

# Strategic Information Resources and Quality of Recordkeeping Systems

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**Abstract**—Records contain information that serves as a valuable resource to an organization. The ISO 9000 recognize the significance of information and records management, but the understanding and interpretation of the benefits of records management may be different. Thus the value of the record provides variety of benefits which can be categorized into the aspects of administrative, financial, operational, legal and evidential values. The role that information plays into the operating and transaction of business activities is necessary so as to develop a cohesive records plan for the quality arena. As a strategic resource, information resource reflects some sense of good evident and have strong relationships to the resource-based view of the firm in the strategic management perspectives. Organization must understand that the information is necessary in their day-to-day operation. So as not to be marched down the wrong road, information that has been translated into the format of records and other form of media transaction helps organization satisfies their records requirements of the standards.

**Index Terms**—records, record management systems, strategic information resources, resource-based view, Malaysia

## I. INTRODUCTION

As a result of overwhelming information, documents and records, a workable records management exists as mostly in a form of written document. Hence, the existence of these records in a form of paper, requiring the entire process of records management to be handled manually. Studies revealed that there is a need to develop a quality records management practices among government agencies in Malaysia [1, 2]. Local studies had focused on the quality records of the organizations in the aspect and responsibility of individual right from the creation, maintenance, identification, retention, storage and disposition [1]. Not only does such an arrangement of managing quality records management result in lack of uniformity across all quality records, it also diffuses the energies of individuals in the organization whose main purpose is not records management but, rather, operations management. Furthermore, since records experts are not employed, ignorance about records issues is rampant. Therefore, suggestions for the improvement of strategic implementation of quality records management are crucial in order to further improve this process.

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Past studies among others reveal a set of analogy that exists with records and within records [1,2]. Since records permeate and often overwhelm all departments in an organization, and the same activities must be carried out on all records (for example, the records creation process), it makes good business sense to coordinate the management of records. This is especially true of quality records that will be the object of microscopic examination. Taken example of what the current practices of managing records and documents appear among government agencies, the soundness and thoroughness of the quality system in managing and organizing appropriate system into this are judged, in large part, on the structure of the quality records systems.

In this knowledge economy era, managing information is as important as managing knowledge. The information appears to be one of the important resources of the firm. Be it in a form of documents, reports, procedures, manuals, paper-work, memorandum, letters and correspondences, and etc., this information must be kept in a manner that it assists the documentations in an appropriate way. Hence, advocating the issues on managing the documents, records issues must be taken care with utmost control, systematic and with relevant procedures to enhance quality and records management activity more beneficial and always available whenever needed.

Most organizations are incapable in handling their records management systematically. Records and documents appear at times to be incompletely disorganized. They even usually been neglected, trivialized and ill-managed. It seems that an external event is required to underscore the importance of records to an organization's well-being and survival. For most part, unfortunately, many organizations establish records management programs only after costly litigation or the destruction of vital operating records, both of which could have been prevented had records management programs been in place.

Operating without a records management program, in a quality environment can result in loss of business, erosion of client confidence and citations for noncompliance. Furthermore, operations can be stopped unless there is appropriate control over the records that document the process and activities affecting quality. Organizations, for example: government agency needs to emphasize if they have such intention to go for successful implementation of the ISO 9000 accreditation and compliance. They have to depend much on how well

their records are managed and whether or not components of records management are included in their quality operations. Assessment by registrars often is expensive and with more and more organizations appears to fail to win immediate recommendation for registration, costs can soar.

In this light, areas of greatest failure tend to center around records and documents control activities. This is generally needed as records are cited in most of the paragraphs of the ISO 9000 series and they obviously are important [4]. Furthermore, it is often frustrating for organizations to know how to comply with the records requirements of the ISO 9000 series, because for the uninitiated, the requirements appear to be more complex and time-consuming. This is especially true if the organization do not have a professional records manager and have no components of records management in place. Hence, the result can be confusion and panic.

In managing records, there is a need for the individual as well as organization that wish to enroll into the appropriate and systematic procedures of records management programs and functions to understand its processes. The appropriateness and systematic procedures of records management programs and functions can contribute towards its practical use to managers, head of unit, knowledge research organizations as well as academic institutions.

## II. RESEARCH OBJECTIVES

The purpose of this paper was to describe the process of building up strategic implementation of successful records management in organization. The paper looked at the key features of the existing records and documents management practice at the organization; ways that organization determines its quality recordkeeping requirements and appropriate ways to translate the records management problem into the strategic implementation of quality records management.

This paper, which is organized according to these issues, will firstly provide definitions and relevant concepts of information, documents, records, records management, records manager and leadership and other relevant terms that appear to be applicable in the context of this study. It is important to highlight from literature the necessary practice of records management in creating quality implementation of documents and other forms information that appears to be vital in the organization as well as the type of practices that have revolutionized the internal environment of managing records in the organization.

Secondly, a review is made from the various interpretations from the perspectives of the information resource management, records management, strategies issues in relation to managing information and organizational learning.

## III. LITERATURE REVIEW

### A. *Information, Data and Document*

Information is an organized data which has been transformed into a meaningful record. According to [1], a record is written or oral evidence of information that has been collected for the use by people or machines. When this information has been stored accordingly in its required format such as paper, book diskettes, CD-ROMS, etc., it will serve as a record. Hence, records in a paper-based environment, may appear in the form of letter, reports manual, picture, etc. They contain the vital information of organization and provide evidence of that organization's business transaction. The definition of records involves all records information, in any form, including the data in computer systems, created or received and maintained by an organization or person in the transaction of business and is kept as evidence of such activity [2]. Be it either in a form of paper-based or electronic, records provide its own value and can be of reference for future needs. The way it should be managed from document to records should be treated the same.

### B. *Records*

Extending the above discussion, the review of the literature defines records as information stored on a media. Most traditional information is structured as a report, a form, a letter, a manual or a picture, etc., which has a meaning to users of the information. As advocated by [3] these documents consist of a set of fundamental elements (e.g. – words, numbers, phrases or 'pixel') that have been organized to create useful information. Information then is organized data. When the information is stored on a media (such those of paper, film, book, map, floppy disks, optical disks, etc.), the result is a record. A record is more accurately then, a grouping of stored information which has a meaningful whole.

A file is opened when a set of related records is gathered together. The relationship according to [3] is based on some sort of information linkage. Sometimes the link is very loose, 'everything done last month' or is very specific, 'personnel policies.' The grouping of records into a file is usually very specific to an organization. The file is set up with the objective of making it easier to find information related to a particular subject, topic, program, activity and etc. In addition, [3] agrees that when files are first set up, the grouping used are usually very simple, and are often based on the assumption that most people in the organization know what is happening and will understand a simple alphabetical file categorized by main function (for example, finance, personnel, marketing, customer, etc). With time, these systems become inadequate. Records management systems are then introduced to make it easier to find sets of information that cross organizational boundaries or when staff turn-over is sufficiently high. Groups of similar or related files are often placed together in a filing cabinet or box. An extension to the retrieving,

index code is used to find the larger container, leading to the ability to store records off-site.

### *C. Records Management*

Records management is the science of managing the files, the records (and often the boxes), with the objective of being able to retrieve the file and/or record as quickly as possible, the right information in the right place at the right time. According to [1], records management is a science of managing the value of the records with an objective of being able to retrieve the value of records as quickly as possible.

While the information, records and files are accumulated, the study of records management is about trying to understand why is that organizations has different levels of implementation and success in managing this. Strategy formulation and implementation in managing this format of records management is about identifying the outcomes (for example, quick access of information with minimum cost) a leader in the organizations wants his or her firm to achieve, selecting the best course for achieving these outcomes and undertaking all the actions necessary to actually achieve the outcomes. Hence, information management in this focus served the organization as among others, the most important resources that organization must strategically managed. Relating information management to the perspective of strategic issues, [5] together with other scholars in the field of strategic management such as [6, 7] and also theorists from the resource-based approach, [8, 9] shared their concerns on corporate information issue where the strategic actions which reposition the firm require it to possess very specific resources, competencies and capabilities. Thus, it is important that strategic resources that lead to competitive advantage and superior firm performance must be scarce, valuable and reasonably durable [9].

Furthermore, according to [10], the strategic resources are unlikely to be available from others under term that do not strip them of the net present value of the rent stream they are capable of generating. Over the years, highly effective systems for managing paper-based records have been developed. They often provide multiple levels of retrieval and generally include elements to ensure that the various files/records will not get lost (for example, the colour coding, bar code readers at special location, central files with check-out and tracking systems, etc). According to [3], more sophisticated systems have evolved to provide access to such records, even when stored off-site. Computers are often used to track files using the indexing and classification systems set up by records managers. Computers are able to search multiple file and record sets in complex ways. In practice, a database of indices (often with cross-references) is used to find records. This combination of traditional records management system using the computer as a tool to provide rapid searching are now commonplace. The files and records are mostly paper-based. The purpose of the

computer is to find the physical location of the record for delivery to the user.

Science and technology appears to dominate world's view particularly those businesses that deal with intense records retrieval and easy accessibility of documents. Hence, the used of information technology seems to be mandatory for these organizations. As what [11] had coined, the early twentieth century led organization to identify the need to change and this indeed, was characterized by the increased use of technology among organizations. Hence, organizations switch themselves to strategize and plan a suitable method and structure of managing records and documents. This was reflected in greater structuring of management and strategy concern with quality issues of records that relate to freedom to information in each of the organizational setting.

### *D. Records Manager and Leadership*

The leaders that are responsible in the drive to prepare for the implementation of records management system or program are often called as records manager. Poor leadership and lack of long-term commitment will usually result problems in managing quality recordkeeping requirements. Hence, in driving the implementation forward and support of public bodies in relation to this study, records manager are among one of the critical factors to the success of the management of quality records program.

Leadership is a requirement that goes beyond the ultimate forces behind the legislation if such is in place in the country. Thus, it is important for the leaders of public bodies to support the process that take place in their recordkeeping requirements right from the initial records creations until the disposition part. Organization has to provide the leadership and the resources in connection with its requirement in managing records so as to enable these individuals to adequately prepare.

To lead is to influence the opinions of others. The records managers are the leader of an organization in the success and quality implementation of their internal records management program. They can be identified as those in principal control of these programs. They could also be at some other points arguable to be identified as the heart of any preparation of such successful programs, a force determining the effectiveness of all other strategic maneuvers. The importance of solid leadership to successful implementation in the aspect of Malaysian perspectives has also been acknowledged by the authority from the National Archive of Malaysia. The National Archive of Malaysia in an effort to boost the quality system of records management asserted that this process of managing records and documents is about change to business. If there is not a clear signal from the top and one responsible individual in control of managing this, it is very difficult for people to progress.

[12] has simply been added to the tasks of existing personnel who have taken on the role of records manager for this as well as other priorities. Senior management

offers advice in dire situations only and is not proactive. This has hampered the realization of milestones identified in the project plan in implementing quality records system. Subsequently, good records manager support entails more than allocating overall responsibility for preparation for records management. A proactive approach involves establishing a spokesperson to authorize activities and secure resources. The difference between this ideal and reality is evident in the case study organizations, where various issues affect the level of resources. The limited leadership support and individual who is in control of records aspect in many organizations particularly those of public sectors is reflected in the provision of inadequate resources.

#### *E. Strategic information resources and quality of recordkeeping requirements*

Records contain information that serves as a valuable resource to an organization. The ISO 9000 recognize the significance of information and records management, but the understanding and interpretation of the benefits of records management may be different. Thus the value of the record provides variety of benefits which can be categorized into the aspects of administrative, financial, operational, legal and evidential values. According to the standard of compliance of ISO 9000, an organization that wish to seek the certification may need to establish, document, maintain and promulgate policies, procedures and practice for records management to ensure that the business operation need for evidence, accountability and information about its activities is met. Before getting further knowledge on the records management, it is necessary for the organization to understand the life-cycle concept of records itself. As pointed out by [13], life-cycle concept involves:

*“an analogy between the life of a biological organism, which is born, lives and dies and that of a records, which is created, is used for so long as it has continuing value and is then disposed of by the destruction or by transfer to an archival institution.”*

[13], defined records management as:

*“records management is concerned with the whole life span of most records. It strives to limit their creation and for this reason, one finds “birth control” advocates in the records management field as well as in the field of human genetics. It exercises a partial control over their current use. And it assists in determining which of them should be consigned to the “hell,” of the incinerator or the “heaven” of an archival institution, or, if perchance, they should first be held for a time in a “purgatory” or “limbo” of a record center.”*

Hence, records life cycle provides an important tool to manage records system in the way that meets the operational needs of the organization. It helps to firstly define the characteristics of records and the methodology for records systems to be designed and implemented. According to [13], there appears to be three phases of the life of a record:

#### *1) Current records*

Records regularly used for the conduct of the current business of an organization or individual. They are also known as active records. Current records will normally be maintained in or near their place of origin or in a registry.

#### *2) Semi-current records*

Records required only infrequently in the conduct of current business. They are also known as semi-active records. Semi-active records will normally be maintained in a records center or other offsite intermediate storage.

#### *3) Non-current records*

These are records that no longer needed for the conduct of current business. They are also known as inactive records. The above three phases of the life of a record require a specific type of management. Since they are a distinct category of information, it is not possible to manage them in the same way as other form of information. As pointed out earlier by [13], the management of records emanates to a degree from the life-cycle theory, that all recorded information as a life, similar to that of a biological organism, in that it is born (is created or received), it lives (is maintained and used), it dies (is disposed of). In this aspect of cycle, various components are associated with each of the phases, and functional activities are performed within each component.

In addition, there are also interrelationships between the various elements of records itself. For example, the files element is interrelated with the development of organizing schemes; intellectual access to the records must correspond to the media and physical housing units that are used. Subsequently, the files element is interrelated with the records center elements; the amount of space needed for offsite records storage depends on the volume of records in the active files and the frequency with which they become inactive. This latter is also interrelated with retention schedule development; the time frames for active and inactive use are determined by developing a retention schedule.

## IV. THE RESOURCE-BASED VIEW

Techniques, principles and methods that have long fallen under the purview of records management are being required of organization wishing to comply with the ISO 9000 series of standard. Thus, before further understanding of these aspects is explored, there appears some concrete reason to understand why records management is perceived to be among the most important strategic resource that organizations need to emphasize.

The role that information plays into the operating and transaction of business activities is necessary so as to develop a cohesive records plan for the quality arena. Being the strategic resources, information resources reflect some sense of good evident and have strong relationships to the resource-based view of the firm in the strategic management perspectives. Organization must understand that the information is necessary in their day-to-day operation. So as not to be marched down the wrong road, information that has been translated into the format of records and other form of media transaction helps organization satisfies their records requirements of the standards.

In this perspective, the literature will explore the dominance of strategic perspectives in the aspect of the resource-based view of the firm that emphasizes the information as one of their factors and strategic resources. As such, activities that comprise the field of records management form the foundation for successful compliance with the records requirements that meets the standard objectives that organizations targeted. The following will focus the relation of the resource-based view of the firm into the aspects of managing strategic resources, the information itself. Developed in various work by [10, 11, 12, 14, 15, 16,], the resource-based view asserts that a business enterprise is best viewed as a collection of sticky and difficult-to-imitate resources and capabilities [8, 10, 11, 15].

Taken from the work of [17], he raises number of views which highlighted few confusing issues with the resource-based view and its variety of definitions. Examples of scholars that claim differences in meanings includes among others, *distinctive competence* (Selznick, 1957), *strategic firm resources* (Barney, 1986b), *invisible assets* (Itami, 1987), *strategic firm-specific assets* (Diericks and Cool, 1989), *core competencies* (Prahalad and Hamel, 1990), *corporate capabilities* (Nohria and Ecels, 1991), *dynamic capabilities* (Teece, Pisano and Shuen, 1994) and *combinative capabilities* (Kogut and Zander, 1992).

Though had been interpreted in various definitions and terminologies, the resource-based view as it name implies indicate various categorization schemes in the aspect of its features and characteristics, [9, 18]. According to [18], in general resources may include those of information resources in the aspect financial, technological and reputational. [18], added that in addition, those of physical, human and capital categories cannot be left behind. They form the most common resources that organizations and businesses must deal with.

[18] views as quoted by [19], the resource-based view is built on several concepts; firstly, resources—the basic units of analysis for inputs into the production process. Typical categories of resources include information resources, financial resources, physical resources, human resources, technological resources, reputational resources and organizational resources. [19] further viewed that

bundles of these resources can yield strategic capabilities. Capabilities as been defined by [20] includes complex bundles of skills and accumulated knowledge, exercised through organizational processes that enable firms to coordinate activities and make use of their assets.

According to [21], firm's resources must raise "barriers to imitation." Thus, when other firms are unable to imitate its resources, numbers had advocated that firm can obtain its supernormal returns [22, 23]. Such indicators lead scholars to focus on the resource-based view as a central tenet of discussions in many studies in the field of information resource management, strategic management and organizational learning. The limitation that hold the resource-based view to make resources more value, rare, difficulty of imitation and unavailability of substitutes have been criticized to be served as the basic unit of analysis to be researched. Nevertheless, the link with value-added activities as bundles of resources can contribute to generate firm's capabilities. Thus it reflects a broad ideas and analogies that the resource-based view concern held in focused and commonly been researched in the strategic management studies.

The goal of an organization in the resource-based view is to minimize its dependence on other organizations for the supply of scarce resources in its environment. Organizations find ways of influencing them to make resources available. The concept of resource heterogeneity would play a critical role relative to a competitor's ability to compete, whereas resource similarity would have exactly the opposite effect.

The organizational resources required to compete, in terms of both quantity and diversity, have been found significant in the prediction of firm performance (supernormal return) as well competitive response [17]. However, as often noted in the resource-based work, firm capability extends the notion of intangible resources to include various organizational routines developed by the firm [22, 23].

Although the terminology has varied [10], there appears to be general agreement in the management literature about the resource characteristics that contribute to a firm's sustainable competitive advantage. At the most basic level, such resources must be valuable and non-substitutable [9]. In other words, for a resource to have enduring value, it must contribute to a firm's capability, [12, 13, 14] that has competitive significance and is not easily accomplished through alternative means.

Next, strategically important resources must be rare and/or specific to a given firm [12]. That is, they must not be widely distributed within an industry and/or must be closely identified with a given organization, making them difficult to transfer or trade (e.g. a brand image or an exclusive supply arrangement). Although information resources, physical and financial resources may produce a temporary advantage for a firm, they often can be readily acquired on factor markets by competitors or new entrants. Conversely, a unique path through history may enable a

firm to obtain unusual and valuable resources that cannot be easily acquired by competitors [9].

#### V. CONVERGING QUALITY RECORDKEEPING ISSUES AND ORGANIZATIONAL LEARNING

The process through which firms create knowledge and acquire certain capabilities is known as learning. As advocated by [12]:

*“learning is a process involving repetition and experimentation which enables tasks to be performed better and quicker, and new production opportunities to be identified.”*

In the aspect of managing quality records management, the literature supports that there appears several levels of learning. Managing quality records management may involve both categories either in the format of manual transaction, paper-based or in the format of electronic, the technological aspect. Hence, both categories involved different level of learning and association towards one to another.

[5] contended that all learning first takes place at individual level, inside individual heads; an organization learns only in two ways: (a) by the learning of its members, or (b), by ingesting new members who have knowledge the organization did not previously have. This is further agreed by [8] that the definition of learning which involve knowledge is after all an individual issue. She further added that, individual learning is a social phenomenon, what an individual learns is very much dependent on what is already known by other of members of the organization. [24] pointed out that although organizational learning occurs through individuals, it would be a mistake to conclude that organizational learning is nothing, but the cumulative result of their members' learning. He added that organizations do not have brains, but they have cognitive systems and memories...organizations' memories preserve certain behaviors, mental maps, norms and values over time.

In the aspect of converging the issues on information and records management and organizational learning, elements such as behaviors, norms and values that organizations retain, need to be considered. To advance the theory, the process that organizations and its individual members learn is closely related to organizational learning and the conversion of individual into organizational learning. Different disciplines and theoretical perspectives have emerged and direct the discussion of the literature both at the empirical and conceptual levels [24, 25, 26, 27]. However, most of the works do not specifically determine the issue of conversion of related information resource management issues direct into organizational learning. The information resource management in the context of this study deals with variety of records management issues

that permeate organization's routine and activity. As such, the individual learning appears to be central to this issue.

Activities involved in the process of recordkeeping require organizations and responsible individual to take several precaution steps to avoid ill-managed information and knowledge leaking. According to Stewart, (1999), not all information that is systematically inventoried and catalogued in the control of document management. Hence, this problems offers information that is inaccurate or even may not be available to the organization. Lacking up of acknowledging of such appropriate procedures particularly the records of the past; the failure of past experience of individual and related activities and tasks; and the unavailability of historical elements of data and information attempt to lead to erroneous and delays in the work process. This is supported by [25] who contended that sharing of elements of failure is crucial and most organizations do not seems to put interest in this issue.

Appropriateness in managing records management appears at times as not so important. Some important issues at times are often treated as unwritten rules. The detection and correction of error as pointed out by [25] as organizational learning will not describe what it should be. Hence, as the ways firms build, supplement and organize its relevant information and routines around their activities, organization must know what they need to know and what skills it possesses. Hence, the three level of learning such as single-loop, double-loop and deuteron-learning would be enhanced.

In addition to the aspect in individual and organizational learning, the review of the literature also demands an emphasis on the behavioral perspectives. According to [24], an entity learns if, through its processing of information, the range of its potential behaviors is changed. He argued that there are four basic learning-related processes that determine four attributes of organizational learning. These attributes are the following:

##### 1) Existence

This reflects an organization ability to learn when any of its units acquires the information and knowledge that it recognizes as potentially useful to the organization. Information appears to be acquired in the process of the learning-related activities by which knowledge and information is obtained and determines the existence of organizational learning.

##### 2) Breadth

More organizational learning occurs when more of the organization's components obtain this knowledge and recognize it as potentially useful. Once recognize as potentially useful, information may be disseminated. This involves the process by which information from different sources is shared and determines the existence and breadth of the organizational learning.

##### 3) Elaborateness

More organizational learning occurs when more and more varied interpretations are developed, because such

development changes the range of potential behaviors. Information interpretation is the process by which distributed information is given one or more commonly understood interpretations and it determines the elaborateness and thoroughness of the organizational learning.

#### *4) Thoroughness*

More organizational learning occurs when more and more organizational learning units develop uniform comprehension of the various interpretations of organizational learning. Once the interpretation is organized, due to the processes of specialization and departmentalization, organizations frequently do not know what they know. Hence, the construction of an organizational memory is a key element for organizational learning.

The above discussions is heavily related from the literature of organizational learning which focus on how organization developed their learning capabilities and taking into account the extent to which and by what means individual learning is converted into organizational learning. The learning aspects concerned on the issues of building up strategic implementations of records and information management issues that serves as sources of knowledge which have been used proactively in the organization.

## VI. IMPLICATIONS TO THE THEORY AND BODY OF KNOWLEDGE

The following discussion outlines the contribution this paper can make in two interdisciplinary areas of information management and strategic resources.

This paper aims to interpret the link that information resources as strategic resources of the organization to several issues debated theoretically in the literature such as strategic management, the resource-based view of the firm and the organizational learning. Past studies reveal that there appears to be several factors that explain why the organization did not complete the implementation of strategic quality records management program adequately. The understanding of information resources as strategic resources of the organization appears to be lacking and the learning process that took place in the organization need to be improved so as to meet the value of the business operation.

Numerous survey in Malaysia have found evidence and ways in the nature of ideas that organizations own where issues pertaining to records management and program are conducted, emerged and existed locally. This of course can contribute to various understanding, concept and the real work practice that currently taking place or happen in most organizations that involved in the case study. Thus, it might be also tells many of us that it is a recent development that raises a host of questions due to the exact nature of how information, knowledge, documents and records are managed and held in many organizations.

This considers to the new mentality of management does to recordkeeping systems and the analysis done tends to adopt the knowledge worker's perspective. Hence, information management as well as records management teaches a better knowledge production and such contribution must be appreciated, recognized and benefits the body of knowledge in many aspect of learning and improving of best practices. The findings cited in the past studies also revealed that managers on all levels should realize even for those who wish to enhance the records management programs and activities in relation to the ISO 9000 certification. Thus, both the management and organizations would take the result of these studies as on-going real-world applications of the ideas of the organizations that did practice appropriate system of recordkeeping.

Consequently, management naturally share by way of worldview or those who wish to pursue quality strategies for the record requirements in their organizations make this practice a proper setting instrument; particularly the way it has transferred the researchers answering of what quality recordkeeping requirements is and adopting to new ways on managing organization's strategic information and resources better. Past studies also indicated that a clear understanding on how university, as a form of organization can explore in depth the issues surrounding the present and future of that characteristics form of information, documents and records; in both of the aspect of conventional records management components and records requirements in ISO 9000 and its management. Such understanding will generate a good answer as well as difficult questions used by information management studies. For instance, information management issues that focus on the records management guided learners to the process of identification legibility which serves as the first and foremost factor, the records creation management.

Additionally, various other requirements tabled under recordkeeping requirement pertaining to indexing, maintenance, storage and retrieval facilities reveal some formal articulation of the real sense of knowledge sharing. Thus, this may be appreciated by the academicians and scholars to include in the development of curriculum wherever applicable, particularly in the aspect of information management and office systems management.

The information needed would also be required by those individual at upper level in which most of the very important information which received a top most secret and highly confidential record. Hence, the strategic views of managing records should appear to receive their importance. Their practical use and sharing of experience in handling this strategic records management may contribute to the strategic perspectives.

## VII. CONCLUSION

The appropriate transformation of manual program of

records management to the so-called 'e,' the electronic version has received a great attention in this knowledge and information era. Such conversion of course can contribute to many aspects of both theoretical and empirical perspectives towards the information technologies management fields.

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