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The Importance of Archive Acquisition Services to Support the Smooth Operation of the Archive Center and Museum of Surabaya University

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Abstract

Archive acquisition services play a crucial role in supporting the smooth operation of organizations, including the Archives and Museum Center of the University of Surabaya. Archive acquisition is the process of transferring static archives, along with their management rights, from the archive creator to the archival institution. In the digital era, where information accessibility and institutional accountability are paramount, the effectiveness of archive acquisition services directly impacts organizational performance and decision-making capabilities. The purpose of this report is to explain the importance of archive acquisition services and their effectiveness when combined with database integration. The methods used are observation and interviews with archive users at Ubaya. The results show that integrating the database into the archive information system (SINTA) makes archive acquisition more effective, easier to trace, and supports fast access to information. Archive searches on the Ubaya Portal are more efficient thanks to integrated acquisition services. Therefore, strengthening acquisition and digitization services needs to be carried out continuously. The study contributes to the growing body of knowledge on digital archive management while addressing practical challenges faced by higher education institutions in the digital transformation era.

Keywords: archive acquisition, database integration, archive information system, archive creator, work efficiency

INTRODUCTION

Amid the rapid development of information technology in today's digital era, the need for efficient and structured archive management is becoming increasingly urgent, especially for higher education institutions such as the University of Surabaya (Arsalan & Rehman, 2021; Wahyudi et al., 2022). Archives are no longer considered merely documents of the past but have become a vital source of information that plays a crucial role in decision-making and supports institutional accountability (Asogwa, 2019; Fadillah & Putri, 2023). Therefore, archive management must be conducted systematically, adhering to archival principles and established work procedures (Ngulube, 2020; Sutanto et al., 2021; Yusof & Awang, 2020).

One important aspect of archive management is the acquisition process, which involves transferring static archives from their creators to archival institutions (Ngulube, 2020; Yusof & Awang, 2020). Based on Law Number 43 of 2009 concerning Archives, archive acquisition is the process of transferring the management of static archives with administrative, historical, and legal value from the archive creator to an authorized institution (Asogwa, 2019; Rahmawati & Santoso, 2021; Sulistyo-Basuki, 2022).

At the University of Surabaya Archives and Museum Center, the implementation of archive acquisition still faces several obstacles. Some work units do not understand the importance of submitting archives promptly, are hindered by the unavailability of standardized Standard Operating Procedures (SOPs), have limited management personnel, and lack adequate support for information technology infrastructure (Kemoni & Wamukoya, 2019; Shepherd & Yeo, 2020). These obstacles have resulted in the acquisition process not running optimally, causing delays in providing information (Gilliland, 2022; Masrek et al., 2020).

Similar conditions have also been reported in various previous studies (Guo et al., 2022). Putri (2019), in a study conducted at Yogyakarta State University, found that acquisition activities had not been carried out optimally due to the absence of standardized SOPs and the lack of understanding from work units. Hakim also noted that at Gadjah Mada University.

Although an archive information system has been implemented, its effectiveness is still not fully maximized, especially during the digital transition period. Research by Putri (2023) at Padjadjaran University indicates that, although digital systems such as SIKENDI have enhanced archiving efficiency, limited human resources (HR) and facilities remain obstacles. Syahidan (2024) at Brawijaya University stated that while the implementation of archive digitization helps improve efficiency, it still requires infrastructure readiness and budget support.

As one solution, the use of database-based information systems is considered effective in accelerating the acquisition process of archives. The University of Surabaya has developed its own Archives and Museum Information System (SINTA), which enables centralized and efficient processing for digitizing, managing, and searching archives.

According to Prasetya and Handayani (2020), the use of information systems in archive management can increase service efficiency by 70% and reduce the risk of losing archives. Meanwhile, Herlina and Andika (2021) demonstrated that the existence of acquisition SOPs and training for archive management personnel had a significant impact on the accuracy and sustainability of static archive management.

In response to these problems, the author is encouraged to develop applied work in the form of SOP design and archive acquisition service documentation at the University of Surabaya Archives and Museum Center. This product can provide a concrete solution for enhancing archive management performance, streamlining the acquisition process, and fostering sustainable technology-based archive management.

The purpose of this research is to find out how important archive acquisition services are at the University of Surabaya Archives and Museum Center. Additionally, it aims to identify the obstacles or barriers that often arise during the implementation of these services. Based on the results obtained, it is hoped that this will provide helpful suggestions or input to improve the archive acquisition service, making it more organized and supporting smooth operations in the Surabaya University campus environment.

The benefits of this research include the development of knowledge and practical understanding in the field of archives. For Ubaya Polytechnic, the report serves as a reference, a graduation requirement, and a tool for evaluating student abilities. Meanwhile, for the company, this report serves as an input for improving work and supporting operations through the contributions of internship students.

RESEARCH METHOD

The author employed a qualitative research method for this final report. This approach aimed to gain an in-depth understanding of the archive acquisition process

and the obstacles encountered. Data collection combined three main techniques: observation, interviews, and documentary studies. Observation involved directly witnessing interactions and social behavior related to the phenomenon studied. Interviews were conducted to understand participants' views and experiences. Documentary studies examined archival documents and other written materials to provide contextual insights.

The combination of these techniques allowed comparison of empirical data with theoretical frameworks, providing a comprehensive understanding of the archive management problem. The triangulation of data from these multiple sources enhanced the validity of the findings.

Data processing followed three stages as described by Miles and Huberman data reduction, focusing on important information; data presentation, organizing findings in narratives or tables; and conclusion drawing with verification through triangulation within and between data sources.

The research took place at the University of Surabaya Archives and Museum Center, located in Surabaya, East Java. The study was conducted over three months, from September 17 to December 17, 2024. Fieldwork revealed that the archive acquisition process had not been optimal, as some work units did not submit archives regularly due to a lack of understanding of internal regulations enforced since 2002. Several units awaited instructions rather than submitting archives proactively, and some stored archives independently. To address this, the Archive Center integrated a database system allowing these archives to be directly entered. For units without system access, a mailing feature via the Ubaya Portal enabled archives to be acquired through the PAM system. Despite automation, some units still submitted archives physically due to limited system access.

RESULTS AND DISCUSSION
Overview of Archive Acquisition Services at PAM Ubaya

The implementation of archive acquisition services at the University of Surabaya Archives and Museum Center (PAM) is a crucial component of the information management system at the higher education institution. As an institution responsible for storing, caring for, and providing access to static archives, PAM plays a crucial role in ensuring that all archives with administrative, legal, and historical value can be managed in an orderly and systematic manner.

Archive acquisition services are carried out through two main channels, namely physical delivery and digital delivery. In addition, the University of Surabaya has developed a digital system called SINTA (Archive and Museum Information System), which enables integrated and real-time archive management. Nevertheless, based on the results of observations and interviews, there are still challenges and opportunities for improvement that underlie the need to develop standardized procedures (SOPs) in this service.

Archive Acquisition Service at the Archives and Museum Center (PAM)

At the University of Surabaya, this acquisition service serves as an important

bridge between the archive-creating work unit and PAM, the central manager. The function of this service is not only to receive archives but also to organize the flow of delivery, recording, storage, and access to the archives that have been received. Archive acquisition is the process of transferring static archives from their creators to archival institutions. Based on Law Number 43 of 2009, Article 40, acquisition aims to ensure the preservation, availability, and easy access to static archives for administrative, legal, historical, and public accountability purposes. Ulvandhia et al. (2019) explain that acquisition is the initial stage in the archive management cycle, which reflects the seriousness of the institution in maintaining organizational memory.

Submission Procedures and Systems Used

The results of observations show that the archive acquisition procedure at PAM Ubaya is carried out through:

a) Direct handover (physical) of important documents such as asset certificates, policies, and personal documents. Upon receipt, the archive is recorded in a log, and an official report is made.

b) Digital delivery through various channels: email, WhatsApp, online mail, and SINTA system integration.

For digital channels, the archives sent are recorded administratively without having to be printed. The SINTA system enables connected work units to upload documents directly into the PAM database, eliminating the need for manual processing.

However, as revealed by Mr. Dwiyana Pinatasari (PAM staff), not all work units have been connected to this system. So, there are still submissions made through informal channels such as WA or regular email. This causes non-uniformity in the way archives are submitted between units, as well as complicating the recording and tracing process.

As an effort to improve services, on May 22, 2025, an activity was held, "Socialization of Archive Delivery through Mail Services on the Ubaya Portal, which is Integrated with the PAM System in SINTA and the Ubaya Portal." The event was attended by all administrative staff from various work units and aimed to equalize the understanding and practice of digital archive submission.
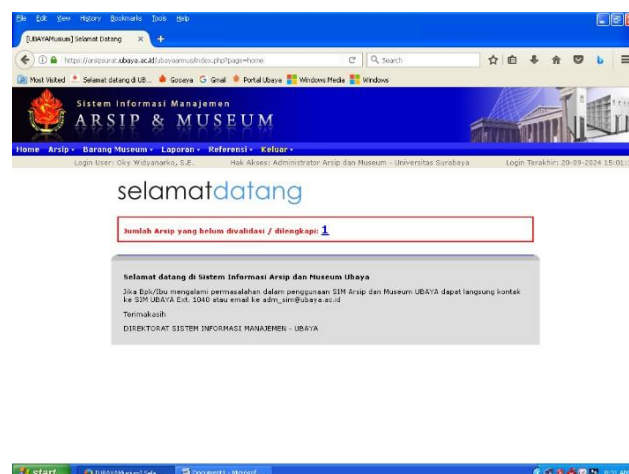

Table 1. Ubaya Portal or SINTA display

Constraints and Efforts to Improve Services

Although systems and channels for archive submission are in place, some obstacles are still often encountered:

a. The digital archive sent is not accompanied by attachment files or is incomplete;
b. Files in non-standard formats (not PDF or JPEG);
c. There is no uniform file naming or appropriate keywords;
d. Not all work units regularly send archives;
e. There is no standardized SOP as a reference for staff in the work unit;
f. There are still delays or delivery of urgent documents without coordination.

PAM does not have full authority to force work units to submit complete archives because of its function as a receiver and keeper. Therefore, coordination and socialization are key, as stated by Mrs. Joanna Sri Untarti (PAM staff):

"Coordination is done via telephone, WhatsApp, and email, as well as socialization during archival days."

As a solution, the development of SOPs is expected to bridge the gap between work units and PAM, help simplify and unify communication lines and responsibilities, and archive handover procedures.

Preparation of SOP for Archive Acquisition Service

The preparation of a Standard Operating Procedure (SOP) is a crucial step in establishing consistent, orderly, and measurable archive governance. In the context of the University of Surabaya Archives and Museum Center (PAM Ubaya), the existence of SOPs is needed to clarify the roles of each party, simplify work processes, and unify understanding in all work units involved in the transfer of archives.

According to Herlina and Andika (2021), a well-documented SOP will increase efficiency, minimize procedural errors, and accelerate the adaptation of new employees to the work system. Therefore, the author designed an SOP for archive acquisition services as part of the contribution of applied work to improve the SINTA-based digital archiving system at the University of Surabaya.

Problem Identification and Design Objectives

From the observations and interviews, it was found that:

a. The procedure for submitting archives from the work unit to PAM does not have a standardized document;
b. Each work unit has a different way of sending archives: some via email, some only via WhatsApp, or online letters without supporting documents;
c. Some units do not understand that the archives sent should be accompanied by attachments or digital files as required;
d. The process of recording digital archives is not yet fully integrated because not all units are connected to the SINTA system;
e. There is no official allocation of responsibility for the initial (collection), middle (recording), and final (storage/access) stages.

The above problems encourage the author to develop an SOP that can be used as

an official reference in the archive acquisition process. The objectives of this SOP design are:
a. Standardize the archive handover flow;
b. Clarify lines of communication and responsibilities;
c. Minimize duplication, omissions, and delays;
d. Integrating manual procedures with digital systems (SINTA);
e. Increase transparency and accountability in records management

With the SOP, PAM will have fixed guidelines that can be socialized to all work units so that the acquisition process runs more uniformly and measurably.

Preparation and Validation of SOP Documents

Preparation of SOP is done through several stages, namely:
a. Field Data Collection

The author made direct observations at PAM Ubaya, as well as interviews with the PAM Manager (Mr. Oky Widyanarko) and other staff (Mrs. Joanna Sri Untari, Mr. Dwiyana Pinatasari). From the interviews, an overview of the actual practice of archive acquisition and the obstacles faced was obtained.

For example, Ms. Joanna Sri Untari said:

"There are three ways, by email, online mail, and direct delivery after receipt a transaction is made for the delivery of the archive... those by online are mentioned by email without being printed/signed."

This statement highlights the diversity of archive delivery methods, which should be standardized in the SOP.

b. SOP Structure Design

Based on this data, the author designed an SOP format consisting of:
a. Title of the procedure;
b. Purpose of the procedure;
c. Scope;
d. Definition of terms;
e. Process flowchart;
f. Person in charge of each stage;
g. Supporting documents (forms, recording logs);
h. Terms of use of the system (email/SINTA);
i. Periodic evaluation and reporting.

A flowchart is designed to illustrate the flow of archive submission from the work unit until it is stored and recorded in the SINTA system.
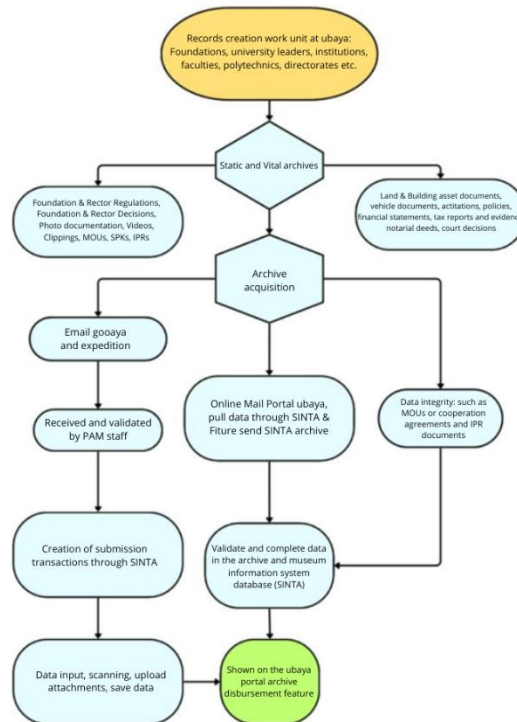
Figure 2. Flow of Archive Acquisition System

c. Simulation and Initial Evaluation

After the SOP was drafted, the author submitted the draft to the PAM Manager for feedback. Informally, PAM welcomed the preparation of this document and stated that the SOP would be beneficial in disciplining the flow of archive submission, especially from work units that have not been actively coordinating with PAM.

During the initial validation, it was suggested to add provisions for uploading files in specific formats (PDF/JPEG) to comply with reporting standards.

d. Final Format Documentation

The final result of the SOP was designed in the form of a document with flowchart attachments, a sample archive handover form, and a list of required documents to be attached. This SOP document is prepared to serve as an official guideline and training material for new administrative staff in the future.

Special Emphasis:

a. This SOP is tailored to the unique needs of PAM, which manages archives from many different work units;

b. The preparation of the SOP considers the limitations of human resources and

existing infrastructure;

c. The SOP is also designed to support the transition from manual archiving to an integrated digital system (SINTA).

Interview Results with PAM Managers and Staff

As part of the primary data collection, the author conducted direct interviews with Mr. Oky Widyanarko, the manager of the University of Surabaya Archives and Museum Center (PAM Ubaya), and with two PAM staff members, Ms. Joanna Sri Untari and Mr. Dwiyana Pinatasari. Interviews were conducted directly at the PAM location during breaks, focusing on procedural and technical aspects, as well as obstacles encountered during the implementation of archive acquisition services. The results of these interviews became the basis for designing applied work in the form of SOPs for archive acquisition services.

Current Flow of Acquisition Process

The current archive acquisition process is done through five main channels:

1. Email
2. Online mail through the Ubaya Portal
3. WhatsApp
4. SINTA system integration
5. Direct delivery (physical)

For important documents such as assets, policies, and personal documents, archives are handed over directly to PAM. Upon receipt, PAM staff create an official report or archive submission form, which is signed by the sender and receiver and acknowledged by the PAM manager.

Mr. Dwiyana Pinatasari explained:

"There are five ways: through email, WA, online mail, via SINTA system integration, and direct physical delivery."

For digital documents received via WA or email, PAM performs internal recording without requiring physical printing. Regarding online mail and SINTA system integration, the archive is directly integrated into the database, eliminating the need for a manual reception process.

Technical and Non-Technical Constraints

From the interviews, several barriers were found that are routinely faced by PAM staff:

a. Technical Constraints
   1) Human error from the sender, such as incomplete documents or attachments not uploaded;
   2) Non-standard file formats (e.g., not PDF);
   3) Inconsistent keywords, making it difficult to search;
   4) Computer network or system down during the submission process;
   5) SINTA system data updates are carried out every 23.00, so there is a lag time for receipt.

   Mr. Dwiyana Pinatasari said:

   "Even in an integrated system, sometimes human error still occurs; the

computer network used is sometimes down."

b. Non-Technical Constraints
1) Not all work units regularly submit archives to PAM;
2) Lack of understanding from work units about the importance of attaching files when sending archives;
3) The absence of standardized SOPs as a reference for work units.

PAM cannot confirm whether the archives sent are complete because PAM only serves as a storage party.

Outlook on Integrated System

PAM staff stated that the SINTA system greatly facilitates the process of archive acquisition and search. Archives that have been entered into the system can be searched easily using keywords.

Mrs. Lilis Sulistriana Ichtiarsih, an archive user from the Surabaya University Foundation, said:

"It is very easy because we just type the keynote, and the archive we are looking for will come out."

However, not all work units have been connected to this system, so PAM staff still have to handle manual and digital archive submissions simultaneously. This causes duplication of work.

Pak Dwiyana Pinatasari adds:

"Not all units' databases at Ubaya are connected to SINTA PAM yet."

Coordination and Socialization of Archive Delivery

Coordination with work units is done through various media:

a. Phone call to MAF (Faculty Administration Manager);
b. WhatsApp;
c. Email;
d. Regular socialization, especially every Archives Day commemoration.

For example, on 22 May 2025, PAM, together with the Ubaya Archive Center team, held an activity called "Socialization of Archive Delivery through Mail Services on the Ubaya Portal Integrated with the PAM System in SINTA and the Ubaya Portal." The event invited all administrative staff from various work units and aimed to increase the understanding and readiness of units in sending archives digitally.

Figure 3. Official Invitation to Socialization Activities

Figure 4. Documentation of Archives Acquisition Socialization Activity

Ms. Joanna Sri Untari stated that coordination is essential because:

"PAM cannot be sure whether the archives sent are complete or not, so a common understanding is needed from all units."

These interviews confirm that while digital systems, such as SINTA, are available and helpful, their implementation still faces technical and administrative challenges. Therefore, it is essential to provide standardized work guidelines (SOPs) so that all units can participate in the archive acquisition process in an orderly and consistent manner.

Analysis and Discussion of Findings Based on Theory

This chapter describes how the field findings obtained during work practices and interviews are reviewed in light of the theoretical basis outlined in Chapter II. The

discussion is carried out to determine the extent to which the practice of archive. Acquisition services at PAM Ubaya are by archival principles, as well as how digitization and SOPs play a role in strengthening the effectiveness of these services.

Conformity with Archival Principles

Based on Article 3 of Law No. 43/2009, archive management must be carried out systematically, in an intact, authentic, and reliable manner. This includes archive acquisition, processing, and preservation activities. The findings at PAM Ubaya show that these principles have begun to be applied, such as:

a. Receipt of archives is completed with a transaction form (physical or digital);

b. Use of the SINTA system to browse and store archives digitally;

c. The recording process is carried out for every incoming archive, whether via email, WhatsApp, or online mail.

However, there are still irregularities in the submission of archives, especially from work units that do not understand the obligation to upload complete archives. This indicates that archival principles have not been fully integrated into the work culture of archive-producing units.

Comparison with Previous Studies

The findings in this report reinforce the results of Putri's research (2019), which states that the archive acquisition process in the university environment often experiences obstacles because:

a. There is no SOP yet;

b. Lack of understanding from work units;

c. The absence of a single standard in archive delivery.

Hakim, who researched archive management at Gadjah Mada University, stated that the digital transition without clear guidelines would lead to confusion and procedural errors.

By designing the SOP for archive acquisition at PAM Ubaya, the author aims to address the issues identified in these various studies, specifically by creating written guidelines that can be utilized by all work units, thereby ensuring a more uniform acquisition process.

The Role of Digitization in Archive Efficiency

Archival digitization is one of the important pillars of modern archive management. According to Prasetya and Handayani (2020), the use of archive information systems can increase service efficiency by up to 70%, primarily because they allow for quick access, easy search, and reduce the risk of losing physical archives. The implementation of the SINTA system at PAM Ubaya supports this.

Archives entered through the portal or online mail are automatically documented and can be accessed at any time. In addition, as stated by Mrs. Lilis Sulistriana Ichtiarsih (archive user):

"It is very easy because we just type the keynote, and the archive we are looking for will come out."

However, the utilization of digitization has not been optimal because:

a. Not all work units are already connected to SINTA;

b. There are still technical problems, such as incomplete uploads or human error;

c. Inconsistent use of keywords.

This shows that digitalization needs to be accompanied by education, SOPs, and regular system evaluations so that the benefits are truly optimal.

This analysis reveals that the practice of archive acquisition at PAM Ubaya has generally led to modern and digital archive management yet still requires improvements in structural and work culture. The preparation of SOPs is a concrete step to bridge the gap between theory and practice, encouraging the realization of an orderly, efficient, and accountable acquisition system.

Evaluation of the Designed Procedure

The evaluation of the designed procedure was carried out to measure the extent to which the draft SOP for Archive Acquisition Services can provide solutions to problems that occur in the archive acquisition process at the University of Surabaya Archives and Museum Center. This evaluation is based on the suitability of the actual conditions, responses from relevant parties, as well as the potential for widespread application across all work units within the University of Surabaya.

Advantages and Disadvantages of Procedures

Advantages

1. Standardize Workflows: The SOPs outline the steps for delivering records from creation to delivery and recording in PAM for both physical and digital pathways. This reduces staff confusion about the procedures to be followed.

2. Support for the SINTA System: The procedure integrates the use of the SINTA system into the archiving flow. Thus, this SOP supports the digital transformation that has begun to be implemented at Ubaya.

3. Learning Resources This SOP can also be used as training material for new staff or as an internal reference for work units that still do not understand how to submit archives correctly.

4. Flexibility The SOP format is made with attention to the flexibility of the work unit. The archive delivery format can be adjusted to accommodate the capacity of each unit as long as it follows the established flow and includes supporting documents.

Weakness

1. Not Yet Formally Tested This draft SOP is still in draft form and has not been thoroughly tested by all work units. Thus, its effectiveness can only be assessed after official implementation by PAM.

2. Still Requires Internal Adjustment. Each work unit within Ubaya has a different structure and work habits, so an additional communication approach is needed to ensure the SOP can be fully adopted.

3. Dependent on System Infrastructure The effectiveness of the SOP is highly dependent on the readiness of the SINTA system and internet network. If there is a system disruption or the work unit does not have access, the digital flow in the SOP can be hampered.

Potential Implementation to Work Units

This draft SOP has excellent potential to be implemented in all work units at the University of Surabaya because:

a. The document is practical and easy to understand because it is written in a simple format and equipped with a flowchart;

b. Relevant to the needs of the institution, considering that PAM is currently in the process of building a stronger integrated acquisition system;

c. Has received informal positive feedback from the PAM Manager, who stated that this SOP could be the first step in standardizing archive acquisition services across the campus.

However, for implementation to be effective, several further steps are required, such as:

a. Official socialization of SOPs to all work units;

b. Brief training on the use of the SINTA system and archive digitization process;

c. Periodic monitoring and evaluation by the PAM team to see the effectiveness of the SOP in practice.

The preparation of this SOP is expected to be a real contribution from the author in improving the archive acquisition service process and supporting the performance of PAM Ubaya as an archive-based institutional information management institution.

Impact of Acquisition Services on Work Efficiency

A good archive acquisition service has a direct impact on an organization's work efficiency. At the University of Surabaya, the existence of an integrated archive acquisition system, facilitated through PAM and SINTA, provides several conveniences in aspects of administration, data provision, decision-making, and institutional accountability. In this section, the author identifies three main impacts of implementing archive acquisition services in Ubaya's PAM work environment.

Improved Accessibility and Speed of Information

One of the tangible benefits of digital archive acquisition services is the increased accessibility of information. With the availability of archives in a centralized system such as SINTA, users can search for archives simply by typing keywords. Mrs. Lilis Sulistriana Ichtiarsih, an active user of archives from the Foundation, recognized this:

"It is very easy because we just type in the keynote; the archive we are looking for will come out unless the archive has not been entered in the archive center."

In addition, Mr. Tito Dramano, an archive user from the Ubaya Polytechnic

Administration, stated that access to archives has been high-speed and has not encountered any obstacles so far. The archive request process is initiated by contacting PAM via email, and the required digital documents are sent directly to the user without requiring a visit to the location.

"I just ask for it in the PAM email, then it is sent. No hassle. It is fast," said Mr. Tito Dramano when interviewed.

Before the digital system was implemented, the archive search process took longer and often depended on the managing staff. Now, with a digital system, archives can be accessed at any time, even across units, provided there is an internet connection and valid authorization.

This speed certainly supports operational activities, such as:

a. Responding to audit or accreditation requests;

b. Compiling institutional reports;

c. Completing data to support management decisions.

Managerial Decision Support

A complete and easily accessible archive will strengthen the decision-making process at the managerial level. For example, when legal documents such as decrees, deeds, or asset certificates are needed, leaders do not need to wait for a manual search process because everything has been digitized. This also supports the institution's ability to respond quickly to changes in regulations or internal needs.

Ms. Ira Yulia Erfiani, one of the archive users from the Directorate of Finance office, stated that although some documents cannot be downloaded immediately, the request process via email is straightforward, and the system helps control data requests, ensuring they are not misused.

From a management perspective, this shows that an orderly acquisition system is capable of:

a. Provide archives that are timely and appropriate;

b. Provide authentic evidence in legal and administrative proceedings;

c. Increase the credibility of the institution.

Readiness for Digital Transformation

The implementation of SINTA system-based acquisition services at the University of Surabaya reflects the institution's readiness to enter the digital transformation stage of archive management. This system allows:

a. Interconnection between work units and archive centers;

b. Monitoring of incoming data in real-time;

c. Reduction of paper usage (paperless);

d. The digital footprint is automatically recorded. However, this readiness still needs to be improved in many aspects:

a. Digital literacy of administrative staff;

b. System connectivity between units;

c. Infrastructure support and system maintenance budget.

As stated in the socialization on 22 May 2025, all work units are expected to

be able to adapt and run digital archive delivery through online mail on the Ubaya Portal. This is a significant milestone in establishing an efficient, secure, and sustainable digital archiving culture.

Overall, an organized and digital system-based archive acquisition service has a positive impact on the institution's work efficiency. Although not yet entirely perfect, the steps taken by PAM Ubaya, including the preparation of SOPs and SystemSystem socialization h a s laid a strong foundation for modern, orderly, and adaptive archive management to meet theg needs of the times.

CONCLUSIONS

Based on observations, interviews, and analysis at the University of Surabaya Archives and Museum Center (PAM), it was found that while PAM has an SOP guiding the archive acquisition process through various physical and digital channels, its implementation remains inconsistent across work units due to limited socialization, uneven staff understanding, and inadequate integration support. Many units did not fully follow the SOP, and technical issues like late submissions, incomplete files, and inconsistent filing methods further hindered efficiency. The author's work focused on analyzing SOP implementation and strengthening procedures by developing flowcharts, supporting documents, and improved communication proposals to help PAM optimize SOP adherence and promote a culture of orderly, digitally integrated archive management. Future research could explore the impact of targeted training programs and enhanced system integration on improving compliance and efficiency in archive acquisition services.Based on observations, interviews, and analysis at the University of Surabaya Archives and Museum Center (PAM), it was found that while PAM has an SOP guiding the archive acquisition process through various physical and digital channels, its implementation remains inconsistent across work units due to limited socialization, uneven staff understanding, and inadequate integration support. Many units did not fully follow the SOP, and technical issues like late submissions, incomplete files, and inconsistent filing methods further hindered efficiency. The author's work focused on analyzing SOP implementation and strengthening procedures by developing flowcharts, supporting documents, and improved communication proposals to help PAM optimize SOP adherence and promote a culture of orderly, digitally integrated archive management. Future research could explore the impact of targeted training programs and enhanced system integration on improving compliance and efficiency in archive acquisition services.

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