

# The Impact of Strategic Planning on Manage Archive and Knowledge

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## ABSTRACT

This research paper explains several concepts of Archive Management (AM), Knowledge Management (KM), and Strategic Planning (SP) to understand the subject clearly. The researchers are using an deep analysis of the existing literature. The researchers have studied and found a relationship between the three elements KM, Archiving Management, and Strategic Planning

## Keywords

Knowledge Management, Archiving Management and Strategic Planning

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## Introduction

The study presents the concepts of AM, KM, SP, and how they work. The researchers also evaluated relationships between AM, KM, and SP to find their effects and impacts. This study has a question related to this study “what is the relationship between archiving, KM, and SP?”

This study aims to archive information in the context of ensuring data usability in the future. The future usage situation might be unexpected by the source builder or archivist (Joshua, Sudarsan, and Eswaran 2019). However, a knowledge retention strategy can identify the at-risk knowledge resources that need to be retained and apply specific initiatives to keep funds in the organization (A. Frost 2015). At the same time, knowledge sharing lets organizations improve and advantage from shared knowledge resources between staff and within the teamwork (Xiao and Jane 2015).

## Research Method

A broad review of the related literature and academic references. They are identified, which paves the AM, KM, and how they work are essential. Also, the researchers have used four stages to review the related information, as Figure below shows:

Setting the criteria for selecting studies: Providing information of a study includes a review of the existing literature on the area of the research.

Identifying relevant studies: Identifying relevant studies for systematic reviews.

Extracting the data: Identify gaps in understanding

Collating, summarizing and reporting the results.

The researchers conducted the literature review in four different stages drawing on established methods. The researcher restricted the search in international peer-reviewed journals.

## Background

The best KM shall connect the collective and individual knowledge within the entity to an ideal influence (Toit and Villiers 2010). They are identifying the position of the organization in selecting a knowledge strategy, which procedures the basis of the strategic decision-making process for the knowledge strategy employment through a process KM model (Raudeliūnienė, Davidavičienė and Jakubavičius 2018).

KM is advantaging knowledge into entity value. However, KM must break through the obstacles of archiving, creation, and knowledge's recovery about real uncertain activities. From an organizational perspective, knowledge is a resource target to develop organizational effectiveness. Structure, function, and procedure of feasible organizations were conversed, which offered a base on which to build a KM model and prove knowledge structure in a knowledge entity. Chyan and Hsueh-Chuan suggested a feasible system model for entity KM based on the sustainable systems model. Organizational knowledge can be categorized. Knowledge content was expressed based on the system's sight (Chyan and Hsueh-Chuan, 2007).

The theory of archival and ideas of record genuineness are secure in legal and organizational values, first effected in centralized public sources of written documents, then, with the spread of literacy, increasing into the regulated record-keeping practices of both public and private entities, managements, and homes (Corinne 2016).

The main archiving's obstacles are in the shortage of official methods and principles. This shortage is happened for engineering knowledge's long term retention, specially in the archived data utility, shortage of cost-benefit analysis of archiving, and incompetent archival procecces.

In order to define the archival problems, they should know that all problems' solutions will not be suitable for all engineered products with various lifetimes. For choosing the

archival model, policy guidelines and cost-benefit models are required (Joshua, Sudarsan, and Eswaran 2019).

Knowledge retention is the main drivers for its effective application which are the occurrence of the culture of sharing knowledge, reward and recognition for sharing knowledge, a technology platform that can have many files' formats, awareness of knowledge retention and its advantages through its staff, and high management support (Arif et al. 2019). Libraries avoid knowledge loss from resigning or leaving people by adopting strategies to preserve this knowledge and move organizational learning to new staff (Agarwal and Islam 2015).

Entities originate significant benefits from adaptive thinking. Nevertheless, small organizations have been affected more than larger organizations. Also, SP has shown it affects developing a new product inside organizations. Song et al. (2011) found that formal SP reduced new product development projects' number for innovation and management. Organizations were seen to benefit from unplanned activities more willingly than planned activities to develop more new ideas for product development. Song et al. (2011).

## Literature Review

The paper has reviewed the literature of SP, AM, and KM. It studied and analyzed each term and each terminology related to this paper and analyzed ideas using present trends in the study area. These assistances to find the gaps that help to defend the significance of this study and possible areas of contributions.

## Knowledge Management

KM is a continuous process of knowledge creation, knowledge retention, and knowledge sharing to benefit the learning process and increase human beings' performance (Alshehhi and Jasimuddi 2016). Knowledge retention includes building the memory of organization through configuring retained documentation and the level of documented knowledge. It determines the efficiency of recorded knowledge storage. Furthermore, keeping knowledge that exists in people's minds by transferring data and conversing with others the learning subjects preserves the memory of organization. Knowledge creation includes problem-solving and continuous improvement of knowledge and new skills within organizations. Problem-solving keeps staff together to aspect at every possible solution. Knowledge sharing within organizations accrued through comparison received task interdependence and decision-making.

### Knowledge creation

The knowledge creation capability in organizations is dependent on a combination of managerial impacts and organizational resources. In other words, it is mainly the combination of managerial influences and corporate support that determines an organization's capability to achieve its KM objectives (Jader and Dai 2013). Knowledge creation refers to a dynamic process that includes gathering data and transforming it into information that turns into knowledge at

diverse learning levels. Moreover, it described error correction and error detection in academic studies (Mariano, 2015).

In contrast, Mitchell and Boyle (2010) found that knowledge creation measures consist of combined measurement classifications of fewer than three hierarchical attributes. The first knowledge creation is measured as a process. The second is the measurement data source. The last is that of measurement criteria, which "differentiates measures based on whether knowledge creation is determined regarding criteria independent of or internal to the knowledge creation event or organization" (Rebecca and Brendan 2010).

Knowledge creation is intended to create value via problem-solving and continuous improvement (M. Peter, 2014). Problem-solving includes individuals who work together as a group, analyze a condition, define the problem, find any probable solution, evaluate each solution, and take the best solutions. The successful of problem-solving rises from how it's done. when actions are not applied correctly, the whole process will fail. There are seven steps for problem-solving: 1) establish goals, 2) classify the problems, 3) determine the constraints, 4) determine alternatives, 5) evaluate options, 6) choose the greatest solution, and 7) apply the solution (Jay and Thad 1997).

They were using constant development tools to make them more efficient. Once the everyday activities and simple methods are joining, the tools and concepts that come alive are activated. Also, they can major improvements. When the means are used separately, they miss the synergistic quality and critically bound the lean manufacturer's efforts. Besides, the tools showed that the nonstop improvement model is interdependent. They propose the potential to help as a base to improve individuals their lifelong learning and systems thinking skills.

### Knowledge Sharing

Knowledge sharing technologies can be worthwhile for enterprises, particularly when the tools are used as KM enablers. It is a transferring knowledge between individuals, teams, sections, and entities. It permits entities to grow and take the advantage of knowledge-based resources when they are shared between the staff and groups (Xiao and Jane 2015). Chieh (2007) Assumed that four aspects – congruence, structural commitment, received task interdependence, and decision-making.

There are four different and effective critical categories of influences that can form personal insights into knowledge sharing, and they interact with each other. These four categories are concerned with 1) influences pertinent to sharers, 2) relationships between sharers, 3) collective influences, and 4) aspects associated with knowledge itself (Alexander, Ana and Barbara 2015).

### Knowledge Retention

Ellen and Hester (2012) defined Knowledge retention as knowledge maintained that happens in people's thoughts. An entity needs to focus on developing a formal retention strategy (Juliano, 2004). An entity should address the lost knowledge lost issue by verifying the risks and applying a knowledge retention strategy to avoid harmful influence on

successful and survival business (Ellström 2012). Good attention must be devoted to many procedures: retaining best practices and unexpected situations, structuring the process of knowledge retention and structuring reserved documentation (Moria 2011).

The maturity of knowledge retention has four stages that manage the knowledge retention model and documents their indicators. The first one presents the organization's knowledge sharing levels. The second one measures how much the organization can record shared knowledge. The third one measures the storage's effectiveness of documented knowledge, and the fourth one measures the easy access and retrieve of knowledge (Mohammed et al., 2009).

### Strategic Planning

"The strategy is a plan which integrates the goals, rules, and operational activities of an entity" (Elbanna, 2008). Therefore, strategy can be indirect for decision making that plays a role in defining mission, vision, and objectives to achieve a goal. The different industries may have varied in SP views on what it constitutes and cause. For instance, SP can be the procedure in defining an organization's strategy and decision making by the organization. In the distribution of its resources to allow it to follow the strategy and its employees (Kiran DR, 2017).

SP is defined by Mintzberg et al. (2003) as the procedure of defining and applying activities that purpose to improve an organization's long-term performance by determining the direction and making ongoing compatibility for accomplishing the organization's mission. This part shows SP historical and modern perspectives.

Jefferey Bracker's article in 1980 offered a summary of developing the strategic management perception through history. The strategy concept from a political or military perspective was famous and debated by some authors, such as Tolstoy, Kant, Shakespeare, Mill, Hegel, etc. Some militarists and political theorists like Napoleon, Yamamoto, and Machiavelli used some strategic ideas by the mentioned authors (Bracker, 1980). The 'Strategy' word came from the Greek word 'strategies,' which means "general of the army." The term "strategies" comes from the root words 'army' and 'lead.' Strategy (which is a Greek verb) means "to plan the destruction of one's enemies through the effective use of resources" (Bracker, 1980). The history linked the usage of strategy to the Battle of Marathon in 490 BC.

Through this war, the strategic provided 'strategic' guidance to the political leader in managing the battles to win the actions, rather than delivering 'tactical' advice in managing the troops to win the wars. This happened due to their function as elected officials. The strategies' f extended to contain civil magisterial duties (Candy and Gordon, 2011).

The strategy's historical development includes planning and the actual usage of resources to come across many objectives. Von Neumann and Morgenstern were the first modern authors to convey a strategy's concept to business with their theory of games, (Neumann and Morgenstern, 1944). Many writers wrote account business strategy and develop ideas about it such as Peter Drucker (The practice of management, 1954); Alfred D. Chandler Jr (Strategy and Structure: Chapters in the History of the American Industrial

Enterprise, 1962); and Igor Ansoff (Corporate Strategy: An Analytic Approach to Growth and Expansion, 1965) (Bracker, 1980). during the time, when comparing the developed strategic terms by these modern writers, Hofer and Schendel recognized a deficiency of structure in many vital parts. They gathered two parts of concepts (broad strategy concepts and narrow strategy concepts).

Broad strategy concepts include the organization's primary objectives and the related requirements to ensure achieving and securing long-term goals. The narrow strategy concept offers the leading organization's objectives a priority above strategy (Bracker, 1980; Grünig and Kühn, 2015). The first factor was interrelated to the major growth in the change's rate in organizations, which is important to expect change, get the new chances and set actions to prevent dangers to the company. The second factor was increasing interest and acceptance of the explicit's utilization and analytical approaches because of the usage of new technology to make a decision and enhance the capability to deal with uncertain future (Bracker, 1980).

Igor Ansoff and Kenneth Andrews made an important step in developing SP models in 1965. The reputation of SP's climax was in the 1960s. From the early 1970s to 1980s, it has been found that the earlier SP approaches were not valuable in an uncertain environment. The late contributions of some writers improved SP's understanding, strategic thinking and strategic management. These authors include Mintzberg (1994, 2000), Prahalad and Hamel (1994), Ohmae (1982), Markides (2000), and so on (O'Shannassy, 2003).

Henry Mintzberg published an article in the Harvard Business Review in 1994, about defining some SP terms' myths and difficulties. He specified that SP had been misnamed, and it should name strategic programming – "the articulation and elaboration of strategies or visions that already exist" (Mintzberg, 1994). In the early 1920s, Harvard Business School students were taught the Harvard Policy Model (Christensen et al. 1983). The Harvard Model's main objective is to support an organization to enhance the best 'fit' between its environment and itself. It involves developing the most appropriate strategy of the organization to reach its goals.

### Archive Management

knowledge services are AM, which is dealing for collection of historical records with entities and artifacts, usual materials selected for permanent or long-term preservation and expected to be of some value in history to preserve a record or evidence of some activity in the company life or enterprise life (SMR International 2010).

Document management lets organizations apply more control across the production, storage, and distribution of documents, generating more efficiencies by reusing information, controlling a copy through a workflow process, and reducing product cycle times (Pavel et al. 2009). The records management procedure works to ensure that historically significant records, counting electronic records, are easily transferred to archives for lasting preservation. It is essential to keep communications with the managers and record makers that increase the effectiveness and reduces

the cost by ensuring that the records are transferred and retrieved effectively (Corinne 2016).

"Documentation, training, and digital repositories were found to be the primary strategies employed" (Agarwal and Islam, 2015). An ISO standard can be applied for information and documents of organizations. The ISO/TR 21946:2018 gives guidance on how to execute appraisal for managing records, and ISO 23081-1:2017 covers the principles that support and govern records management metadata. Moreover, other standards can be used for other requirements (ISO org, 2019). Organizations are reluctant to reform the archiving procedure because it has a high cost, and the benefits are long-term rather than short-term.

There are five elements to successful archiving: 1) keep the engagement of the organization's people, 2) analysis of use cases and user groups probable to access the archive in the future, 3) metadata should be available without an unjustified load on the part of data providers 4) strong business case which can be a sensible strategy if archive creators are not strong in element, 5) climate where the users supposed to preserve the digital data (Joshua, Sudarsan and Eswaran 2019).

The development of efficient archival programs is essential for professional people, and archivists should be part of different strategies to develop more efficient programs (MCCARTHY 1988). Within Swedish archival discussion, the records' usage is always connecting to society's democratic control to the legislation concerning freedom of the press and log on to official documents (Sundqvist 2007). Gaps in literature

This study was designed to investigate aspects of KM to address gaps in SP and AM in entities. Some researchers have required KM theories to show that strategic management for competitive advantage in an organization is essential (Toit and Villiers 2010). On the other hand, other researchers have found that to enhance managing knowledge, it needs more people, develops new methods of sharing data to people who are ambitious for leadership roles, and puts tools in place, practices, and structures that push people to have better learning organization (Rogers 2011).

However, once IFLA can provide the necessary archives, organizing and ensuring that the organizations' records are dependable, accurate, authentic, and reachable, digitized were required. It will help the KM initiative and more efficient decision-making to set the organization's history. Thus, IFLA can make a learning institution with new knowledge and vision (IFLA, 2015).

### Conclusion

The AM, KM, and how they work are an essential subject. The significant barrier is the lack of SP in archiving in entities that may reduce archiving the entity's knowledge. KM is leveraging knowledge into organizational value. However, KM must break through the obstacles related to creating, archiving, and recovery of knowledge.

Since the Strategy is a plan that adds objectives, policies, and operational activities of an entity and AM is knowledge services dealing with an organization, the researcher has reviewed the KM, AM, and SP to find the relationship between them

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