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ARCHIVING PRACTICES AT THE VOCATIONAL EDUCATION AND DEVELOPMENT CENTER FOR BUSINESS AND TOURISM: A VISUAL SOCIOLOGY APPROACH

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ABSTRACT

This study aims to analyze the transformation of archival practices at the Vocational Education and Development Center for Business and Tourism from unsystematic records management toward a more structured and integrated records management system. The study employs a visual sociology approach using photo elicitation techniques to explore informants' experiences and perceptions regarding the organization's archival practices. Visual data were analyzed using Roland Barthes' semiotics through denotative and connotative analysis to understand the social meanings within archival practices. The results indicate that the transformation of archival practices occurred through the reorganization of archives, the development of standard operating procedures (SOP), the establishment of a record center, and the implementation of the Electronic Official Document System (SINDE). These changes not only enhance the effectiveness of records management and information access but also foster a more orderly, professional organizational culture that supports digital-based information governance. This study also demonstrates that archivists serve as agents of change in strengthening organizational information governance through system development, records awareness education, and support for work units.

Theoretically, this study reinforces the view of archival science as a social and cultural practice, not merely a technical administrative activity. Practically, the research findings contribute to educational institutions and public organizations in developing integrated, accountable, and adaptive records management in response to digital transformation.

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1. INTRODUCTION

Archival management is a crucial component of an organization's information governance, as it serves as a source of information, a means of evidence, and the institutional memory that supports organizational accountability and decision-making. From an archival perspective, records are not merely understood as administrative documents but also as strategic assets that play a role in ensuring the organization's sustainability (Williams, 2006). This aligns with Law No. 43 of 2009 on Archival Affairs, which emphasizes that records serve as memory, reference, and accountability material in social, national, and state life. Therefore, systematic records management is a vital component in achieving effective and accountable organizational governance.

In practice, records management across various government agencies still faces numerous challenges, such as the dominance of manual processes, limited archival human resources, low digital literacy, and the suboptimal utilization of information technology. These conditions result in records being difficult to access, at risk of loss, and unable to fully support the organization's information governance. Dewi's (2025) research indicates that archival practices in Indonesia still grapple with fragmented systems and technological limitations. Meanwhile, Nurdiansyah et al. (2023) explain that digital preservation can enhance the accountability of records management, although its implementation still faces infrastructure and human resource competency challenges.

Digital transformation in the public sector is also driving changes in records management through the Electronic-Based Government System (SPBE) policy. Presidential Regulation No. 95 of 2018 on SPBE emphasizes the importance of utilizing information technology to create effective, transparent, and accountable government governance. In this context, records management is no longer solely physical but is evolving toward an electronic system that enables the processes of storing, managing, and retrieving information to be carried out more quickly and in an integrated manner. This transformation is not only about the use of technology but also involves changes in work procedures, organizational culture, and information governance (Rusu & Gianluigi, 2017).

The Vocational Education and Development Center for Business and Tourism, as a government agency, is also undergoing this transformation process. Prior to the implementation of structured archival practices, records management within the Vocational Education and Development Center for Business and Tourism was still conducted manually and lacked systematization. Records were stored without clear classification, standard operating procedures (SOP) were unavailable, and there was no support from professional staff in the field of records management. These conditions led to a weak information retrieval system and low effectiveness in the organization's records management. Along with the implementation of the SPBE policy and the adoption of the Electronic Official Document System (SINDE), the organization began its transformation through records reorganization, the establishment of a record center, the development of SOP, and the strengthening of the archivist's role in managing organizational information.

Previous research on records management has generally focused on technical and administrative aspects, such as digitization, records preservation, and records management

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information systems. Studies that view records management practices as social and cultural practices within an organization remain relatively limited. Therefore, this study offers a distinct perspective through a visual sociology approach using photo elicitation techniques and semiotic analysis to understand the transformation of archival practices through visual representations, organizational spaces, and the social experiences of informants. This approach allows archival practices to be understood not only as an administrative system but also as part of the cultural construction and organizational information governance.

Based on this background, this study focuses on the question of how the transformation of organizational information management through archival practices unfolds at the Vocational Education and Development Center for Business and Tourism. Specifically, this study examines the initial conditions of records management, changes in archival practices following the transformation, the change processes occurring within the organization, and the role of archivists in supporting the sustainability of archival practices.

This study aims to analyze the transformation of archival practices at the Vocational Education and Development Center for Business and Tourism, from unsystematic records management toward a more structured and integrated records management system. Furthermore, this study is expected to provide theoretical contributions to the development of archival studies through visual sociology and semiotics approaches, as well as practical contributions to educational institutions and public organizations in strengthening digital-based information management.

Research Question

This issue raises the research question: How does the transformation of organizational information management through archival practices take place at the Vocational Education and Development Center for Business and Tourism? This question is broken down into several sub-questions, namely

1. What was the initial condition of the Vocational Education and Development Center for Business and Tourism archives?
2. What is the current state of the Vocational Education and Development Center for Business and Tourism archives?
3. How can changes in the current archival practices at Vocational Education and Development Center for Business and Tourism be implemented?
4. What is the role of archivists in supporting the sustainability and development of archival practices at the Vocational Education and Development Center for Business and Tourism?

This study aims to analyze changes in archival practices at the Vocational Education and Development Center for Business and Tourism from an initial unsystematic state (prior to the implementation of archival practices) toward structured and integrated records management (following the implementation of archival practices). These changes are driven by the role of archivists as agents of change, as well as leadership support in strengthening the organization's records management framework.

Research Benefits: It is expected to contribute to the development of archival science, particularly regarding the transformation of organizational information management through modern archival practices, and to provide insights for the Vocational Education and Development Center for Business and Tourism regarding the current state and development of records management, serving as a basis for evaluation to enhance organizational information management.

Literature Review

1. Concepts of Archival Practices

   Archival practice is a series of systematic records management activities carried out to ensure the creation of records that are authentic, reliable, easily accessible, and sustainable in supporting organizational functions. From Caroline Williams' perspective, *records and information management* is viewed as a critical infrastructure within an organization because it serves as a source of information, a means of evidence, and the institutional memory that supports organizational accountability and sustainability.Furthermore, according to the International Organization for Standardization through ISO 15489, records management practices encompass the systematic management of records to ensure that records are authentic, reliable, complete, and usable . Regulation of the Ministry of Basic and Secondary Education No. 7 of 2026 on the Implementation of Archival Management establishes the systems and standards for records management within the Ministry of Basic and Secondary Education to ensure records are managed in an orderly and secure manner, supporting organizational governance and digital transformation. Based on these archival practice concepts, good records management must adhere to the principles of authenticity, reliability, integrity, and accessibility. These principles are then translated into research indicators, such as the physical condition of records, storage systems, technology use, access, and records security. In this study, the assessment of archival practices uses the categories "meets," "partially meets," and "does not meet," based on the degree of alignment between the empirical conditions in the field and the applicable archival practice standards and regulations.

   The "meets" category indicates that archival practices have been implemented in accordance with established standards; "partially meets" indicates that the practices have been implemented but are not yet optimal; while "does not meet" indicates that the practices are not yet compliant or have not been implemented. Organizations that have not implemented an archival system or practices compliant with standards tend to face a condition that can be described as chaotic records. Chaotic records refer to a situation where records are not managed systematically, lack classification, and do not follow archival management principles, thereby hindering information retrieval and reducing organizational efficiency (Saffady, 2011). In the context of modern organizations, archival practices have also evolved alongside digitalization. These practices are no longer limited to the management of

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physical records but also encompass the management of electronic records through information systems, such as the SINDE (Electronic Official Document System) application, which enables the archival management process to be conducted in an integrated and efficient manner.

Furthermore, archival practices are also related to organizational information governance, as records form part of the information infrastructure that supports decision-making, accountability, and transparency. Therefore, sound archival practices must be supported by policies, procedures, and competent human resources, including the role of archivists as records managers.

2. Information Governance

   Information governance is a framework for managing information and technology within an organization aimed at ensuring that information effectively, efficiently, and integrally supports the achievement of organizational objectives . Information governance is closely related to information technology governance, which emphasizes alignment between organizational needs and the utilization of information technology (*business/IT alignment*) (De Haes & Van Grembergen, 2009)

   In the context of modern organizations, information governance encompasses not only the control of systems and data but also the development of policies, procedures, and coordination among units to ensure information is managed in an accountable, transparent manner that supports organizational decision-making. Thus, information governance cannot be separated from how an organization manages technology, human resources, and the policies supporting such information management.

   In the public sector, information governance is becoming increasingly important in line with demands for transparency, accountability, and efficiency in government administration. The Indonesian government has developed a policy framework through the Electronic-Based Government System (SPBE), which emphasizes the integrated use of information technology in government administration.

3. Archivists in Information Governance

   Archivists are professional human resources who play a vital role in managing records as part of an organization's information governance. Archivists are not only responsible for storing records but also for ensuring that records are managed systematically, authentically, and are accessible as needed by the organization. Law No. 43 of 2009 on Archiving states that records serve as memory, reference, and accountability materials, so their management must be carried out professionally. The presence of archivists is a key factor in ensuring the sustainability of an effective archival system. This is reinforced by Isabel Schellnack-Kelly's 2017 research, which emphasizes that archivists need to be active participants in the management of digital records and organizational information governance so that records can support transparency, accountability, and organizational sustainability in the digital age.

Research by Triana and Putra (2023) indicates that archivists serve as agents of change within organizations, particularly in initiating policies and fostering a culture of archival awareness

Archivists are professionals with expertise in the field of archival science and are responsible for managing an organization's records. The role of archivists is not limited to technical activities such as storing and organizing records, but also includes developing archival systems, training staff, and strengthening organizational information governance.

The presence of archivists can increase employee awareness of the importance of records, improve information management systems, and support the enhancement of administrative service quality. Additionally, archivists play a role in ensuring the continuity of an organization's institutional memory through systematic and professional records management (Ministry of State Apparatus and Regional Government Regulation No. 48 of 2014). Effective records management supports organizational accountability and the preservation of an institution's historical value.

Organizational culture is a set of values, norms, and practices that develop within an organization and influence individual behavior in performing their duties. Organizational culture regarding archival practices is reflected in how employees handle documents, the level of discipline in records management, and awareness of the importance of information as an organizational asset.

According to Edgar H. Schein (2010), organizational culture is formed from patterns of basic assumptions learned and developed by organizational members in response to internal and external challenges. This culture then serves as a guide for action and interaction within the work environment. In the context of information governance, organizational culture plays a crucial role in determining the success of implementing systems and policies.

2. RESEARCH METHODS

This study employs a qualitative approach with a visual sociology perspective to understand the transformation of archival practices as part of organizational information governance. The visual sociology approach is used to analyze the social meanings that emerge through space, objects, and visual representations in organizational archival practices (Rose, 2016). This study utilizes the photo-elicitation technique, which involves the use of photographs as a medium to explore informants' experiences, perceptions, and interpretations of archival practices occurring within the organizational environment (Harper, 2002).

The research was conducted at the Vocational Education and Development Center for Business and Tourism, a government agency responsible for managing dynamic records in administrative activities and vocational education services. The research site was selected because the organization is undergoing a transformation in archival practices—shifting from unsystematic record management toward a more structured and digital-based records

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management system through the implementation of the Electronic Official Document System (SINDE).

Research informants were selected using purposive sampling based on their involvement in records management and the organizational transformation process. The informants consisted of 7 individuals, including 2 archivists, 3 records managers in work units, and 2 leaders/unit coordinators involved in records management policy-making. The selection of informants was based on their experience, knowledge, and direct involvement in archival practices at the Vocational Education and Development Center for Business and Tourism.

Data collection techniques included observation, interviews, visual documentation, and literature review. Observations were conducted to directly assess the condition of the archive space, archival management processes, the use of digital systems, and archival activities within the organization. Interviews were conducted using a semi-structured approach to gain insights into the informants' experiences and perceptions regarding changes in archival practices. Visual documentation in the form of photographs was used to record the condition of the archives before and after the transformation, including the archival arrangement process, the construction of the record center, the use of SINDE, the development of SOPs, and archival capacity-building activities.

The selection of photos was conducted purposefully based on three main criteria: (1) the photo represents changes in archival practices within the organization; (2) the photo depicts activities, spaces, or objects related to records management; and (3) the photo is relevant to the informants' experiences and narratives in the interviews. The selected photos were then used in a photo elicitation process to prompt discussion and interpretation by the informants regarding the social meaning of archival practices.

Data analysis was conducted in stages through the integration of visual data and interview data. Visual data was analyzed using Barthes(1964) semiotic approach through three stages of interpretation: denotation, connotation, and myth. In the denotation stage, the researcher identified visual elements directly visible in the photos, such as the archival space, storage shelves, archive boxes, documents, staff activities, and the use of digital systems. The connotation stage involved interpreting the social and cultural meanings emerging from these visuals, such as orderliness, professionalism, an archival-conscious culture, or the marginalization of archival functions within the organization. Furthermore, the myth stage is used to understand the values, ideologies, and cultural constructs of the organization represented through archival practices, such as the view of archives as strategic assets or, conversely, as ordinary administrative documents.

The analysis process is conducted through thematic coding of interview results and visual documentation. Data is grouped into several categories, such as the initial state of the archives, transformations in archival management, the implementation of digital systems, organizational culture, and the role of archivists. The results of visual interpretation are then compared and integrated with interview results to gain a deeper understanding of the transformation of archival practices within the organization.

Data validity was ensured through source triangulation, methodological triangulation, and member checking. Source triangulation involved comparing data from archivists, records managers, and organizational leaders. Methodological triangulation involved comparing results from observations, interviews, and visual documentation. Additionally, member checking was conducted with several informants to ensure the researcher's interpretations align with the experiences and realities observed in the field. Thus, this study strives to maintain credibility, consistency, and transparency in the data analysis process.

3. RESULTS AND DISCUSSION

1. The condition of the Vocational Education and Development Center for Business and Tourism archives in the initial stage, which were in disarray (symbolic marginalization of the archive's function)

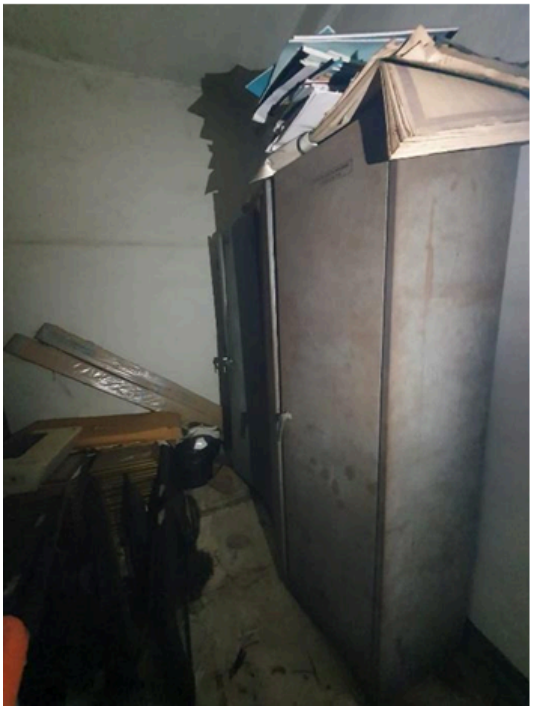

Photo 1: Archiving of working Group X Records, 2015

Photo 2: Archiving of working Group X Records, 2015

The visual layout of the space serves as an indicator of how the institution assigns meaning to archival activities. Interview results indicate that #Informant2 stated, "The archives are still disorganized; they haven't been organized yet, so it's difficult to find the needed documents" (interview, April 17, 2026). Furthermore, #Informant1 added that at that time there were no experts in the field of archiving, "there is still a shortage of human resources who are experts in the field of archiving, and we urgently need experts in the field so that the archives can be organized according to procedure," (interview, April 17, 2026). The other five informants also stated that the archives were still chaotic, disorganized, and not yet centralized (interview, April 2026).

At the denotative level, Photo 1 shows a metal filing cabinet, piles of documents, a cramped storage space, insufficient lighting, and the presence of other items mixed in.

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Photo 2 depicts piles of documents and file folders; records are stored under the stairs, mixed with other items, and the storage conditions appear cramped and disorganized. Regarding the connotative explanation, these conditions reflect the weakness of archival practices within the organization at that time: records were not yet viewed as important information, there was low awareness of the importance of records management, no structured records control system was in place, and the organization paid minimal attention to records security and maintenance. From Barthes (1964) perspective, this photo represents the myth that archives are often understood as "old items" that need only be stored without requiring professional management. This view shapes an organizational culture that regards archives as not a top priority, resulting in their management being carried out haphazardly.

Archival practices within an organization are not merely about the administrative management of documents but are also integral to information governance and organizational culture. According to Caroline Williams (2006), records and information management serves as a critical organizational infrastructure, functioning as a source of information, a tool for evidence, and the institutional memory that supports organizational accountability and sustainability.

2. The current state of the Vocational Education and Development Center for Business and Tourism Archives, which are organized in accordance with archival policies and regulations (Archives as a social and visual practice)

A visual sociology approach demonstrates that archives are not merely administrative objects but also social practices that can be interpreted through the organization's spatial layout, physical objects, and visual arrangements. The spatial organization of the archives at the Vocational Education and Development Center for Business and Tourism reflects power dynamics, institutional priorities, bureaucratic culture, and how the institution interprets information. In this context, the visual nature of the archives serves as a representation of the organization's values regarding knowledge management. Following the transformation, the state of archival management at the Vocational Education and Development Center for Business and Tourism has shown significant changes. Archives have been systematically organized using archival boxes, equipped with classification labels, and stored in standard storage facilities such as filing cabinets, along with the establishment of an archive center/record center. Additionally, archival management is supported by a digital system through the SINDE application.

Photo 3 Record Center in 2025

Photo 4 File Box Archive Storage in 2024

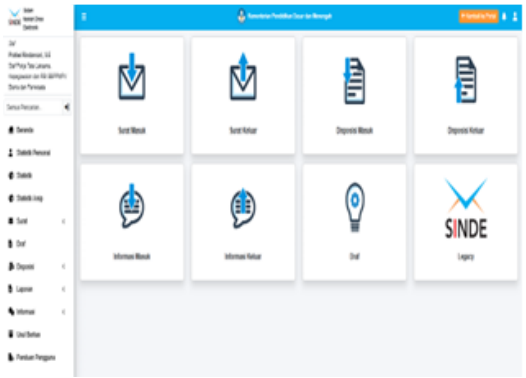

Photo 5 SINDE

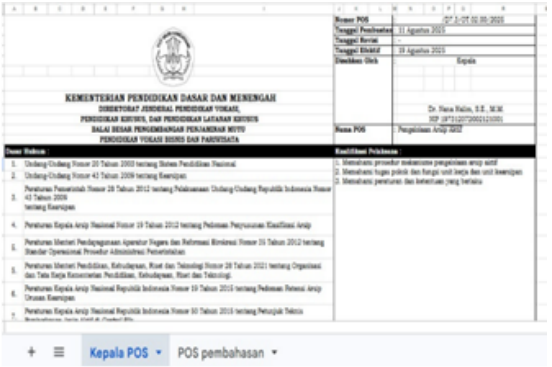

Photo 6 Archival SOP from 2022 to 2025

At the denotative level, Photo 3 depicts an archive room or record center specifically designed with a clean, organized layout that reflects the institutional identity of the Vocational Education and Development Center for Business and Tourism. Regarding the connotative interpretation, this condition reflects the organization's growing emphasis on the importance of records management. Furthermore, this visual also represents (the myth of) a shift in organizational culture toward more orderly, modern, and structured information management. The photo suggests that the organization has provided legitimate support for archival practices through the construction of a record center. The presence of this archive room symbolizes a transformation toward more professional archival practices that support the organization's information management.

At the denotative level, Photo 4 shows records organized using file boxes and placed on archive shelves in an orderly manner. The records are labeled and arranged according to specific classifications, making them easily identifiable and retrievable. At the connotative level, this condition reflects archival practices that are systematically implemented and aligned with archival management standards.

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This visual represents a new perspective that archives are organizational assets possessing informational value and must be managed professionally. Neatly organized archives also reflect a more disciplined and organized work culture. Photo shows a significant change in archival practices at the Vocational Education and Development Center for Business and Tourism. Archives that were previously disorganized are now managed using a classification and storage system that supports the effective retrieval of information and organizational governance.

In Photo 5, the denotation of the photo shows the interface of the Electronic Official Document System (SINDE) application used for the digital management of letters and documents. The explanation of the connotation of SINDE's use indicates the integration of information technology into organizational governance aimed at enhancing the efficiency, transparency, and accountability of records and document management.

The photo demonstrates that archival practices at the Vocational Education and Development Center for Business and Tourism are no longer solely physical-based but have evolved toward more integrated electronic records management. SINDE serves as a crucial tool in supporting the organization's digital information governance. The digital system is viewed as a symbol of an organization that is adaptive to technological advancements and the demands of electronic-based government governance.

The denotation of Photo 6 shows the Archival Standard Operating Procedures (SOP) document used as a guideline for records management at the Vocational Education and Development Center for Business and Tourism. The Connotative Level explains that the presence of SOPs reflects a more structured and standardized records management system. SOPs indicate that records management practices are no longer conducted informally but now have clear rules, procedures, and operational mechanisms within the organization.

The photo shows that the transformation of archival practices in the organization is not only achieved through physical reorganization and digitization but also through the strengthening of internal regulations. The SOP serves as a crucial instrument in maintaining consistency and sustainability in archival practices at the Vocational Education and Development Center for Business and Tourism. This visual represents an organizational culture that is beginning to prioritize order, procedural compliance, and professional work practices in information management. SOPs serve as a symbol of the organization's commitment to the importance of archival practices.

All photos show changes in archival practices. Conclusion: Informants stated that "the archives are slowly but surely becoming organized," "an archive center has been established, so documents no longer pile up in the archive task force," "there is now an archivist drafting the SOPs," and "all staff are now required to use SINDE in the official document management process" (interview, April 2026).

This study also identified hybrid practices in records management. On one hand, there are SOPs, records classification, and formal administrative procedures; on the other hand, employees' personal practices are more dominant, informal systems serve as practical solutions, and archiving occurs flexibly according to work needs. This analysis indicates that records management practices are shaped through negotiation between formal rules and

the realities of daily work. This transformation indicates that archival practices have been conducted in accordance with standard archival principles, although they are still in the process of refinement. This aligns with the concept of information governance, which emphasizes the importance of managing information as a strategic organizational asset. Current archives demonstrate that the organization's information governance has seen significant improvement, both in technical aspects and in management systems.

3. The Process of Change in Archival Practices

Changes in archival practices at the Vocational Education and Development Center for Business and Tourism did not occur instantly, but rather through a transformation process involving various aspects of the organization. This transformation includes changes in systems, procedures, technology, and human resources.

Photo 7 Organization process by archivists and managers
Archives for each working group in 2024 and is still ongoing to this day.

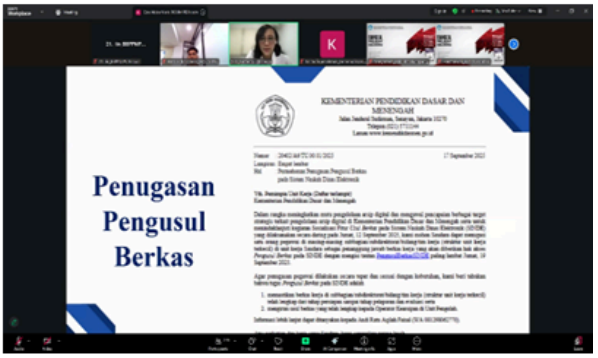

Photo 8 SINDE Training

Photo 9 Archival Training Workshop in 2025

Photo 7 depicts the denotative meaning of several employees and archivists engaged in the archival organization process within the workspace. This connotation reflects an active and collaborative transformation of archival practices within the organization. The involvement of many employees also indicates a shift in awareness regarding the

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importance of records management. This visual represents a shift in organizational culture toward an archive-conscious culture.

This photo shows that the process of changing archival practices occurs through collective work led by archivists. Archivists act as catalysts in building a more structured records management system through records organization, team formation, and mentoring of work units. This finding aligns with the research by Triana and Putra (2023), which states that archivists act as agents of change within the organization, particularly in initiating policies and fostering a culture of organized records management. Furthermore, this situation indicates that the transformation of records management practices is not merely technical but also involves changes in organizational behavior and work culture.

Photo 8 shows a technical guidance (bimtek) session on the use of the Electronic Official Document System (SINDE), conducted online via a virtual conferencing application. This visual reflects the organization's efforts to enhance employees' competencies in digital records management. The bimtek activity demonstrates that the transformation of archival practices focuses not only on technology implementation but also on improving human resource capabilities in using electronic systems. The photo illustrates that the implementation of digital archival practices requires a process of organizational learning and adaptation. Archivists and the organization play a role in building staff readiness through SINDE training so that electronic records management can operate effectively. This finding aligns with Schellnack-Kelly's (2017) research, which emphasizes that archivists must be active participants in digital records management and organizational information governance. Thus, the transformation of archival practices depends not only on technological systems but also on the organization's ability to foster employees' digital literacy.

Next, Photo 9 shows a technical training session on records management held in a meeting room. In a broader sense, the photo reflects the organization's commitment to enhancing employees' understanding and competence in the field of records management. Technical training serves as a symbol of the organization's learning process in establishing more professional and standardized records management practices. This visual represents the fact that records management practices are beginning to be viewed as an important professional competency within the organization. Archives are no longer understood as simple administrative tasks, but as part of information governance that requires specialized knowledge and skills. Additionally, the implementation of digital systems through SINDE is a crucial component of this transformation, as it enables more efficient and transparent records management. In practice, digitization has not yet substantively transformed archival culture; while digital technology is being utilized, digital transformation has not fully reshaped the organization's archival culture. Digitization remains administrative, partial, and not yet based on an integrated information system. This analysis indicates that archival practices are shaped through a negotiation between formal rules and the realities of daily work. Visually, the continued dominance of physical archives suggests that bureaucratic work culture still relies heavily on physical documents.

4. Archivists in the Continuation of Transformation

Photo 10: Archivists conducting outreach and education on records awareness for 2025

The denotation of the photo shows archivists conducting outreach and education activities for employees in the workplace. Several employees are seen gathered in a room, listening to the archivist's explanation regarding records management. This connotation reflects the process of capacity building and knowledge transfer within the organization's archival practices. These outreach activities demonstrate that records management focuses not only on organizing documents but also on building staff awareness of the importance of records as a source of organizational information. The interaction between archivists and staff also indicates a shift toward a more participatory and collaborative work culture in records management.

The photo illustrates that the sustainability of archival practice transformation is determined not only by systems and technology but also by educational processes and the shaping of organizational culture. Archivists play an active role in raising employee awareness through outreach and mentoring to ensure archival practices are implemented consistently and sustainably. This finding aligns with the research by Triana and Putra (2023), which states that archivists act as agents of change within the organization, particularly in fostering a culture of archival awareness and order. Furthermore, this supports the perspective of Isabel Schellnack-Kelly (2017), who emphasizes that archivists need to be actively involved in organizational information governance, including in fostering employees' understanding and participation in records management in the digital age.

The roles of archivists include:

1. Organizing records in accordance with archival standards
2. Developing SOP
3. Developing archival systems
4. Outreach and education on archival awareness
5. Mentoring and assisting work units

This role aligns with the concept that archivists are key actors in information governance, responsible for maintaining the quality, reliability, and sustainability of records

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as the organization's memory. However, in practice, challenges remain, particularly regarding team members' technological proficiency, which impacts the optimal implementation of digital records management systems.

4. CONCLUSION & RECOMMENDATIONS

Conclusion

This study demonstrates that the transformation of archival practices at the Vocational Education and Development Center for Business and Tourism for Business and Tourism is not merely about technical changes in records management but also reflects shifts in organizational culture and information governance. Through a visual sociology approach, the study found that archival spaces, work practices, and the organization's visual representations reflect how the institution interprets information, order, and professionalism within the bureaucracy. The transformation of archival practices occurs through archival organization, the development of standard operating procedures (SOPs), the establishment of a record center, and the implementation of the Electronic Official Document System (SINDE). These changes enhance the effectiveness of records management, information accessibility, and support for more orderly and accountable organizational governance. However, this study also found that archival practices still operate in a hybrid manner—a blend of formal digital-based systems and informal work practices still influenced by conventional bureaucratic culture. This indicates that digitization has not yet fully transformed the culture of records management within the organization. The study further emphasizes that archivists play a strategic role as agents of change in supporting the sustainability of organizational transformation. Archivists do not merely function as document managers but also as actors who foster archival awareness, develop information management systems, and support the organization's adaptation to digital transformation. Theoretically, this study contributes to the development of archival studies by integrating visual sociology and Barthes (1964) semiotics to understand archival practices as social and cultural practices within the organization. This approach broadens the perspective of archival studies, which has traditionally focused more on administrative and technical aspects. Furthermore, this research demonstrates that the visuality of archival spaces and the organization's daily practices can be used to understand the dynamics of information governance, work relationships, and organizational cultural change.

Practically, the findings of this study have implications for educational institutions and public organizations in developing archival management that is more integrated, professional, and adaptive to digital transformation. Policy reinforcement, human resource competency enhancement, leadership support, and the development of sustainable digital systems are critical factors in supporting the success of archival practice transformation in the public sector. For future research, studies on archival practices can be expanded to broader organizational contexts using a multidisciplinary approach to understand the relationship between technology, organizational culture, and information governance in the era of digital transformation.

Recommendations

Based on the research findings, several recommendations can be offered for further development:

1. Practical Recommendations (For Agencies)
    - It is necessary to strengthen the comprehensive implementation of the digital system (SINDE) across all work units to prevent disparities in records management.
    - There is a need to enhance employee competencies through continuous archival and digital literacy training.
    - The management of the backlog of old records should be prioritized through a phased program of digitization and archival organization.
    - Routine monitoring and evaluation of the implementation of archival SOP are necessary to ensure the system operates consistently.
2. Policy Recommendations
    - Leadership must continue to provide support through policies, budgets, and institutional strengthening of archival management.
    - The development of the record center needs to be continuously improved as a standardized hub for the organization's records management.
3. Theoretical Recommendations
    - This study demonstrates that archival practices are not merely technical but also social practices tied to organizational culture. Therefore, archival studies should be developed using a multidisciplinary approach, such as visual sociology and semiotics.
    - Future research is expected to examine archival transformation with a broader approach, for example, at a larger organizational scale or using quantitative methods to measure effectiveness more specifically.

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