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Manual Archiving System: How Does It Impact Hospital Service?

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ABSTRACT:

This study aims to determine archive management's effectiveness in Hospital X's secretariat section in Sidoarjo. This study used a qualitative method with a case study approach. Data were collected using observation, documentation, and unstructured interviews. The study results show that the management of archives using a manual system at Hospital X in the Sidoarjo area has yet to be effective. Despite employees having job satisfaction and a high sense of responsibility, the hospital has yet to achieve 100% target fulfillment consistently. Various obstacles continue to hinder effective archival management.

INTRODUCTION

In an organization, archives are essential sources of information and documentation (Hasnawati & Erdawati, 2022). Archives are crucial to office work as they serve as memory centers with important information for the agency (Widiani & Irham, 2023). *"Archives are records of activities or events obtained in various media created and accepted by state*

institutions, regional governments, educational institutions, companies, in carrying out the life of society, nation, and state." (Undang-Undang Republik Indonesia Nomor 43 Tahun 2009 Tentang Kearsipan, 2009). With archives, the administration of an organization is structured, and essential information can be recovered. According to Barthos (2009), the role of archives is as a center of memory, a source of information, and a tool for monitoring that is needed in an organization in planning, analyzing, formulating policies, carrying out development, making decisions, making reports, accountability, assessment, and control (Pancaningsih, 2015). Public and private archives serve as organizational memory, evidence, decision-making tools, and activity barometers, capturing information from every organizational activity (Simanjuntak et al., 2021).

The role of archives in government and private organizations highlights the importance of archive management in healthcare institutions like hospitals. For example, the secretarial unit at Hospital X in Sidoarjo Regency manages archival activities such as handling incoming and outgoing mail and storing, maintaining, compressing, and destroying archives. Additionally, the unit oversees disposition distribution, which involves managing organizational records by processing both internal and external incoming correspondence. This activity maintains archives in each hospital unit and ensures the process of conveying information in letters. This archival system is classified as decentralized, meaning the management of incoming and outgoing mail is entirely carried out by each production unit within the organization (Sattar, 2019).

The secretarial unit at Hospital X in Sidoarjo Regency still uses a manual system for archive management. Incoming letters are recorded in an expedition book, while outgoing letters are tracked using Microsoft Excel to recapitulate letter numbers. Archiving incoming letters involves using Ordner folders; outgoing letters are stored as computer files. Disposition letters are manually sent to each relevant unit, requiring additional effort and time. However, with technological advancements, electronic archive records have become increasingly important in hospitals, providing easier accessibility and ensuring archival accountability (Sattar, 2019). "Electronic archives are archives that are created or received and stored in electronic format" (Regulation of the Head of the National Archives of the Republic of Indonesia Number 20, 2011). Using electronic records provides easier access than using manual recording. In fact, electronic archives also have many benefits, including minimizing the occurrence of lost files, finding files quickly, making it easier to share archives, and being

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safe to store (Putra & Nelisa, 2020). So, this electronic archive system will help employees manage letters, even at Hospital X.

This explanation and observations show that technological developments in electronic archives can simplify archive management. However, Hospital X uses a manual system with Microsoft Excel and Expedition books. An electronic records management system is necessary to ensure efficiency and effectiveness, making it difficult to search for long-stored records. (Wahana et al., 2023). It means the secretary has to look for and check one person for the files he needs, so it will take longer. It will challenge Hospital X to increase the effectiveness of its secretarial employees in managing records. Given the hospital's ample scope and numerous units, implementing an electronic filing system would significantly ease the workload. For instance, providing dispositions through an electronic system would streamline the process.

Several relevant studies contribute to this research topic, (Mustika et al., 2018) explain that archive management at Detik Sumatra is quite good because the archives are stored in a database and manually printed. Manual prints are used as evidence if the archive is needed at any time, so this system is rarely used. In addition to the previous study, Dimisyqiyani et al. (2022) found that archive management in archive lending activities at PT Perkebunan Nusantara X (PTPN X) is ineffective due to the absence of established procedures, particularly for recording appropriate archives. The manual system, relying on paper records without digital backups, complicates tracking archive lending history. Then research (Oktarina et al., 2019) stated that using manual agenda books for archival recording could have been more effective, making it challenging to track record numbers and identify contents efficiently. Implementing an e-agenda system improved archive management by computerizing these processes.

Based on previous literature, most articles state that manual archive and correspondence management in the digital era is ineffective. Many articles propose developing new electronic systems to improve record management. Therefore, this study focuses on assessing the effectiveness of manual archive management at Hospital X in Sidoarjo, specifically within its secretarial section, which still uses a manual system.

This study is essential to be conducted because, in the current digital era, the use of a manual filing system at Hospital X is still being implemented, while reviewing a large number of incoming letters certainly requires better management in terms of facilities and infrastructure as well as work efficiency. Secretariat employees complained about this because the secretariat's workspace was not very spacious, and many letters filled the filing cabinets. So, if you add a filing cabinet, the room will not be able to accommodate it. Regarding work

efficiency, more energy and time are required to manage and distribute incoming letters. Therefore, it is necessary to study the effectiveness of manual archive management in the current era.

The findings of this research are expected to benefit stakeholders, particularly in the archives department, by providing insights into the challenges of manual records management. These insights can serve as an evaluation tool to develop strategies for improvement or transformation towards electronic-based records management. Furthermore, this study aims to expand readers' comprehension of archival management practices.

METHOD

This study used qualitative research methods to examine the condition of natural objects where the researcher is the key instrument, and the research results emphasize meaning rather than generalization (Sugiyono, 2019). The approach to this research is a case study, an empirical method that investigates a case or phenomenon in depth in a real-world context (Yin, 2018). The object studied was archive management's effectiveness in Hospital X's secretariat section in Sidoarjo. Four indicators serve as a reference in measuring effectiveness, according to Tangkilisan (Putri et al., 2023), namely:

Table 1. Indicator of Effectiveness

Variable	Indicators
Theory of Effectiveness	Target Achievement Adaptation Ability Job Satisfaction Responsibility

Data were collected using interview, observation, and documentation methods. An unstructured interview was conducted with a secretarial employee who met the criteria of expertise and competency in archive management and had over two years of experience in the field. The researcher conducted three months of observations to observe how the manual archive management process flows. Meanwhile, the researcher took several pictures supporting the research data for documentation.

The data were analyzed using the Miles and Huberman (1984) model, as described by (Sugiyono, 2019), ensuring interactive and continuous qualitative data saturation. During the interview, the researcher analyzes the interviewee's answers. If an answer is categorized as unsatisfactory, the researcher asks follow-up questions until credible data is obtained. This research uses data analysis techniques (Miles & Hubberman, 1994) where there are four steps in qualitative data analysis, namely: 1) Data Collection, collecting data through observations

related to secretarial work procedures at Xm Hospital, then conducting interviews with the two secretarial employees, then document supporting evidence; 2) Data Condensation, is the process of simplifying, focusing, and abstracting data resulting from interviews, field notes, or various other documents which will ultimately make the data stronger; 3) Data Presentation, namely presenting data in narrative text form; 4) Drawing Conclusions/Verification, presenting credible conclusions to answer the problem formulation given valid and consistent evidence.

RESULTS AND DISCUSSIONS

To obtain information regarding the effectiveness of records management in the secretariat Section of Hospital X in Sidoarjo, researchers conducted observations, documentation, and interviews with knowledgeable secretarial employees. This study evaluates the success of records management practices at X Sidoarjo Hospital, using Tangkilisan theory to measure the effectiveness of records management (2005:140-14), which consists of four dimensions, namely target achievement, adaptation, job satisfaction, and responsibility (Putri et al., 2023).

Achievement of Records Management Targets

The effectiveness level is assessed by comparing planned targets with achieved results; if the work process fails to meet the set targets, it is considered ineffective. Achieving targets is crucial in determining the effectiveness of job processes, such as in the secretariat section of the hospital X, where monthly targets aim for 100% successful management of letters. According to interviews with sources, the target is explained as follows:

> "The achievements of the unit have a standard of 100%. In January and March, the achievement was 99%. It means that it can be concluded that the target has not been achieved. Because the letter is still on the director's desk, and the director needs a long time to review it. So the following month, the letter came out from the director, so the achievement did not reach 100%" [R01]
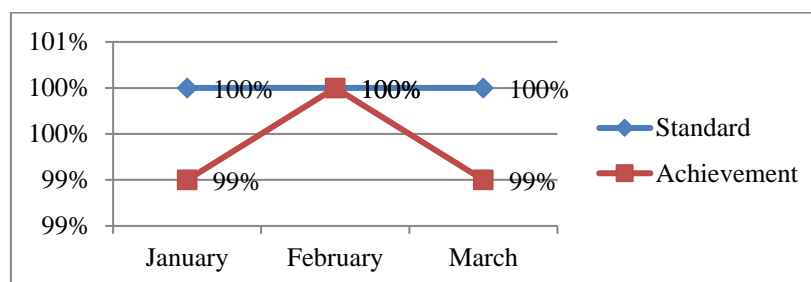

Figure 1. Monthly Target Achievement Diagram

Figure 1 shows that from January to March 2024, the mail management target was achieved at 99%, except for February, when it reached 100%. In January and March, only 99% of the achievement was due to external factors: letters were delayed at the director's office for review. In the end, a new letter from the director was processed the following month.

Adaptation to Records Management in the Work Environment

An adaptable person is a person who can face changes quickly and can be responsible for his work, so that person is usually skilled at communicating, thinking creatively, able to work together in a team, and able to solve problems by finding solutions (Choiriyah et al., 2023). So, a person's ability to adapt to their work environment can be used to measure effectiveness in a work process. This study will examine the adaptability of secretarial staff at Hospital X Sidoarjo to adapt to a manual archive management system because there is no digital-based system.

According to the secretariat employee at Hospital X in Sidoarjo, who has been managing letters and archives for years, he still needs help to do his job. The following is based on interview quotes from the sources below.

> "…. we still use a manual system and have not used a digital system, so there may be difficult to manage archives. Because of that letter, Every day there are more and more, and what we do is not only incoming and outgoing letters but also doing other work" [R02]
> "If we talk about procedures, there will be a flow, and here we can reach it, but it takes quite a long time to reach it because we still use manuals, and it will be different when using electronics" [R01]

Based on the data, it is known that if we look at the procedural side of the letter and archive management process, secretarial employees can still reach and carry out their duties well even though it takes longer to manage and archive letters manually.

Secretarial employees must face obstacles, both internal and external, in managing archives. Internal obstacles come from the secretarial employees themselves, while external obstacles come from outside. The following information was obtained from interviews with sources regarding obstacles in archival management.

> "..... we get tired easily because we are tired of reading files" [R01]
> "From the external side, in terms of facilities and infrastructure, because there is not yet a large place/room, we are maximizing what is available to not disrupt the running of

services. Facilities and infrastructure can be in the form of room area, insufficient number of cupboards, amount of paper" [R01]
"Constraints in storage, for example, if there are more and more letters day by day, of course, they also require more organizers and cupboards" [R02]

Based on sources and the researcher's observations, internal obstacles faced by secretarial employees include fatigue due to extensive reading of files for research before processing. External constraints are apparent in the availability of facilities and infrastructure within the secretarial unit for managing archives, particularly the insufficient number of cupboards constrained by limited space.

The strategy for secretarial employees to overcome storage problems is to collaborate with other vendors to help manage documents, both storing and destroying documents according to the age of each document. Considering that the increasing number of letters without any removal or destruction results in insufficient space and equipment to accommodate them, this causes work productivity to decrease (Insani & Mellita, 2022). It is based on an explanation regarding the strategy that secretarial employees, namely, must carry out:

"Working with vendors who meet certification qualifications" [R01]

"We can engage outside parties to archive our documents, perhaps not stored here but elsewhere. However, there is a period usually once every 5 years. Then, we give the documents that are 5 years old and hand them over to the vendor. Which aims to save." [R02]
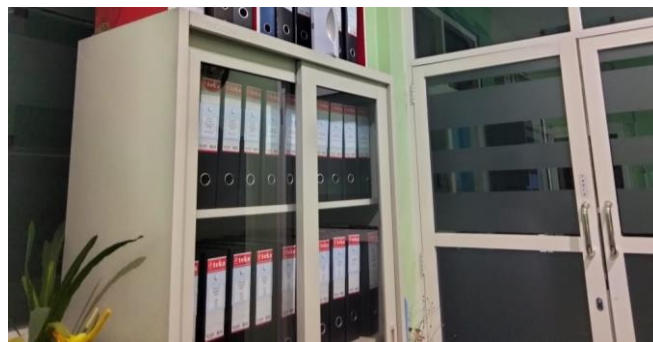

Figure 2. Manual Archive Storage Management

According to secretarial employees, the second strategy is to create a digital-based archive management system to simplify employee workflow and make work easier. Thus, the expectations of secretarial employees are as follows:

"There is change, namely by using technology supported by competent human resources and qualified infrastructure" [R01]
"To overcome these obstacles, creating a new digital system will make it easier for us to archive, especially in our unit." [R02]

The interview data is supported by the results of previous research, which states that digitizing archives will make it easier to collect, share, store, and search for archives, thereby saving time and energy (Wulandari et al., 2021). However, this second strategy has yet to be realized in the secretarial unit because the digital-based system still needs to exist in Hospital X and is still in the planning stage.

Satisfaction with Using the Records Management System

Job satisfaction is the level of satisfaction that each individual has, and they will receive rewards for various aspects of the work situation in the organization or workplace. According to Afandi (2018), job satisfaction is a positive attitude possessed by workers, including feelings and attitudes towards their work through job evaluation, as a sense of appreciation for achieving important values in work.

The interview results show that job satisfaction is related to employee performance results. In line with research (Sunarta, 2019), job satisfaction is the attitude of each individual regarding the work they do every day. Apart from that, research (Suardi, 2020) revealed that employee performance can be said to be entirely influenced by job satisfaction. According to several studies, job satisfaction is obtained from employee performance in the work process. Evaluation of employee performance results carried out by secretarial employees can be seen from the tasks that have been completed well, as stated by the informant:

> "Performance is the output of the work process that has been carried out; that is, there are no remaining files or files that have not been followed up or missed in the follow-up process..." [R01]
> "Now, it still makes things easier because there is still no digital system; even though it makes things easier, we also want to develop it so that we do not stay here forever. If there is a digital system, of course, it will be more practical and efficient..." [R02]
> "That is right. Performance can be said to be good because files can be easily recognized, and the method for recognizing files can be through letter codes." [R01]

Referring to what the informant conveyed, secretarial performance can be said to be good when all files can be followed up or no files are missed in the follow-up process, and files can be easily found when searched using letter codes.

Professionalism in Records Management

Responsibility is an employee's attitude towards what has been assigned to him (Caliadi, 2020). An employee's responsibility is seen when they can carry out their duties well, so they

will trust the leader or other people. The trust given by leaders to employees can motivate them to complete their work responsibly.

Responsibility for archive management can be based on the administration of archives, which includes the principles of security, professionalism, and trustworthiness (Indonesia Republic, 2009). Based on this principle, it has been implemented by secretarial employees to carry out their work responsibilities. However, the results of its implementation are still said to have a lower level of value. In the current era of globalization, the secretarial department does not carry out digital archiving activities or still uses a manual system. The following is an explanation of these three principles:

Principles of security and safety are said to be the principle of security, namely that the administration of archives must be able to guarantee the security of archives from the possibility of leaks and misuse of the contents of letters by irresponsible parties. Meanwhile, the principle of safety is that when organizing archives, you must be able to maintain the safety of archives from various dangers that may occur due to natural disasters or human actions. The following is the statement made by the informant:

> "For the principle of security itself, there are guidelines for preparing manuscript documents, the principle of security is meant through the receipt of letters and then until the archiving process is said to be safe. The Safety Principle can be in the form of an iron shelf which is used to protect against fire, flood, earthquake, etc..." [R01]
> "For filing, we store it in a cupboard, and I think this is safe enough because it also has a lock. When we go in and out of work, we always check the room..." [R02]

Manuscript documents guide archive security, and archive safety refers to facilities and infrastructure that can protect archives from theft, fire, flood, etc.

Principles of Professionalism: According to (Sutirman, 2020), professional human resources with abilities that are in line with their profession are a must for carrying out archives. The following is the statement made by the informant:

> "....For professionalism here, there is an organizational structure, and there are organizational lines" [R01]
> "The job description is shared between me and my friend. For the next 1 year, it is planned to hold certain parts..." [R02]

This statement means that to support professionalism, the hospital has developed an organizational structure and organizational lines that determine the flow of tasks and responsibilities, which are, of course, adjusted to the level of education, expertise, and profession.
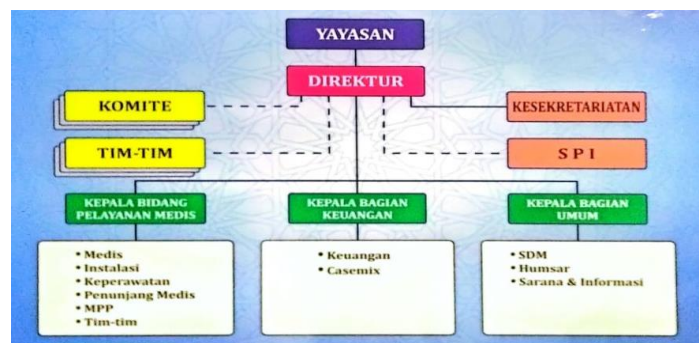
Figure 3. Organization Structure and Coordination Lines

The principles of authenticity and trustworthiness require archive management to uphold the authenticity and trustworthiness of archives used as evidence and accountability material (Sutirman, 2020). The principle of trustworthiness can be realized through a policy of using original documents signed by the leadership. This policy ensures that the document is valid and can be accounted for.

> "Because we don't use electronics, the signing is prohibited from using a scan and must use a wet sign and wet stamp..." [R01]

This statement can be said that to support the authenticity of files; Hospital X has a policy that when signing documents, they must use a wet signature and wet stamp. However, if the leader is on duty outside or is not in the office, there must be a delegation or power of attorney from the office holder one level below.

Implication for Practice

Based on the results of interviews and observations, it is known that archive management using a manual system at Hospital X in the Sidoarjo area needs to be optimally effective. This is because the target achievement indicator still needs to be 100% in managing letters every month because the letter management process takes longer and requires a follow-up process from the director. This is in line with research (Hidayatuloh & Nursofiana, 2022), which states that using a manual system certainly has weaknesses, such as the slow letter approval process. On the other hand, secret e-ethnic employees also need to archive letters and take care of their dispositions afterward.

However, when looking at employee adaptability, it is known that secretarial employees are already accustomed to manual systems to carry out their duties well. It is related to research from (Halawa et al., 2022), which states that with the ability to adapt, employees can be more comfortable, improve their abilities and skills at work, and focus more on their goals and

responsibilities. Even though managing archives in the secretariat using a manual system is still considered complicated in practice, these secretarial employees can adapt and are used to using the system for several years. Therefore, the employees' ability to adapt to existing work systems can influence their effectiveness (Atmaja et al., 2018).

In the third indicator, namely job satisfaction, the results of the interview show that job satisfaction can be identified through secretarial performance, which is said to be good when files can be followed up, or there are no files missed in the follow-up process, and files can be easily found when searched using letter codes. It aligns with research (Masri, 2020), which states that using a number system (numerical) in the archive storage process can facilitate the archive retrieval process more quickly. Apart from that, research (Annur et al., 2024) also revealed that there is a letter coding stage using a data storage system implemented by schools that aims to provide archive codes for incoming and outgoing letters.

In the fourth indicator, responsibility, the interview results showed three principles based on the responsibility indicators in archive management. (1) Security and safety principles are guided by manuscript documents, and archive safety refers to facilities and infrastructure that can protect archives from the threat of theft, fire, flood, etc. Research (Mulyapradana et al., 2021) revealed that to handle the volume of archives in a manual system, adequate facilities and infrastructure are needed, such as filing cabinets, organizers, file boxes, etc. (2) the principle of authenticity and trust, which in a manual archiving system can refer to the authenticity of files with the signature and wet stamp of an authorized person. This is in line with research (Widiatno, 2018), which discusses the validity of document legalization and the fact that it cannot be separated from the authority given to the incumbent.

CONCLUSION

The results and discussion above show that Hospital X lacks an electronic-based archive system. While secretarial employees show good coordination and job satisfaction in managing archives, they face significant responsibilities. However, achieving targets consistently at 100% remains a challenge, and employees perceive the implementation of archive management as complicated, with several persistent obstacles. However, this research is limited because it only includes secretarial employees as respondents, so the information gathered is limited and needs more detail. Therefore, future research on similar themes should enrich literature studies by increasing the number of respondents and including diverse theoretical perspectives in exploring new variables to provide fresh insights into this study area.

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