

The Importance of UAE Strategic in Archiving entity Knowledge

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ABSTRACT

This research paper aims to explain importance of Archive Management (AM), Knowledge Management (KM), and Strategic Planning (SP) in the United Arab Emirates (UAE) government entities. To understand the subject clearly, the researchers have analyzed of the existing literatures and official websites. The study showed the UAE's interest in knowledge and documentation as archiving strategic, which necessitates the existence of strategic plans in the government entities to plan archiving with the government entities

Keywords

Knowledge Management, Archiving Management and Strategic Planning

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Introduction

The study presents the importance of AM, KM, and SP in UAE government entities. Moreover, the researcher focuses on KM and SP in UAE entities and their impact on their AM. The researchers have question related to this study. "How can SP help KM to increase AM in UAE entities?" The objective of this study is to archive the data in the context of ensuring data usability in the future.

Research about GCC countries is still scant, especially regarding the UAE. The researcher was unable to find any comprehensive studies that have been conducted regarding UAE government entities, and an examination of the situation in the UAE is needed to provide a more comprehensive Strategic of archiving organization Knowledge. This comprehensive study presents research that includes government entities' needs, obstacles, and solutions, evaluation of government entities' experiences in archiving, KM, and SP.

Background

The future usage situation might be something unexpected by the source builder or archivist (Joshua, Sudarsan, and Eswaran 2019). Entities conclude many benefits from adaptive thinking. They found that small entities influenced more in that regard than larger entities. In addition, SP has shown to affect new product development in entities. Song et al. (2011) found that formal SP reduced the new product's number development projects for innovation management. Entities showed they benefited from improvised rather than planned activities based on developing more new product development concepts. Song et al. (2011). KM within entities can ensure the best practices for work execution with cooperative knowledge sharing. A KM strategy depends on the methods and systems to obtain knowledge, share experiences, and prevent mistakes' repetition. Over the years, Abu Dhabi government organizations have added a significant volume of knowledge, skills, and experiences.

Unfortunately, this knowledge is not preserved for sharing and future improvement (Almenhali, 2018).

Research Method

The researchers have used A comprehensive review as a research model of the related literature, academic references and official websites includes trust-building for UAE government entities and for improving AM to develop the competitiveness in entities. They are identified, which paves the AM, KM, and how they work are an important subject in UAE government entities. The researcher restricted the search to articles that have appeared in international peer-reviewed journals and official websites.

Importance the Strategic of Archiving Knowledge

The importance of having strategic in the UAE is undeniable. The UAE government should invest more effort in building national archiving as essential practices for a government entity. The literature review related to the UAE has shown the positive effects of SP on KM, and AM on different work environments in the UAE. SP can create a healthy work environment that can help organizations to archive their knowledge. The government in the UAE has focused on any initiative which can improve the archiving system.

Knowledge Management in UAE

Many organizations in the UAE have implemented KM in their systems. They found that it is essential to have KM that can lead them to better performance. Government organizations, semi-governmental organizations, and private organizations are involved in this implementation. Norita and Daghfous (2010) have analyzed the Emirates business sector based on organizations' involvement's level in known sharing activities with exterior sources, interior OI, and the obstacles and incomes of being part of knowledge

networks. They found that there are too limited industry clusters, knowledge networks, or groups in the UAE. The Supply, Communication and Logistics Group is quite active network that located in Dubai; it works to provide education and seminars and to achieve international scope through partnership and alliance. Also, Dubai Health Care City in Dubai is another sample of a consortium, and the IIR Middle East is an example of an industry consultancy that provides services such as industry conferences, industry exhibitions, seminars, and special training courses (Daghfous and Norita 2010).

Daghfous and Norita (2010) found that senior managers and organizational management should have three knowledge dimensions to apply KM successfully. These dimensions are the skills and knowledge that employees obtain, supported managerial systems for KM and the physical systems is important for IT purposes and communication, and the values initiated by senior managers. Organizations should develop employee knowledge and share it through knowledge networks. In the author's view, the UAE government should invest more efforts in creating a legal environment that gives confidence and encourages the sharing of knowledge and information to employees. They suggested that the government introduce formal appraisal systems to encourage and reward cooperation and shared knowledge.

The results of the study showed that the KM idea is quiet not really delivered to this region. Most interviewed company's representatives are worried about their knowledge's confidentiality and the presence of capable and truthful partners in KM structures. KM practices require the cooperation and presence of related and supporting industries. Moreover, the presence of external sources like consortiums of industry clusters is important for innovation, as they are a decisive macro-environmental factor. The growing market in the UAE should start to create a positive external macro-environment for all KM practices (external and enteral) (Daghfous and Norita 2010).

On the other hand, some researchers have tried to measure the KM in organizations as they believe in the importance of KM and how it can help in the development and strategic processes. Cader et al. (2013) conducted a study on KM in the banking sector in the UAE. They believed that the banks that survived after the last financial crisis are those that have full and accurate knowledge of their customers' profiles. They carried out research to have a clear insight into the extent to which KM is applied in Islamic and conventional banks in the UAE. Their results showed that Islamic banks are more engaged in KM than conventional banks. But generally, both types focus on knowledge capture, knowledge transfer, and knowledge sharing. The authors found that most banks in this study implement basic KM, and they are still in the early stages. Also, little knowledge-based marketing, which is important for long-term organizational success, is taking place in these banks. Also, there are no dedicated knowledge champions (KM officers) in banks. Generally, there is no strong KM culture within their organizations (Cader et al. 2013). Alrawi (2008) has studied KM perception in the UAE, and he used a sample of 102 managers from many entities in Abu Dhabi to find out their attitudes towards KM. The results showed that many managers talked about concerns over technological issues

such as infrastructure and data security of the Web. KM resources will be great to apply by entities utilizing technology as a long-term investment (Alrawi 2008).

Siddique (2012) searched data on KM initiatives by business organizations in the UAE, as it has one of the most rapidly developing economies in the Gulf area, which meant it is time to consider KM initiatives in organizations in the UAE and the challenges they face in KM adoption and implementation. The research used a survey methodology, and the survey was distributed in a sample of companies in Abu Dhabi and Dubai to gather KM practices data. The results showed that KM practices are steadily being recognized in the UAE, and some organizations have applied programs related to KM as initiatives that are focused on explicit knowledge, and on organization's investments in building information and communications technology infrastructure. The factors in companies' success in moving KM practice and theory forward in the UAE are KM strategy in companies, top management commitment, proactive HRM policies, and a supportive cultural environment (Siddique 2012).

Another study on KM in the UAE was conducted by Saber (2015). The purpose of his research was to identify KM attributes for large and small manufacturing companies in the UAE and to recommend a process for evaluating the competitive priorities of these companies. The analytic hierarchy process was used in this research to deal with multi-criteria decision-making processes and achieve better customer focus and to select the competitive dimensions of these companies. Four competing operational priorities were used: cost, quality, flexibility, and delivery. They are used in the literature as winning criteria (Al-Rasby 1984).

"Know-how," "know-why," and "know-what" are three KM attributes that were chosen as decision criteria and used in a questionnaire. The questionnaires also used four aspects of manufacturing capability: flexibility, cost, quality, and delivery. Data were collected from six aluminum manufacturing companies in the UAE, three large and three smalls. The results showed that large manufacturing companies focused more on the "know-why" knowledge attribute in all four competitive priorities for achieving customer focus. In contrast, small manufacturing companies focused more on the "know-what" knowledge attribute, which means a focus on flexibility and quality as two competitive priorities (Saber 2015). The author also depended on secondary data (collected from the literature review) to review the competitive dimensions of manufacturing and KM. He found that flexibility has the highest priority weighting (0.36) in large manufacturing companies. Flexibility is important to move the companies towards new opportunities and enable them to change their production volume. It also helps companies to shift their competitive priority from cost and quality to innovation and providing new goods and services (Saber 2015): "This flexibility allows companies to adopt different production strategies, quickly rearrange their production lines, multi-skilled labor and economies of scope to respond quickly to changing customer demands" (Saber 2015).

Strategic Planning in UAE

In April 2007, when HH Shaikh Mohamed Bin Rashid Al Maktoum became the UAE prime minister, he entered SP concept as it is important to the federal level. In addition, there were some performs of SP even before 2007 some local governments like Dubai. SP is one of important governmental tool to implement UAE 2021 vision.

It has presented new challenges to move the government performance from its classic bureaucratic approach into more planned approach that improve the capability of the UAE to become one of five finest living places in the world in 2021.

SP has developed with government process that covered efficiency, services' enhancement, accessibility enhancement of public services, and more transparency and accountability (Atkinson and Castro, 2008).

Four key factors can drive the government process, which are value-driven, citizen driven, technology-driven, and economic / cost-driven. These drivers are vital that affect Emirates eGovernment and its activities that achieve the objectives. Leaders consider these drivers at a strategic level, and they influence the decision-making process in e-Government.

For example, value-driven consist of better decision-making, better service provision, better safety, and security, while citizen-driven involves transparency, participation, and shared governance (Al-Khouri, 2012). Economical/ cost driven relays to cost reduction as well as resource and process efficiency. Other authors who supported the involvement of people and private sector in e-Government or any other innovative initiative are Navarra and Cornford (2007); Torres et al. (2005) and Das et al. (2010).

In addition, Al-Khouri (2012b) clarified that there are three key factors: behavioral attributes of individuals, institutional attributes, and technology, affects strategic objectives and capability to build trust in the UAE. The individual and institutional characteristics are the main factors that affect the acceptance of SP and its objectives. Nevertheless, it is an evident that technology plays an important role and both hardware and software can be used for any plan, and security and effectiveness should be considered by SP to encourage usage.

Archives Management In the UAE

Many people and entities have created the current records for their business and then offer a direct link on past events. The records can be in different types of format such as written, graphics, moving image, sound, digital and equivalent. Archives are held by public and private organizations and people in whole world (ICA 2016).

National Archives is the leading research and archival organization that works to preserve and documents the history and culture of the UAE and the Gulf region. It was established in 1968 with Sheikh Zayed bin Sultan Al Nahyan directions as the Center for Documentation and Research (Visit Abu Dhabi 2019).

The Sharjah Documentation and Archives Authority aim to collect documents that present a sound material to the history of the emirate, and the history of the state through all the ages, in general. The Centre preserves and archives those

documents and facilitates their study and have them published; The Authority represents the local body concerned with all matters of documents and archives. It abides by the best international standards for preserving and maintaining the documents and archiving them. The Authority is working to spread and strengthen cultural and historical awareness and encourage scientific researches and intellectual and artistic creativity. It contributes to the progress of human civilization and the elevation of its mission (Sharjah Documentation and Archives Authority 2019).

Ras Al Khaimah National Museum has a library that includes books and archival documents about history, culture, and heritage of Ras Al Khaimah and the Gulf region (RAK Department of Antiques and Museum. 2019). Also, 'Wathiqati' from Hamdan Bin Mohammed Heritage Centre initiative welcomes contributions of historical documents, and archived material from official and non-official sources, for both government organizations and individuals to preserve the culture for future (Wathiqati 2019).

To manage the documents, The National Archives of the UAE has unified policy that subjects to technology that includes software and applications to use in the documentation, electronic archiving and data management, and other data media. Law 7 of 2008 policy puts forth an integrated system for paper and electronic archives management and a life-cycle determination regarding the National Archives and its executive principles. The policy aims to create files' framework and documents management system throughout their life cycle, concerning the management of hard and soft copy documents. Also, it eliminates all participants' responsibility in the documents and electronic production and management procedure in the National Archive and regulate the scientific needs for paper and soft copy storage and user availability conditions (National Archives 2018). Understanding KM governance as a discipline and a tool to enhance competitiveness is still in the beginning, especially in government organizations (Almenhali 2018).

Conclusion

UAE is leading SP strongly in the area. It also has an interest in the field of knowledge and harnessed to individuals and institutions. Which necessitated attention to the documents and keep them to be a reference for the search for knowledge.

The AM, KM, and how they work are an essential subject in UAE government entities. The major barrier is the lack of SP in archiving in government entities that may reduce the interest of archiving the entity's knowledge. KM takes benefits of knowledge into organizational value. However, KM must break through the obstacles in creation, archiving, and knowledge recovery.

Since the Strategy is a pattern or a plan which integrates goals, policies, and operational activities of an entity and AM is knowledge services dealing with an organization's, the researcher has reviewed the KM, AM, and SP to find the importance of the relationship between them. The comprehensive studies that have been conducted regarding UAE government entities and the studies that are examining the relationship are needed to provide more comprehensive

results. The UAE government has been invested in KM and archiving through law and the National Archives as government entity across the country.

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