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Optimizing Contract Document Management: A Case Study of the Legal and Compliance Unit at PTAPI – Ngurah Rai International Airport Branch

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Abstract - This study investigates the procedures for managing contract documents at the Legal & Compliance Unit of PTAPI – Ngurah Rai International Airport Branch. The objective is to examine the existing workflow related to the handling and archiving of agreement documents and to identify key challenges, especially concerning the retrieval of signed contracts by business partners. Employing a descriptive qualitative research method, data were collected through direct observation, in-depth interviews with legal staff, and a thorough review of institutional documentation. The research findings reveal that while the unit processes more than 300 contract agreements annually, there is no formalized procedure regulating the timeline for business partners to collect their signed documents. This has resulted in the accumulation of uncollected contracts, physical storage congestion, increased administrative burdens, and reduced staff productivity. Key contributing factors include the absence of an internal standard operating procedure (SOP), lack of enforcement policies or sanctions for delays, limited digital document archiving, and inadequate communication or notification systems directed at partners. The study emphasizes the urgent need for establishing standardized document retrieval protocols, implementing structured deadlines for collection, automating partner notifications, and investing in digital documentation systems. By adopting these strategies, the Legal & Compliance Unit can enhance its administrative efficiency, reduce legal risks, and improve overall service quality. Furthermore, the results offer valuable insights and practical policy recommendations that can be adapted by similar units in other corporate or public-sector environments seeking to improve contract lifecycle management.

Keywords: document management, legal administration, contract handling, administrative efficiency, airport operations

1. Introduction

Administration is a fundamental component in ensuring organizational efficiency and effectiveness, encompassing not only data recording and storage but also the management of legally significant documents (Prakoso et al., 2023). Among these, contract documents are particularly critical. They establish legally binding rights and obligations between PTAPI (the Company) and its business partners, and must be handled with accuracy, timeliness, and rigour. Efficient contract management ensures legal certainty, enhances compliance, facilitates audit processes, and quickly addresses potential disputes (Hurwitz, 2018).

PTAPI operates in both aeronautical services—covering flight operations, passenger services, cargo handling, and airside logistics—and non-aeronautical services such as commercial leasing, utilities, advertising, and parking operations. These activities take place at Ngurah Rai International Airport in Bali. The Legal & Compliance Unit within the airport branch manages over 300 annual contracts formalizing these partnerships. Despite its importance, contract documentation processes suffer from inefficiencies, including backlogs resulting from uncollected signed contracts by partners, causing storage strain, retrieval delays, and workflow disruptions. These inefficiencies reduce administrative productivity, impede legal oversight, and potentially tarnish the unit's professional image (Goswami & Shrivastava, 2020).

Critical issues include: (1) absence of clear policies on the collection timeframe for completed contracts; (2) lack of enforcement mechanisms or administrative sanctions; and (3) insufficient partner notification and reminders. In practice, signed contracts remain in the Legal & Compliance office indefinitely. Staff must manage increasing volumes manually, adding labor and time burdens. This situation

could jeopardize legal compliance and hinder overall operational effectiveness (National Association of Legal Administrators [NALA], 2019).

Given this context, this research analyzed the contract document management procedures at the Legal & Compliance unit of PTAPI – Ngurah Rai International Airport. It aims to identify inefficiencies and propose structured, policy-based solutions to streamline operations.

The importance of this research lies in its potential to significantly enhance organizational performance in several critical areas. First, it contributes to **operational efficiency**, which is a core performance indicator in both public service and the aviation industry. By streamlining contract management procedures, the organization can achieve faster document flow and reduce administrative errors, thereby improving the overall quality of service delivery (APQC, 2019). Second, the study supports **legal and audit preparedness**, as incomplete or mismanaged agreements can create serious risks during audits or legal proceedings. Establishing standardized procedures helps ensure the **traceability and integrity** of legal documents, as recommended by ISO 15489-1:2016. Third, the research addresses **resource optimization**, highlighting how policy-driven or automated systems **reduce the time and effort required** by staff to manually track and manage documents, allowing them to focus on more strategic and high-value activities (Coulthard, 2018). Fourth, the implementation of efficient document management practices reinforces the organization's **professional reputation**. Accurate and timely handling of agreements builds stakeholder trust and reflects positively on the institution's credibility in a regulatory environment. Lastly, the research offers broader relevance as a **model for wider application**, providing insights and recommendations that can be scaled across other branches of or adapted by other state-owned enterprises seeking to strengthen their administrative frameworks.

This study is grounded in two core frameworks: Records Management Theory and Administrative Efficiency Theory (Chinedu et al., 2022; Touray, 2021; Buckland, 1994). ISO 15489-1:2016 defines records management as planned implementation of policies and procedures to capture, manage, retain, and dispose of documents and records. Key elements include retention scheduling, storage design, access controls, and metadata-driven retrieval.

Drawing from public administration literature (Weber, 1947; Gulick, 1937), efficiency is measured by how well organizational processes convert inputs into outputs. The POSDCoRB model (Planning, Organizing, Staffing, Directing, Coordinating, Reporting, Budgeting) supports structured, formalized procedures.

A combined theoretical lens suggests that integrating formal records management standards with administrative efficiency practices can lead to robust contract management systems, enhancing both process integrity and service performance.

A review of previous related studies highlights the growing importance of efficient contract and document management across various sectors. Hurwitz (2018) explored contract lifecycle management in the U.S. public sector, revealing that automation and the implementation of standardized workflows reduced contract cycle times by 35%. Similarly, Goswami and Shrivastava (2020) analysed legal administrative processes in Indian airport authorities, finding that structured schedules for document retrieval significantly reduced backlogs by 40%.

A critical review of the selected literature reveals consistent emphasis on the importance of structured and secure records management for effective organizational performance. The collective studies underline that inadequate record control mechanisms lead to operational inefficiencies, legal vulnerabilities, and poor information retrieval processes.

Mohamed et al. (2018) provide a foundational understanding of how records management in Tanzania aligns with international theories, but their study is largely theoretical and lacks an empirical grounding that could strengthen the practical applicability of their insights. In contrast, Aramide et al. (2020) highlight how new media technologies can enhance both the security and accessibility of organizational records, suggesting that technological interventions not only reduce risks but also improve strategic responsiveness. However, the study lacks clarity on implementation challenges, particularly in resource-limited settings.

Mohamed and Bunawan contribute by offering a framework for establishing an effective records management program, emphasizing accountability and compliance. Their work is valuable for policy development but could benefit from sector-specific analysis to address varying needs between public and private institutions (2022). Meanwhile, Ikuenomore focuses on electronic record systems within Nigerian universities and links record management practices to managerial effectiveness. The strength of this study lies in its recent and localized data, although it could be expanded by including comparative analyses across different regions or levels of education (2025).

Overall, these studies collectively support the notion that digital transformation, clear policies, and managerial support are critical success factors in modern records management. Nonetheless, there is still a need for integrated models that address both policy frameworks and technological infrastructure in diverse organizational contexts.

In the healthcare sector, Coulthard (2018) emphasized that the adoption of electronic retrieval systems and automated notifications greatly enhanced efficiency and reduced staff workload. Complementing these findings, a report by the National Association of Legal Assistants (NALA, 2019) noted that law firms using digital contract management systems experienced a 50% decrease in overdue or uncollected signed agreements. Furthermore, ISO 15489-1:2016 underscores that record-keeping efficiency depends on the presence of formalized policies, clear accountability, and well-regulated access controls. While these studies offer valuable best practices and evidence, most are situated in Western or South Asian contexts. Therefore, their applicability may be limited in Indonesia's public-aviation sector, particularly within a multilingual and bureaucratic legal framework. This research seeks to fill that gap by providing a context-specific analysis at Ngurah Rai International Airport, offering insights that are both locally grounded and operationally relevant.

The research is driven by several critical questions that emerge from observed gaps in both practice and theory regarding contract document management at Ngurah Rai International Airport. First, it seeks to explore the current procedures employed by the Legal & Compliance Unit in managing and distributing signed agreement documents. Understanding this baseline is essential for identifying inefficiencies and vulnerabilities. Second, the study investigates the main barriers that hinder effective document turnover and partner compliance, including issues related to communication, manual processes, and the absence of standardized retrieval mechanisms. Third, the research aims to identify potential internal policies, procedural adjustments, or technological interventions—such as digital tracking systems or automated notifications—that could significantly enhance the document management process. Lastly, it examines how implementing a structured procedure with clearly defined timelines and systematic communication protocols could improve overall operational efficiency, strengthen legal compliance, and elevate the quality of administrative services. These research questions provide a foundation for both diagnostic evaluation and strategic improvement within the Legal & Compliance Unit of .

2. Method

2.1 Research Location

This study was conducted at the Legal & Compliance Unit of PTAPI – Ngurah Rai International Airport Branch, located on the 1st Floor of Wishtisabha Building, Jalan I Gusti Ngurah Rai, Tuban, Bali. The location was selected based on its strategic relevance to the research topic, given that this unit is directly responsible for the management of legal agreements and business contracts within the company.

2.2 Object of the Study

The object of this study is the *contract document management procedures* implemented by the Legal & Compliance Unit at PTAPI – Ngurah Rai International Airport. The study focuses specifically on how legal agreements are processed, stored, distributed, and managed post-signature, as well as the challenges and inefficiencies associated with those processes.

2.3 Types and Sources of Data

a. Type of Data

The research utilizes qualitative data. Qualitative data refers to descriptive information that is not expressed in numerical form but instead presented through narrative, textual description, or thematic analysis. Sutriyanti and Muspawati (2024) emphasize that qualitative data offers deep insights into administrative and social phenomena and is suitable for exploring organizational procedures and staff experiences.

b. Sources of Data

Primary Data

Primary data refers to first-hand information gathered directly from the source during the research process. This includes data collected through interviews and direct observation of document handling practices in the Legal & Compliance Unit. According to Sulung and Muspawati (2024), primary data ensures relevance and accuracy because it reflects current and contextual realities.

Secondary Data

Secondary data includes previously documented information, such as journal articles, internal company reports, administrative guidelines, and other literature relevant to the research focus. These were accessed through institutional records and academic databases. Secondary sources support the contextualization of findings and enrich theoretical discussion (Sulung & Muspawati, 2024).

2.4 Data Collection Methods

To ensure data validity, this study employed the following data collection techniques:

(1) Observation: The researchers conducted direct observations of how contract documents are handled in the Legal & Compliance Unit—especially focusing on the stages of storage, retrieval, and partner collection processes. Observation allowed for the identification of inefficiencies and gaps in documentation flow.

(2) Interviews: In-depth interviews were conducted with relevant staff from the Legal & Compliance Unit. These interviews aimed to gain insight into daily operations, encountered challenges, and potential improvement strategies. The interview method facilitated two-way communication, enhancing the depth of understanding on technical and procedural aspects.

(3) Documentation Review: Supporting documents, including internal reports, procedural memos, legal contract templates, and company profiles, were reviewed. These documents served to verify the findings from interviews and observations and to supplement the narrative with concrete institutional practices.

(4) Literature Study: A review of literature—books, journals, and prior research—was conducted to build a strong theoretical foundation and benchmark this study against previous findings in similar administrative and legal environments.

2.5 Data Analysis Method

The data collected from interviews, observations, and document reviews were analyzed using a descriptive qualitative approach. As stated by Fadilla and Wulandari (2023), descriptive qualitative analysis is suitable for interpreting non-numeric data to identify patterns, meanings, and categories. In this study, data analysis involved systematically categorizing findings based on the research questions and identifying underlying causes of procedural inefficiencies. The final interpretation aimed to offer practical recommendations grounded in real-world observation and theoretical relevance.

3. Results and Discussion

3.1 Results

This chapter presents the findings obtained from the research on the document management procedures in the Legal & Compliance Unit at PTAPI – Ngurah Rai International Airport Branch. The research focused on the workflow, handling, and challenges in managing agreement documents.

3.1.1 Current Procedure for Document Management

Based on the results of field observations and in-depth interviews with staff from the Legal & Compliance Unit at PTAPI – Ngurah Rai International Airport Branch, it was found that the procedure for managing agreement documents follows a **linear yet semi-manual workflow**. Although some elements of the process have adopted digital practices, the overall system still relies heavily on manual operations, particularly in storage and retrieval. This semi-manual approach affects the efficiency, security, and accessibility of agreement documents, which are crucial assets for legal and operational continuity.

The current procedure can be divided into four primary stages:

1. Drafting and Internal Review

The process begins with a request from operational units—such as the commercial, operations, or property management divisions—for legal documentation. These units submit a formal request to the Legal & Compliance Unit, outlining the nature of the cooperation, terms, and legal expectations. Based on this request, the Legal team drafts the agreement document.

This drafting phase is critical and must comply with national legal standards and internal regulations. According to Smallwood (2014), proper drafting and documentation of contracts are vital to avoid ambiguity and legal disputes. Once drafted, the document undergoes a thorough **internal review** by legal officers. This review ensures legal compliance, consistency in terminology, and protection of the company's interests. This step is aligned with best practices in legal document management, which emphasize accuracy and legal soundness before approval (Abdullah, 2006).

2. Approval and Signing

After the internal review is complete, the document proceeds to the **approval and signing stage**. At this point, the draft is submitted to the relevant managerial authorities for final validation. If necessary, the document may be amended in consultation with both internal stakeholders and external partners.

Once both parties agree to the terms, the agreement is signed—generally in two original copies, one for each party. According to Prakoso et al. (2023), this dual-copy method is a standard practice to ensure that both entities maintain official records of the legal relationship.

The signing process often involves several delays due to scheduling conflicts, miscommunication, or lack of clarity in approval hierarchies. Nonetheless, once the document is fully signed, it becomes legally binding and is ready for archiving and partner delivery.

3. Storage

Upon completion of the signing process, the document enters the **storage phase**. One signed original is archived by the Legal & Compliance Unit, while the other is designated for the partner organization. Physical copies are stored in filing cabinets, organized by year and type of agreement.

However, despite efforts to maintain order, the system is still **vulnerable to inefficiencies**. The storage system does not use a centralized digital archive or cloud-based document management platform. Some agreements are saved as PDF files on local computer drives, but these are **not integrated or searchable** through a centralized repository.

The absence of a proper Document Management System (DMS) violates several principles of modern document governance. According to Robbins and Judge (2019), effective organizational systems must prioritize easy access, secure storage, and transparency. Without these components, legal documents are susceptible to misplacement, delayed retrieval, and even potential loss in cases of physical damage (Smallwood, 2014).

4. Retrieval by Partners

The final stage in the document lifecycle involves the **retrieval of the agreement copy by the partner**. In theory, partners are expected to collect their signed copy after the Legal & Compliance Unit has finalized the process. However, interviews reveal that **there is no clear SOP (Standard Operating Procedure)** governing this stage.

There is **no specific deadline** for when the partner must retrieve the document. Additionally, there is a lack of follow-up or communication procedures, such as email reminders or formal notifications, to alert partners that their documents are ready for pickup. This leads to the accumulation of signed but unclaimed agreements, which contributes to **storage overload** and administrative inefficiency.

Fadilla and Wulandari (2023) observed similar challenges in other institutions, noting that the absence of a structured retrieval policy often results in uncollected documents remaining indefinitely stored, placing unnecessary pressure on administrative staff and increasing the risk of misfiling.

Moreover, Sulung and Muspawi (2024) emphasized that institutions with undefined retrieval frameworks often suffer from weak stakeholder engagement and poor document control. In the case of PTAPI, this inefficiency may hinder legal preparedness, especially during audits, disputes, or contract renewals.

In summary, the document management process at PTAPI – Ngurah Rai International Airport Branch follows a logical flow from drafting to signing, but the system remains largely **manual and underdeveloped in the post-signing phase**. The lack of a digital system, unregulated retrieval policies, and limited follow-up mechanisms contribute to inefficiencies and pose risks to document integrity and operational effectiveness. Addressing these gaps is **crucial for improving legal governance and ensuring the company's long-term administrative resilience**.

3.1.2 Observed Issues

The research findings from interviews, field observations, and document reviews identified several persistent issues in the document management process within the Legal & Compliance Unit of PTAPI – Ngurah Rai International Airport Branch. These problems hinder the efficiency, accessibility, and accountability of agreement documentation systems.

1. Document Accumulation

A significant issue observed is the **accumulation of uncollected agreements**. Documents that have been finalized and signed by both parties are often left unclaimed by external partners. This results in an increasing stockpile of physical files within limited office storage space.

This issue is not unique to PTAPI. As noted by Abdullah (2006), document accumulation can strain physical infrastructure and lead to disorganization, which reduces retrieval efficiency. Physical clutter not only consumes office resources but also increases the risk of document misplacement and damage. Moreover, excessive reliance on physical storage reflects an outdated administrative model in contrast to current best practices in information governance (Smallwood, 2014).

The absence of a follow-up mechanism to remind or encourage partners to retrieve their copies aggravates this accumulation. As such, space that should be used for new documentation or operational work is instead used as long-term storage, thereby reducing spatial efficiency.

2. Lack of Retrieval SOP

Another core issue is the **absence of a Standard Operating Procedure (SOP)** for document retrieval. The research revealed that no written policy or timeline has been established to regulate the collection of documents by partners after the signing process is completed. In some cases, staff members have made ad hoc calls or informal reminders, but there is no formal or automated system for notifying stakeholders about the availability of their agreement documents.

According to Fadilla and Wulandari (2023), the lack of procedural clarity can result in inconsistencies in service delivery, poor accountability, and increased administrative confusion. When organizations fail to implement SOPs in document handling, the burden of compliance shifts disproportionately to individual employees, leading to errors and inefficiencies.

This lack of structure also weakens legal preparedness. In cases of disputes or audits, locating agreements becomes a time-consuming task, increasing institutional risk (Smallwood, 2014). Furthermore, Sulung and Muspawi (2024) emphasized that clearly defined SOPs are necessary to standardize communication flows and improve cooperation between departments and external stakeholders.

3. Storage Risks

The reliance on **physical document storage** without adequate environmental controls poses several risks. Documents stored in filing cabinets over long periods are vulnerable to degradation caused by climate factors (humidity, temperature), pests, and physical wear and tear. There is also the potential for misfiling due to human error or unstructured archiving systems.

As Prakoso et al. (2023) argue, physical storage systems without digital backup are susceptible to information loss and inefficiencies. In the worst-case scenario, important legal agreements could be permanently lost, compromising the organization's ability to defend its interests in legal or commercial disputes.

The current storage method lacks redundancy and resilience, contradicting the principles of good records management practices outlined by Robbins and Judge (2019), who stress the importance of both physical and digital safeguards in modern administrative environments.

4. Low Digitization

A further limitation is the **minimal digitization of agreement records**. While some agreements are stored as PDF files in local drive folders, there is no integrated digital repository, database, or Document Management System (DMS) in place. As a result, staff cannot efficiently search for documents based on keywords, dates, or contract types.

This shortfall limits document traceability and weakens the overall transparency of the legal document ecosystem. In today's digital era, where cloud-based archives and real-time access systems are considered essential tools for organizational competitiveness, this gap signals a significant lag in modernization efforts (Smallwood, 2014; Abdullah, 2006).

Moreover, limited digitization inhibits cross-departmental collaboration. For instance, finance or procurement teams that may require access to agreement terms for budgeting or compliance cannot easily retrieve necessary information without physically coordinating with Legal staff.

3.1.3 Employee Perspectives

Interviews with employees from the Legal & Compliance Unit provided firsthand insight into the operational challenges experienced due to the observed inefficiencies in document management.

Staff consistently reported that the accumulation of uncollected documents adds **manual workload** to their daily responsibilities. Legal officers, who should ideally focus on legal analysis and compliance, often find themselves performing clerical tasks—such as re-sorting physical files, checking which documents are yet to be collected, or contacting partners manually.

This additional workload stretches their capacity and reduces the time available for core legal functions. As Locke (1976) noted in his theory on job satisfaction, role ambiguity and overload negatively affect employee morale and job performance. The mismatch between job description and actual tasks leads to dissatisfaction and burnout, particularly in units handling sensitive legal functions.

Employees also expressed concern over the possibility of **misfiling important documents**, especially when hundreds of paper-based contracts are stored in similar folders without adequate indexing. The absence of a digital backup further compounds this risk. In cases where documents are needed urgently—such as during legal audits or dispute resolution—the time taken to manually locate the correct agreement reduces the agility and responsiveness of the department.

As observed by Fadilla and Wulandari (2023), the probability of clerical error increases in systems that lack digital verification tools or barcoding for physical documents. The current system makes it difficult to verify document authenticity, file integrity, or chain of custody without prolonged physical inspection.

The inefficiencies associated with document retrieval, storage, and partner communication **reduce the operational agility** of the entire unit. Tasks that should take minutes—like retrieving an archived agreement—can stretch into hours. Staff also highlighted the **lack of feedback mechanisms** for improving document tracking or suggesting systemic changes, which contributes to a sense of institutional inertia.

According to Robbins and Judge (2019), inefficiency in administrative systems contributes not only to reduced productivity but also to a decline in trust among stakeholders—both internal and external.

In a legal unit where documentation is central to compliance, such inefficiencies could expose the organization to unnecessary legal and reputational risks.

3.2 Discussion

3.2.1 Theoretical Implications

The findings of this study align significantly with key theoretical frameworks in information governance and administrative document management, especially **document lifecycle theory** and **document governance principles**.

The **document lifecycle theory** provides a structured approach to understanding how documents move through different stages in an organizational context—**creation, use, storage, retrieval, and eventual disposal or archiving**. According to Smallwood (2014), each stage requires appropriate management tools and policies to ensure data accuracy, compliance, and accessibility. In this study, while the initial stages of document creation and use (i.e., drafting, review, and signing) are relatively well-managed, the **retrieval and archiving phases** are poorly structured or even overlooked.

The observed absence of formal **retrieval protocols** and **digital archiving systems** reflects a significant gap in the later phases of the document lifecycle. This disconnect not only risks misplacement or deterioration of legal documents but also impairs the unit's ability to retrieve crucial records during audits, renewals, or legal disputes. As Smallwood (2014) emphasizes, failure to manage the final stages of a document's life can lead to inefficiencies, legal exposure, and compromised organizational memory.

According to the **Information Governance (IG)** framework, effective management of information assets—particularly legal documents—should be grounded in clear policies, procedures, accountability structures, and enabling technology (Smallwood, 2014; ISO 15489-1:2016). Governance practices also dictate how long documents should be retained, who has access, and what happens to them when they are no longer needed. The lack of **retrieval SOPs, digitization, and storage controls** found in this research demonstrates a misalignment with these foundational principles.

This misalignment has implications for **risk management**. As outlined by Prakoso et al. (2023), poor document governance increases the risk of **compliance violations, contract misinterpretation, and data privacy breaches**. Particularly in a high-stakes, compliance-intensive environment such as aviation operations, unmanaged documents can expose the organization to financial penalties and reputational damage.

From the lens of **organizational behavior and administrative theory**, Robbins and Judge (2019) argue that well-designed administrative systems are essential for improving employee performance, reducing stress, and ensuring operational efficiency. The legal unit's current administrative burden—caused by manual searches, uncollected contracts, and missing timelines—imposes a negative load on staff performance. This echoes **Locke's Goal-Setting Theory**, which posits that clear goals and structures enhance motivation and task execution (Locke & Latham, 2002).

The lack of structure in document retrieval and archiving processes is a symptom of broader **administrative inefficiency and institutional inertia**. The absence of clearly defined and enforced policies not only creates work ambiguity but also fosters inconsistent decision-making and task execution.

Furthermore, the findings reinforce the argument by Fadilla and Wulandari (2023) that organizations lagging in **digital transformation** face structural limitations in accessing and utilizing their knowledge assets. In their study of administrative bodies in Indonesia, they found that units without digital documentation systems spent up to 40% more time on document retrieval tasks and faced frequent issues with version control.

The lack of digitized agreement documents at PTAPI signifies a missed opportunity to leverage modern **document management systems (DMS)** that could facilitate centralized access, keyword searchability, security backups, and partner interaction via cloud platforms. This absence places the legal unit at a **disadvantage in managing complexity**, especially considering the volume of over 300 agreements processed annually.

These cumulative findings underscore a **significant deviation from best practices in both the private and public sectors**. As emphasized by Sulung and Muspawi (2024), best practices in administrative governance include the establishment of SOPs, performance monitoring, automation, and training. The absence of a retrieval policy, enforcement mechanism, or integrated document repository represents a critical gap that not only hampers efficiency but also limits strategic growth.

In sum, the study's findings reinforce and extend established theories by demonstrating that document mismanagement—especially in the final stages—can erode organizational performance, threaten compliance, and undermine the legal integrity of business operations. Addressing these deficiencies through a lifecycle-based and governance-driven approach will be essential for future institutional resilience.

3.2.2 Comparison with Previous Studies

Fadilla and Wulandari (2023) found that administrative efficiency improves when organizations implement digital solutions for document management. Similar to this study, they highlighted the consequences of manual storage methods: delayed retrieval and increased operational burden.

In a comparative context, Sulung and Muspawi (2024) reported that when retrieval mechanisms are undefined, stakeholder compliance decreases, and document handling becomes reactive rather than proactive.

3.2.3 Strategic Solutions

To address the pressing challenges identified in the Legal & Compliance Unit of – Ngurah Rai International Airport Branch, a series of actionable and evidence-based strategic solutions are proposed. These solutions draw on best practices in document governance, legal administration, and digital transformation.

The absence of a formalized retrieval process contributes significantly to the backlog of uncollected agreements. Developing a clear SOP would establish a structured workflow, set retrieval deadlines, assign accountability, and reduce ambiguity in expectations from partner organizations. The SOP should detail each step from the signing of agreements to their final collection, including fallback mechanisms such as postal delivery if a document remains uncollected after a specified grace period (e.g., 30 calendar days). According to ISO 15489-1:2016, documentation and standardization are vital in ensuring compliance and facilitating process consistency in records management.

Implementing a centralized and secure DMS would address many of the storage and retrieval inefficiencies. As per Abdullah (2006), DMS enables better version control, enhances accessibility, and allows for audit tracking. A cloud-based or intranet-accessible repository would enable the Legal & Compliance Unit to log, search, and retrieve agreements swiftly without depending solely on physical archives. Moreover, such systems often offer encryption and restricted access features, ensuring data confidentiality and compliance with data protection standards (Coulthard, 2018).

Creating a company policy with administrative sanctions for overdue document pickups would encourage timeliness and accountability among external partners. Penalties could include administrative fees, restricted access to future contractual opportunities, or delayed service commencement. The implementation of this policy should be aligned with stakeholder communication and contractual clauses to ensure legal defensibility (Robbins & Judge, 2019).

Automating the notification system is another critical step. An integrated alert mechanism—such as automated emails or mobile notifications—can be triggered post-signing, followed by reminders if the document is not retrieved within the stipulated period. The National Association of Legal Assistants (NALA, 2019) found that implementing automated follow-ups significantly reduced the number of overdue legal documents, improving compliance rates and reducing administrative burden.

Even with digital systems in place, human capital remains vital for effective execution. Conducting regular workshops and training sessions for Legal & Compliance staff on best practices in digital archiving, SOP adherence, and effective communication with partners will ensure smooth implementation of new procedures. According to Fadilla & Wulandari (2023), staff development in document-centric organizations significantly enhances data integrity and minimizes mismanagement.

3.2.4 Benefits of Improvement

Implementing the above strategic solutions is expected to yield several tangible and intangible benefits for and its stakeholders.

Digitization and structured SOPs will reduce the time needed for document retrieval and processing. Staff can redirect their focus from redundant manual tasks to higher-value legal and compliance functions. As noted by APQC (2019), organizations with streamlined workflows often report up to 40% improvement in processing times and administrative response.

A consistent retrieval policy backed by proper recordkeeping ensures legal preparedness in the event of disputes, audits, or inspections. ISO 15489 standards emphasize that reliable records management protects organizational assets and enhances the evidential value of documents.

Efficient document handling enhances the organization's professional image. When partners receive timely and systematic communication about their agreements, it reflects positively on corporate governance. This aligns with Robbins and Judge's (2019) assertion that transparent administrative systems foster stakeholder trust and organizational legitimacy. Digitization and automation reduce reliance on physical storage and manual filing, freeing up physical space and reducing costs associated with document preservation. This enables a more strategic allocation of resources, especially in high-traffic environments like airports where operational space is limited.

The proposed framework can serve as a model for other branches or state-owned enterprises facing similar documentation challenges. As highlighted by Goswami and Shrivastava (2020), once a robust

document management system is tested and optimized in one unit, it can be scaled or adapted for broader institutional application.

4. Conclusion

The management of agreement documents within the Legal & Compliance Unit of PTAPI – Ngurah Rai International Airport Branch plays a vital role in maintaining the legal integrity and administrative efficiency of the organization. This study sought to analyse the existing procedures, identify challenges, and recommend strategic improvements based on empirical observations and staff interviews.

The findings revealed that while the organization has a structured approach to the drafting, reviewing, and signing of agreements, the post-signing phase—particularly concerning document retrieval and archiving—lacks clarity and enforcement. Agreements often remain uncollected by partner companies due to the absence of a well-defined retrieval Standard Operating Procedure (SOP), leading to physical accumulation, inefficiencies, and potential risks of document damage or misplacement.

The absence of digitization further compounds the issue, as storage and retrieval processes rely heavily on manual systems. Although some documents are saved digitally, the lack of a centralized digital document management system (DMS) limits access and tracking capabilities. This contributes to the unit's decreased agility in managing a high volume of legal documents, which can reach over 300 agreements annually.

Furthermore, the staff interviews emphasized increased **administrative burdens**, loss of valuable time, and a growing sense of operational fatigue. These concerns align with previous literature on document lifecycle theory (Smallwood, 2014), which underscores the importance of structured storage and retrieval mechanisms in enhancing overall document governance.

Comparative analysis with other studies (Fadilla & Wulandari, 2023; Sulung & Muspawi, 2024) further supports the idea that adopting digital tools and formal SOPs significantly improves document management outcomes. The situation at PTAPI mirrors these findings and underscores the urgent need for procedural and technological upgrades.

Based on this, several strategic recommendations were proposed: (1) Development and Implementation of SOPs: A clear SOP should regulate retrieval deadlines, communication channels, fallback mechanisms, and accountability measures. (2) Digitization and Centralized DMS: Implementing an integrated, cloud-based or intranet-based DMS will enhance traceability, retrieval speed, and security. (3) Automated Notification Systems: Utilize email alerts and automated reminders to notify partners of document collection requirements. (4) Administrative Enforcement: Introduce soft sanctions or administrative measures to ensure partners fulfil their obligations in a timely manner. (5) Capacity Building: Provide continuous training for staff to increase awareness and proficiency in using digital document tools and partner engagement techniques.

In conclusion, the improvement of document agreement management at PTAPI is not merely an operational necessity but a strategic imperative. By aligning internal processes with best practices in document governance, the organization can enhance legal security, improve efficiency, and uphold professional standards in business relationships. Future efforts should focus on digital transformation, SOP enforcement, and proactive partner engagement to ensure the system becomes robust, sustainable, and adaptive to the growing complexities of the aviation industry.

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