



Ethnographic Study: Implementation of Digital Knowledge Management in the Student Organization in Higher Education

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ABSTRACT

This research explored the application of digital knowledge management in student organizations because student organizations require well-structured information management to ensure sustainability. The study aims to analyze knowledge-sharing activities and digital archive management and identify challenges in their implementation. Using a qualitative method with an ethnographic approach, data was collected through in-depth interviews with several key informants (cabinet leaders, administrative bureaus, and some secretary-treasurer staff). The results revealed that knowledge-sharing activities significantly enhanced members' understanding of correspondence procedures, hearings with the Directorate of Student Affairs and Alumni Relations, filing, and accountability report preparation because these activities provided practical guidance and administrative skills. Structured digital archives also improved administrative efficiency and accountability. However, obstacles such as low participation and limited technological capacity were identified. This research underscores the importance of integrating digital archive systems and strengthening knowledge management to support education-based organizations in achieving effective administration and long-term sustainability.

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1. INTRODUCTION

The rapid development of knowledge in the digital information era has made knowledge management one of the main pillars in supporting the progress and sustainability of organizations, including student organizations in higher education. Knowledge management is no longer limited to large companies or institutions but is equally crucial for student organizations that operate dynamically within universities. Every academic activity in higher education, including student organizational activities, generates valuable knowledge (whether theoretical or practical) that should be preserved for future use. However, much of this knowledge is often created through informal discussions that are not properly documented or archived, making it vulnerable to being forgotten and inaccessible to future members. If this practice continues, important knowledge that could benefit a broader community may be permanently lost because it was never systematically recorded.

Thus, implementing a knowledge management system integrated with proper archive management is essential in all types of organizations, including educational institutions and student organizations, to ensure the sustainability of knowledge. Studies on knowledge management in education in Indonesia have shown that, despite the country's large number of educational institutions, knowledge management has not yet become a strategic part of most organizational missions (Sopandi & Sa'ud, 2016). Nevertheless, the application of knowledge management has proven to be critical not only within educational institutions but also in public sectors, government organizations, healthcare, infrastructure, and even military contexts (Siregar et al., 2019). Supporting this, archive management has been defined as a series of processes an organization undertakes to manage information in various forms and media—from creation, utilization, and storage, to eventual destruction—thus becoming part of an essential system to preserve organizational memory (Indriani & Christiani, 2016).

Moreover, leading organizations in Indonesia have already adopted knowledge management practices as part of their strategy to improve organizational effectiveness, as evidenced by the Indonesian Most Admired Knowledge Enterprise (MAKE) Awards recipients (Sopandi & Sa'ud, 2016). This demonstrates that knowledge management is a strategic necessity for organizational survival and competitiveness. Hence, student organizations, which often undergo leadership and membership turnover annually, require well-structured and sustainable knowledge and archive management systems to ensure the continuity of their programs and knowledge transfer.

Knowledge within student organizations is a form of intangible asset that enhances the self-image and reputation of the organization. High levels of knowledge among human resources enable adaptability to change and responsiveness to emerging challenges (Andria & Trisyulianti, 2016). Knowledge management, therefore, serves as a process to capture, develop, share, store, and use knowledge effectively for organizational growth and continuity (Torabi & El-Den, 2017). It organizes both tacit and explicit knowledge to enable acquisition, assimilation, sharing, retrieval, and reuse to drive innovation (Siregar et al., 2019). In this context, knowledge management is directly related to educational processes within organizations, especially student organizations that act as learning spaces for leadership and administration.

Effective knowledge management in student organizations includes processes of information creation, storage, distribution, and use, alongside collective learning from organizational experiences. Before these processes begin, several factors (such as the need for innovation, problem-solving, decision-making, and knowledge gap analysis) often drive the demand for better knowledge management (Kaira & Phiri, 2022). These demands

highlight the critical need for student organizations to evaluate their internal knowledge assets and fill gaps through organized management systems.

One critical component of knowledge management in student organizations is digital archive management by administrative teams or secretaries. Archives serve as official documentation of decisions, policies, and activities, and well-structured archive management forms the foundation for smooth leadership transitions and informed decision-making. According to Indonesian Law Number 43 of 2009, archives are records of activities in various forms and media by state institutions, local governments, educational institutions, and organizations that must be preserved as part of national heritage (Indriani & Christiani, 2016). Thus, digital archive management in student organizations is not merely administrative but essential for preserving organizational history and supporting cross-generational learning.

Without proper archive management, student organizations risk losing valuable institutional knowledge, which can disrupt program continuity and hinder the onboarding of new leadership. Conversely, organized and accessible archives facilitate adaptation, ensure accountability, and allow future administrators to continue and improve upon existing programs (Azzahra, *et al.*, 2025). Hence, digital archive management supports both administrative professionalism and organizational stability.

Extensive studies highlight that knowledge management and digital archives play crucial roles in various sectors, including education. Knowledge and archives are closely linked and must be managed in parallel to optimize organizational effectiveness. Through proper knowledge management, organizations can identify, organize, and distribute essential information, preserving institutional memory and guiding policy development. Furthermore, individual knowledge within organizations, when organized into collective knowledge, can increase competitiveness and resilience (Widyatmika *et al.*, 2019). Well-managed digital archives are also proven to contribute directly to organizational professionalism (Rasyid *et al.*, 2024).

In the context of student organizations, digital archives are not only tools for administrative efficiency but also powerful learning tools across generations. They provide new administrators with insights into past experiences, enabling informed decision-making. Archives also allow organizations to critically reflect on past successes and failures, facilitating continuous improvement in strategies and governance.

A practical example of knowledge management in a student organization is Kabim (Kulawargi Bidikmisi, KIP-K, and Afirmasi) Universitas Padjadjaran (Kabim Unpad), a student organization under the Internal Relations Department of BEM Kema Unpad. Kabim Unpad plays a significant role in managing and supporting students receiving Bidikmisi, KIP-K, and Afirmasi scholarships. This responsibility necessitates an effective archive management system to ensure well-documented programs and administrative processes.

Despite adopting Google Drive as a digital archiving tool, Kabim Unpad still faces challenges such as inconsistent participation in documentation processes and irregularities in archiving from different secretaries/treasurers. To address these issues, Kabim Unpad's Bureau of Administration regularly conducts knowledge sharing sessions, aimed at enhancing members' administrative competencies, including document management and bureaucratic procedures.

Given these dynamics, the ethnographic approach applied in this research is highly relevant, as it allows a deep understanding of knowledge management and digital archive processes within Kabim Unpad. Through direct observations, in-depth interviews, and active participation in organizational activities, this approach uncovers internal interactions, challenges, and organizational culture influencing knowledge management effectiveness.

Ethnography also captures how members collaborate and manage knowledge to support each bureau and department's work programs.

Thus, effective knowledge management, especially in digital archive management, is a strategic requirement for student organizations or activity units to maintain organizational continuity, accountability, and professionalism. This research aims to contribute meaningfully to the development of more effective models of digital archive management and knowledge management, offering practical recommendations to enhance efficiency, transparency, and organizational learning in student organizations within higher education.

2. METHODS

This research employed a qualitative method with an ethnographic approach to deeply understand the application of digital knowledge management in an educational context, specifically within the student organization Kabim at Universitas Padjadjaran. The ethnographic approach was chosen because of its effectiveness in enabling us to explore the social dynamics, organizational culture, and educational practices of Kabim Unpad through direct participation and interviews with key members. These members included the head of the organization's cabinet, secretaries and treasurers of various bureaus and departments, and the Administration Bureau of Kabim Unpad. They are actively involved in knowledge-sharing activities as part of implementing knowledge management to initiate and carry out educational work programs within their respective bureaus and departments. By applying an ethnographic approach, we were able to observe how member interactions, organizational structures, and digital technology contribute to effective digital archive management and knowledge sharing in the context of student organizational education and leadership training. This approach is particularly relevant because it captures the organizational and educational realities holistically, including challenges faced in applying knowledge management principles.

Qualitative research aims to explore and provide an in-depth understanding of real-life phenomena, focusing on uncovering participants' experiences, perceptions, and actions to reveal underlying reasons and mechanisms rather than merely measuring frequencies (Safarudin et al., 2023). In line with this, qualitative research emphasizes observing social and educational phenomena and their meanings, relying on descriptive data and our interpretations, and highlighting both process and outcomes of analysis (Gunawan & Wijaya, 2023). Furthermore, we adopted triangulation techniques to ensure data validity by combining multiple data sources, which is critical in educational research to gain a comprehensive understanding of knowledge management practices. The triangulation method applied was data source triangulation, involving various participant perspectives to validate and enrich the analysis (Carter et al., 2014).

Aligned with the ethnographic methodology, this research involved systematic descriptions of the culture, educational practices, knowledge sharing behaviors, and leadership development within the student organization, based on field data obtained through direct observation and interviews. The data were categorized into primary and secondary sources. Primary data were obtained from key informants directly involved in digital knowledge management and educational activities. This type of data was gathered through in-depth interviews and participatory observations to capture the experiences, perceptions, and activities of the informants as the foundation for analysis. We interviewed organizational leaders such as the head of Kabim Unpad 2024 (Vice Chairman), the Head of the Administration Bureau, staff of the Administration Bureau, and secretaries/treasurers of various bureaus and departments. These interviews provided rich insights into the roles,

challenges, and perspectives surrounding digital archive management and knowledge-sharing activities within student educational settings.

Secondary data were collected through literature reviews, including relevant academic journal articles on knowledge management, leadership in student organizations, and educational development, as well as internal documents from Kabim Unpad's Administration Bureau. We were granted permission to access various organizational documents, including Standard Operating Procedures (SOPs), document templates, and digital archives, to validate and support the data analysis process. These documents were essential to understand formal procedures and practices in managing knowledge and archives in an educational organization.

To ensure a comprehensive understanding of digital knowledge management practices, three complementary data collection techniques were employed: participatory observation, in-depth interviews, and document analysis. Participatory observation involved the actively engaging in Kabim Unpad's organizational and educational activities, particularly during knowledge sharing events such as SAPA ADMIN (School of Administration and Administrative Assistance). This participation allowed us to observe first-hand how digital archives and knowledge sharing practices were implemented and how interaction and leadership development among members occurred. Document analysis was employed to examine organizational records and internal archives maintained by the Administration Bureau, contributing to a deeper understanding of the knowledge management system in an educational environment.

Data analysis was carried out using an inductive approach, involving several critical stages. First, data reduction was performed by organizing and selecting relevant data aligned with the study's main focus, including the effectiveness of digital archive management, the impact of knowledge sharing practices, and technical or non-technical challenges. Second, the data presentation stage involved compiling findings into detailed narratives and visual representations to identify patterns, connections, and key themes. Finally, the conclusion drawing synthesized the findings to answer research questions and offer practical recommendations for improving knowledge management practices in student educational organizations. To enhance the rigor of the analysis, source triangulation, technique triangulation, and member checking were conducted, where key informants reviewed and confirmed our interpretations and findings.

In maintaining research ethics, we ensured the confidentiality of all informants, using data solely for research purposes. Prior to conducting interviews and observations, we obtained both written and verbal consent from all participants to ensure voluntary participation. All research procedures adhered to ethical standards for educational and organizational research, ensuring no harm to participants.

Through these methods, this research provides a holistic and context-specific understanding of how digital knowledge management is practiced as part of education and organizational learning in Kabim Unpad. The findings contribute to the theoretical development of knowledge management in student organizations and offer practical recommendations to enhance the efficiency, accountability, and sustainability of administrative and educational practices. The ethnographic approach also allows the research to generate in-depth insights that are relevant not only to Kabim Unpad but to other student organizations engaged in education, leadership development, and digital archive management. Ultimately, this research holds significant value for improving digital knowledge practices at the university level and fostering organizational learning in broader educational contexts.

3. RESULTS AND DISCUSSION

This research revealed several important findings related to the application of digital knowledge management within the student organization Kabim Universitas Padjadjaran, including the effectiveness of knowledge-sharing activities and the management of structured digital archives.

3.1. Effectiveness of Knowledge-Sharing Activities

Knowledge-sharing activities conducted by the Bureau of Administration of Kabim Unpad 2024, such as SAPA ADMIN, have been proven to improve the administrative understanding of organizational members, especially secretary-treasurers and administrative staff, regarding correspondence flow, filing procedures, preparation of accountability reports, and digital archive management. Interviews and direct observations indicate that the materials provided during these knowledge-sharing activities are highly relevant and useful in assisting secretary-treasurers to perform their administrative duties within their respective bureaus and departments. Many participants acknowledged that these activities offered practical and technical guidance that made daily administrative tasks easier, particularly when implementing or completing organizational work programs. One secretary-treasurer noted that "the material provided is very helpful, especially to understand the flow of correspondence and filing."

However, despite these positive outcomes, challenges remain, particularly regarding the low participation rate from several bureaus and departments. This limited engagement presents a significant obstacle to the success of knowledge-sharing activities. Such barriers are consistent with findings that emphasize how a lack of incentives and motivation often hinders participation in knowledge sharing, including in educational environments (Quarchioni et al., 2020). In the context of Kabim Unpad, low participation may be driven by the busy schedules of members, overlapping academic commitments, and a lack of intrinsic motivation among participants. This condition reflects broader issues of organizational behavior in educational settings where knowledge sharing should serve as a crucial process for capacity building. Therefore, organizational and educational strategies are needed to foster motivation and increase participation, ensuring that knowledge-sharing activities contribute to both individual capacity and collective organizational efficiency.

3.2. Structured Digital Archives Management

The management of digital archives at Kabim Unpad is organized as an integrated system designed to ensure that documents are securely stored and easily accessible when needed. This system manages three types of dynamic archives: active, inactive, and vital archives. Active archives include documents actively used in ongoing organizational activities, such as correspondence and administrative records. Vital archives consist of critical documents, including cooperation agreements with external parties and the administrative records of Kabim Unpad administrators who are scholarship recipients, including Bidikmisi, KIP-K (Kartu Indonesia Pintar Kuliah), and Afirmasi scholarships. Inactive archives refer to completed documents that may still be accessed as references or for audits.

The structure of archive management in Kabim Unpad is consistent with the guidelines of Law Number 43 of 2009 on Archives, which mandates the classification of archives into dynamic and static categories. Dynamic archives refer to documents actively used in daily administrative processes and include active, inactive, and vital archives, as emphasized in the National Archives Regulation No. 6 of 2021 and supporting studies. Static archives, on the

other hand, are preserved for their historical value after verification by archival authorities. Dynamic archives are further categorized into active archives, used frequently for ongoing operations, and inactive archives, which are used less often but remain important for reference (Rahmadeni & Syahyuman, 2019).

The use of Google Drive as the primary platform for managing digital archives at Kabim Unpad reflects a practical solution to improve the efficiency of organizational administration, enhance accessibility, and facilitate effective information retrieval. This digital system allows authorized members—organizational cabinet leaders, secretaries, and administrative staff—to easily access necessary documents for daily operations and decision-making processes. Findings from interviews with administrative staff confirm that well-organized digital archives not only assist in operational tasks but also support data-driven decision-making processes. These archives provide a comprehensive record of previous work programs that serve as critical references for new leadership, ensuring continuity and consistency in organizational administration.

The application of Google Drive for archive management reflects the combination stage of the SECI Model, where explicit knowledge is codified and disseminated systematically to those with appropriate access. According to this model, knowledge sharing processes involve four stages: socialization, externalization, combination, and internalization, encompassing both tacit and explicit knowledge. The structured and hierarchical folder organization in Kabim Unpad enables efficient and transparent access to important documents, supporting administrative effectiveness and knowledge retrieval.

However, despite the well-organized system of digital archives, the study found that low participation in knowledge-sharing activities presents a notable barrier, particularly affecting the socialization stage of the SECI Model. This finding aligns with previous research indicating that lack of motivation and incentives are common obstacles to knowledge sharing in both educational and organizational settings (Quarchioni *et al.*, 2020). Therefore, while Kabim Unpad has effectively managed its digital archives, improving the engagement of members in knowledge-sharing activities remains essential to optimize the system's full potential.

Furthermore, these findings strengthen previous conclusions on the importance of digital archive management and cloud technology in supporting student organizations (Rasyid *et al.*, 2024). The current study adds that although structured digital archives support efficiency and organizational learning, participation and active knowledge sharing are essential components that must be fostered through education and motivation strategies. As Kabim Unpad functions as an educational platform for developing leadership and administrative competencies, integrating knowledge management education is crucial for building responsibility and administrative skills among student leaders.

The research illustrates that Kabim Unpad has successfully established a robust digital archive management system and initiated effective knowledge-sharing activities. Nevertheless, challenges remain regarding participation and socialization, which are critical for ensuring the sustainability and effectiveness of knowledge management practices. Addressing these challenges through targeted education, training, and motivation strategies will be vital for enhancing organizational learning and administrative competence within student organizations.

3.3. Obstacles and Recommended Solutions in Implementation

Although knowledge-sharing activities have significantly enhanced the administrative capacity of Kabim Unpad members, the implementation still faces critical obstacles. One major issue is the low participation and lack of awareness among some bureau and

department secretaries, which affects the consistency of document archiving within Google Drive folders for each respective bureau and department. This condition highlights the need to strengthen collective awareness and accountability among organizational members, particularly in executing their administrative responsibilities.

Another challenge relates to technical issues, including the limited storage capacity of the Google Drive platform and vulnerabilities in data security, such as potential hacking risks, as reported by the Vice Chairperson of Kabim Unpad 2024. These technical barriers align with findings that emphasize the importance of competent human resources in managing digital archives to prevent data security risks from becoming more serious (Ripai & Saputri, 2023). Without proper handling, these risks can threaten the integrity and continuity of organizational data.

Addressing these challenges requires a multidimensional strategy. First, adopting alternative web-based platforms such as Airtable or Notion is recommended to increase storage capacity and enhance data security through encryption and controlled access features. The use of Airtable, for instance, has been shown to optimize structured metadata management, making document archiving and retrieval more efficient through metadata and filter features (Rasyid et al., 2024). Second, to improve participant engagement in knowledge-sharing activities, gamification techniques—such as implementing a point system or awarding "Admin Expert" badges to secretary-treasurers who consistently participate and archive—should be considered. Such gamification strategies have been proven to increase intrinsic motivation in organizational contexts (Akram et al., 2011).

Third, real case-based training sessions, such as accountability sheet simulation workshops or the creation of short video tutorials, should be conducted regularly. These practical learning sessions are vital to enhancing participants' hands-on understanding, especially considering that knowledge retention can increase by up to 40% when using such methods (Quarchioni et al., 2020). Finally, formal policies regarding the shrinkage of inactive archives must be introduced. These policies should include an annual evaluation schedule and official documentation of archive destruction to maintain optimal storage efficiency and ensure administrative transparency (Carter et al., 2014). By applying these integrated solutions, Kabim Unpad can address current challenges while developing a sustainable and adaptive knowledge management system that aligns with technological advancements.

3.4. Impact on Organizational Efficiency

Knowledge-sharing activities led by the Kabim Unpad Bureau of Administration have proven to be a crucial element in enhancing the efficiency of archive management within the organization. These activities are specifically designed to educate secretary-treasurers from various bureaus and departments on administrative procedures, including document archiving, correspondence flows, and standard bureaucratic processes. The materials covered during these sessions include operational standards (SOP) of the Administration Bureau, guidelines for document formatting, digital archive management procedures, and templates for essential documents. In addition to training sessions, administrative assistance is also provided regularly to ensure consistent application of these guidelines. The effectiveness of these initiatives is evaluated through post-tests and monthly evaluation sessions, where participants can seek clarification, discuss challenges, share achievements, and receive feedback from administrative assistants.

The impact of these knowledge-sharing activities and structured digital archive management is evident in the improved administrative efficiency and effectiveness of Kabim Unpad. The ability to access archives easily has significantly reduced the time needed to

complete administrative tasks and has provided members with a better understanding of the organization's history and procedures. This finding is consistent with previous research that highlights how knowledge management based on digital archives improves the image and competitiveness of non-profit organizations (Siregar *et al.*, 2019).

Moreover, knowledge management through digital archives also supports organizational memory, fosters member professionalism, and enhances both efficiency and effectiveness. Field data from this study show that accessible archives assist newly appointed management in understanding past organizational activities, enabling better decision-making based on previous experiences. This archival continuity serves as a cross-generational learning mechanism, ensuring that each new leadership cohort benefits from the experiences and lessons of prior teams.

Despite these benefits, challenges in implementation—particularly in terms of low human resource participation and technical limitations—underscore the need for ongoing development of both knowledge-sharing activities and digital archive systems. Recommendations for improvement include integrating more practice-based learning in knowledge-sharing activities (such as SAPA ADMIN), expanding digital storage capacity, enhancing data security systems, and adopting more sophisticated web-based platforms to optimize archive management. This integration is expected to not only improve accessibility but also ensure the efficiency and security of document management, as supported by studies showing that technology integration in archive management has a direct impact on organizational professionalism and effectiveness (Rasyid *et al.*, 2024).

Overall, the findings confirm that the implementation of digital knowledge management at Kabim Unpad, through the combination of knowledge-sharing activities and digital archive management, contributes significantly to organizational professionalism and sustainability. Effective management of digital archives supports data-driven decision-making, enhances administrative processes, and provides organizational continuity. These results emphasize the need for a focused strategy in managing digital knowledge and archives within student organizations, both to improve administrative accountability and to ensure the continuity of work programs across different leadership periods. Additionally, this research underscores the role of knowledge management education in empowering student organizations to adopt more professional and sustainable administrative practices, contributing to the broader educational goals of leadership development and organizational literacy at the university level.

3.5. Analysis of Administrative Bureaucracy Flow of Kabim Unpad by Bureau of Administration

The administrative and archive management process at Kabim Unpad consists of several essential stages, including the creation, use, processing, maintenance, storage, and depreciation of documents. Every archive or document submitted by the secretary-treasurer of each bureau or department to the Administration Bureau must first go through verification and management by the Bureau of Administration before being escalated to higher levels within the organizational structure. These higher levels include the Head of Secretariat and Organizational Affairs, Chair or Deputy Chair of Kabim Unpad, Secretary of the Internal Relations Department of BEM Kema Unpad, Advisor and Chair of BEM Kema Unpad, and finally, the Directorate of Student Affairs and Alumni Relations (Dirkema) at Universitas Padjadjaran.

As illustrated in **Figure 1**, the process of archive creation within Kabim Unpad is initiated based on the administrative needs of work programs that are either newly planned or already

implemented by various bureaus and departments. These archives include documents for both internal and external purposes, with final formats standardized in PDF to ensure document security and authenticity. To facilitate consistent submission and streamline the administrative process, the Bureau of Administration has provided document templates and standardized formats, which can be used by bureaus and departments to prepare necessary administrative files supporting their respective work programs.

Once verified by the Administration Bureau, these documents are uploaded and stored in Google Drive as the primary centralized storage system, ensuring organized and secure access to digital archives. However, access to these archives is strictly limited to authorized personnel only, including cabinet leaders, heads and deputy heads of the Administration Bureau, heads and deputy heads of the Finance Bureau, and selected staff members from both bureaus. To enhance data protection, additional security settings such as “view only” access are applied to prevent unauthorized modifications or deletions.

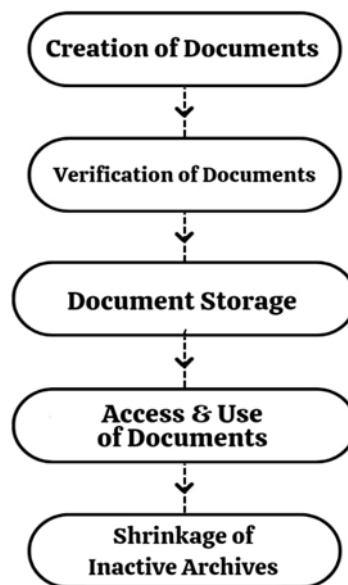


Figure 1. General flowchart of digital archive management at Kabim Unpad.

The flow of digital archive management at Kabim Unpad follows five main structured stages to ensure that all administrative documents are processed effectively and can be confirmed for the implementation of various work programs proposed by the organization's bureaus and departments:

- (i) **Creation of Documents.** The process begins with gathering relevant information to prepare essential administrative documents, such as proposals, terms of reference (ToR), reports, and official letters. These documents are compiled by the secretaries of the respective bureaus or departments, in accordance with the specific needs of the work program. Once completed, the documents are submitted to the Administration Bureau for review and verification. If the work program falls under the Non-SIAT category (meaning it does not require funding assistance from Universitas Padjadjaran's rectorate and has a budget of less than IDR 1,000,000.00) the secretary submits the file directly to Administration Bureau staff, who are assigned as administrative assistants for each division. These staff members are responsible for reviewing and verifying the documents. However, if the work program is a SIAT program, which requires a budget exceeding IDR 1,000,000.00 (one million rupiah), the secretary must submit the file directly to the Head or Deputy Head of the Kabim Unpad Administration Bureau, typically via the official

coordination group on WhatsApp for effective communication. In line with the Standard Operating Procedures (SOP) of the Kabim Unpad Administration Bureau, all submitted files must be in Microsoft Word or Google Docs format to facilitate the review and verification process efficiently by both the Administration Bureau staff and its leadership. Through this systematic process, the Administration Bureau ensures that all administrative documents are created, reviewed, verified, and stored properly, supporting a transparent and accountable administrative system. This workflow also reflects the institution's effort to adopt structured knowledge management practices within student organizations, aligning with broader university-level governance standards. The careful management of archives and administrative flows ultimately aims to strengthen organizational accountability, improve document traceability, and foster a culture of administrative excellence in student-led initiatives at Universitas Padjadjaran.

- (ii) Verification of Documents. After the documents are created, the next stage is verification and revision conducted by members of the Administration Bureau. Every file submitted by the secretaries of bureaus or departments for their respective work programs undergoes thorough checking and necessary corrections to ensure compliance with organizational standards. Once the verification and revision processes are completed, the Administration Bureau forwards the finalized file to the Cabinet Leader of Kabim Unpad, requesting approval in the form of a signature or stamp from either the Chairperson or Deputy Chairperson of Kabim Unpad. This hierarchical review process allows the cabinet leadership to re-examine and validate the proposed work program before it is officially approved. The Administration Bureau also includes a signature as acknowledgment and verification from the cabinet leadership, especially from the organization's general chairperson. After obtaining official approval, the Administration Bureau converts the file into PDF format to prevent unauthorized modifications or misuse of the signature, thereby ensuring document integrity. The secured PDF file is then returned to the secretaries of bureaus or departments for further follow-up related to their work programs or events. It is essential to note that this entire verification flow applies to Non-SIAT funded work programs, which do not receive financial assistance from Universitas Padjadjaran's rectorate and typically involve budgets under IDR 1,000,000.00 (one million rupiah). However, for SIAT-funded work programs, which involve higher budgets and require rectorate assistance, the verification and submission process follow a more complex bureaucratic flow. These differences are illustrated clearly in **Figures 2 and 3**, showing the digital archive management process for both non-SIAT and SIAT-funded programs. This verification process is designed to ensure that all documents meet organizational, procedural, and content standards, supporting transparent and accountable administration. In line with this structured process, structured knowledge creation as explained in previous studies involves several important stages, culminating in the creation of standardized and organized knowledge (Widayanti, 2008). This concept parallels the knowledge-sharing activities practiced in Kabim Unpad, where members build administrative knowledge collaboratively, covering aspects such as correspondence flow, document filing, and accountability report preparation. Within this process, semi-structured knowledge creation emerges from group discussions and knowledge sharing sessions, facilitated by the Administration Bureau. Ultimately, structured knowledge creation materializes in the form of standardized digital archives, which are stored systematically through the Google Drive platform. These archives serve as references for evaluating and implementing future work programs, thus preserving organizational memory and promoting continuous improvement. However, constraints like low

participation and information complexity present significant challenges in sustaining this system. To address these issues, measures such as template development and information simplification are required to support members' administrative tasks. Thus, the structured knowledge creation approach provides a valuable framework for enhancing knowledge-sharing activities and digital archive management at Kabim Unpad. It supports the sustainability of work programs and strengthens the efficiency and accountability of the student organization's administration.

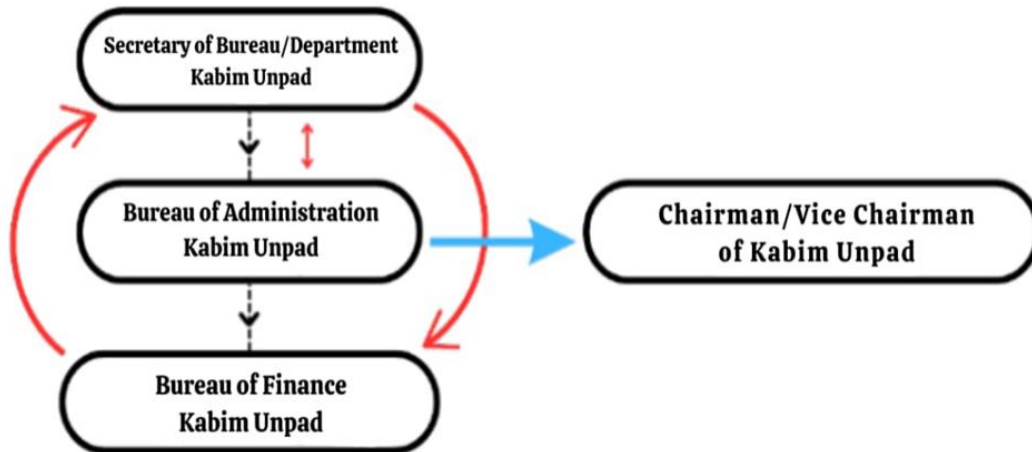


Figure 2. Flowchart of digital archive management at Kabim Unpad (non-SIAT funded work program).

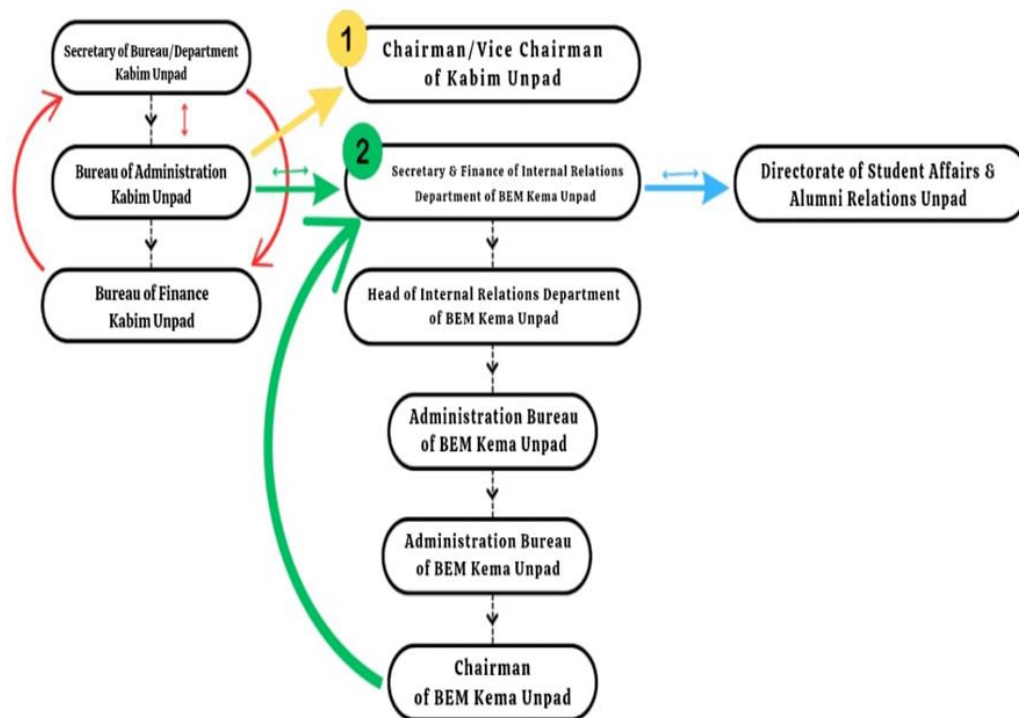


Figure 3. Flowchart of digital archive management at Kabim Unpad (SIAT fund work program).

- (iii) Document Storage. Once the documents have been verified and finalized, they are stored systematically on the Google Drive platform, which serves as the central repository for Kabim Unpad's digital archives. The secretaries of bureaus or departments are primarily

responsible for uploading these documents, although members of the Administration Bureau may also assist when necessary. Storage is organized hierarchically according to the organizational structure, allowing for easy navigation and retrieval of documents. This arrangement ensures that every bureau or department can quickly locate their files when needed, and it maintains organizational coherence in document management.

- (iv) Access and Use of Documents. Documents stored in the Google Drive system are accessible only to authorized members, ensuring that sensitive information remains secure while still supporting organizational transparency and efficiency. Access rights are typically granted to key stakeholders, including cabinet leaders, heads and deputy heads of the Administration and Finance Bureaus, and relevant staff members. Authorized users can utilize these documents for administrative purposes, such as submitting required documentation to higher management levels (e.g., the Internal Relations Department of BEM Kema Unpad, Kabim Unpad's advisors, and Chairperson of BEM Kema Unpad). Additionally, documents can serve as references for future work programs, supporting the organization's planning and decision-making processes. This system aligns with best practices in digital knowledge management, promoting efficiency, accessibility, and security in student organization administration. It reflects how structured and technology-supported archive management can facilitate smooth organizational workflows, reduce administrative errors, and support long-term knowledge retention essential for organizational learning and continuity.
- (v) Shrinking and Management of Inactive Archives. Records that are no longer active are moved to designated inactive archive folders to maintain order and support administrative efficiency. At this stage, documents deemed no longer relevant may also be destroyed following applicable policies and mutual agreements, aiming to optimize the limited storage capacity on the Google Drive platform.

However, despite this structured process, there are notable obstacles in the management of Kabim Unpad's digital archives, especially concerning old archives created before the 2020 organizational period, which are no longer available in the main Google Drive storage system. These archives were subject to deletion based on collective agreement as a way to save storage space. Although some of this data can still be accessed through backup records held by alumni, the information retrieval process is inefficient and time-consuming.

Additionally, while the management of fully digital archives supports modern administrative practices, data security challenges remain an ongoing concern, despite no significant cases of unauthorized access or data corruption being reported to date. Inactive archive storage is currently handled by relocating documents to specific folders on Google Drive; however, a formalized and standardized shrinking or destruction procedure—such as official minutes of destruction through joint deliberation—has not yet been implemented by Kabim Unpad.

The observations from this research also emphasize the crucial role of routine administrative assistance activities carried out by the Bureau of Administration of Kabim Unpad to support members' capacity in managing archives. These assistance sessions involve the submission of monthly reports on archive status to secretaries-treasurers, heads, deputy heads of bureaus or departments, and Kabim Unpad cabinet leaders. In addition, these reports are reviewed during monitoring and evaluation (monev) meetings held at the end of each leadership term (every six months), serving as an essential tool for organizational accountability and performance appraisal.

This research confirms that the digital archive management system adopted by Kabim Unpad significantly contributes to administrative efficiency, continuity of organizational

programs, and the enhancement of organizational professionalism because it allows structured and organized management of digital knowledge and archives. Nevertheless, there are areas that require improvement, particularly in managing legacy records, enhancing storage capacity, and using alternative platforms to support the combined application of the SECI Model. The development of a formal archive depreciation policy would ensure systematic and accountable management of inactive archives. Furthermore, strategies such as planned archive destruction, integration with more robust cloud-based systems, continuous training for administrative staff, and gamification-based approaches to improve participation could provide sustainable solutions to current obstacles. Well-structured and secure digital archive management can not only optimize administrative processes but also promote professionalism, accountability, and knowledge continuity within student organizations, extending valuable practices to other student activity units and broader educational institutions.

4. CONCLUSION

The conclusion of this research underscores that the implementation of digital knowledge management within the student organization Kabim Universitas Padjadjaran, carried out through knowledge-sharing activities and digital archive management, has had a profound and positive impact on the organization's efficiency, professionalism, and sustainability. Knowledge-sharing activities have significantly enhanced members' understanding, particularly secretaries-treasurers and administrative staff, regarding organizational correspondence flows, bureaucratic procedures, filing systems, and the creation of accountability reports. These practices demonstrate that well-structured knowledge management contributes to both individual competence and collective organizational effectiveness.

Moreover, the digital archive management system, which utilizes the Google Drive platform, has facilitated easy access to critical documents, supported continuity in the execution of work programs, and improved data-driven decision-making processes. The presence of organized and accessible digital archives has enabled new management teams to better understand the organizational history and learn from previous experiences, supporting cross-generational knowledge transfer within the student organization.

However, the research also identified several significant challenges that require further attention, including low participation rates in knowledge-sharing activities, limited digital storage capacity, and persistent data security risks. These issues highlight the need for Kabim Unpad to develop a more integrated and innovative digital knowledge management system that can address these weaknesses. To optimize the current KM system, it is recommended that Kabim Unpad adopts a more secure and flexible web-based archive platform, enhances storage capacity, and implements practical training programs to strengthen members' capabilities in conducting effective administrative management. Additionally, formalizing archive depreciation policies and adopting interactive approaches such as gamification can increase engagement and ensure that knowledge management activities are sustained over time.

Through these strategic improvements, Kabim Unpad will be better equipped to ensure the sustainability of work programs, enhance the efficiency and professionalism of knowledge management, and reinforce accountability and stability within the organization. This research makes a significant contribution to the development of relevant and applicable digital knowledge management practices in the context of student organizations and other educational institutions. By addressing both the opportunities and challenges identified, this

study provides a valuable framework for future research and practical implementation, supporting continuous improvement in digital knowledge and archive management in the higher education environment.

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6. AUTHORS' NOTE

The authors declare that there is no conflict of interest regarding the publication of this article. Authors confirmed that the paper was free of plagiarism.

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