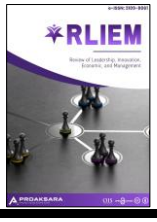
PROAKSARA

Review of Leadership, Innovation, Economic, and Management

Journal homepage: https://ojs.proaksara.com/index.php/rliem



Digital Vital Records Management as an Intrapreneurial Practice in Supporting Higher Education Reaccreditation

Nurullisan Shidqin Aliyya

Archivist, Institut Seni Budaya Indonesia Bandung; Master's Program in Management, Faculty of Graduate Studies Universitas Widyatama Bandung, Indonesia

Email: nurullisanshidqinaliyya@gmail.com

ARTICLE INFO

Article History
Received : 12.12.2025
Revised : 11.01.2026
Accepted : 13.01.2026

Article Type :
Research Article

ABSTRACT

Institutional reaccreditation in 2026 is a strategic agenda for Institut Seni Budaya Indonesia (ISBI) Bandung to maintain governance quality, as mandated by BAN-PT Decree No. 382/SK/BAN-PT/Akred/PT/IV/2021. One of the main challenges in this process is the management of vital records as accreditation evidence, which has been predominantly manual and fragmented across units, resulting in slow document retrieval and incomplete evidence. This study aims to develop an integrated digital vital records management model through the lens of Digital Public Intrapreneurship (DPI), in which the researcher, as administrative staff, initiates an innovation under institutional constraints using a competitive DIPA internal grant. Employing a descriptive qualitative case study design, data were collected through interviews with a BAN-PT assessor, field observations, benchmarking at Universitas Padjadjaran, and testing of a live prototype. The findings show that the Sistem Arsip Vital Digital Terpadu (SAVDT), built on Google Sites integrated with Google Drive and structured according to IAPT 4.0 criteria, reduces document retrieval time by approximately 89% (from four days to 25 minutes) and increases the readiness of accreditation evidence from 51% to 93%. These results indicate that digital vital records management is not merely a technical improvement but a form of intrapreneurial practice by public servants that helps overcome organizational inertia, strengthens institutional accountability, and accelerates digital transformation to support successful higher education accreditation.

Keywords: Accountability, Digital Public Intrapreneurship, Higher Education Reaccreditation, ISBI Bandung, Vital Records

1. INTRODUCTION

Reaccreditation is a strategic agenda for higher education institutions to maintain governance quality and academic standards that are nationally recognized. Institut Seni Budaya Indonesia (ISBI) Bandung faces this critical phase in April 2026, based on BAN-PT Decree No. 382/SK/BAN-PT/Akred/PT/IV/2021, where the availability of complete, authentic, and easily retrievable vital records as accreditation evidence becomes a core requirement of the IAPT BAN-PT 4.0 instrument. In practice, the current reliance on manual, fragmented records systems has led to significant inefficiencies: document retrieval can take 3-5 days, approximately 49% of required evidence remains incomplete or scattered, and the risk of sectoral data loss is high. This situation reflects a form of action inertia, in which managerial responses to the demands of a digital governance environment characterized by speed, accuracy, and traceability of data are relatively slow.

Previous study has highlighted that the digitization of quality assurance systems in higher education significantly enhances efficiency, transparency, and accuracy in ensuring educational quality (Khotimah et al., 2024). This transformation aligns with the broader imperative for digital record management to support accreditation instruments effectively, mitigating challenges posed by manual filing and fragmented data storage across higher education institutions (Laksana et al., 2023; Wagan et al., 2025). For instance, many institutions still struggle with filing and presenting accreditation data, strategic plans, and self-evaluation documents during assessor visitations, underscoring the urgent need for computerized applications to streamline these processes (Laksana et al., 2023; Putri & Yulianti, 2024). A lack of a centralized data center

often results in redundant recording and difficulty in compiling previous information for subsequent accreditation forms, necessitating a web-based information system for effective data management (Laksana et al., 2023). This study, therefore, aims to develop an integrated digital vital records management model, addressing these systemic inefficiencies through a Digital Public Intrapreneurship lens to facilitate the upcoming reaccreditation process (Hadi et al., 2017; Laksana et al., 2023).

This study emerged from the independent initiative of the researcher, an archivist at ISBI Bandung who successfully obtained a 2025 DIPA internal research grant for administrative staff, and thus represents a concrete example of Digital Public Intrapreneurship (DPI). DPI refers to the proactive use of digital technologies by public servants to create public value such as efficiency, transparency, and accountability, without waiting for rigid, top-down bureaucratic instructions. Through 12 systematic stages, ranging from mapping the needs of IAPT 4.0 criteria and compiling a matrix of vital records, to conducting interviews with BAN-PT assessors and benchmarking archival practices at Universitas Padjadjaran, the researcher designed and implemented a prototype Sistem Arsip Vital Digital Terpadu (SAVDT) built on collaborative platforms Google Sites and Google Drive.

The use of these platforms was deliberately chosen because they are zero-cost, widely accessible, and already available within the institution, aligning with intrapreneurship principles that emphasize creativity under resource constraints to generate strategic organizational impact. The implementation of this integrated digital system has demonstrably reduced document retrieval time by approximately 80–89% and strengthened the participatory commitment of work units in maintaining institutional accountability, particularly in preparing evidence for reaccreditation. Based on this background, the objectives of this study are: (1) to analyze the development of SAVDT as a manifestation of intrapreneurial behaviour by non-academic staff in overcoming bureaucratic barriers; and (2) to formulate a digital vital records management model that can support institutional reaccreditation and inform future governance-oriented digital transformation in higher education.

2. LITERATURE REVIEW

2.1. Intrapreneurship in the Public Sector

Intrapreneurship is commonly defined as entrepreneurial behaviour that occurs within established organizations, characterized by the creation of new ventures, innovation, self-renewal, and proactive strategic action. Antoncic & Hisrich (2001) identify four core dimensions of intrapreneurship, new business venturing, innovativeness, self-renewal, and proactiveness which together describe how employees initiate change and generate value beyond routine administrative tasks. In the public sector, these behaviours are often constrained by rigid procedures, hierarchical decision-making, and risk-averse cultures, which makes intrapreneurship particularly significant as a mechanism to overcome organizational inertia and improve public service performance (Chamba & Chazireni, 2023; Taylor, 2018).

Digital Public Intrapreneurship (DPI) extends this concept into the digital governance context, where public servants use digital technologies proactively to design, experiment with, and institutionalize new ways of working that create public value, such as greater transparency, participation, and accountability (Cuillerier, 2024). DPI does not depend solely on formal digital transformation programs; instead, it frequently emerges from bottom-up initiatives in which individuals or small teams appropriate existing tools to solve strategic problems within their organizations. In higher education institutions, DPI can be observed when administrative staff or academics design internal systems such as digital portals, dashboards, or document workflow that go beyond their formal job descriptions to respond to accreditation demands or stakeholder expectations.

2.2. Digital Vital Records Management in Higher Education

Vital records in universities encompass documents that are essential for demonstrating institutional performance, legal compliance, and continuity, including strategic plans, quality assurance reports, accreditation evidence, and key academic outputs (Rachmaningsih et al., 2023). In the context of accreditation, national quality assurance frameworks, such as BAN-PT's IAPT (2020), increasingly emphasize the importance of structured, traceable, and verifiable documentary evidence as the basis for evaluation. Manual, paper-based systems are widely recognized as inadequate to meet these demands due to slow retrieval times,

duplication of files, and vulnerability to loss or damage, prompting many institutions to move towards digital records management (Wagan et al., 2025).

Digital archives and records management systems offer several advantages: real-time access, reduced physical storage needs, improved searchability, and the ability to implement access controls and audit trails (Kuswantoro et al., 2025). Studies in Indonesian universities have shown that the use of cloud-based platforms such as Google Drive can effectively support accreditation processes by centralizing documentation, facilitating collaborative preparation of evidence, and enabling rapid retrieval during audits (Yenianti, 2021). However, fully fledged enterprise records systems often require substantial financial investment and technical expertise, which may be beyond the reach of smaller or art-focused institutions, thereby increasing the relevance of low-cost, platform-based solutions like the combination of Google Sites and Google Drive.

2.3. Intrapreneurial Practices and Accreditation Readiness

Existing research on digital transformation in higher education indicates that intrapreneurial behaviour among staff is a key driver of successful internal innovation, particularly where formal strategies and resources are limited (Cuillerier, 2023; Taylor, 2018). Intrapreneurial employees tend to identify gaps in existing processes, experiment with new digital tools, and mobilize colleagues to adopt improved workflows, which in turn can enhance institutional readiness for external evaluations such as accreditation. Empirical studies in public organizations suggest that intrapreneurship is positively associated with improved efficiency, responsiveness, and perceived legitimacy among external stakeholders, all of which are critical for accreditation outcomes (Chamba & Chazireni, 2023).

In the specific domain of accreditation, intrapreneurial initiatives can manifest as the development of bespoke information systems that map evidence directly to accreditation criteria, automate monitoring of document completeness, and provide real-time dashboards for management decision-making. Such systems not only support the technical requirements of accreditation but also cultivate a culture of documentation, transparency, and continuous improvement (Kuswantoro et al., 2025). By integrating DPI with digital vital records management, higher education institutions can move beyond a reactive, ad hoc approach to accreditation towards a more proactive and systemic governance model (Wagan et al., 2025).

3. RESEARCH METHODS

3.1. Research Design

This study employs a descriptive qualitative approach with a single case study design focusing on ISBI Bandung as a state higher education institution preparing for institutional reaccreditation in April 2026. The case study design is adopted to gain an in-depth understanding of how Digital Public Intrapreneurship (DPI) emerges and operates in the specific context of vital records management for accreditation, with the researcher simultaneously acting as an intrapreneur and practitioner. This design enables a rich, contextualized analysis of the processes, decisions, and interactions that underlie the development and implementation of the Sistem Arsip Vital Digital Terpadu (SAVDT).

3.2. Research Sample

The research site comprises the central administration and relevant academic units of ISBI Bandung that are directly involved in preparing accreditation evidence, particularly those responsible for documentation related to IAPT BAN-PT 4.0 criteria. Participants were selected purposively to include key internal stakeholders such as the institutional accreditation coordinator, archivists, quality assurance staff, and academic leaders as well as external informants, namely a BAN-PT assessor and the Director of Planning, Information Systems and Digital Transformation at Universitas Padjadjaran. This combination of internal and external perspectives supports data triangulation and strengthens the credibility and transferability of the findings.

3.3. Data Collection Tools and Procedure

Data were collected through multiple qualitative techniques to capture both the technical and behavioural dimensions of the innovation:

1) Document Analysis: Examination of BAN-PT IAPT 4.0 guidelines, institutional policies on archives, existing manual records, and monitoring templates to map required vital records and identify gaps in evidence readiness.
2) Semi-Structured Interviews: In-depth interviews with a BAN-PT assessor, the Director of Planning, Information Systems and Digital Transformation at Universitas Padjadjaran, and key internal stakeholders to explore expectations, best practices, and perceived challenges in digitalizing accreditation evidence.
3) Participant Observation: Direct observation of the researcher's own activities and interactions while developing and deploying the SAVDT prototype, including workshops, internal coordination meetings, and trial use of the system by selected units.
4) System Artefact Review: Analysis of the live Google Sites–Google Drive portal, including its structure, folder hierarchy, access permissions, and usage logs, to document how the system supports accreditation evidence management.

These techniques were applied iteratively throughout the 12 stages of the DIPA-funded project, from initial needs assessment to prototype finalization.

3.4. Data Analysis

Data analysis followed the interactive model of Miles, Huberman, and Saldaña, comprising data reduction, data display, and conclusion drawing/verification. In the reduction phase, interview transcripts, observation notes, and document excerpts were coded thematically using a combination of deductive codes (based on DPI and intrapreneurship dimensions) and inductive codes emerging from the field. Data displays were constructed in the form of matrices comparing baseline versus post-implementation conditions (e.g., retrieval time, evidence completeness), process maps of SAVDT development, and tables linking observed behaviours to intrapreneurship dimensions. Conclusions were drawn through pattern matching between empirical patterns and theoretical constructs and were refined through member checking with key informants.

3.5. Ethical

This study adhered to standard ethical principles for qualitative research in public organizations, including respect for persons, beneficence, and justice. All participants involved in interviews and observations received clear information about the research objectives, procedures, potential risks, and their right to decline or withdraw at any time, and provided informed consent prior to data collection. Confidentiality was ensured by anonymizing individual identities with pseudonyms and restricting access to raw data (transcripts, notes, and system logs) to the researcher and authorized supervisors only.

4. RESULTS AND DISCUSSION

This section presents the empirical findings of the study and their interpretation in relation to intrapreneurship and digital vital records management for institutional reaccreditation. Data are displayed in tables to summarize key indicators and avoid redundancy, and each table is explained clearly in the text.

4.1. Research Results

The analysis compares baseline (manual) conditions of vital records management at ISBI Bandung with conditions after the implementation of the Sistem Arsip Vital Digital Terpadu (SAVDT). The main indicators are: (1) completeness of accreditation evidence, (2) retrieval time, and (3) structural organization of documents according to IAPT BAN-PT 4.0 criteria.

4.1.1. Baseline Conditions

Before SAVDT was introduced, accreditation evidence was stored in a fragmented manner across at least five organizational units (faculties, study programs, academic bureau, quality assurance unit, and general administration), without standardized file naming conventions or metadata. An initial mapping conducted by the researcher identified only 45 out of 88 required evidence items (51%) as traceable and verifiable within a reasonable time frame. Retrieving one complete set of documents for a single IAPT criterion typically required coordination with multiple units and took 3–5 working days.

Staff self-assessments indicated an average digital literacy level of 2.8 out of 5, with a strong preference for paper-based archives and personal storage on individual devices, further reinforcing the fragmentation of records. These conditions, summarized in Table 1, illustrate a low level of institutional readiness for the April 2026 reaccreditation and underline the need for an integrated digital solution.

Table 1. Baseline Conditions of Vital Records Management (Manual System)

Indicator	Baseline Value
Total required evidence (IAPT 4.0)	88 documents
Evidence available and traceable	45/88 (51%)
Average retrieval time per criterion	3–5 working days
Number of units holding key documents	≥ 5 units
Average digital literacy (self-rating)	2.8 / 5

Table 1 shows that only 51% of the required accreditation evidence could be located and verified under the manual system, with retrieval times of up to several days and documents dispersed across at least five units. These conditions highlight the urgency of an integrated digital solution to meet the 2026 reaccreditation deadline.

4.1.2. SAVDT Portal Structure and Function

In response to these constraints, the researcher developed the Sistem Arsip Vital Digital Terpadu (SAVDT) using Google Sites as the front-end portal and Google Drive as the back-end evidence repository. The portal homepage (Figure 1) presents six main evidence categories aligned with the accreditation framework including quality culture, educational relevance, research relevance, community service relevance, accountability, and mission differentiation with each category linked to curated evidence folders in Google Drive.

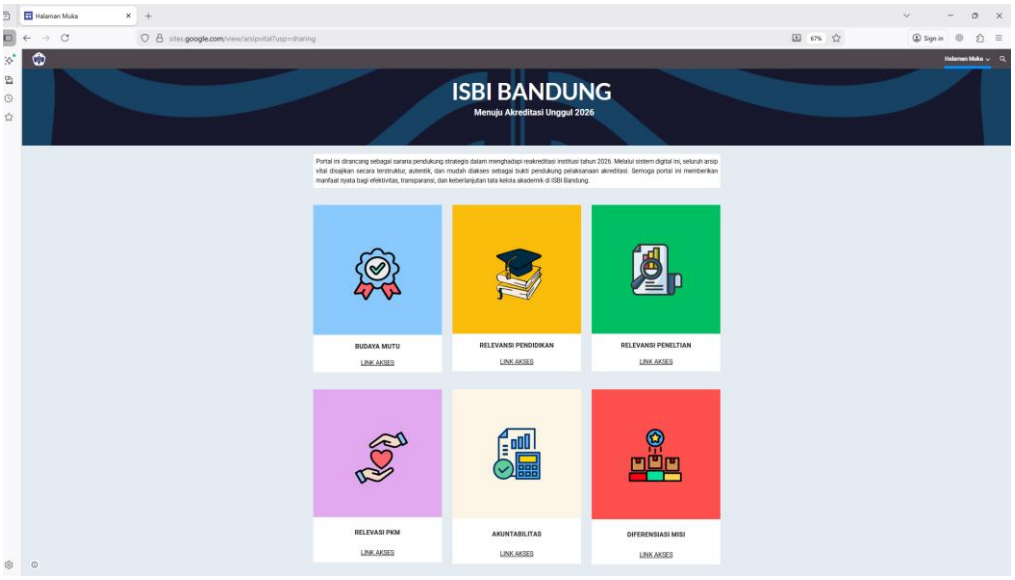


Figure 1. SAVDT Homepage for Institutional Reaccreditation at ISBI Bandung

Each category page is further structured according to IAPT BAN-PT 4.0 criteria, with dedicated folders for LKPT, LED, and supporting documents, and role-based permissions for uploading, editing, and viewing files. Version history and access logs embedded in Google Workspace provide an audit trail that helps verify the authenticity and timeliness of each document.

4.1.3. Improvements After SAVDT Implementation

After approximately two months of pilot implementation in three units, SAVDT produced measurable improvements in evidence readiness and retrieval efficiency. The proportion of required evidence that could be located, verified, and mapped to specific IAPT 4.0 criteria increased from 51% (45/88) to around 92-93% (81-

82/88). At the same time, the average retrieval time for a complete set of documents for one criterion dropped from 3-5 days to approximately 30 minutes, due to centralized storage and clearer mapping between criteria and evidence. These key performance improvements are summarized in Table 2.

Table 2. Changes in Evidence Readiness and Retrieval Time After SAVDT

Indicator	Baseline (Manual)	After SAVDT Implementation	Change
Available evidence	45/88 (51%)	81-82/88 (92-93%)	+41-42 p.p.
Average retrieval time per criterion	3-5 days	± 30 minutes	- 85-89%
Number of units involved in pilot	3 units	3 units	-
Evidence mapping to IAPT 4.0 criteria	Partial, ad hoc	Fully structured per criterion	Qualitative ↑

Table 2 emphasizes that the SAVDT prototype significantly increased both the completeness and accessibility of accreditation evidence, while also improving the clarity of evidence mapping to IAPT criteria. Internal users reported that the portal made it easier to coordinate tasks, monitor remaining gaps, and prepare for meetings with accreditation assessors.

4.2. Discussions

The findings demonstrate that the intrapreneurial initiative led by the archivist–researcher produced tangible efficiency gains and substantially enhanced accreditation readiness. The shift from 51% to over 90% evidence completeness, combined with an 85-89% reduction in retrieval time, confirms the practical effectiveness of a low-cost, digitally integrated records system built on Google Sites and Google Drive for higher education settings. This result is consistent with prior studies showing that digital information and records systems can improve accessibility, accountability, and data-driven decision-making in universities, provided that usability and governance issues are adequately addressed (Kuswantoro et al., 2025; Wagan et al., 2025).

From a theoretical perspective, the SAVDT initiative reflects core dimensions of intrapreneurship such as innovativeness, proactiveness, and self-renewal as articulated by Antoncic and Hisrich, who conceptualize intrapreneurship as encompassing new business venturing, innovativeness, self-renewal, and proactiveness within existing organizations. In practice, this manifests as employees identifying process gaps and mobilizing resources for change, as seen in public sector studies where intrapreneurship drives efficiency and stakeholder legitimacy (Chamba & Chazireni, 2023; Taylor, 2018). Situating these dimensions within the emerging framework of Digital Public Intrapreneurship (DPI), the bottom-up design and implementation of SAVDT under resource constraints illustrate how non-academic staff can function as internal change agents that counter organizational inertia and bureaucratic rigidity in public universities. In this sense, the case shows how digitally skilled administrative staff can leverage informal, cross-unit collaboration to support governance-oriented digital transformation, especially when formal strategies and budgets for digital innovation remain limited.

These findings suggest that fostering DPI capabilities among administrative personnel can serve as a strategic lever for universities facing intensifying external quality-assurance pressures and stricter digital accessibility and documentation standards. Encouraging similar intrapreneurial initiatives through training, recognition, and enabling digital infrastructure may help higher education institutions not only comply with accreditation requirements but also build more adaptive, learning-oriented governance systems that can respond to future regulatory and technological change

5. CONCLUSIONS

This study shows that digitally managed vital records, when initiated and led by an intrapreneurial public servant, can substantially improve institutional reaccreditation readiness in resource-constrained higher education settings. At ISBI Bandung, the baseline condition of fragmented manual archives where only 45 of 88 required evidence items (51%) were readily accessible and document retrieval could take 3-5 days

posed a serious risk to meeting the documentation standards of the 2026 institutional reaccreditation process under BAN-PT regulations.

Through a DIPA-funded internal research project, the archivist–researcher developed the Sistem Arsip Vital Digital Terpadu (SAVDT) using Google Sites and Google Drive, aligned with six IAPT BAN-PT 4.0 criteria, as a concrete manifestation of Digital Public Intrapreneurship (DPI). The prototype reduced average retrieval time for accreditation evidence by approximately 85-89% (from several days to about 30 minutes) and increased evidence readiness from 51% to around 92-93%, while simultaneously standardizing file structures and access rights. These quantitative gains, together with qualitative feedback from internal stakeholders and a BAN-PT assessor, indicate that SAVDT enhanced the transparency, traceability, and overall credibility of documentation presented for reaccreditation.

Analytically, the initiative reflects key intrapreneurship dimensions identified by Antoncic and Hisrich (innovativeness, proactiveness, and self-renewal) by introducing a new digital service, reconfiguring archival routines, and proactively addressing accreditation risks within an existing public organization. The case also enriches emerging DPI literature by illustrating how non-academic staff can leverage existing, zero-licence-fee tools to generate public value in the form of more efficient, accountable governance processes, especially where formal digital transformation programs are limited. For practice, the findings suggest that internal grants such as DIPA can be strategically targeted to support intrapreneurial projects that directly strengthen accreditation capacity and catalyze broader digital transformation agendas in comparable institutions.

6. REFERENCES

Antoncic, B., & Hisrich, R. D. (2001). Intrapreneurship: Construct refinement and cross-cultural validation. *Journal of Business Venturing*, *16*(5), 495–527.

Chamba, L. T., & Chazireni, B. (2023). Intrapreneurship as a means of achieving the efficacy of state-owned enterprises. *Africa's Public Service Delivery & Performance Review*, *11*(1), a611. https://doi.org/10.4102/apsdpr.v11i1.611

Cuillerier, M. (2024). Digital Public Intrapreneurship and Digital Public Entrepreneurship. In *Emerging Developments and Technologies in Digital Government* (pp. 243–279). https://doi.org/10.4018/979-8-3693-2363-2.ch013

Hadi, A., Budayawan, K., & Syukhri, S. (2017). Perancangan Sistem Informasi Dokumentasi Borang Akreditasi Program Studi. *Jurnal Teknologi Informasi Dan Pendidikan*, *10*(3), 53–63. https://doi.org/10.24036/tip.v10i3.19

Khotimah, K., Bahtiar, M. D., Ningsih, Y. F., Maspiyah, & Arief, N. A. (2024). Advancing Efficiency, Transparency, and Accuracy of Digital Quality Assurance Systems in Higher Education. *Education Quarterly Reviews*, *7*(4), 300–310. https://doi.org/10.31219/osf.io/frbaw

Kuswantoro, A., Wirawan, A. W., & Murtadlo, M. N. (2025). Integrated participatory commitment in university archives for accountability through digital archives. *Record and Library Journal*, *11*(2), 404–423. https://doi.org/10.20473/rlj.V11-I2.2025.404-423

Laksana, R. D., Shaferi, I., Banani, A., Daryono, D., & Purnomojati, D. (2023). RETRACTED: Archive management information system design for higher education accreditation instruments in Indonesia. *E3S Web of Conferences*, *420*, 10024. https://doi.org/10.1051/e3sconf/202342010024

Putri, K. D. S., & Yulianti, P. (2024). Digitalization Document Control and Data Records Management to Support Business Intelligence of Integrated Documented Information Control Activities at PT X. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, *4*(5), 716–725. https://doi.org/10.55047/transekonomika.v4i5.707

Rachmaningsih, D. M., Dewiki, S., Utami, H. D., Wahyono, E., Samsiyah, S., & Hermawati, Y. (2023). Tata Kelola Arsip Perguruan Tinggi Negeri Badan Hukum. *Journal of Documentation and Information Science*, *7*(1), 1–10.

Taylor, A. (2018). Where public servants dare: Developing archetypes for public sector intrapreneurship.

Torrens University Australia, Sydney.

Wagan, M. A. A., Briones, J., Baldovino, F. P., & Refozar, R. F. G. (2025). Digital Transformation in the Records Management of a Private Higher Education Institution in the Philippines. *International Journal of Marketing and Digital Creative*, *3*(1), 18–33. https://doi.org/10.31098/ijmadic.v3i1.2878

Yenianti, I. (2021). Google Drive sebagai Alternatif Penyimpanan Arsip Digital Dokumen Akreditasi Perpustakaan (Best Practice Pada Perpustakaan IAIN Salatiga). *Pustabiblia: Journal of Library and Information Science*, *5*(2), 207–224. https://doi.org/10.18326/pustabiblia.v5i2.207-224