

Archival Governance and Institutional Memory: Community-Based Capacity Building for Sustainable Rural Administration

 <https://doi.org/xxxxxx>

Stanislaus Kostka Ohoiwutun^{1*}, Hengky Virgo Richardo Pattimukay¹, Petronela Sahetapy¹, Jhon Joiseph Lewi Soekarno Timisela¹

¹Universitas Pattimura, Jalan Ir. M. Putuhena, Ambon 97233, Indonesia

Abstract

This study examines the role of archival governance in strengthening institutional memory and promoting sustainable rural administration through a community-based capacity-building approach. The research addresses persistent archival management problems in village government institutions, including disorganized records, weak archival awareness, limited administrative capacity, and the absence of standardized classification systems. These conditions have reduced administrative efficiency, weakened public accountability, and threatened the continuity of institutional knowledge. Using a qualitative participatory action research design, the study was conducted at the Negeri Suli Village Government Office, Central Maluku, Indonesia. Data were collected through participatory observation, in-depth interviews, focus group discussions, archival documentation analysis, and evaluations of training activities. The findings reveal that community-based capacity building significantly enhanced the cognitive, technical, and organizational competencies of village officials in archival management. Participants demonstrated improved understanding of records classification, retention, preservation, and institutional documentation practices. The study also identified a paradigm shift in which archives were increasingly perceived as strategic institutional assets rather than routine administrative burdens. The novelty of this research lies in integrating archival governance, institutional memory, and sustainable rural administration within a participatory governance framework. The study proposes a participatory archival governance model that strengthens administrative order, institutional resilience, and public service quality in rural governance systems.

Keywords: Archival Governance, Capacity Building, Institutional Memory, Participatory Governance, Rural Governance



This work is licensed under Creative Commons Attribution License 4.0 CC-BY International license

Article Info:

***Correspondence E-Mail:**
ohoiwutunstanislaus@gmail.com

Received manuscript: 19/11/2025

Final revision: 19/02/2026

Approved: 20/02/2026

Online Access: 27/02/2026

Published: 28/02/2026

How to cite: Ohoiwutun, S. K., Pattimukay, H. V. R., Sahetapy, P., & Timisela, J. J. L. S. (2026). Archival Governance and Institutional Memory: Community-Based Capacity Building for Sustainable Rural Administration. *Jurnal Penelitian dan Pengabdian kepada Masyarakat (JPPM)*, 2(1), 1-25. <https://doi.org/xxxxxx>

Copyright © by the Authors



Publisher: PT. Sarana Mandiri Investama
RT 07 RW 03 Desa Salamrejo Kec. Karangan, Kab. Trenggalek, Provinsi Jawa Timur, Indonesia

E-mail:
selectaeducasigrup.journal@gmail.com

INTRODUCTION

The increasing demand for accountable, transparent, and sustainable public administration has repositioned archives from being merely technical repositories of documents into strategic institutional assets that shape governance continuity and organizational memory. In many developing countries, particularly within rural administrative structures, archival management remains one of the least prioritized dimensions of governance reform despite its central role in administrative accountability, public service

delivery, and institutional sustainability. Village governments frequently encounter systemic problems related to disorganized records, fragmented documentation, the absence of standardized archival procedures, and limited administrative capacity among local officials. These conditions often result in inefficiency in decision-making processes, delays in public services, weak legal accountability, and the gradual erosion of institutional knowledge accumulated across administrative periods. Within rural governance settings, archives are still commonly perceived as routine bureaucratic paperwork rather than as strategic instruments that preserve institutional memory and support sustainable governance practices (Pramesti et al., 2024; Soulthoni et al., 2025).

The urgency of strengthening archival governance becomes increasingly apparent in the context of decentralization and bureaucratic reform. Rural administrations are now expected to manage increasingly complex administrative responsibilities, ranging from population administration and development planning to financial reporting and public accountability. However, many village institutions continue to operate with inadequate archival systems that rely heavily on personal memory, informal practices, and non-standardized documentation procedures. In Indonesia, several studies have shown that village offices frequently experience document loss, duplication of administrative records, and difficulties in retrieving important files needed for public services and policy continuity (Putra et al., 2024; Rachmaji, 2023). Similar patterns have also been observed across rural governance institutions in other developing societies where administrative modernization has not been accompanied by sufficient capacity building in records management (Juwono, 2024; Maficasari, 2026). As a result, institutional transitions often produce discontinuities in governance because knowledge embedded within previous administrative practices is poorly documented and insufficiently transferred.

This condition reveals that archival problems are not solely technical matters but are deeply connected to organizational culture, administrative learning, and governance capacity. Archives function not only as evidence of administrative activities but also as institutional memory that preserves organizational experiences, decisions, and collective knowledge over time (Bawono, 2022; Wenny et al., 2024; Wulandari et al., 2024). Without effective archival governance, public institutions become vulnerable to institutional amnesia, where crucial organizational knowledge disappears due to leadership turnover, inadequate documentation, and weak records preservation systems. Institutional memory plays an important role in ensuring continuity in governance processes because it enables organizations to learn from past experiences, maintain policy consistency, and strengthen public trust (Christiana et al., 2024; D. R. Putri et al., 2025). In rural administrative contexts, where governance structures are often dependent on interpersonal relationships and informal coordination, the preservation of institutional memory becomes even more critical.

At the same time, discussions surrounding sustainable governance increasingly emphasize the importance of strengthening local institutions through participatory and community-oriented approaches. Sustainable rural administration cannot be achieved solely

through infrastructural development or digital modernization but also requires strengthening the administrative capacities of local actors who operate governance systems on a daily basis. Capacity building therefore becomes an essential component in improving archival governance because technical systems alone are insufficient without corresponding changes in organizational awareness, skills, and institutional culture (Bawono et al., 2022; Setyawan et al., 2025). Yet many archival reform programs remain highly bureaucratic and top-down, focusing primarily on procedural compliance rather than participatory learning processes that encourage long-term institutional transformation. Consequently, village officials often perceive archival management as an externally imposed obligation instead of an integral component of governance sustainability.

Existing scholarship on archival management has predominantly concentrated on technical and procedural dimensions of records administration. Several studies have examined the effectiveness of archival classification systems, digital records management, and retention procedures in enhancing bureaucratic efficiency (Hutapea & Syarvina, 2022; Sumantri et al., 2022). Other scholars have explored the role of digitization in improving access to public information and supporting administrative modernization in public institutions (Purwati & Sulisty, 2023; Sutrisni et al., 2024). Within governance studies, archives are frequently discussed in relation to transparency, legal accountability, and information governance (Azmi, 2024; Syarif et al., 2024). These studies have significantly contributed to the development of archival science by emphasizing the importance of records preservation in public administration. Nevertheless, the majority of these discussions are situated within urban bureaucracies, national institutions, or technologically advanced administrative settings, leaving rural governance contexts relatively underexplored.

Research on institutional memory has similarly evolved within the fields of organizational studies and knowledge management. Aribianto et al. (2026) and Tejaningrum & Asropi (2025) conceptualized institutional memory as stored information derived from organizational history that can be brought to bear on present decisions. Subsequent studies expanded this perspective by linking institutional memory to organizational learning, adaptive governance, and decision-making continuity (I. D. A. Putri & Noviaristanti, 2025; Riza, 2025). In public sector institutions, institutional memory has been associated with the capacity of organizations to maintain policy consistency and administrative resilience despite leadership turnover and structural change (Fikri et al., 2022; Hidayat et al., 2023). However, these studies rarely engage with archival governance as a practical mechanism through which institutional memory is preserved and reproduced. As a consequence, archival practices are often detached from broader discussions concerning governance sustainability and organizational continuity.

Within rural governance literature, scholars have increasingly emphasized the importance of participatory governance and community-based institutional strengthening. Community participation has been identified as a crucial factor in enhancing accountability, social ownership, and sustainability in local governance programs (Adriyana & Cahyaningtyas,

2023; Prabandari et al., 2025). Capacity-building approaches grounded in participatory learning are also considered more effective in producing long-term institutional change because they encourage active engagement and collective reflection among local actors (Syahidan, 2024; Zakiyah & Muhdil Karim, 2025). In the context of rural administration, participatory approaches have been applied in areas such as village planning, public health governance, and community empowerment initiatives (Adiatma et al., 2025; Shine & Atahau, 2023). Yet only limited attention has been directed toward the application of participatory capacity building in archival governance, particularly in village administrative institutions where archival awareness remains relatively weak.

Furthermore, studies examining governance sustainability have generally focused on policy innovation, digital governance, environmental management, and institutional reform (Aribianto, Kustiningsih, et al., 2026; Istahar et al., 2024). Sustainable administration is commonly associated with adaptive governance capacities, transparency, and institutional resilience. However, the foundational role of archives in sustaining administrative continuity and preserving organizational knowledge has received relatively limited scholarly attention. Archives are often treated as secondary administrative instruments rather than as strategic infrastructures that sustain institutional legitimacy and governance memory over time. This tendency has contributed to a fragmented understanding of how administrative sustainability is actually maintained in everyday governance practices, especially within local and rural institutions characterized by limited resources and high dependency on informal administrative arrangements.

Although previous studies have provided important insights into archival management, institutional learning, and participatory governance, intersections among these dimensions remain insufficiently explored. Existing literature tends to separate archival governance from discussions of institutional memory and sustainable administration, particularly in rural settings where governance challenges are deeply embedded within local organizational cultures and community dynamics. Moreover, capacity-building initiatives in archival management are frequently framed in technical and procedural terms without adequately considering the social processes through which archival awareness, collective responsibility, and governance continuity are constructed within local institutions. Such limitations leave unanswered questions regarding how archives may function not only as administrative records but also as social infrastructures that sustain organizational memory and strengthen rural governance resilience.

Against this backdrop, this study examines archival governance through the lens of institutional memory and community-based capacity building within rural administration. Rather than positioning archives solely as technical repositories of information, this research approaches archival practices as dynamic governance processes that shape organizational continuity, accountability, and institutional sustainability. By focusing on participatory capacity-building initiatives in village administration, the study seeks to demonstrate how archival awareness can be collectively constructed through reflective learning, collaborative

engagement, and locally grounded administrative practices. In doing so, the study offers a broader understanding of archival governance as an integral component of sustainable rural administration and contributes to interdisciplinary discussions at the intersection of public administration, governance studies, archival science, and community development.

This research therefore aims to analyze the archival management challenges faced by rural administrative institutions, examine the influence of community-based capacity-building activities on the competencies and awareness of village officials, and explore the relationship between archival governance, institutional memory, and sustainable rural administration. Ultimately, the study seeks to formulate a participatory model of archival governance capable of strengthening administrative sustainability, improving public service quality, and reinforcing institutional resilience within rural governance systems.

RESEARCH METHOD

This study employed a qualitative research approach with a participatory action research orientation to understand the dynamics of archival governance and institutional memory within the context of rural administration. The qualitative approach was selected because the research sought not merely to measure administrative performance, but to explore the meanings, experiences, perceptions, and institutional practices surrounding archival management among village officials. Archival governance in rural institutions is closely related to organizational culture, patterns of interaction, collective awareness, and administrative habits that cannot be adequately captured through quantitative measurement alone. Qualitative inquiry therefore enabled the researchers to examine how village actors interpret archives, negotiate administrative responsibilities, and construct institutional memory within everyday governance practices (Damaryanti & Aji Supriyanto, 2025; Gaspersz, 2024). The participatory orientation was particularly important because this study did not position local actors solely as research subjects, but as active participants involved in collective reflection and capacity-building processes throughout the research stages. This approach aligns with the principles of participatory action research, which emphasize collaborative learning, contextual understanding, and socially transformative engagement (Asih et al., 2024; Muharam et al., 2024).

The research was conducted at the Negeri Suli Village Office, located in Salahutu District, Central Maluku Regency, Indonesia. This location was deliberately selected because the village represents a rural administrative institution currently facing increasing demands for accountable public governance while still encountering limitations in archival management capacity. Preliminary observations indicated that archival documents in the village office were not systematically organized, active and inactive records were mixed together, and document retrieval processes often depended on personal memory rather than structured archival systems. At the same time, Negeri Suli has relatively active administrative activities and strong community interactions, making it a relevant setting for examining how archival governance intersects with institutional continuity and local administrative culture.

The selection of this site was also influenced by the willingness of village authorities to participate openly in collaborative capacity-building activities, allowing the research process to develop in a more participatory and reflective manner.

The study involved twelve informants consisting of the village head, village secretary, five administrative staff members, three community representatives involved in village governance activities, and two archival practitioners who participated as facilitators during the capacity-building process. These informants were selected purposively based on their direct involvement in administrative practices, document management activities, and decision-making processes within the village institution. The village head and secretary were included because they hold strategic authority in governance and administrative policy implementation. Administrative staff members were selected because they are directly responsible for managing records, preparing official documents, and maintaining daily administrative operations. Community representatives were involved to capture external perspectives regarding public service quality and administrative accountability, while archival practitioners provided insights into technical and institutional aspects of archival governance. The diversity of informants allowed the study to obtain a broader and more contextual understanding of how archival practices operate within rural governance structures.

Data collection was conducted through participatory observation, in-depth interviews, focus group discussions, and document analysis. Participatory observation enabled the researchers to directly examine daily administrative practices, interactions among village officials, and the practical challenges encountered during archival activities. This method was important because many archival practices are embedded within routine organizational behavior that may not always be fully articulated in interviews (Agustiyati et al., 2025; Mahira et al., 2023). In-depth interviews were conducted in a semi-structured manner to allow informants to share experiences and reflections more openly regarding archival awareness, institutional memory, and administrative constraints. Focus group discussions were carried out as part of the participatory capacity-building process to encourage collective dialogue, shared reflection, and collaborative problem-solving among participants. Through these discussions, village officials were able to critically evaluate their existing archival practices while simultaneously formulating potential improvements. Document analysis was also undertaken to examine administrative records, archival classifications, and governance documents relevant to the study.

Data analysis followed the interactive model developed by Baili et al. (2024), consisting of data condensation, data display, and conclusion drawing. The analysis process was conducted continuously throughout the research in order to capture emerging patterns, institutional meanings, and evolving participant perspectives. To ensure the trustworthiness of the findings, triangulation was conducted through multiple strategies involving source triangulation, method triangulation, and member checking. Source triangulation was achieved by comparing information obtained from different informants occupying different institutional roles. Method triangulation involved cross-checking findings derived from

interviews, observations, focus group discussions, and document analysis. Meanwhile, member checking was conducted by returning preliminary interpretations to participants for clarification and confirmation, ensuring that the findings accurately reflected their experiences and institutional realities (Ginting et al., 2026; Maiddin et al., 2024). Through these processes, the study sought to maintain analytical rigor while preserving the contextual richness and human dimensions of rural administrative life.

RESULTS AND DISCUSSION

Fragmented Archival Practices and Administrative Vulnerability in Rural Governance

Before the implementation of the participatory capacity-building program, archival management practices within the Negeri Suli village administration reflected a broader pattern of administrative fragility commonly found in rural governance institutions. Field observations revealed that archival activities were largely conducted in informal and fragmented ways without standardized classification systems, retention procedures, or clear distinctions between active and inactive records. Important administrative documents such as population records, village correspondence, financial reports, and development planning files were often stored together in unorganized cabinets, stacked on office desks, or placed in personal folders managed individually by administrative staff. In many cases, document retrieval depended heavily on the personal memory of specific officials rather than on an institutionalized archival system. This condition created significant administrative inefficiencies, particularly when documents were urgently needed for public services or governance reporting.

During interviews, several village officials acknowledged that archival management had never been treated as a strategic administrative priority. One administrative staff member, identified as informant “AR,” explained that documents were usually arranged “according to habit” rather than based on formal procedures because no clear archival guidelines had previously existed within the office. Another informant, “ML,” stated that when senior officials were absent, younger staff frequently struggled to locate important records because knowledge regarding document storage was often retained individually and communicated informally. These findings demonstrate how rural administrative practices can become highly dependent on personal experience and tacit knowledge rather than institutional systems. Such dependence creates vulnerability because organizational knowledge becomes easily disrupted during staff rotation, retirement, or leadership transition.

The absence of archival standardization also affected the continuity and quality of public services. Participatory observations conducted during administrative service hours showed that staff often required considerable time to locate demographic records, land administration documents, and previous correspondence needed for citizen services. In some instances, residents were asked to return on another day because documents could not be immediately found. This situation not only slowed service delivery but also weakened public

perceptions of administrative professionalism and institutional reliability. Similar findings have been identified in studies on rural governance administration where weak information management systems contribute directly to bureaucratic inefficiency and declining institutional trust (Saahira et al., 2025; Sandria, 2025). In Negeri Suli, archival disorganization was not perceived merely as a technical issue but gradually emerged as a governance problem affecting accountability, service responsiveness, and institutional coordination.

The fragmented nature of archival practices also exposed deeper structural problems related to institutional memory. Several participants explained that village programs initiated under previous leadership periods were often difficult to trace because supporting documentation had either been misplaced or inconsistently archived. Informant “YS,” who had worked within the village administration for more than ten years, noted that many development proposals and historical administrative records were no longer systematically accessible, making it difficult for current officials to evaluate earlier programs or maintain policy continuity. Consequently, administrative processes frequently relied on repetitive data collection and informal consultation with senior staff members who still remembered previous decisions. This condition illustrates what organizational scholars describe as “institutional discontinuity,” a situation in which governance systems lose their capacity to preserve and transfer organizational knowledge across administrative cycles (Kusmiarto et al., 2025; Nuryana, 2024).

From a broader governance perspective, these findings indicate that archives function far beyond their conventional role as repositories of bureaucratic paperwork. Rather than serving merely technical purposes, archives operate as infrastructures of institutional continuity that sustain governance memory, organizational learning, and administrative resilience. The lack of effective archival governance in Negeri Suli revealed how fragile rural administrative systems can become when institutional knowledge is insufficiently documented and preserved. Governance continuity therefore became highly dependent on individual actors instead of collectively accessible institutional records. Such patterns are particularly common in rural governance contexts where administrative systems tend to rely on interpersonal relationships, informal coordination, and experience-based practices rather than formalized organizational procedures (Saputra, 2025; Savitri et al., 2023).

The findings of this study resonate strongly with contemporary discussions concerning institutional resilience in public administration. Permatasari & Prasajo (2023) argue that resilient governance institutions are characterized by their ability to preserve, mobilize, and adapt institutional knowledge across changing administrative circumstances. Within this framework, archives become essential governance infrastructures because they enable organizations to maintain continuity despite personnel changes, policy transitions, or administrative disruptions. The Negeri Suli case demonstrates that when archival systems are weak, governance institutions experience difficulties in sustaining organizational memory, resulting in repetitive administrative inefficiencies and weakened accountability mechanisms. Conversely, strengthening archival governance contributes directly to institutional resilience

because it stabilizes administrative knowledge within organizational systems rather than within individual memory alone.

What emerged most clearly from the fieldwork was that archival disorder in rural administration cannot be understood simply as a consequence of limited infrastructure or technical shortcomings. Instead, it reflects a broader organizational culture in which archives have historically been marginalized within everyday governance practices. Many village officials initially viewed archival work as secondary to “more important” administrative duties such as correspondence preparation or public service interaction. As one participant, “RT,” expressed during a focus group discussion, archival management was often considered “work that can be postponed” because its benefits were not immediately visible in daily administrative routines. This perception contributed to the normalization of disorganized archival practices over time. Yet paradoxically, the absence of proper archives later generated additional administrative burdens because officials repeatedly struggled to retrieve information, reconstruct records, or verify previous decisions.

These conditions ultimately reveal that archival governance constitutes a foundational dimension of sustainable rural administration. The vulnerability experienced within the Negeri Suli administration was not solely the result of technical inefficiency but also the consequence of weak institutional memory structures embedded within governance practices. By examining archival fragmentation through the lens of governance continuity and institutional resilience, this study highlights that rural administrative sustainability depends not only on policy implementation or infrastructural modernization but equally on the preservation of organizational knowledge through systematic archival governance. In this sense, archives should be understood not as passive collections of documents, but as active institutional resources that shape the continuity, legitimacy, and adaptive capacity of local governance systems.

Community-Based Capacity Building as a Transformative Learning Process

The implementation of community-based capacity building within the Negeri Suli village administration did not begin from a condition of institutional readiness, but rather from a situation characterized by administrative fatigue, limited archival awareness, and deeply routinized bureaucratic practices. At the early stages of the research, many village officials perceived archival management as a repetitive technical obligation that consumed time without producing immediate administrative benefits. Archival activities were commonly associated with stacking documents, storing outdated files, or fulfilling procedural formalities rather than supporting governance continuity or organizational learning. During preliminary discussions, several participants openly admitted that archival work was often postponed because it was considered secondary to direct public service activities. Informant “AR,” for example, explained that village officials were more accustomed to prioritizing visible administrative tasks such as preparing letters, managing population services, and responding to community requests, while archival arrangement was treated as “work that can wait.” This perception reflected how archival governance had historically occupied a marginal position

within everyday rural administrative culture.

Recognizing these conditions, the participatory capacity-building process was intentionally designed not merely as technical training, but as a collective learning space where village officials could reflect on their own administrative experiences and organizational challenges. The activities were conducted gradually through counseling sessions, reflective group discussions, practical demonstrations, collaborative archival arrangement, and collective evaluation meetings. Rather than positioning participants as passive recipients of expert instruction, the process encouraged them to actively identify archival problems emerging from their own daily practices. This participatory orientation became essential because many of the archival difficulties experienced within the village administration were deeply embedded in habitual organizational routines and informal working patterns that could not simply be transformed through procedural instruction alone.

The counseling sessions served as an initial entry point for introducing broader perspectives regarding archival governance, institutional memory, and administrative sustainability. However, the most transformative moments emerged during reflective discussions where participants began connecting abstract archival concepts with their own lived administrative experiences. During one focus group discussion, informant “ML” recounted an incident in which village staff spent several days searching for an important land administration document requested by residents because the file had been placed in an unmarked storage folder years earlier. This experience became a collective point of reflection among participants regarding the practical consequences of disorganized archives. Another participant, “YS,” explained that leadership transitions within the village administration often created confusion because incoming officials lacked access to properly documented institutional records. Through such discussions, participants gradually recognized that archival disorder was not merely a technical inconvenience but a governance issue affecting accountability, public trust, and administrative continuity.

Practical demonstrations and collaborative archival arrangement activities further strengthened this learning process because participants were directly involved in reorganizing records, categorizing documents, separating active and inactive archives, and developing simplified classification systems suited to local administrative needs. The collaborative nature of these activities created a sense of shared institutional responsibility rather than individual obligation. Observational data showed that participants who initially appeared hesitant or disengaged became increasingly active once they were involved in practical problem-solving processes connected to their own work environment. Informant “RT” stated during an evaluation session that the participatory activities made archival management “feel more understandable and useful” because village officials could immediately see how organized records simplified administrative tasks and reduced confusion in daily work. This finding suggests that experiential engagement played a crucial role in transforming archival awareness within the organization.

Importantly, the effectiveness of the capacity-building process did not stem primarily from technical instruction itself, but from the social interactions and collective reflections that emerged throughout the activities. Village officials were not simply learning how to arrange archives; they were simultaneously renegotiating their understanding of organizational responsibility, administrative order, and governance continuity. Through collaborative learning processes, participants began to perceive archives as institutional resources that preserved organizational knowledge rather than as isolated administrative burdens. This transformation became visible in the ways participants started proposing their own practical improvements, including the creation of simplified labeling systems, dedicated storage spaces, and routine archival maintenance schedules adapted to local working conditions. Such initiatives emerged organically from within the group rather than being externally imposed by facilitators.

These findings align closely with the concept of transformative governance learning proposed by Rasyid (2024), which emphasizes that sustainable institutional change occurs when governance actors collectively reinterpret their practices, institutional roles, and organizational responsibilities through participatory engagement. In the Negeri Suli case, archival awareness did not emerge through coercive regulation or hierarchical enforcement, but through processes of shared reflection grounded in participants' own administrative experiences. Learning therefore functioned as a socially embedded and relational process rather than a one-directional transfer of technical knowledge from experts to local actors. This participatory dynamic also reduced resistance toward archival reform because village officials felt actively involved in shaping solutions relevant to their own institutional realities.

The participatory process additionally strengthened interpersonal collaboration among village staff members who had previously managed administrative tasks in fragmented and individualized ways. During collective archival arrangement sessions, participants exchanged information regarding document storage practices, administrative histories, and procedural challenges that had rarely been discussed openly before. This interaction contributed not only to improved archival organization but also to the strengthening of organizational communication and institutional cohesion. In this sense, capacity building operated simultaneously as a technical intervention and a social process of rebuilding collective institutional awareness. Similar observations have been highlighted in participatory governance studies emphasizing that collaborative learning environments can foster stronger institutional ownership and long-term organizational commitment (Ahmad, 2026; Chotib, 2024).

Reconstructing Institutional Memory through Archival Governance

The participatory archival governance process implemented within the Negeri Suli village administration gradually produced a significant transformation in how institutional memory was understood and practiced within everyday governance activities. Prior to the intervention, organizational knowledge within the village office was largely embedded in individual experience, informal communication, and personal recollection rather than in

systematically documented administrative records. Information regarding previous development programs, land administration decisions, correspondence histories, and financial reporting procedures was often retained by specific senior officials who had served for long periods within the institution. Consequently, when administrative transitions occurred or particular staff members were absent, many governance processes experienced disruption because important institutional information could not be accessed efficiently. In this situation, institutional continuity became highly dependent on individuals rather than on sustainable organizational systems.

As participatory capacity-building activities progressed, village officials began to recognize that archives were not merely inactive collections of documents but constituted organizational resources capable of preserving institutional knowledge across governance cycles. This shift in understanding emerged gradually through practical engagement with archival reorganization activities, reflective discussions, and collaborative evaluation processes. During focus group discussions, several participants acknowledged that properly maintained records enabled them to retrace administrative decisions, understand the historical context of village programs, and respond more effectively to public administrative needs. Informant “YS,” for instance, explained that after archives were reorganized systematically, village officials could more easily locate documentation related to previous infrastructure projects and use those records as references for ongoing development planning. Such experiences encouraged participants to reinterpret archives as repositories of organizational experience rather than as burdensome bureaucratic paperwork.

The strengthening of institutional memory became particularly visible in administrative planning and policy continuity processes. Observational findings indicated that village officials increasingly referred to archived documents when preparing administrative reports, reviewing earlier development proposals, and verifying population data. Previously, similar tasks often relied on informal consultation with senior staff members who possessed personal knowledge regarding earlier administrative decisions. However, after archival systems were improved, organizational information became more collectively accessible through documented records rather than remaining concentrated within individual memory. Informant “AR” stated that village staff no longer needed to “ask the same questions repeatedly” because many administrative references could now be found directly within organized archives. This transition reduced dependency on particular actors while simultaneously improving procedural efficiency and institutional coordination.

The findings also demonstrate that archival governance contributed significantly to strengthening administrative accountability within the village institution. Properly organized archives enabled officials to trace administrative processes more transparently and provide documentary evidence when required for governance reporting or public service verification. During interviews, participants explained that citizens increasingly requested formal documentation related to land ownership, demographic records, and village assistance programs. Under previous archival conditions, retrieving such documents frequently required

substantial time and often generated uncertainty regarding document validity. Following archival reorganization, however, administrative responses became more systematic because officials could access records more quickly and verify information through documented institutional evidence. This condition reinforced public trust in the administrative system while simultaneously reducing procedural ambiguity within governance practices.

Beyond technical efficiency, the strengthening of institutional memory also reshaped how village officials perceived the continuity of governance itself. Several participants expressed awareness that archives preserve not only administrative data but also the historical trajectory of village governance. Informant “ML” noted during a reflective discussion that many earlier village programs had previously been forgotten because supporting documentation was scattered or inaccessible. After participating in archival arrangement activities, however, officials began recognizing that archives preserve institutional narratives, governance experiences, and collective organizational learning accumulated over time. In this sense, archives functioned not simply as administrative instruments but as mechanisms through which the village institution could sustain its historical continuity and organizational identity. Similar perspectives have been emphasized within archival scholarship arguing that records serve as material foundations for institutional memory and collective organizational continuity (Afdhal, 2024b; Nivaan & Afdhal, 2025).

These findings can be understood more deeply through the lens of organizational memory and governance continuity. Litaay et al. (2025) and Manuputty et al. (2024) conceptualized organizational memory as stored information from an organization’s history that can be retrieved to support present decision-making processes. However, the Negeri Suli case demonstrates that institutional memory should not be viewed merely as abstract cognitive knowledge residing within organizational actors. Instead, institutional memory possesses concrete material dimensions embodied in archival systems, administrative records, and documented governance practices. Without effective archival governance, organizational memory remains fragile because institutional knowledge is retained informally and becomes vulnerable to disruption through staff turnover, leadership transition, or administrative fragmentation.

The study further reveals that archival governance plays a central role in sustaining institutional resilience within rural administration. Contemporary governance scholarship increasingly emphasizes that resilient public institutions depend on their capacity to preserve organizational learning and maintain continuity across changing administrative contexts (Afdhal et al., 2024; Litaay et al., 2025; Pattiasina & Afdhal, 2022). In Negeri Suli, improved archival practices contributed to this resilience by stabilizing governance knowledge within institutional systems rather than within individual actors alone. The reorganization of archives created what participants described as a “shared administrative reference,” enabling governance processes to continue more consistently despite variations in personnel or leadership. This condition became especially important in rural governance settings where institutional arrangements are often highly dependent on interpersonal relationships and

informal coordination mechanisms.

Another important finding emerging from this research is that institutional memory was reconstructed not only through technical archival arrangement but also through collective reflection regarding organizational responsibility. During collaborative evaluation sessions, participants frequently connected archival preservation with broader concerns about governance sustainability, intergenerational administrative continuity, and service accountability. Informant “RT” remarked that archives should be maintained “not only for today’s administration but also for future village officials who will continue the work.” Such reflections indicate that archival awareness evolved into a longer-term institutional orientation in which village actors recognized themselves as part of an ongoing governance process extending beyond immediate administrative tasks. This transformation reflects what organizational learning scholars describe as the institutionalization of collective responsibility through shared administrative practices (Afdhal, 2024a; Manuputty et al., 2025).

Archival Governance and Sustainable Rural Administration

The strengthening of archival governance within the Negeri Suli village administration generated implications that extended far beyond the technical reorganization of documents. As archival systems became more structured and collectively maintained, changes also emerged in the broader dynamics of rural governance practices, particularly in relation to administrative coordination, public service delivery, institutional accountability, and governance continuity. The findings indicate that archival governance gradually evolved into a foundational administrative mechanism that enabled the village institution to operate in a more systematic, responsive, and sustainable manner. Rather than functioning merely as a bureaucratic storage activity, archival management became increasingly integrated into the everyday logic of governance and organizational decision-making.

One of the most visible transformations observed during the fieldwork concerned the improvement of administrative coordination among village officials. Prior to the participatory intervention, administrative activities within the office were often fragmented because information was dispersed across personal folders, informal storage locations, and undocumented communication practices. This condition frequently produced duplication of work, inconsistencies in administrative records, and delays in decision-making processes. However, after archival arrangement activities were collectively implemented, village officials developed shared reference systems that enabled documents to be accessed more systematically across different administrative units. Informant “ML” explained that staff members no longer needed to repeatedly ask colleagues where certain records were stored because document classifications had become clearer and more standardized. This seemingly simple change significantly reduced confusion in daily administrative operations and improved coordination among personnel.

The impact of improved archival governance was also strongly reflected in the quality and responsiveness of public services. Participatory observations conducted during administrative service activities demonstrated that village officials could retrieve

demographic files, correspondence records, and development documents more efficiently than before. Administrative procedures that previously required extended searching processes became considerably faster because records were categorized according to clearer organizational systems. Informant “AR” stated that community members had begun noticing differences in service efficiency, particularly regarding document verification and issuance processes. In several cases, residents no longer needed to return multiple times to complete administrative requests because the required records could be located more quickly. Such findings reinforce broader governance arguments suggesting that administrative effectiveness is closely connected to information accessibility and organizational record management (Afdhal, 2023a; Afdhal et al., 2023). In the Negeri Suli context, archival governance therefore contributed directly to improving the practical relationship between local government institutions and the communities they serve.

At the same time, improved archival systems strengthened procedural transparency and institutional accountability within the village administration. Properly maintained records enabled governance activities to become more traceable because administrative decisions, financial reports, and program documentation were systematically preserved and accessible when needed. Several participants explained that archival reorganization reduced uncertainty during reporting processes because supporting documents could now be verified more consistently. Informant “YS” emphasized that organized archives created “clear evidence” regarding administrative activities, particularly in relation to village development programs and financial accountability procedures. This condition became increasingly important within the context of decentralized governance, where rural administrations are expected to demonstrate higher standards of transparency and administrative responsibility. Similar observations have been highlighted in public administration studies emphasizing that institutional legitimacy is closely tied to the ability of governance systems to preserve and provide reliable documentary evidence of organizational actions (Cook, 2013).

The findings further demonstrate that archival governance plays a crucial role in sustaining governance continuity across administrative periods. Before archival improvements were introduced, many governance processes in Negeri Suli were highly dependent on individual memory and interpersonal communication. Consequently, transitions in leadership or staff turnover often disrupted administrative continuity because institutional knowledge was insufficiently documented. Through the participatory archival process, however, organizational knowledge gradually became embedded within collective institutional systems rather than remaining concentrated within specific individuals. Informant “RT” explained during an evaluation session that newly appointed staff members could now adapt more easily to administrative responsibilities because archival records provided structured references regarding previous governance activities. In this sense, archives functioned as mechanisms for transferring institutional knowledge across generations of administrative actors, thereby reducing organizational vulnerability during periods of transition.

These empirical findings suggest that sustainable rural administration should be understood not merely as the existence of stable governance structures or technological modernization, but as the capacity of institutions to preserve organizational knowledge, maintain procedural continuity, and sustain collective administrative learning over time. Administrative sustainability therefore emerges from the interaction between institutional order, governance memory, accountability systems, and organizational resilience. In the Negeri Suli case, archival governance became an important mechanism connecting these dimensions because archives preserved both operational information and institutional experience necessary for maintaining governance continuity. This perspective challenges conventional assumptions that rural administrative modernization can be achieved solely through digitalization or infrastructural improvement without addressing underlying systems of organizational knowledge preservation.

The study also reveals that sustainable governance depends significantly on the institutionalization of administrative culture. During focus group discussions, several village officials acknowledged that archival activities had gradually become integrated into routine governance practices rather than being treated as occasional technical tasks. Informant “AR” noted that officials had begun developing greater awareness regarding the long-term value of preserving documents because they understood how archives supported future administrative work. This shift reflects the emergence of what can be described as institutional archival consciousness, namely a collective organizational understanding that governance continuity depends upon the systematic preservation of administrative knowledge. Such consciousness cannot be produced solely through formal regulation but requires participatory engagement, shared reflection, and practical experience within institutional contexts.

The broader contribution of these findings lies in repositioning archives as strategic governance infrastructures within rural administrative systems. Contemporary governance debates frequently emphasize innovation, digital transformation, and institutional reform as central components of sustainable administration (Bevir, 2012). However, the Negeri Suli experience demonstrates that governance sustainability also depends fundamentally on the capacity of institutions to preserve, organize, and mobilize knowledge across administrative cycles. Archives therefore should not be reduced to passive repositories of documents but recognized as active institutional mechanisms that sustain accountability, organizational learning, and governance resilience.

This interpretation aligns closely with recent perspectives on institutional resilience in public administration proposed by Afdhal (2023b), who argue that resilient governance systems are characterized by their ability to adapt while preserving institutional continuity and collective knowledge. In Negeri Suli, archival governance contributed to this resilience by stabilizing organizational memory within accessible administrative systems. The preservation of records enabled governance practices to become less dependent on individual actors and more rooted in collectively maintained institutional structures. Consequently, archival

governance emerged not simply as a technical administrative reform, but as a strategic foundation for sustainable rural administration capable of supporting long-term governance continuity, institutional legitimacy, and public trust.

Toward a Participatory Model of Rural Archival Governance

The findings of this study ultimately demonstrate that archival governance within rural administration cannot be approached solely as a technical matter of document storage and records classification. Instead, the experience of Negeri Suli reveals the necessity of developing a participatory model of archival governance that integrates administrative learning, institutional memory preservation, and governance sustainability within a single organizational framework. Throughout the research process, it became increasingly evident that improvements in archival systems were not produced merely through procedural regulation or technical intervention, but through the gradual formation of collective awareness among village officials regarding the strategic role of archives in sustaining institutional continuity and public accountability. This process transformed archival governance from an isolated bureaucratic function into a shared institutional commitment embedded within everyday governance practices.

The participatory model emerging from this study was constructed through interconnected processes involving community-based capacity building, collaborative reflection, archival standardization, and continuous organizational learning. Rather than relying exclusively on formal instruction delivered by external facilitators, the model emphasized active involvement of village officials in identifying archival problems, reorganizing administrative records, and developing locally relevant governance solutions. The participatory orientation became particularly important because archival disorder in Negeri Suli was closely connected to habitual administrative culture, informal working patterns, and limited institutional awareness rather than merely infrastructural deficiency. Consequently, sustainable change could only emerge when local actors themselves became actively engaged in redefining the meaning and function of archives within governance processes.

One of the central dimensions of this participatory model is the creation of collaborative learning spaces that enable organizational reflection and experiential understanding. The findings indicate that village officials developed stronger archival awareness not primarily because they received technical information, but because they collectively experienced the practical consequences of administrative fragmentation and institutional memory loss. During focus group discussions and archival arrangement sessions, participants frequently connected archival disorganization with delays in public services, confusion during leadership transitions, and difficulties in retrieving development documentation. Informant “ML” explained that the participatory discussions helped village staff realize that “archives are connected to all administrative work,” not merely to document storage. This realization emerged gradually through interaction, dialogue, and shared problem-solving rather than through hierarchical enforcement.

The second dimension of the model involves archival standardization adapted to local administrative realities. Rather than imposing rigid bureaucratic systems disconnected from village capacities, the archival arrangements developed in Negeri Suli were designed collaboratively according to the practical needs and institutional conditions of the local administration. Village officials participated directly in classifying documents, distinguishing active and inactive records, organizing labeling systems, and determining storage procedures appropriate for their working environment. This adaptive approach proved important because rural governance institutions often operate with limited infrastructure, fluctuating personnel capacities, and informal administrative arrangements. Informant “YS” stated that archival procedures became easier to implement because the system was developed collectively and adjusted to “how the office actually works.” Such findings indicate that effective archival governance in rural settings requires flexibility and contextual adaptation rather than the simple replication of formal bureaucratic models designed for larger institutions.

Another important dimension emerging from the study concerns the strengthening of organizational awareness and collective institutional responsibility. The participatory process encouraged village officials to reinterpret archives as organizational assets that preserve governance continuity, historical experience, and public accountability. Previously, archival activities were often perceived as secondary administrative obligations with limited practical significance. However, through collaborative engagement, participants increasingly understood that archives support long-term governance sustainability by preserving institutional knowledge beyond individual administrative periods. Informant “RT” remarked during an evaluation session that properly maintained archives would help “future village administrations continue the work without starting again from zero.” This perspective reflects an important transformation from individualized administrative practice toward collective institutional consciousness.

The preservation of institutional knowledge also emerged as a central component of the participatory governance model. The findings demonstrate that organized archives reduced dependence on individual memory by transferring governance knowledge into accessible institutional systems. Development records, administrative correspondence, population data, and policy documentation became collectively retrievable resources rather than fragmented information controlled by particular actors. This process contributed significantly to governance continuity because organizational knowledge could be preserved across leadership transitions and administrative turnover. In this context, archives functioned not simply as passive repositories but as active infrastructures through which governance memory, organizational learning, and administrative resilience were maintained over time. Similar perspectives have been emphasized within organizational learning scholarship arguing that institutional sustainability depends on the ability of organizations to preserve and mobilize collective knowledge systematically (Koritelu & ., 2025; Titing et al., 2025).

Importantly, the Negeri Suli experience demonstrates that sustainable rural administration cannot rely solely on technological modernization or formal procedural regulation. While digitalization and administrative reform are frequently promoted as solutions for governance improvement, this study reveals that governance sustainability depends equally on the existence of stable institutional knowledge preservation mechanisms embedded within organizational culture and everyday administrative practice. Archives become sustainable governance infrastructures only when supported by continuous mentoring, collaborative learning, and institutional commitment. Informant “AR” explained that maintaining archival order required “ongoing collective attention,” because administrative systems could easily return to fragmented patterns if archival awareness was not continuously reinforced within daily governance routines. This finding highlights the importance of viewing archival governance as a long-term institutional process rather than as a one-time technical intervention.

Conceptually, the participatory model proposed in this study contributes to expanding contemporary discussions on archival governance and rural public administration. Previous archival studies have predominantly focused on records management techniques, digital preservation systems, or bureaucratic efficiency (Kendy et al., 2025; Ramadhan & Castrawijaya, 2023). In contrast, the Negeri Suli case positions archives within a broader governance framework involving institutional memory, organizational learning, and administrative sustainability. Archives are therefore conceptualized not only as technical administrative tools but also as social and historical infrastructures that shape institutional legitimacy, collective governance memory, and public accountability. This integrated perspective remains relatively underdeveloped within contemporary public administration scholarship, particularly in relation to rural governance institutions in developing societies.

The findings further resonate with the framework of transformative governance learning proposed by Rahmawati et al. (2026), which argues that sustainable institutional transformation occurs when governance actors collectively reinterpret organizational practices and responsibilities through participatory engagement. In Negeri Suli, archival awareness emerged not through coercive administrative regulation but through reflective and collaborative institutional learning processes grounded in local governance experiences. This participatory dynamic strengthened institutional ownership and encouraged village officials to internalize archival governance as part of their collective administrative responsibility.

CONCLUSION

This study demonstrates that the sustainability of rural administration is closely connected to the ability of local governance institutions to preserve, organize, and mobilize institutional knowledge through participatory archival governance practices. The findings reveal that archival problems within village administration are not merely technical deficiencies related to document storage, but reflect broader issues of organizational culture,

administrative continuity, and governance resilience. Through community-based capacity building, village officials gradually developed a stronger understanding of archives as institutional memory that supports accountability, public service responsiveness, and continuity in governance processes. The participatory learning process also proved effective in transforming archival awareness because institutional change emerged through collective reflection, collaborative engagement, and locally adaptive administrative practices rather than through procedural enforcement alone. In this context, the study confirms that sustainable archival governance in rural institutions requires the integration of organizational learning, archival standardization, and continuous institutional mentoring within everyday governance activities. The conceptual contribution of this research lies in positioning archives not simply as administrative records, but as social and governance infrastructures that sustain institutional legitimacy and administrative resilience across governance cycles. By linking archival governance, institutional memory, and sustainable rural administration within a participatory framework, this study offers a contextual understanding of how rural governance institutions in developing settings can strengthen administrative sustainability through locally grounded and collectively constructed governance practices.

ETHICAL STATEMENT AND DISCLOSURE

This study was conducted in accordance with established ethical principles, including informed consent, protection of informants' confidentiality, and respect for local cultural values. Special consideration was given to participants from vulnerable groups to ensure their safety, comfort, and equal rights to participate. No external funding was received, and the authors declare no conflict of interest. All data and information presented were collected through valid research methods and have been verified to ensure their accuracy and reliability. The use of artificial intelligence (AI) was limited to technical assistance for writing and language editing, without influencing the scientific substance of the work. The authors express their gratitude to the informants for their valuable insights, and to the anonymous reviewers for their constructive feedback on an earlier version of this manuscript. The authors take full responsibility for the content and conclusions of this article.

REFERENCES

- Adiatma, S. R., Haryanto, D., & Apriansyah. (2025). Web Based Archives at Pt Dupoin Palembang Branch As an Effort to Transform the Manual System To the Electronic System. *Jurnal Technology and Open Source*, 8(2), 1091–1100. <https://doi.org/10.36378/jtos.v8i2.5119>
- Adriyana, L., & Cahyaningtyas, D. F. (2023). Tinjauan Digitalisasi Benda Bersejarah dari Budaya Lisan Menjadi Arsip Pemerintah. *Journal of Documentation and Information Science*, 7(1), 22–27. <https://doi.org/10.33505/jodis.v7i1.225>
- Afdhal, A. (2023a). Bridging Home and School Literacies: A Sociocultural Analysis of Early Literacy Practices in Rural Indonesia. *Jurnal Tahuri*, 20(1), 1–19. <https://doi.org/10.30598/tahurivol20issue1page1-20>
- Afdhal, A. (2023b). Peran Perempuan dalam Perekonomian Lokal Melalui Ekowisata di

- Maluku: Tinjauan Sosio-Ekologi dan Sosio-Ekonomi. *RESIPROKAL: Jurnal Riset Sosiologi Progresif Aktual*, 5(2), 208–224. <https://doi.org/10.29303/resiprokal.v5i2.427>
- Afdhal, A. (2024a). Education and Peacebuilding: Cultural Values as the Foundation for Conflict Resolution in Schools. *RISOMA : Jurnal Riset Sosial Humaniora Dan Pendidikan*, 2(6), 68–87. <https://doi.org/10.62383/risoma.v2i6.389>
- Afdhal, A. (2024b). Women's Political Communication in Maluku: Opportunities, Challenges, and Socio-Cultural Dynamics. *Konsensus : Jurnal Ilmu Pertahanan, Hukum Dan Ilmu Komunikasi*, 1(5), 81–97. <https://doi.org/10.62383/konsensus.v1i5.395>
- Afdhal, A., Manuputty, F., Litaay, S. C. H., & Makaruku, N. D. (2024). Nilai-Nilai Kearifan Lokal Maluku dalam Hidden curriculum: Strategi Membangun Perdamaian dan Toleransi di Sekolah Dasar. *Journal of Education Research*, 5(4), 5071–5083. <https://doi.org/10.37985/jer.v5i4.1707>
- Afdhal, A., Prihatina, E., Siregar, Y. A., & Hidayat, R. (2023). Kontestasi Aktor di TikTok Dalam Mencapai Popularitas. *The Journal of Society and Media*, 6(2), 444–465. <https://doi.org/10.26740/jsm.v6n2.p444-465>
- Agustyati, K., Pratama, H., Birnir, J. K., Overos, H., Okthariza, N., Kholidin, I., Ramadhanil, F., & Savirani, A. (2025). Indonesia Election Archive: Institutions, candidates and results. *Scientific Data*, 12(1), 1397. <https://doi.org/10.1038/s41597-025-05746-7>
- Ahmad, S. (2026). The Evolution of Bankruptcy Law Indonesia. *Lentera Hukum*, 12(3), 27–40. <https://doi.org/10.19184/ejrh.v12i3.53276>
- Aribianto, A., Kustiningsih, N., & Sundjoto. (2026). The Implementation of Analog-to-Digital Records Management in Government Institutions to Support the Adoption of an Electronic-Based Government System (A Study at the Office of the Trade Order Supervision Center (BPTN) Surabaya, Ministry of Trade of the R. *Riwayat: Educational Journal of History and Humanities*, 9(1), 389–397. <https://doi.org/10.24815/riwayat.v9i1.121>
- Aribianto, Nanik Kustiningsih, & Sundjoto. (2026). The Implementation of Analog-to-Digital Records Management in Government Institutions to Support the Adoption of an Electronic-Based Government System (A Study at the Office of the Trade Order Supervision Center (BPTN) Surabaya, Ministry of Trade of the R. *Jurnal Ragam Pengabdian*, 3(Spesial Issue), 1919–1927. <https://doi.org/10.62710/n4hws148>
- Asih, M. M., Yulianti, A., & Rahulkhan. (2024). Implementation of Government and Business Entity Cooperation in Accelerating Public Works and Public Housing Infrastructure. *The International Journal of Education Management and Sociology*, 3(1), 1–7. <https://doi.org/10.58818/ijems.v3i1.87>
- Azmi, A. (2024). Membayangkan Penyelenggaraan Kearsipan Lembaga Negara di Ibu Kota Nusantara: *Khazanah: Jurnal Pengembangan Kearsipan*, 17(2), 224. <https://doi.org/10.22146/khazanah.93470>
- Baili, M., Sari, S. M., Zahraini, & Musdiani. (2024). Improving the Quality of Education Based on the Role of the School Supervisor. *Indonesian Journal of Instructional Media and Model*, 6(1), 9–16. <https://doi.org/10.32585/ijimm.v6i1.5253>
- Bawono, H. (2022). Digital Preservation and Digital Records and Archives Management in Indonesia: Contextualization-Synthesis of Two Models Digital Preservation. *Jurnal Kearsipan*, 17(2). <https://doi.org/10.46836/jk.v17i2.257>
- Bawono, H., Darmagara, R., & Parikesit, R. A. (2022). National movement for good recordkeeping awareness and commitment to archiving in Indonesia. *Jurnal Kajian*

- Informasi & Perpustakaan*, 10(1), 29. <https://doi.org/10.24198/jkip.v10i1.34644>
- Chotib, H. M. (2024). The Role of Traditional Leaders in Local Governance: A Case Study of Jambi Province, Indonesia. *Enigma in Cultural*, 2(2), 117–130. <https://doi.org/10.61996/cultural.v2i2.73>
- Christiana, N., Helminasari, S., & Pratama, P. Y. (2024). Technology-Driven Archival Management in Samarinda's Library Service. *Indonesian Journal of Public Policy Review*, 25(3). <https://doi.org/10.21070/ijppr.v25i3.1401>
- Damaryanti, F., & Aji Supriyanto. (2025). Optimization of the SRIKANDI E-Government System Using XGBoost-Based Classification and One-Class SVM Anomaly DetectionType. *Information Technology International Journal*, 3(1). <https://doi.org/10.33005/itij.v3i1.50>
- Fikri, I., Siregar, I. K., & Nehe, N. (2022). Sistem Pendukung Keputusan Untuk Menentukan Eco Office Award Pada Dinas Lingkungan Hidup Kabupaten Asahan Dengan Metode MFEP. *Building of Informatics, Technology and Science (BITS)*, 4(2), 384–394. <https://doi.org/10.47065/bits.v4i2.1851>
- Gaspersz, P. (2024). Poverty Linked to Government Performance: Insights from Maluku Barat Daya and Halmahera Timur, Indonesia. *Populasi*, 32(1), 40. <https://doi.org/10.22146/jp.97553>
- Ginting, S. W., Fitri, I., Haron, N., & Lim, S. B. (2026). Forest governance and rural-architecture practices: A comparative study of Baduy (Indonesia) and Temiar (Malaysia). *Global Forest Journal*, 4(1), 44–51. <https://doi.org/10.32734/gfj.v4i1.23757>
- Hidayat, M. T., Oster, C., Muir-Cochrane, E., & Lawn, S. (2023). Indonesia free from pasung: a policy analysis. *International Journal of Mental Health Systems*, 17(1), 12. <https://doi.org/10.1186/s13033-023-00579-6>
- Hutapea, M. H., & Syarvina, W. (2022). Analysis of the Effectiveness of the Digital Role on Manual Archive Management at the Binjai Branch Office of BPJS Employment. *Jurnal Ekonomi, Manajemen, Akuntansi Dan Keuangan*, 3(2). <https://doi.org/10.53697/emak.v3i2.563>
- Istahar, H. K., Aulia, K. P., Dermawan, W., & Akim, A. (2024). Indonesian Hajj Diplomacy To Increase Hajj Quota During The Joko Widodo Presidency: 2015-2023. *Dynamics of Politics and Democracy*, 2(2), 39–60. <https://doi.org/10.35912/dpd.v2i2.1884>
- Juwono, H. (2024). From Bengal to Java: Raffles' Landrente in Indonesian Agrarian System. *Indonesian Historical Studies*, 7(2), 114–125. <https://doi.org/10.14710/ihis.v7i2.17936>
- Kendy, N. D., Suwarno, S., Kusumanto, R., & Yusuf, M. (2025). The Moderating Role Of Work Motivation In The Relationship Between Competencies, Individual Characteristics, And Work Environment On Employee Performance. *Ekombis Review: Jurnal Ilmiah Ekonomi Dan Bisnis*, 13(4). <https://doi.org/10.37676/ekombis.v13i4.8853>
- Koritelu, P., & . A. (2025). Money and Social Transformation: The Reshaping of Duan and Lolat Traditions in an Indonesian Indigenous Society. *Journal of Posthumanism*, 5(6), 339–352. <https://doi.org/10.63332/joph.v5i6.2019>
- Kusmiarto, K., Wahyono, E. B., Syaifullah, A., Wahyuni, W., Sitorus, O., Desmawan, H., Putra, B. T. A., Pratidina, N. P. A., & Wulandari, I. Y. (2025). Digital Transformation of Land Services in Indonesia: A Case Study of Bogor, Sleman, and Buleleng. *Marcapada: Jurnal Kebijakan Pertanahan*, 5(1), 115–139. <https://doi.org/10.31292/mj.v5i1.190>
- Litaay, S. C. H., Manuputty, F. M. L., Afdhal, A., & Makaruku, N. D. (2025). Local Culture-Based Education in the Hidden Curriculum: A Strategy for Fostering Tolerance and Peace in Maluku Secondary Schools. *Society*, 13(1), 192–207.

<https://doi.org/10.33019/society.v13i1.777>

- Maficasari, Y. (2026). Analysis of the Implementation of the Integrated Dynamic Archival Information System (SRIKANDI) Application in Local Government Agencies within South Barito Regency. *Journal Research of Social Science, Economics, and Management*, 5(8), 11126–11141. <https://doi.org/10.59141/jrssem.v5i8.1409>
- Mahira, A., Hamka, H., & Rajab, R. (2023). Human Resource Reform In Realizing Good Governance At The National Archives Of The Republic Of Indonesia (ANRI). *Journal of Social Science (JoSS)*, 2(11), 1045–1058. <https://doi.org/10.57185/joss.v2i11.161>
- Maididin, M., Hamid, S., & Ramle, M. R. (2024). Paradox of Inferiority: Indonesia's Muslims Attitude towards the Chinese Minority until the Reformasi 1998. *Malaysian Journal of History, Politics & Strategic Studies*, 51(4), 367–379. <https://doi.org/10.17576/jebat.2024.5104.01>
- Manuputty, F., Afdhal, A., & Makaruku, N. D. (2024). Building a Harmonious Family: Combining Cultural Heritage and Religious Values in Ambon City. *West Science Social and Humanities Studies*, 2(01), 09–18. <https://doi.org/10.58812/wssh.v2i01.550>
- Manuputty, F., Litaay, S. C. H., Afdhal, A., & Makaruku, N. D. (2025). Pendidikan Keluarga Berbasis Budaya Lokal: Studi Sosiologi pada Masyarakat Negeri Hukurila, Kecamatan Leitimur Selatan. *Jurnal Mahasiswa BK An-Nur : Berbeda, Bermakna, Mulia*, 10(3), 208. <https://doi.org/10.31602/jmbkan.v10i3.16452>
- Muharam, R. S., Pradhanawati, A., Fitriyah, F., & Supratiwi, S. (2024). Gender Quota of Women Election Supervisors in The Implementation of Indonesian Election Law. *Pertanika Journal of Social Sciences and Humanities*, 32(3), 1165–1182. <https://doi.org/10.47836/pjssh.32.3.18>
- Nivaan, V. M. J., & Afdhal, A. (2025). Metode Bermain Peran sebagai Media Edukasi Komunikatif: Transformasi Pembelajaran Anak Usia Dini di Kawasan Terpencil. *Populis: Jurnal Ilmu Sosial Dan Ilmu Politik*, 19(2), 213–228. <https://doi.org/10.30598/populis.19.2.213-228>
- Nuryana, E. (2024). Kebijakan Lembaga Pemeriksa Halal dalam Penyelenggaraan Jaminan Produk Halal. *JAKA Jurnal Analisis Kebijakan Kementerian Agama*, 3(1), 36–57. <https://doi.org/10.53515/jaka.v3i1.96>
- Pattiasina, J. N., & Afdhal, A. (2022). Dari Bermain ke Praktik Sosial: Pembelajaran Role Play dan Pembentukan Kompetensi Komunikasi di Komunitas Pinggiran Indonesia. *Populis: Jurnal Ilmu Sosial Dan Ilmu Politik*, 17(1), 121–137. <https://doi.org/10.30598/populis.17.1.121-137>
- Permatasari, M. R., & Prasojo, E. (2023). Implementation Open Bidding For Middle Managers (JPT Pratama) Position In The National Archives Of The Republic Of Indonesia (ANRI). *Cakrawala Repositori IMWI*, 6(3), 634–642. <https://doi.org/10.52851/cakrawala.v6i3.341>
- Prabandari, A., Ketaren, E. S., & Segara, B. A. (2025). Pathways of Continuity: Indonesia's Role in Southeast Asia's Refugee Governance. *Insignia: Journal of International Relations*, 12(2), 148. <https://doi.org/10.20884/1.ins.2025.12.2.17940>
- Pramesti, N. A., Junarto, R., & Farid, A. H. (2024). Land Archive Authentication as a Result of Media Transfer at the Land Office. *Marcapada: Jurnal Kebijakan Pertanahan*, 3(1), 1–15. <https://doi.org/10.31292/mj.v3i1.38>
- Purwati, N., & Sulisty, G. B. (2023). Stunting Early Warning Application Using KNN Machine Learning Method. *Jurnal Riset Informatika*, 5(3), 373–378.

<https://doi.org/10.34288/jri.v5i3.550>

- Putra, H., Sharyanto, S., & Gunawan Sudarsono, B. (2024). Design And Manufacture Of Information Systems Information System For Web-Based Public Complaints At The Ministry Of Human Rights Directorate General Of Human Rights. *Journal of Engineering, Technology and Computing (JETCom)*, 3(1), 90–100. <https://doi.org/10.63893/jetcom.v3i1.216>
- Putri, D. R., Subagja, R., Wulandari, S., & Nurfalah, F. (2025). Srikandi Application: Digital Innovation for Dynamic Archive Management. *Jurnal Polisci*, 2(5), 320–336. <https://doi.org/10.62885/polisci.v2i5.840>
- Putri, I. D. A., & Noviaristanti, S. (2025). Analysis of Public Service Innovation from Competition at the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia in 2020-2023. *The Eastasouth Management and Business*, 3(03), 598–607. <https://doi.org/10.58812/esmb.v3i03.582>
- Rachmaji, A. S. (2023). Maritime Domain Awareness (MDA) and Archives: the Role of Archives in Sovereignty. *Khazanah Al-Hikmah : Jurnal Ilmu Perpustakaan, Informasi, Dan Kearsipan*, 11(2), 242–253. <https://doi.org/10.24252/kah.v11i2a9>
- Rahmawati, D., Marzolina, M., & Fitri, K. (2026). Determinants of Employee Performance in Regional Government Inspectorates: The Role of Education and Training, Motivation and Work Discipline. *Journal of Management Economics and Financial Accounting*, 1(2), 29–43. <https://doi.org/10.69714/d7bbm531>
- Ramadhan, M., & Castrawijaya, C. (2023). Responsibilities of Da'wah Institutions in Human Resource Development. *Advances In Social Humanities Research*, 1(5), 727–736. <https://doi.org/10.46799/adv.v1i5.84>
- Rasyid, R. A. (2024). Colonial Diplomatic Relations and the Development of Pearling Industry in the Netherlands Indies, 1894-1899. *Jurnal Sejarah Citra Lekha*, 9(1), 19–26. <https://doi.org/10.14710/jscl.v9i1.44053>
- Riza, F. (2025). The Islamic State of Indonesia (NII) and the Legacy of Kartosoewiryo: A Historical and Contemporary Political Analysis. *Warisan: Journal of History and Cultural Heritage*, 5(3), 260–271. <https://doi.org/10.34007/warisan.v5i3.2585>
- Saahira, S. Y., Widad, T. K. Al, Alfiyanti, F., Mustain, A. M., Nasoha, & Atqiya, A. N. (2025). Pancasila dalam Era Geopolitik 5.0: Tantangan dan Strategi Indonesia dalam Diplomasi Internasional. *Jurnal Hukum Dan Sosial Politik*, 3(2), 143–152. <https://doi.org/10.59581/jhsp-widyakarya.v3i2.5054>
- Sandria, R. H. (2025). Cultural Resilience and Solidarity: Adaptation Strategies of the Confucian Community in the Face of Oppression. *Subhasita: Journal of Buddhist and Religious Studies*, 2(2), 67–80. <https://doi.org/10.53417/subhasita.130>
- Saputra, R. (2025). STEM-Enabled Governance for Cultural Heritage: Integrating Digital Innovation and Policy in Indonesia. *Journal of Ethnic and Cultural Studies*, 12(5), 325–344. <https://doi.org/10.29333/ejecs/2586>
- Savitri, R., Cahyarini, B. R., Ahad, M. P. Y., Firmansyah, N., Gusparirin, R., & Samsara, L. (2023). Indonesian Public Service Innovation Trends: An Analysis Based on Public Service Innovation Competition Top Innovations 2014-2019. *KnE Social Sciences*. <https://doi.org/10.18502/kss.v8i5.12995>
- Setyawan, H., Aisyah, A., Widayati, E., & Samsiyah, S. (2025). Promoting Digital Literacy. *Khazanah Al-Hikmah : Jurnal Ilmu Perpustakaan, Informasi, Dan Kearsipan*, 13(1), 126–137. <https://doi.org/10.24252/v13i1a10>

- Shine, Y., & Atahau, A. D. R. (2023). Disclosure of Corporate Social Responsibility Using Gri Standard Guidelines and its Effect on Financial Performance. *JASa (Jurnal Akuntansi, Audit Dan Sistem Informasi Akuntansi)*, 7(1), 35–44. <https://doi.org/10.36555/jasa.v7i1.2130>
- Soulthoni, N., Pradita, H., & Itasari, M. (2025). The Implementation of Electronic-Based Archiving to Accelerate Government Digitalization in Indonesia. *Indonesian Journal of Innovation and Applied Sciences (IJIAS)*, 5(1), 49–57. <https://doi.org/10.47540/ijias.v5i1.1735>
- Sumantri, P., Muhajir, A., & Batubara, T. (2022). Urban Dealing with Pandemic: Comparative Responses on Spanish Flu and the Covid-19 Era in Indonesia. *Indonesian Historical Studies*, 6(1), 94–106. <https://doi.org/10.14710/ihis.v6i1.14015>
- Sutrisni, N. K., Sukma, P. A. P., Embong, R., & Haydarov, K. (2024). The Compliance of Governance on Family Data Protection Regulation. *Journal of Human Rights, Culture and Legal System*, 4(3), 706–741. <https://doi.org/10.53955/jhcls.v4i3.293>
- Syahidan, A. (2024). Digital Transformation in the Management of the National Archives of the Republic of Indonesia: A Qualitative Analysis of Challenges and Opportunities in Improving the Efficiency and Effectiveness of Archive Management. *Social Impact Journal*, 3(1), 64–71. <https://doi.org/10.61391/sij.v3i1.152>
- Syarif, V. D. P., Mariyamah, A., & Hendarwati, W. P. (2024). Mapping Research Trends on Archives : A Bibliometric Study. *Open Society Conference*, 2, 66–78. <https://doi.org/10.33830/osc.v2i1.2605>
- Tejaningrum, C., & Asropi, . (2025). Media Transfer: A Significant Aspect of Digital Transformation and a Crucial Element in the Oversight of Archival Practices. *KnE Social Sciences*, 10(16), 348–366. <https://doi.org/10.18502/kss.v10i16.19190>
- Titing, W. B., Afdhal, & Haulussy, R. R. (2025). Laut sebagai Lanskap Budaya: Integrasi Kearifan Lokal dan Ekowisata Bahari di Kepulauan Kecil Maluku. *Indonesian Journal of Sociology, Education, and Development*, 7(1), 1–17. <https://doi.org/10.52483/sk8qsy39>
- Wenny, L. S., Lolytasari, Putra, R. A., Merdeka, P., Ahwan, M. A., & Afida, A. (2024). Information on medical records of covid-19 patients in Indonesia. *Record and Library Journal*, 10(1), 112–125. <https://doi.org/10.20473/rlj.V10-I1.2024.112-125>
- Wulandari, P., Syamsir, S., & Kosariza, K. (2024). Arrangements for Archive Depreciation to Improve Regional Government Performance in Perspective Legislation in Indonesia. *Mendapo: Journal of Administrative Law*, 5(2), 183–197. <https://doi.org/10.22437/mendapo.v5i2.31749>
- Zakiah, E., & Muhdil Karim, A. (2025). Analysis of Trouble Ticket Documents in the Srikandi 3 Application for Archives Management at the Ministry of Health. *International Journal of Science and Environment (IJSE)*, 5(3), 547–555. <https://doi.org/10.51601/ijse.v5i3.227>