

PRESERVATION OF ORGANIZATIONAL KNOWLEDGE THROUGH DIGITALIZATION OF PERSONNEL ARCHIVES

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Abstract

Digitizing personnel records is a strategic step that not only improves administrative efficiency but also strengthens knowledge governance within organizations. This study aims to analyze the role of personnel records digitization in improving efficiency and accessibility, preventing the risk of organizational memory loss, identifying supporting factors and barriers to implementation, and examining its implications for organizational knowledge preservation. The method used is a literature review of six research articles related to personnel records digitization in various government and private institutions in Indonesia. The results show that digitization accelerates archive retrieval, increases employee productivity, and reduces the risk of damage to physical archives. Without digitization, organizations risk facing organizational memory loss, which hinders accountability and the transfer of institutional knowledge. The main supporting factors for digitalization implementation include leadership support, regulations, technological infrastructure, and human resource competencies, while barriers include budget constraints, low digital literacy, archive complexity, and the risk of data leakage. The implications of this study show that digitization is not only a technical solution but also a long-term strategy to maintain the continuity of organizational knowledge. Theoretically, these results strengthen the integration between records management and knowledge management within the framework of Records Continuum and Organizational Memory Theory. Practically, these findings provide a basis for organizations to formulate archive digitization policies that are oriented towards efficiency as well as the preservation of institutional knowledge.

Keywords: *personnel archives, archive digitization, knowledge management, organizational memory, records continuum*

INTRODUCTION

Archives are a vital asset for an organization, serving as evidence of administrative activities and a source of data that can be used in planning, monitoring, and evaluation. Personnel archives specifically document an employee's career path, from recruitment and

development to termination. Regulation of the Head of the National Civil Service Agency (BKN) No. 18 of 2011 stipulates that personnel archives are a collection of personnel decrees stored systematically for retrieval and reuse. Information contained in personnel archives is not merely administrative in nature but also reflects the accumulation of bureaucratic knowledge that constitutes the organization's intellectual assets.

However, managing physical archives faces several serious challenges, such as vulnerability to damage and loss, limited storage space, and poor accessibility. These conditions have the potential to hinder knowledge transfer within the organization and create the risk of organizational memory loss. Organizational memory not only stores data but also creates the dynamics of innovation. Nonaka & Takeuchi (1995) assert that modern organizations require a system to internalize knowledge for sustainability, while Walsh & Ungson (1991) emphasize the function of organizational memory as a strategic asset.

These issues highlight the need for new strategies in personnel archives management to preserve and utilize organizational knowledge sustainably. Digitizing archives offers a strategic solution to overcome the limitations of physical archives. By transforming archives into digital format, organizations can improve information retrieval efficiency, strengthen data security, and expand accessibility. Furthermore, digitization enables archives to function not only as administrative documents but also as a means of organizational learning (Nonaka & Takeuchi, 1995).

From the Records Continuum perspective (Upward, 1996), archives are viewed as part of a continuous information cycle, enabling digitization to be positioned as a long-term knowledge preservation strategy. The records continuum model remains relevant for explaining the integration of physical and digital archives. Hurley (2024) highlights the importance of provenance, while Zeldenrust (2023) demonstrates its application to contemporary collections.

Although several studies have addressed the digitization of personnel archives, most have focused on technical aspects, such as service efficiency, document security, and information system development. Few studies have highlighted the direct link between personnel records digitization and efforts to preserve organizational knowledge and prevent the loss of institutional memory. This research gap examines personnel records digitization not only from a technical perspective but also as a strategy for preserving organizational knowledge.

Based on this gap, this study aims to analyze the relationship between personnel records digitization and organizational knowledge preservation using the Systematic Literature Review (SLR) method. This research is expected to provide a conceptual contribution by strengthening the integration model between records management and knowledge management in the context of government institutions in the digital era.

RESEARCH METHOD

This study used the Systematic Literature Review (SLR) method to examine the relationship between the digitization of personnel records and the preservation of organizational knowledge. The SLR approach was chosen because it is systematic, transparent, and replicable in identifying, evaluating, and synthesizing relevant literature (Kitchenham, 2004; Snyder, 2019).

The literature search was conducted through Google Scholar because it provides broad open access to academic articles, including national and international journals. Google Scholar was also selected based on ease of access and relevance to research topics in the field of

archiving and knowledge management. To focus the search, the PICOC (Population, Intervention, Comparison, Outcomes, Context) approach (Booth et al., 2016) was used, with the following details:

Criteria	Information
<i>Population</i>	Government Agencies and Institutions
<i>Intervention</i>	Digitizing Personnel Records as Organizational Knowledge
<i>Comparison</i>	None.
<i>Outcomes</i>	Improving the efficiency of business processes related to personnel records
<i>Context</i>	Benefits of Personnel Records Digitization for Organizations 2019-2024.

Table 1. PICOC (Population, Intervention, Comparison, Outcomes, and Context)

In ensuring that the selected literature is relevant, the following inclusion and exclusion criteria were established:

Inclusion	Exclusion
Scientific articles in journal format	Non-journal articles
Articles in Indonesian	Articles written in languages other than Indonesian
Articles discussing the topic of digitizing archives/organizational knowledge	Articles containing only abstracts without full text
Articles are open access	Articles published before 2019
Articles published 2019-2024	Articles published outside this timeframe

Table 2. Inclusion and Exclusion Criteria

The article selection process was conducted using the PRISMA flow (Moher et al., 2009), which consists of four main stages:

1. Identification: 1,520 articles were identified from the initial search using the keyword combination "digitalization of personnel records" AND "knowledge preservation."
2. Screening: After reading the titles and abstracts, 267 articles were narrowed down.
3. Eligibility: Selection was conducted based on inclusion-exclusion criteria, so only relevant full-text articles were retained.
4. Inclusion: 6 of the most relevant articles were selected for further analysis.

Based on the PICOC framework, this study focused on answering the following questions:

P1: What are the benefits of digitizing personnel records for organizations?

P2: What are the impacts of not digitizing personnel records?

P3: What are the supporting and inhibiting factors for the success of digitizing personnel records?

The selected articles were analyzed thematically to identify patterns, similarities, and differences in the findings. Synthesis was conducted by linking the literature findings to relevant theories, such as the Records Continuum (Upward, 1996), Organizational Memory Theory (Walsh & Ungson, 1991), and Knowledge Preservation (Chaudhry & Jiun, 2005). Technical challenges arise in processing semi-structured literature data. OCR-based approaches have proven effective in processing such data (EffOCR Authors, 2023). Lafia et al. (2023) added that administrative documents can increase the validity of results in digital archival research.

RESULT AND DISCUSSION

The literature selection process through the PRISMA stages yielded six primary articles relevant for analysis. These articles came from various organizational contexts, both in the public and private sectors. In the public sector, much of the research was conducted in local government agencies, such as the West Aceh Regency BPKD Office (Sumarni & Mardhiah, 2021), the Bone Regency Personnel and Human Resources Development Agency (Jeffry et al., 2022), and the Buleleng Regency BKPSDM (Kadek, 2023). Other studies highlighted the preservation of archivist knowledge at the Central Java Provincial Development Planning Agency (Bappeda) (Ardhia & Prasetyawan, 2019) and the digital archiving system at the Bogor Regional Development Planning Agency (BAPPENDA) (Hernawan et al., 2024). In the private sector, research related to archive digitization was found at the e-commerce company Blibli (Zefanya, 2024).

In general, the literature indicates that the digitization of personnel records is not only applied to government institutions but has also developed in the private sector. This variety of contexts enriches the research perspective, while also confirming that the digitization of archives plays an important role in increasing organizational efficiency and preventing the loss of institutional knowledge.

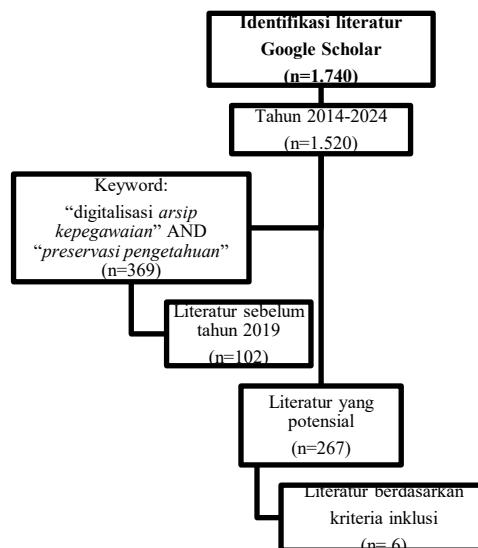


Diagram 1. Data Collection Process Flow

Based on the selection used above, table 3 shows the list of literature that has been selected.

Code	Year	Author	Title	Main Focus
A1	2021	Sumarni; Nellis Mardhiah.	Digitalisasi Arsip Kepegawaian pada Kantor BPKD Kabupaten Aceh Barat	Obstacles to conventional archive management and the benefits of digitization for service efficiency.
A2	2022	Jeffry; Syahrul Usman; Mardewi; Nur Ayu Asrhi.	Digitalisasi Arsip Pegawai pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kab. Bone	Digitizing employee archives as a solution to space and access limitations.

A3	2024	Denny Hernawan; Kikin Oktavinia; Ginung Pratidina; Gotfridus Goris Seran.	Sistem Digitalisasi Kepegawaian	Pengarsipan dalam Bidang	Development of a digital e-archive system and electronic archive classification.
A4	2023	Kadek Kevin Andrean	Efektivitas Arsip Terhadap Sistem Kembali Arsip Pegawai di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kabupaten Buleleng Provinsi Bali	Pengelolaan Kepegawaian Temu	Effectiveness of employee archive management for archive retrieval.
A5	2019	Dwi Rizki Mayang Ardhia; Yanuar Yoga Prasetyawan.	Pelestarian Arsiparis Perencanaan Pembangunan, Dan Pengembangan Daerah Provinsi Jawa Tengah	Pengetahuan Di Badan	Preserving archivist knowledge through modifications to the Regional Archives Information System (SIKD).
A6	2024	Jessie Zefanya, Lolytasari2	Digitalisasi Perusahaan (Bibli) Menggunakan SAP	Arsip E-Commerce dengan Software	Implementing corporate archive digitization using SAP for administrative efficiency.

Table 3. Literature Related to the Research Topic

Based on a systematic review of six selected articles, several important findings were identified regarding the practice of digitizing personnel records in various organizational contexts, both in the public and private sectors. To gain a deeper understanding, this section analytically discusses these findings, linking them to relevant theoretical frameworks. The discussion focuses on four main aspects: digitalization as an efficiency and accessibility measure, the risk of losing organizational memory without digitalization, supporting factors and barriers to implementation, and implications for the preservation of organizational knowledge.

Digitization as an Efficiency and Accessibility Measure

Digitizing personnel records has been shown to increase document management efficiency and improve information accessibility across various organizations. Studies in local government agencies have shown that converting physical records to digital format accelerates document retrieval processes for example, employee registration or personnel decisions with just a keyword search or specific filters. This significantly reduces service time and administrative burden (Sumarni & Mardhiah, 2021; Jeffry et al., 2022). Other research shows that implementing an e-archives system equipped with archive classification and metadata results in more accurate retrieval and supports the automation of public administration services (Hernawan et al., 2024).

In addition to efficiency, digitalization also offers benefits in the form of savings in physical storage space and reduced archive maintenance costs. Digital archives no longer rely on large archive warehouses, thereby reducing the risk of physical damage due to age, humidity,

or disasters (Jeffrey et al., 2022; Kadek, 2023). This finding is consistent with various studies that emphasize the long-term limitations of conventional archive management.

In the private sector, digitalization is implemented through integrated document management platforms, such as SAP at the e-commerce company Blibli. This integration not only facilitates the retrieval of personnel records but also accelerates administrative processes directly related to other operational systems, resulting in end-to-end efficiency in employee management (Zefanya, 2024). The varying contexts between local government institutions, central agencies, and the private sector demonstrate the flexibility of digitalization's application, while also demonstrating its relevance across sectors.

Digital transformation in the public sector is influenced by social, organizational, and technological factors (Haug, 2024). However, Eve (2024) points out weaknesses in digitalization, particularly the lack of guarantees for long-term preservation of electronic archives. This emphasizes that while digitalization can improve efficiency and accessibility, system sustainability remains a challenge that requires attention.

Conceptually, these findings are consistent with the Records Continuum Theory (Upward, 1996). Digitization enables archives to be continuously used throughout an organization's life cycle, rather than simply being collected and stored. Thus, digital archives expand the functional value of archives: they are no longer merely administrative evidence but rather strategic information resources that accelerate information flow and support data-driven decision-making.

However, the existing literature still lacks long-term evaluation. Most studies emphasize short-term operational benefits, such as space savings or retrieval efficiency, while other technical-strategic issues such as system interoperability, OCR accuracy, digital format migration strategies, and the effectiveness of metadata for long-term preservation are rarely addressed. This gap indicates the need for a more in-depth study of the sustainability of digital systems in maintaining archive accessibility over decades.

While the benefits of digitalization have been proven, it is also important to understand the potential risks of not digitizing. These risks relate not only to limited administrative services but also to the potential loss of valuable organizational memories.

The Risk of Losing Organizational Memory Without Digitization

The literature shows that conventionally managed personnel records still face various serious problems. In local government environments, physical records tend to be scattered, piled up, and difficult to retrieve, thus slowing down personnel administration services (Kadek, 2023). Other research indicates that a lack of digital system support can result in records containing institutional knowledge being poorly documented, especially when senior employees retire or transfer (Ardhia & Prasetyawan, 2019). This situation poses a real risk of losing important information about employee histories and organizational policies.

This situation can be understood through the perspective of Organizational Memory Theory (Walsh & Ungson, 1991), which explains that archives are one of the primary repositories of organizational memory. If archives are not digitized, organizational memory is at risk of being lost or disrupted, thus hindering the institutional learning process. This also increases the likelihood of policy duplication, administrative errors, and bureaucratic inefficiencies.

Several studies have shown that the lack of digitization not only creates technical problems but also strategic risks. For example, the loss of personnel records can disrupt

decision-making, weaken public accountability, and reduce the institution's ability to transfer knowledge between generations of employees (Kadek, 2023; Ardhia & Prasetyawan, 2019). In other words, organizations without a digital archives system are at high risk of experiencing organizational memory loss, which can have long-term impacts on bureaucratic governance.

Technically, this risk is even greater if organizations do not manage digital records to adequate standards. Mosha (2023) emphasized that inconsistent metadata can hinder archive retrieval and weaken interoperability between systems. Furthermore, Spencer (2023) demonstrated the importance of using an event-based PREMIS framework to ensure the trail of archive changes remains documented. Without such a mechanism, even digital archives can lose their historical context, thus failing to function as a complete organizational memory.

However, the existing literature tends to be descriptive, focusing on administrative issues, such as the difficulty of retrieval or limited storage space. Critical analysis of strategic consequences, such as the impact of archive loss on institutional innovation, policy sustainability, and organizational information resilience, is still rare. This opens up opportunities for further research to examine the risk of organizational memory loss more comprehensively. Understanding the risk of organizational memory loss without digitization emphasizes the importance of adequate resource support. Therefore, the following discussion focuses on the supporting factors and barriers to implementing personnel records digitization.

Supporting and Barriers to Personnel Records Digitalization

Literature findings indicate that the success of personnel records digitization is influenced by a balance between supporting factors and barriers. In terms of barriers, research at the Regional Human Resources Development Agency (BPKD) in West Aceh Regency found limited human resources and low employee awareness and discipline in maintaining records, resulting in suboptimal archive organization and reduction processes. At the BKPSDM in Bone Regency, the main obstacles included low technological literacy among archivists, a lack of supporting equipment, and limited funding. Similar obstacles were also found in other studies, such as the large volume of archives and the diversity of document formats that require special handling (Sumarni & Mardhiah, 2021; Jeffry et al., 2022).

A study at Islamic Senior High Schools (Madrasah Aliyah) also revealed significant human resource and infrastructure barriers (Hanifah & Setyaningsih, 2024). Mursyidah et al. (2024) found that the implementation of SIKD in secondary schools demonstrated the role of local policies in supporting digitalization, while Nasution & Natas (2024) emphasized the continued limitations of system integration in digital archiving practices within educational units. In addition to internal factors, the threat of employee data leaks is also a significant concern, particularly in the private sector, which relies on internet-based information system integration (Zefanya, 2024).

On the supporting side, several organizations have developed strategies and innovations to support digitalization. The Bogor Regional Development Planning Agency (BAPPENDA) has converted archives to digital format and developed an E-Archive application equipped with electronic classification to enhance archive retrieval. The Central Java Regional Development Planning Agency (Bappeda) has even modified the Regional Archives Information System (SIKD) to serve as the basis for digital archive management, including permanent PDF storage to maintain data authenticity. In the private sector, Bilibli supports digitalization by collaborating with web-based archive application providers, enabling more professional management and

protection of company archives. These findings confirm that technological support, institutional policies, and strategic collaboration are significant driving factors.

A literature synthesis indicates that supporting factors for digitalization can be grouped into four main components: leadership support and organizational policies, the availability of adequate budgets, infrastructure, and software, employee competence and awareness, and a robust data security policy. Conversely, key barriers include limited human resources, low digital literacy, budget constraints, the complexity of archive volumes, and the risk of data breaches.

Conceptually, these findings can be explained through the Resource-Based View (Barney, 1991), which emphasizes that organizational success is determined by a combination of unique and difficult-to-replicate internal resources. Digitizing personnel records will be more effective if the organization has competent human resources, adequate technological infrastructure, and a sufficient budget. Barriers related to data security and technology governance also emphasize the need for an IT governance framework (Weill & Ross, 2004) for efficient, secure, and sustainable digitalization implementation. However, the literature still primarily focuses on technical-operational barriers.

Studies addressing strategic factors, such as organizational digital culture, long-term leadership commitment, and the integration of digitalization with knowledge management strategies, are still limited. Yet, these aspects are crucial to ensuring the long-term success of digitalization. Long-term strategies such as AI integration can also support organizational knowledge preservation, although they also pose new challenges (Ailakhu, 2024).

By understanding the enabling factors and barriers, it is clear that digitizing personnel records is not only a technical issue but also touches on organizational strategic aspects. Therefore, it is important to further examine the implications of digitalization for organizational knowledge preservation.

Implications for Organizational Knowledge Preservation

Digitizing personnel records is not only technically beneficial but also has strategic implications for preserving organizational knowledge. Personnel records contain important information regarding employee histories, administrative policies, and bureaucratic decision-making processes. When these records are digitalized, the information they contain becomes more easily accessible, passed on, and utilized across generations of employees. Thus, digitalization serves as a means of transferring institutional knowledge, particularly during transfers, rotations, or retirements of senior employees (Ardhia & Prasetyawan, 2019).

The literature also shows that digital archives can serve as organizational databases that support innovation and decision-making. For example, the e-archive application at BAPPENDA Bogor (Hernawan et al., 2024) not only stores personnel records but also provides data that can be used for organizational performance analysis. Similarly, the implementation of the SAP system at Blibli (Zefanya, 2024) demonstrates how the integration of digital archives with the company's management system helps maintain knowledge sustainability in the face of business competition. This confirms that digital archives function beyond mere storage media, but rather as an organization's collective memory that can be accessed anytime as needed.

Conceptually, this implication aligns with Organizational Learning (Argyris & Schön, 1978) and the concept of Knowledge Preservation (Chaudhry & Jiun, 2005), which emphasize the importance of knowledge documentation for maintaining organizational continuity. Digitization enables personnel archives to serve as a "bridge" between records management and

knowledge management. Thus, digitization not only protects archives from physical damage but also ensures that institutional knowledge remains available to support innovation, accountability, and sustainable governance.

Recent literature further expands this dimension. Chaudhry & Al-Samarraie (2023) highlight the need for further research on digital curation in the big data era, which requires organizations to not only store but also manage and curate digital archives to maintain their relevance. Abdhul Sadam (2024) adds a new dimension by leveraging AI to strengthen archive preservation strategies, while the study "Preserving the Cultural Heritage..." (2025) demonstrates that digitization also impacts the preservation of organizational culture and identity. However, López-Muñoz & García (2024) emphasize the importance of ethical and governance aspects in the application of AI to digital archives, to prevent new risks in knowledge management.

However, most research still focuses on the practical benefits of digitization, such as efficiency and security, while studies on its contribution to the formation of a knowledge-based organizational culture are still limited. A deeper analysis of how digital archives can encourage organizations to learn from past experiences (organizational memory) and anticipate future challenges (knowledge governance) is needed. This opens up further research that positions digitalization not only as a technical solution but also as a managerial strategy in knowledge governance.

Thus, digitizing personnel archives not only addresses the need for administrative efficiency but also contributes to the sustainability of institutional memory. This implication emphasizes the need for digitalization as a long-term strategy for preserving organizational knowledge, which will be discussed more briefly in the conclusion.

CONCLUSION

This research confirms that digitizing personnel records is a strategic step that not only improves administrative efficiency but also strengthens data management structures within organizations, particularly in government institutions. First, digitization accelerates archive retrieval, saves time, and increases employee productivity, while also helping prevent data loss due to physical damage or disasters. Second, without digitization, organizations risk experiencing organizational memory loss, which hinders accountability and the transfer of institutional knowledge. Third, the success of digitization is heavily influenced by leadership support, budget availability, infrastructure, and human resource competency. Key barriers include limited digital literacy, limited budgets, the complexity of archive volumes, and the threat of data breaches.

Furthermore, digitization has important implications for the preservation of organizational knowledge. Digital archives serve not only as administrative documents but also as a collective memory that maintains knowledge continuity and supports evidence-based governance. Thus, digitization is not simply a technological trend but a fundamental necessity for improving organizational operational effectiveness and maintaining long-term knowledge continuity.

This study demonstrates that digitizing personnel records is not merely an administrative solution but also part of the global trend of AI-based preservation (Abdhul Sadam, 2024; Ailakhu, 2024; López-Muñoz & García, 2024). Therefore, organizations need to

integrate metadata standards (Mosha, 2023) and the PREMIS framework (Spencer, 2023) as a strategic step to maintain knowledge continuity.

Theoretically, this research strengthens the integration between records management and knowledge management, particularly within the framework of the Records Continuum and Organizational Memory Theory. Practically, digitizing personnel records is expected to drive a paradigm shift in records management, making it more transparent, responsive to employee needs, and improving the quality of public services.

SUGGESTION

Based on the research findings, it is recommended that government agencies and other organizations strengthen their archive digitization strategies by considering both technical and non-technical aspects. From a technical perspective, adequate technological infrastructure, a reliable data security system, and the implementation of metadata and interoperability standards are necessary to ensure the continuity of digital archives. From a non-technical perspective, leadership support, organizational commitment, and employee competency development through ongoing training are key to successful digitization. Future research is expected to further explore the relationship between personnel archive digitization and the development of a knowledge-based organizational culture and a long-term knowledge governance strategy.

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