficient attention from the school, resulting in many archives being merely stacked on work desks. This study concludes that implementing controlling functions in archive management has yet to be effectively and efficiently executed by archival management standards and supervision functions in educational institutions. The research suggests that the school's focus on providing educational activities on archive management for staff and improving controlling functions should be enhanced.

Keywords: controlling functions; archive management; archiving; public educational institution

Abstrak: Artikel ini bertujuan untuk menganalisis implementasi fungsi pengawasan dan kendala-kendala dalam pengelolaan kearsipan di sebuah lembaga pendidikan negeri di Kotamobagu. Penelitian ini perlu dilakukan karena pengelolaan kearsipan dalam lembaga pendidikan itu sangat penting, sehingga membutuhkan pengawasan. Penelitian ini merupakan penelitian lapangan dengan menggunakan metode kualitatif dan pendekatan deskriptif. Data penelitian bersumber dari hasil pengamatan lapangan, interview dengan para informan yang terdiri dari pengelola arsip, kepala sekolah, kepala tata usaha, guru dan siswa, serta pembacaan terhadap dokumen. Teknik pengumpulan data menggunakan teknik observasi, wawancara, dan dokumentasi. Data penelitian dianalisis secara induktif. Penelitian ini menemukan bahwa implementasi fungsi pengawasan dalam pengelolaan kearsipan mencakup beberapa indikator kearsipan, yaitu penciptaan arsip, penggunaan arsip, penyimpanan aktif, penyimpanan in-aktif dan pemusnahan arsip. Implementasi fungsi pengawasan memiliki beberapa kendala, yakni kegiatan kearsipan masih dilakukan secara manual, kurangnya pegawai tata usaha, dan belum ada ruangan khusus penyimpanan arsip, fasilitas tidak memadai, dan kurangnya perhatian sekolah, sehingga banyak arsip yang hanya tertata saja di atas meja kerja. Temuan ini menyimpulkan bahwa implementasi fungsi pengawasan dalam pengelolaan kearsipan belum terlaksana secara efektif dan efisien sesuai dengan standar pengelolaan dan fungsi pengawasan kearsipan di lembaga pendidikan. Penelitian ini menyarankan agar perhatian sekolah dalam memberikan kegiatan edukasi pengelolaan arsip bagi pegawai dan fungsi pengawasan perlu ditingkatkan.

Kata kunci: fungsi pengawasan; pengelolaan arsip; kearsipan; lembaga pendidikan negeri

Introduction

In the present information era, the significance of archive management for the administration of government institutions, organizations, and companies is paramount (Seniwoliba et al., 2016; Szekeley, 2017; Olubumi & Ogbonyomi, 2023). Data and information are essential for the operations and activities of these institutions, with archives serving as a valuable source of data (Hawkins, 2022; Cong & Du, 2022; Jo & Gebru, 2020; Egloff et al., 2019; Mokodenseho et al., 2023). Archives are evidence and records of all activities, including decision-making processes (Khodijah, 2018; Mustika et al., 2018).

However, archival management in government institutions has faced several challenges, leading to the inadequate protection of national interests and citizens' rights and a decline in the quality of public services. These issues arise due to the limited role of archive units within each government institution, including educational institutions. This includes the provision of authentic and reliable dynamic archives as an information source for managing state administration and public services (Ardiana & Suratman, 2021; Handayani, 2018; Fathurrahman, 2018).

Article 17, Paragraph 3 of Law No. 43 of 2009 concerning Archives mandates that every government institution is responsible for archives management, ARSIP (Setiawan & Octarina, 2022) including establishing the National Archives of the Republic of Indonesia or ANRI as the core organization and other archive units in all government institutions (Safitri & Aisyah, 2022; Santiari et al., 2021). Therefore, effective archival management relies on strong archive units contributing to transparent and accountable state administration and education (Aulianto & Raharja, 2022; Safitri, 2019).

Effective supervision is crucial to achieving proper archive management per established standards (Yasin et al., 2023; Diah & Ningsih, 2023; Rahmi et al., 2022; Ardyawin, 2017). Controlling is one vital aspect of organizational management (Faiqoh et al., 2022) including educational institutions (Sappaile et al., 2023). Controlling serves as an integral part of organizational performance, starting from planning, organizing, actuating, and culminating in controlling activities (Tanjung, 2020), several management studies have shown that reduced controlling efforts within an organizational workflow significantly impact overall organizational performance (Kim et al.,

2023; Ali et al., 2023; Chhabra et al., 2023). In this context, controlling is defined as ensuring that the performance of personnel and outputs align with predetermined plans.

Supervision is a systematic effort to establish performance standards to plan to design a feedback information system; compare standard performance with actual performance; determine the existence of deviations and measure the significance of such deviations; take necessary corrective actions to ensure the effective and efficient utilization of all company resources for the achievement of company goals (Wemy et al., 2023; Siregar, 2023; Wigati et al., 2023).

Studies on archives in educational institutions, particularly schools, have been conducted by previous researchers from various perspectives and approaches. Studi Mogarro's study (2006) states that school archives raise deep concerns about storing and preserving documents, which are fundamental tools for the school's history and for building educational memory. Their importance has been acknowledged, leading to considerations regarding their preservation, proper document arrangement, and access to information within them. School archives are warehouses of information directly related to the functions of educational institutions, making them increasingly important in new research directions in education. This places these institutions in a central position in understanding educational phenomena and the socialization process of the younger generation.

Mulyapradana et al.'s study (2021) demonstrates that archives management in schools has not been optimally implemented due to constraints such as manual information systems in archives management, disorganized workspaces, limited archives storage space, inadequate infrastructure support for archiving, and a shortage of human resources to manage archives. These findings align with Sholikah and Hermanto's research (2021) which identifies several challenges in archives management, including a lack of human resources, inadequate facilities and infrastructure, and inconsistent archives storage systems.

Various studies above indicate that archives management in educational institutions has not been effective. Similarly, based on field observations, the author has noticed a need for more management functions,

such as supervision from the administrative head, and a shortage of personnel or staff in archives maintenance, resulting in difficulties in finding or even damaging archives when needed. The arrangement of archives rooms must be more appropriate as they are still combined with administrative rooms. Recognizing these gaps and examining how implementing controlling functions can improve archives management is important.

This research addresses research questions regarding implementing control functions and the constraints in archives management in a public educational institution in Kotamobagu. The aim is to analyze the implementation of controlling functions in archives management. The study of the school principal's supervision in archives management is a process or activity within an organization to achieve goals using available resources, starting from receiving, recording, storing, borrowing, depreciating, and ultimately disposing of archives.

Method

This research was conducted at SMP Negeri 8 Kotamobagu from January to March 2020. It employed a qualitative field research method with a descriptive approach (Patton, 2015; Creswell & Poth, 2017). Data were collected through field observations, interviews with informants, archives managers, school principals, administrative staff, teachers, and students, and document readings. Data collection techniques included observation, interviews, and documentation. The research data were analyzed inductively (Thomas, 2006; Bingham & Witkowsky, 2022). Data analysis in qualitative research was conducted before entering the field, during the fieldwork, and after completion. The data analysis followed the Miles and Huberman model (1994), which involves data reduction, display, and conclusion drawing/verification.

Results and Discussion

Implementation of Controlling Functions in Archive Management

There are five indicators of archive management within the administrative framework, which also represent the life cycle of archives:

archive creation, archive utilization, active storage, inactive storage, and archive disposal.

Firstly, supervision in archive creation. In this aspect, the administrative head plays a role. In archive creation, the administrative head oversees the archive manager and controls the steps taken by the archive manager. Marlina Antoni, the archive manager, mentioned that she always ensures proper archive creation by preparing and creating archives, classifying archives, creating codes and indexes, developing guidelines for processing incoming and outgoing correspondence, and arranging schedules and planning facilities and supplies. This finding is supported by Nuraini Popitod, the school principal, who stated that there are two administrative staff members at SMP Negeri 8 Kotamobagu, namely Rahmat Dolotan, responsible for handling financial matters, and Marlina Antoni, responsible for general administrative tasks, including archive management. In the selection process, applicants for administrative positions at the school must have the administrative experience to ensure effective archive management in the administrative department.

Secondly, supervision in archive utilization. In this aspect, the school principal plays a role. The school principal oversees the administrative head, administrative staff, and archive manager. In archive utilization, the school principal controls the steps taken by the administrative staff in using the archives. Nuraini Popitod stated that the use of archives should align with the interests of the school and all relevant stakeholders, including the school principal, teachers, staff, students, and parents. This finding is reinforced by Safarudin Maleteng, a teacher, who mentioned that the teaching staff uses the documents created according to their functions as educators. Furthermore, class attendance records, assessments, and other documents greatly facilitate and enhance the effectiveness of teaching and learning activities in the school.

Thirdly, supervision in active storage. Documents or records frequently used in various office activities within the school must be stored in an active archive storage area. The administrative head plays a role in overseeing active storage. The administrative head instructs the archive management section to store every created archive in designated storage areas, such as cabinets. This finding is reinforced by Marlina Antoni, the archive manager, who mentioned

that archive storage has been conducted properly. However, the archives are still stored in cabinets since the school has no specific dedicated space for storing active and valid documents or other important data. Furthermore, the archive manager mentioned that the archives could not be separated according to their respective types. However, for the security of the archives and other documents, the archive cabinets are equipped with locks that are always kept under the supervision of teachers and administrative staff.

Fourthly, supervision in inactive storage. Some archives are no longer actively used in office or institutional activities but still need to be stored in case they are needed in the future. These archives can be transferred to inactive storage. In overseeing inactive storage, the administrative head instructs the archive management section to select active and inactive archives. Inactive archives are moved to inactive cabinets. Rahmat Dolotan, the administrative head, mentioned that determining the archive storage system to be used by an institution or organization is influenced by various factors such as the size of the institution or organization, the scope of activities, the volume of archives, available archive personnel, and the facilities and resources available. The archive storage system facilitates storage and enables quick retrieval of archived documents when needed.

Fifthly, supervision in archive disposal. The administrative head and the archive management section carefully and thoroughly check the inactive archives that will be disposed of. Additionally, for archives deemed to have historical value and potential future use, the administrative head preserves them as historical or old archives. Rahmat Dolotan mentioned that they exercise caution in this process because there may be archives with historical or historical value and archives that may be used in the future. The school typically collects unused archives without any utility value and sells them, using the proceeds for school operational activities.

Supervision is the comprehensive observation of management processes to ensure the achievement of results by the work program. Herujito proposed that supervision encompasses seven principles, including reflecting the nature of what is being supervised, immediate detection of deviations, flexibility, reflecting organizational patterns, cost-effectiveness, ease of understanding, and facilitating prompt improvement (Darim, 2020).

There are several principles that leaders should consider when conducting supervision. Firstly, the supervision conducted should be understood by staff, and its results should be easily measurable. Secondly, the function of supervision should be understood by leaders as an important activity in achieving organizational goals. Thirdly, performance standards should be clearly explained to all staff (Wonham & Cai, 2019).

Supervision results can provide benefits for improvement and enhance the effectiveness of organizational management processes. Suban (2020) suggests that the function of supervision is to obtain data that can be used as a basis for improvement, achieve efficient and effective work methods, gather data on obstacles faced, and acquire information to enhance organizational and personnel development efforts. Meanwhile, the objectives of supervision are to monitor activities conducted within the organization, ensure that organizational members perform their tasks in line with organizational goals, ensure that organizational members carry out their duties and ensure that the work meets the established quality standards, correct timing and set targets, gather accurate information about the current situation for quality improvement in the future, eliminate errors, deviations, misconduct, wastage, obstacles, and injustices, find better ways of doing things, create an atmosphere of openness, honesty, participation, and accountability within the organization, enhance the smooth operation of the organization, improve organizational performance, provide an evaluation of organizational performance, guide management in addressing performance-related issues, and create a clean organization.

Therefore, supervision's principles, functions, and objectives form the fundamental basis for individuals to observe and monitor all activities conducted within an organization comprehensively to achieve organizational results and goals.

The Constraints of Controlling Function in Archive Management

Several factors pose constraints to implementing the controlling function in archive management. Nuraini Popitod states that the school only has two personnel handling archive management, which results in some archives needing to be properly organized and preserved. As a result, there are obstacles to accessing data and information when needed. This sentiment

is echoed by Marlina Anthony, who mentions that the limited number of archive management personnel makes it difficult to handle the existing archives, especially the older ones that need to be properly arranged. Due to this, they often involve students in organizing new and old archives. This indicates that the archives in the school require additional personnel for proper arrangement.

In addition to the need for more administrative staff, Rahmat Dolotan mentions that they also face limitations regarding archive storage space, while the number of archives increases daily. Furthermore, it is emphasized that archive storage space is crucial to ensure the preservation of archives and prevent termite damage. This aligns with Safarudin Maleteng's statement that the lack of facilities in the school should be a primary concern to ensure that necessary archives can be easily found without consuming excessive time.

The constraints in implementing the controlling function in archive management mentioned above can be categorized as follows: insufficient administrative personnel for archive management, inadequate facilities, manual archive storage system, limited archive storage space, and lack of school attention in providing educational activities on archive management for staff.

The benchmarking of the controlling function in archive management at SMP Negeri 8 Kotamobagu is crucial and beneficial for teachers, administrative staff, students, and other staff members, as archive management plays a vital role as the centre of memory, a source of information, and a tool for supervision. In order to offer comprehensive, timely, up-to-date, and accurate information, archive management must have a well-established system and procedures. Additionally, the purpose of archive management is to ensure the safety of accountability materials. With an easily implementable, needs-based, effective, and efficient archive management system, it is expected to improve the quality of administrative services, maximize the utility of an organization, and enable swift retrieval when needed.

Conclusion

Implementation of the controlling function in archive management encompasses several indicators. *First*, the creation of an archive. This

indicator has been well implemented as the creation of archives in the school fulfils its intended functions. *Second*, the use of archives. This indicator has been effectively implemented as the school utilizes an archive according to the needs of the school and all related entities, including the principal, teachers, staff, employees, students, and their parents. *Third*, active storage. This indicator needs to be improved as the school lacks storage space or dedicated archive rooms. *Fourth*, inactive storage. This indicator needs to be better implemented as there is no proper storage space available, with only two archive cabinets and no dedicated storage room, resulting in many archives being neglected. *Fifth*, archives disposal. This indicator is properly carried out where archives no longer in use or have exceeded five years are destroyed to prevent them from mixing with active archives.

However, the implementation of the controlling function faces several constraints. Archive management activities are still conducted manually, and there needs to be more administrative staff, a lack of dedicated storage space and adequate facilities. Furthermore, the school's attention to archive management needs to be increased, resulting in many archives being merely placed on work desks. These constraints indicate that the effective and efficient implementation of the controlling function in archive management, according to the standards and supervisory functions of archives in educational institutions, has yet to be achieved.

Efforts should be made to enhance education on archive management for staff and improve the controlling function. Innovations such as computer-based archive storage, recruiting trained archive managers, and providing dedicated archive rooms should be considered by policymakers within educational institutions.

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Interviews

Interview with Marlina Antoni (Archive Manager/Administrative Staff, SMP Negeri 8 Kotamobagu), Kotamobagu, February 2020.

Interview with Ninda D. Mokodongan (Student, SMP Negeri 8 Kotamobagu), Kotamobagu, February 2020.

Interview with Nuraini Popitod (Principal, SMP Negeri 8 Kotamobagu), Kotamobagu, February 2020.

Interview with Rahmat Dolotan (Head of Administration, SMP Negeri 8 Kotamobagu), Kotamobagu, February 2020.

Interview with Safarudin Maleteng (Teacher, SMP Negeri 8 Kotamobagu), Kotamobagu, February 2020

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