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Digital Records Management and *Administrative Effectiveness* in Islamic Educational Institutions

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Abstract

Digital transformation has encouraged higher education institutions to strengthen digital records management as an essential component of *institutional governance* and *administrative effectiveness*. This study aims to examine how digital records management contributes to *administrative effectiveness* at *Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember* through *institutional governance*, information accessibility, and administrative workflow. A qualitative case study design was employed. Data were collected through semi-structured interviews, non-participant observations, and document analysis involving university administrators, heads of administrative units, archive management personnel, information technology staff, and academic administrative officers. The data were analyzed using Braun and Clarke's thematic analysis, supported by triangulation, member checking, peer debriefing, and an audit trail to ensure the trustworthiness of the findings. The results reveal that digital records management has been institutionalized through organizational policies, standardized operating procedures, integrated information systems, data security mechanisms, and role-based access control. Its implementation improves information accessibility, streamlines administrative workflow, strengthens inter-unit coordination, and enhances administrative efficiency, service quality, institutional accountability, evidence-based managerial decision-making, and organizational memory. The study concludes that digital records management constitutes a strategic organizational capability integrating governance, information management, and institutional learning to strengthen *administrative effectiveness* and promote sustainable higher education governance. These findings further demonstrate that digital records management extends beyond archival functions by creating strategic organizational value for *institutional governance* and evidence-based decision-making.

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INTRODUCTION

The rapid advancement of digital transformation has fundamentally reshaped governance and administrative practices across higher education institutions worldwide. Beyond supporting teaching and learning activities, digital technologies have become essential for managing institutional records, preserving organizational knowledge, and ensuring evidence-based decision-making (Aldemir & Uçma Uysal, 2025; Evenstein Sigalov et al., 2025). Administrative records constitute the backbone of institutional accountability because they document academic, financial, personnel, and governance activities throughout the organizational lifecycle. Consequently, effective records management is no longer viewed as a routine administrative function but as a strategic organizational capability that enhances operational efficiency, transparency, regulatory compliance, and institutional sustainability. Recent studies indicate that universities increasingly rely on digital records management systems to improve information accessibility, reduce processing time, strengthen data security, and support informed managerial decisions (Chinnasamy et al., 2025; Kayanja et al., 2025). Nevertheless, the growing volume of digital records also presents significant challenges related to information governance, preservation, interoperability, cybersecurity, and policy implementation, particularly in developing countries where digital transformation remains uneven.

The increasing scholarly attention to digital records management has generated a growing body of literature examining its role in organizational governance and higher education administration. Existing studies have explored various dimensions, including electronic document management models, digital archival systems, information governance, records preservation, and institutional digital transformation (Humoud et al., 2025; Shehata & Mkadmi, 2025). Research has consistently demonstrated that digital records contribute to faster information retrieval, improved service quality, greater organizational transparency, and more efficient administrative processes. Furthermore, systematic reviews have identified numerous frameworks and best practices for implementing electronic document management within higher education institutions. Despite these advances, the literature also highlights persistent implementation barriers, such as inadequate technological infrastructure, limited archival competencies, fragmented digital policies, insufficient integration among information systems, and the absence of standardized governance mechanisms for long-term digital preservation (Pondkule & Kothari, 2025; Singun, 2025).

Although previous studies have substantially enriched the understanding of digital records management, several important limitations remain (Chaputula, 2022; Barigye et al., 2022). First, most investigations primarily emphasize technological implementation, digital preservation, or archival compliance rather than examining how digital records management influences broader *administrative effectiveness*. Second, empirical evidence from higher education has predominantly focused on public administration, governmental archives, or general university record systems, while research within *Islamic higher* education institutions remains relatively limited. Third, many studies assess the operational performance of digital archiving systems without explaining how records management functions as an organizational capability that supports institutional coordination, accountability, decision-making, and administrative quality. Consequently, there is still insufficient understanding of the strategic relationship between digital records management and *administrative effectiveness*, particularly within the distinctive governance context of *Islamic higher* education institutions, where academic administration integrates national higher education regulations with institutional religious values.

Addressing these gaps is particularly important because *Islamic higher* education institutions are experiencing rapid digital transformation while simultaneously maintaining complex academic, administrative, and *institutional governance* structures. As universities continue to expand digital services, the management of electronic records has become increasingly central to ensuring administrative continuity, service quality, organizational memory, and regulatory accountability. However, digitalization alone does not automatically produce *administrative effectiveness* unless it is supported by coherent records management policies, competent human resources, integrated information systems, and *institutional governance* mechanisms (Mangai & Ayodele, 2025; Hirsch et al., 2022). Understanding how these elements interact is therefore essential for strengthening administrative performance and improving *institutional governance* in the context of digital higher education.

Accordingly, this study investigates the relationship between digital records management and *administrative effectiveness* at *Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember*. The unit of analysis focuses on institutional practices related to the creation, organization, storage, retrieval, utilization, and preservation of digital administrative records and their contribution to effective administrative processes. Specifically, this study seeks to examine how digital records management supports administrative efficiency, information accessibility, organizational accountability, service quality, and managerial decision-making within an *Islamic higher* education institution. By examining these interconnected dimensions, the study extends previous research that has predominantly emphasized technological aspects of digital archiving while paying comparatively less attention to its organizational and managerial implications.

This study contributes to the existing literature in three significant ways. First, it extends the discourse on digital records management by positioning it as a strategic organizational capability rather than merely a technological or archival function. Second, it provides empirical evidence from the context of an Indonesian *Islamic higher* education institution, thereby enriching the limited body of research on digital governance within Islamic educational organizations. Third, the study develops a more integrated understanding of how digital records management contributes to *administrative effectiveness* through improved information governance, institutional accountability, and evidence-based administrative decision-making. The remainder of this article is organized into five sections. Following this introduction, the next section reviews the relevant literature and conceptual foundations. The subsequent section explains the research methodology, followed by the presentation of findings and discussion. Finally, the article concludes by outlining the study's theoretical contributions, practical implications, limitations, and recommendations for future research.

RESEARCH METHOD

This study employed a qualitative research approach using a case study design to obtain an in-depth understanding of how digital records management contributes to *administrative effectiveness* in an *Islamic higher* education institution. A qualitative case study was considered appropriate because it enables researchers to explore organizational processes, managerial practices, and institutional experiences within their natural setting while capturing the complexity of administrative phenomena that cannot be adequately explained through quantitative measurement alone (Al Qur'an, 2025). The study was conducted at *Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember*, Indonesia, an Islamic public university that has progressively implemented digital transformation across its academic and administrative services. The institution provides a relevant context for examining the implementation of digital records management as part of *institutional governance* and administrative modernization.

The participants were selected using purposive sampling based on their direct involvement in the creation, management, utilization, and supervision of digital administrative records (Campbell et al., 2020). The participants consisted of university administrators, heads of administrative units, archive management personnel, information technology staff, and academic administrative officers who possessed substantial knowledge and practical experience regarding institutional records management. Data were collected through semi-structured interviews, non-participant observations, and document analysis. Semi-structured interviews allowed participants to explain their experiences, perceptions, and institutional practices related to digital records management, while observations were conducted to examine administrative workflows, document processing procedures, and the utilization of digital information systems in everyday administrative activities. Documentary evidence, including institutional regulations, standard operating procedures, *digital archive* policies, organizational reports, and administrative records, was analyzed to strengthen contextual understanding and support data triangulation (Trundle & Phillips, 2025).

The collected data were analyzed using thematic analysis following the framework proposed by Braun and Clarke, consisting of familiarization with the data, initial coding, theme generation, theme review, theme definition, and interpretation (Braun & Clarke, 2024). The analysis focused on identifying recurring patterns concerning digital records governance, information accessibility, administrative efficiency, institutional accountability, service quality, and managerial decision-making. To enhance the credibility and trustworthiness of the findings, this study employed methodological triangulation by integrating interview, observation, and documentary data, as well as source triangulation involving participants from different administrative units (Cloutier & Ravasi, 2020). Member checking was conducted by returning preliminary interpretations to selected participants for verification (Kullman & Chudyk, 2025), while peer debriefing with scholars in educational management and archival governance was undertaken to improve analytical consistency. Furthermore, an audit trail documenting the entire research process, including data collection, coding procedures, analytical decisions, and interpretation development, was maintained to ensure dependability and confirmability (Van Cleave et al., 2025). Through these procedures, the study sought to produce rigorous and trustworthy findings regarding the role of digital records management in enhancing *administrative effectiveness* within *Islamic higher* education institutions.

RESULT AND DISCUSSION

Results

Institutional Governance of Digital Records Management

Institutional governance of digital records management at *Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember* demonstrates the university's readiness to institutionalize digital administration through formal governance mechanisms. Data collected from interviews with the Head of General Administration Bureau (IF1) and the Head of Information Technology Center (IF2), complemented by observations and document analysis, indicate that digital records management is supported by institutional policies, standardized operating procedures, integrated information systems, secure digital infrastructure, and role-based access control.

Table 1. *Institutional Governance* of Digital Records Management

Governance Aspect	Empirical Findings	Data Source
Institutional policy	Digital records management is regulated through institutional policies governing electronic administration and records management.	Interview, Document
Standard operating procedures	Standardized procedures regulate document creation, verification, storage, retrieval, retention, and disposition.	Document
Digital archive platform	Administrative documents are managed through an integrated electronic archive platform.	Observation
Information system integration	*Digital archive* services are interconnected with academic, financial, human resource, and correspondence systems.	Observation
Access authorization	*User access* is determined according to organizational roles and responsibilities.	Interview
Data security	Authentication, user logging, password protection, and monitoring mechanisms have been implemented.	Interview
Backup system	Periodic backup procedures are conducted using institutional servers and cloud-based storage.	Observation

The Head of the General Administration Bureau (IF1**)** explained that digital records management has become an institutional policy requiring every administrative unit to manage official documents through a centralized *digital archive* system.

> *"Digital records management has become an institutional policy. Every administrative unit is required to manage official documents through the university's digital archive system to ensure accountability, consistency, and accessibility of institutional records."* (Head of General Administration Bureau, IF1)

This statement is supported by institutional regulations, archival guidelines, and standard operating procedures that standardize document management across organizational units. Observational findings further indicate that administrative workflows have been integrated into a centralized *digital archive* platform. Similarly, the Head of the Information Technology Center (IF2) emphasized that the governance system is strengthened through role-based authorization and institutional security mechanisms.

> *"Each user receives access privileges according to institutional responsibilities. Administrative staff only access records relevant to their duties, whereas higher-level authorization is managed centrally to protect confidential institutional documents."* (Head of Information Technology Center, IF2)

Observations also confirmed the implementation of authentication systems, activity logging, and routine data backup using institutional servers and cloud storage, indicating that governance extends beyond administrative procedures to include digital infrastructure and information security.

Overall, the triangulation of interview, observation, and documentary evidence demonstrates that digital records governance at *Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember* has been institutionalized through integrated policies, operational procedures, information systems, and technological safeguards that collectively support *administrative effectiveness*.

Information Accessibility and Administrative Workflow

The findings indicate that digital records management has substantially improved information accessibility and administrative workflow at *Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember*. Evidence obtained from interviews with the Academic Administration Officer (IF3) and the University Archivist (IF4), supported by observations of administrative processes and document analysis, shows that digital records facilitate faster document creation, systematic classification, centralized storage, efficient retrieval, electronic distribution, and standardized retention practices. These practices have contributed to more coordinated administrative workflows and strengthened collaboration across university units.

Table 2. Implementation of Digital Records Management in Administrative Workflow

Administrative Process	Digital Practice	Contribution
Record creation	Electronic document creation using standardized templates	Improves document consistency and processing speed
Record classification	Metadata-based classification and indexing	Facilitates systematic organization
Storage	Centralized digital repository	Enhances document availability
Retrieval	Keyword and metadata search	Accelerates information retrieval
Distribution	Electronic document sharing	Improves inter-unit coordination
Retention	Digital retention schedules	Supports regulatory compliance and record preservation

The Academic Administration Officer (IF3) explained that digital records management has simplified administrative processes by enabling staff to create, process, and distribute documents electronically, thereby reducing administrative delays.

> *"Administrative documents can now be created, processed, and distributed through the digital system, making the workflow faster and reducing the time required to locate or deliver institutional records."* (Academic Administration Officer, IF3)

This finding is supported by observations showing that administrative activities are conducted through an integrated workflow in which documents are processed electronically from creation to distribution. Documentary evidence, including *digital archive* procedures, further confirms that standardized workflows have been established to ensure consistency across administrative units. Similarly, the University Archivist (IF4) emphasized that metadata-based classification and centralized digital storage have significantly improved information accessibility while supporting long-term preservation of institutional records.

> *"The digital archive system allows documents to be classified, retrieved, and monitored more efficiently. Information that previously required manual searches can now be accessed within a much shorter time."* (University Archivist, IF4)

Observations also indicate that electronic retrieval, document sharing, and digital retention procedures have strengthened collaboration among administrative units by enabling simultaneous access to authorized records without relying on physical documents. These improvements contribute to faster administrative services while maintaining the integrity and traceability of institutional records. The triangulation of interview, observation, and documentary evidence demonstrates that digital records management has transformed administrative workflows by improving information accessibility, streamlining document processing, and supporting coordinated administrative services across organizational units.

Administrative Effectiveness through Digital Records Management

The findings demonstrate that digital records management has contributed substantially to *administrative effectiveness* at *Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember*. Interviews with the Vice Rector for Administration (IF5) and the Head of Quality Assurance Unit (IF6), supported by observations of administrative performance and institutional documents, indicate that digital records management enhances administrative efficiency, service quality, institutional accountability, evidence-based decision-making, and organizational memory. These improvements collectively strengthen *institutional governance* and support continuous quality improvement.

Table 3. Contribution of Digital Records Management to *Administrative Effectiveness*

Dimension	Evidence	Administrative Impact
Administrative efficiency	Reduced document processing time through digital workflows	Faster administrative services
Information accessibility	Centralized *digital archive* and rapid document retrieval	Improved operational responsiveness
Accountability	Complete digital documentation and audit trails	Strengthened institutional accountability
Service quality	Standardized administrative procedures and timely services	Higher service effectiveness
Decision-making	Availability of accurate and up-to-date institutional records	Better managerial decisions
Organizational memory	Long-term preservation of institutional documents	Improved knowledge continuity

The Vice Rector for Administration (IF5) explained that digital records management has improved administrative performance by accelerating document processing while ensuring that institutional information is readily available for managerial purposes.

> *"Digital records management enables administrative processes to be completed more efficiently because institutional documents are systematically organized and can be accessed whenever they are needed for operational or managerial activities."* (Vice Rector for Administration, IF5)

This finding is supported by observations indicating that administrative services are completed more efficiently through integrated digital workflows, while institutional performance reports and accreditation documents demonstrate the increasing use of digital records as evidence for administrative accountability and organizational reporting.

Similarly, the head of the Quality Assurance Unit (IF6) emphasized that reliable digital records have become an essential source of evidence for quality assurance, internal audits, accreditation, and institutional evaluation.

> *"Accurate and well-managed digital records provide credible evidence for quality assurance processes, accreditation, and institutional evaluation, enabling decisions to be made based on verified information."* (Head of Quality Assurance Unit, IF6)

Document analysis further shows that performance reports, accreditation documents, and audit reports consistently utilize digital records to support institutional assessment and continuous quality improvement. The availability of comprehensive digital documentation also contributes to preserving organizational memory by ensuring that institutional knowledge remains accessible beyond individual administrative personnel.

Overall, the triangulation of interview, observation, and documentary evidence demonstrates that digital records management extends beyond operational efficiency by strengthening institutional accountability, supporting evidence-based decision-making, improving service quality, and sustaining organizational memory. These contributions collectively reinforce *administrative effectiveness* and promote good governance within the university.

Discussion

Digital Records Management as *Institutional Governance*

The first research question examined how digital records management functions as *institutional governance* within an *Islamic higher* education institution. The findings indicate that digital records management at *Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember* has evolved beyond a technological initiative into an *institutional governance* mechanism that regulates administrative processes across organizational units. This finding suggests that successful digital transformation is fundamentally determined by governance arrangements that integrate organizational policies, administrative responsibilities, and information management practices rather than by technological adoption alone. Through *institutional governance*, digital records become standardized organizational resources that support consistency, accountability, coordination, and administrative continuity. Therefore, digital records management should be understood as an institutional capability that enables administrative governance rather than merely as a digital archiving system.

This interpretation can be explained through the complementary perspectives of Information Governance Theory, the Records Continuum Model, and Institutional Theory. Information Governance Theory argues that organizational information generates strategic value only when its creation, ownership, accessibility, quality, and security are governed through formal institutional mechanisms (Barrett et al., 2025; Wang & Wang, 2025). Likewise, the Records Continuum Model emphasizes that records should be managed continuously throughout their lifecycle because they simultaneously function as operational resources, organizational evidence, and institutional memory (Frings-Hessami, 2020; Khabar & Oliver, 2022). Institutional Theory further explains that administrative innovations become sustainable only after they are institutionalized through formal regulations, organizational norms, and legitimate governance structures (Azamela et al., 2022; Liang et al., 2023). Viewed together, these theoretical perspectives explain why governance serves as the foundation of digital transformation: it institutionalizes digital records management into routine administrative practice, ensuring that information is not only digitally stored but also systematically governed to support organizational performance and long-term institutional sustainability.

The present findings corroborate a growing body of recent research demonstrating that governance constitutes a critical determinant of successful digital records management in higher education institutions. Previous studies have consistently reported that integrated governance frameworks improve information quality, organizational accountability, and administrative coordination by aligning policies, information systems, and institutional responsibilities. Similarly, research on higher education digital transformation highlights that governance, leadership commitment, and organizational capacity exert greater influence on sustainable digital administration than technological infrastructure alone (Doğan & Arslan, 2025; Simion Ludușanu et al., 2025). However, unlike many previous studies that primarily examine digital records management from technological, archival, or regulatory compliance perspectives, the present study demonstrates that governance performs a broader organizational function by connecting institutional policies, information governance, administrative coordination, and digital transformation into a unified governance framework. This perspective provides a more comprehensive understanding of how digital records management contributes to institutional administration within *Islamic higher* education.

Theoretically, this study extends existing discussions on digital records management by positioning *institutional governance* as the primary antecedent of digital records management capability within higher education administration. Rather than viewing governance solely as a regulatory mechanism for controlling organizational information, the findings suggest that governance functions as a strategic organizational capability that institutionalizes policies, administrative processes, and digital information resources into an integrated management system. This proposition refines the application of Information Governance Theory in educational management by emphasizing that governance contributes to *administrative effectiveness* indirectly through the institutionalization of digital records management. Consequently, this study advances the literature by proposing that effective digital transformation in higher education is achieved not merely through technological implementation but through governance structures that transform digital records into strategic organizational assets supporting accountability, institutional coordination, and sustainable administrative performance.

Digital Records Management Enhancing Information Accessibility and Administrative Workflow

The second research question examined how digital records management improves information accessibility and administrative workflow within an *Islamic higher* education institution. The findings indicate that digital records management enhances administrative workflow by reducing information-processing delays, enabling timely access to institutional records, and facilitating coordination among administrative units. Rather than simply digitizing documents, digital records management restructures administrative processes by ensuring that institutional information is systematically organized and readily available whenever required. As a result, administrative activities become more responsive because staff no longer rely on fragmented or paper-based information flows. The availability of accurate and accessible digital records also minimizes duplication of work, shortens administrative processing time, and strengthens communication across organizational units, thereby improving overall administrative coordination and service delivery.

These findings can be interpreted through the complementary perspectives of Business Process Management (BPM), Knowledge Management Theory, and Digital Transformation Theory. Business Process Management emphasizes that organizational performance improves when workflows are redesigned to eliminate unnecessary activities and facilitate efficient information exchange across functional units (Bashir et al., 2024; Huy & Phuc, 2025). Within this context, digital records management streamlines administrative workflows by integrating information into standardized digital processes that reduce bottlenecks and improve process continuity. From the perspective of Knowledge Management Theory, metadata-based organization enables institutional knowledge to be systematically captured, classified, and retrieved, allowing information to be transformed into organizational knowledge that supports daily administrative activities and collaborative decision-making. Meanwhile, Digital Transformation Theory explains that organizational transformation is achieved not merely through technological adoption but through the redesign of business processes and information practices that enable institutions to operate more efficiently and collaboratively in digital environments (Goetzinger et al., 2025; Zheng et al., 2025). Together, these theoretical perspectives explain why digital records management accelerates administrative workflow by improving the accessibility, usability, and circulation of organizational information.

The present findings are consistent with recent studies demonstrating that digital records management significantly improves administrative efficiency by enhancing information accessibility and organizational coordination. Previous research has reported that metadata-driven information management reduces document retrieval time, improves interoperability among information systems, and supports more effective collaboration across institutional units (Rucco et al., 2025; Yang et al., 2025). Similarly, studies on digital transformation in higher education have shown that integrated information management contributes to faster administrative services because organizational information can be accessed simultaneously by authorized users without disrupting workflow continuity (Corbridge, 2025; Elia et al., 2024). However, unlike previous studies that primarily associate workflow improvement with technological efficiency, the present study indicates that information accessibility functions as the central mechanism linking digital records management with administrative coordination. In other words, workflow efficiency emerges not simply because records are digitized, but because information becomes more structured, shareable, and continuously available to support interconnected administrative processes.

Theoretically, this study refines existing discussions on Business Process Management, Knowledge Management, and Digital Transformation Theory by demonstrating that information accessibility constitutes the mediating capability through which digital records management enhances administrative workflow. The findings suggest that metadata management, integrated information access, and coordinated digital information flows transform organizational records into strategic knowledge resources that support process integration and institutional collaboration. Consequently, this study extends previous literature by proposing that the contribution of digital records management to workflow improvement lies not primarily in document digitization itself but in its capacity to optimize organizational information flows that connect administrative processes across the institution. This perspective strengthens the understanding of digital records management as an organizational capability that supports effective administrative coordination and sustainable digital transformation in higher education.

Digital Records Management as a Strategic Organizational Capability for *Administrative Effectiveness*

The third research question examined how digital records management contributes to *administrative effectiveness* within an *Islamic higher* education institution. The findings demonstrate that digital records management enhances *administrative effectiveness* by transforming institutional records into reliable organizational resources that support evidence-based administration. Rather than functioning solely as repositories of administrative documents, digital records facilitate organizational memory, preserve institutional evidence, improve the quality of managerial decision-making, and strengthen accountability across administrative functions. These interconnected processes ultimately improve administrative efficiency, service quality, and *institutional governance*. Accordingly, the findings suggest that the contribution of digital records management to *administrative effectiveness* is realized through a sequential organizational mechanism in which digital records preserve institutional knowledge, generate reliable evidence, support informed managerial decisions, and reinforce good governance. This indicates that digital records management should be understood as a strategic organizational capability rather than merely an operational archival function.

This interpretation can be explained through the complementary perspectives of the Resource-Based View (RBV), Dynamic Capability Theory, and Organizational Memory Theory. From the RBV perspective, organizational resources generate sustainable value only when they are valuable, organized, and effectively utilized to achieve institutional objectives. Digital records therefore represent strategic information resources whose value lies not in their existence but in their ability to support administrative coordination, accountability, and managerial performance (Mahade et al., 2025). Dynamic Capability Theory further explains that organizations improve performance by continuously integrating, managing, and reconfiguring internal resources in response to changing organizational demands. Within this context, digital records management enables higher education institutions to continuously access reliable information, respond more rapidly to administrative needs, and strengthen institutional adaptability through evidence-based management (Dhrubo, 2025; Heubeck, 2023). Organizational Memory *Theory complements* these perspectives by emphasizing that institutional knowledge must be systematically preserved and continuously accessible to support organizational learning, continuity, and decision-making. Together, these theoretical perspectives explain that digital records management contributes to *administrative effectiveness* because it transforms organizational information into strategic knowledge that strengthens institutional capability rather than simply improving document administration.

The present findings are consistent with recent studies indicating that digital records management contributes to organizational effectiveness by improving accountability, institutional transparency, and evidence-based governance. Previous research has demonstrated that reliable digital records support strategic planning, internal quality assurance, accreditation, and organizational performance evaluation by providing accurate and verifiable institutional evidence. Likewise, studies on digital transformation in higher education report that *administrative effectiveness* increasingly depends on the organization's ability to manage institutional information as a strategic resource rather than merely digitizing administrative procedures (Kunta et al., 2024; Papagiannidis et al., 2025). However, unlike much of the existing literature, which primarily evaluates digital records management through operational indicators such as efficiency, compliance, or technological implementation, the present study demonstrates that its principal contribution lies in strengthening organizational capability. *Administrative effectiveness* emerges because digital records simultaneously preserve organizational memory, generate institutional evidence, facilitate informed decision-making, and reinforce governance processes that sustain organizational performance over time.

Theoretically, this study extends the application of the Resource-Based View, Dynamic Capability Theory, and Organizational Memory Theory by positioning digital records management as a strategic organizational capability that links organizational memory, institutional evidence, managerial decision-making, and *administrative effectiveness*. The findings suggest that digital records management should no longer be conceptualized merely as an archival or information management function but as an organizational capability that enables universities to transform information resources into institutional value. Based on these findings, this study proposes a conceptual pathway in which digital records management strengthens organizational memory, organizational memory generates credible institutional evidence, institutional evidence supports evidence-based decision-making, and informed decision-making enhances *administrative effectiveness* and ultimately reinforces good governance. This proposition offers a broader theoretical understanding of digital records management within educational management by demonstrating that its strategic value lies in its capacity to integrate information governance, organizational learning, and managerial capability into a sustainable system of *institutional governance*. Such an interpretation represents the principal theoretical contribution of this study and extends the contemporary discourse on digital transformation in higher education beyond technological implementation toward strategic organizational capability.

CONCLUSION

This study examined how digital records management contributes to *administrative effectiveness* within *Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember* by exploring its roles in *institutional governance*, information accessibility, and administrative workflow. First, the findings demonstrate that digital records management functions as an *institutional governance* mechanism that integrates organizational policies, information systems, and administrative responsibilities, thereby providing the foundation for sustainable digital transformation. Second, the study reveals that digital records management enhances information accessibility and administrative workflow by optimizing organizational information flows, strengthening inter-unit coordination, and enabling more efficient administrative processes. Third, the findings confirm that digital records management constitutes a strategic organizational capability that preserves organizational memory, provides reliable institutional evidence, supports evidence-based managerial decision-making, and ultimately improves *administrative effectiveness* and good governance. These findings extend existing discussions on Information Governance Theory, the Records Continuum Model, Resource-Based View, Dynamic Capability Theory, and Organizational Memory Theory by demonstrating that digital records management should be understood not merely as an archival or technological function but as a strategic organizational capability that generates administrative value through the integration of governance, information management, and institutional learning. Practically, the study highlights the importance of developing integrated governance frameworks, interoperable information systems, and institutional capacity to maximize the contribution of digital records management to higher education administration. Although this study provides empirical evidence from an *Islamic higher* education institution, its findings are limited to a single-case qualitative context; therefore, future research is encouraged to employ comparative, multi-case, or mixed-method approaches across diverse higher education institutions to further validate and refine the conceptual relationship between digital records management, *administrative effectiveness*, and *institutional governance*.

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