

Chapter 10

Records Management and Knowledge Management: Pathways to Gaining Competitive Advantage towards the Achievement of Sustainable Development Goals

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Abstract

This Chapter uses literature review to investigate the relationship between records management and knowledge management with particular focus on how that translates into competitiveness for a business organization. The chapter further examines the role of records management in the attainment of sustainable development goals. This chapter uses the qualitative approach to address the research questions being: what relationship exists between Knowledge management (KM) and Records management (RM, what is the link between knowledge management, records management, and competitive advantage and what is the role of records Management in the attainment of Sustainable Development Goals (SDGs). The Literature review was based on knowledge management, competitive advantage, records management as well as sustainable development as search terms. Data was collected and analysed in accordance with themes derived from the identified research questions. This chapter has established that there is a symbiotic relationship between KM and RM which should be acknowledged and embraced by organization as pathways for organizations to gain competitive advantage and the achievement of SDGs.

The chapter has also established that organizations that have competitive advantage and hence successful are those that excel in managing their business records and knowledge thereby reducing undesirable risks. The chapter showed the crucial role played by RM in the implementation and attainment of SDGs as quality data are crucial to all organisations to make informed decisions and to ensure an accurate review of the implementation of the 2030 Agenda. Furthermore, the chapter identified some challenges which have a negative impact on the attainment of SDGs with regards to RM and KM such as lack of awareness on the importance of RM and KM in organisations, inadequate use of the information and communication technologies as well as people-related issues. The chapter recommends that organisations adopt and implements RM and KM as guided by acceptable standards and practices; use of relevant technologies to manage information and change management for the implementation of new processes in both RM and KM.

Keywords: Competitive advantage; Knowledge; Knowledge management, Sustainable Development Goals; Records, Records management

1 Introduction

Knowledge can be defined as the facts, skills and understanding that one has gained, especially through learning or experience, which enhance one's ability to evaluate context, make decisions and take actions (Awad & Ghaziri 2004; Tserng and Lin 2004). Knowledge combines information with experiences, organizations that manage knowledge can provide their people with the ability to find and use methods and procedures that were created or used by others previously to solve similar problems, including learning from past experiences, whilst maintaining the newly created experiences for use in the future (Tiwana 1999). Knowledge needs to be managed for it to have some usefulness. That is where Knowledge Management (KM) comes in. According to Gerami (2010) KM refers to the process of making relevant information available quickly and easy for people to use productively.

Knowledge has been mainly classified into explicit and tacit knowledge (Semertzaki 2018). Expressed mainly in formal and systematic language, explicit knowledge can easily be transferred, and shared to other entities in the form of data, specification, technical specifications, drawings or designs, manuals

and is documented (Nonaka, Toyama & Konno 2000). It can be found in plans, projects, patents, and databases in an enterprise. It can easily be downloaded and applied, but it has also been incorporated into products, technical specifications, drawings, or designs. An enterprise, that can quickly transfer explicit knowledge through the organization, and creates competitive advantage over the rivals that have a slower transfer. Ahmad (2010) opines that explicit knowledge is easy to capture, retrieve, share, and use because it can be expressed in words and numbers. As for tacit knowledge, it is personal, resides in the heads of individuals and shared through experiences, observation, and imitation (Mohajan 2017). It includes knowledge, experiences, intuitions, ideas, visions, skills, abilities and values of employees and managers in an enterprise. It is very difficult to articulate as it is not formal and is undocumented, making it even more difficult to articulate, express and transfer to others. For tacit knowledge to be passed on to the next person, it becomes necessary for the person holding such knowledge to agree to share it. Nonaka (2007) says one way of utilizing tacit knowledge is by using methods and tools that encourage and facilitate collaboration and knowledge sharing among the people of the organisation, such as applying electronic messaging and electronic meeting tools.

Duranti (2012:246) defines a record as ‘a document made or received in the course of a practical activity as an instrument or a by-product of such activity and set aside for action or reference’. The implication attached to this definition is that records are first documents before they become records and that they exist as information affixed to a particular medium. This definition of a record is influenced by North American thinking where public sector information (PSI) is not considered a record until it has been declared, as opposed to the Australasian perspective where PSI is a record at the point of creation. According to Stoks (2012), this division in thinking is because of the Lifecycle Model of records management, which represents records in an insular, linear process from creation to disposal. The Lifecycle Model largely influenced North American recordkeeping practices. Conversely, in Australasia the Lifecycle Model has been superseded by the Records Management Continuum Model (Frings-Hessami 2021) in which records can exist anywhere in a matrix of time and space. The Continuum Model was developed in the 1990s by scholars at Monash University who viewed the traditional Lifecycle Model as inadequate for managing the growing volume and complexity of electronic records. Secondly, the definition implies that records are a special kind of documents as they are a product of some action that has been performed and so

they serve as evidence of that particular action upon which subsequent activities can be based. According to Bwalya, Zulu and Sebina (2015), a record is the basic unit of any knowledge management endeavor as it presents a tangible resource for both explicit and tacit knowledge. It can be arguably stated that an organization which has a legal framework and proper monitoring mechanisms recognizing a record as a basic unit of knowledge is better placed to promote a culture of knowledge transformation thereby providing a podium where tacit knowledge can easily be managed as an organizational resource, through its documentation and managed as records.

2 Research Problem

Although Knowledge Management (KM) and Records Management (KM), are distinct, they are related as knowledge exists in records in terms of explicit knowledge (Nonaka & Takeuchi 1995; Duranti & Xie 2012). However, there are organisations that do not recognize this relationship. Poor management of records and knowledge in organisations is fertile ground for lack of the basis for good decision making. This is risky and may lead to unnecessary risks and losses. According to Mintar, Gabir, Aloo and Ofori (2022) records management is essential in identifying risks and mitigating against them, and thus provides a strategy for the formation and administration of a successful business. The overall purpose of KM is to maximize the enterprise's knowledge related effectiveness as well as to maximize returns from its knowledge assets (Kipchumba, Chepkuto, Obaraand & Nyaoga 2010). According to Law and Ngai (2008), business organizations need to take stock of their operations and carefully think about the capabilities critical to sustaining their competitive advantages in their core businesses as implementing KM processes can give them a competitive edge.

In terms of sustainable development, information should be available and accessible through well managed records for the creation, generation, and application of new knowledge. A review of the United Nations' Sustainable Development Goals (SDGs) reveals the importance of accessible data and information for better planning, monitoring and evaluation (United Nations 2015). However, it has been observed by Murphy (2018) that in many cases, records have been found to be incomplete, inaccurate, inaccessible, or lost completely resulting in flawed data derived from the records. It is, therefore, evident that unavailability of data and information has a negative impact on the

ability of accounting officers to report and make informed decisions on the progress and implementation of the SDGs. Hence, this chapter seeks to examine the role of records management and knowledge management as pathways for organizations to gain competitive advantage and the achievement of SDGs.

3 Research Questions

The aim of this chapter was to examine the role of records management and knowledge management as pathways for organizations to gain competitive advantage and the achievement of SDGs. The specific questions that the chapter sought to address are:

- What relationship exists between Knowledge management (KM) and Records management (RM)?
- What is the link between knowledge management, records management and competitive advantage?
- What is the role of records management in the attainment of sustainable development goals?
- What are challenges contributing to RM and KM not contributing effectively to the attainment of Sustainable Development Goals?
- What measures need to be put in place to enhance the contribution of RM, and KM in the attainment of Sustainable Development Goals?

4 Research Methodology

This study used the qualitative approach to address the research questions in examining the role of records and knowledge management as pathways for organizations to gain competitive advantage and the achievement of SDGs. The search terms for the literature review were ‘knowledge management and records management’, ‘competitive advantage and knowledge management’, ‘records management and competitive advantage’, ‘sustainable development and knowledge management’. The Google Scholar search engine was used to search for literature. Data collected was analysed thematically as guided by the findings from the research questions.

5 Findings and Discussion

This section presents the findings of the study, inclusive of a brief discussion of the same. The findings have been turned into themes as derived from the study research questions.

5.1 Relationship between Knowledge Management (KM) and Records Management (RM)

To establish the relationship between knowledge management (KM) and records management (RM), it is crucial to understand the meaning of each. Jashapara (2004) defines KM as the effective learning processes associated with exploration, exploitation and sharing of human knowledge (tacit and explicit) that use appropriate technology and cultural environments to enhance an organization's intellectual capital and performance. The International Records Management Standard, ISO 15489-1(2016:3) defines RM as 'a field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records'. In a simpler definition, Duranti and Xie (2012) define RM as the systematic design, implementation, and administrative control of a framework that ensures efficiency and economy in the creation, use, handling, maintenance, and disposition of organizational records.

Although Duranti and Xie (2012) argue that KM is a field based on multidisciplinary input and contribution, and distinct from RM, the authors agree that the two concepts are closely related. This close relationship between KM and RM was illustrated by Nonaka and Takeuchi (1995) using the knowledge Socialization, Externalization, Combination, Internalization (SECI) model. The model is the first KM model, and it has been influential in the dissemination of the concepts of tacit and explicit knowledge (Dalkir 2011). In agreement, Duranti and Xie (2012:246), explains that 'the SECI model contains four processes that can be repeated whenever the need arises: Process 1, from tacit to tacit (i.e. socialization, such as peer-to-peer coaching/networking), Process 2, from tacit to explicit (i.e. externalization, such as capturing and sharing), Process 3, from explicit to explicit (i.e. combination, such as organizing and classifying), and Process 4, from explicit to tacit (i.e. internalization, such as understanding and learning)'. KM processes as depicted in the SECI Model such as capturing, sharing, organization and classifying information are also

evident in RM as seen from the definition of RM by the Records Management Standards (ISO 2016).

Duranti and Xie (2012) are of the view that the convergence between RM and KM occurs when an organization applies externalized knowledge (documenting tacit knowledge) in such a way that it fulfills its duty in a record-keeping system. The relationship is transformative in that amongst the four processes, Process 2 (from tacit to explicit) and Process 3 (from explicit to explicit), there is a production of tangible knowledge assets, which are potential records according to RM. At the point of creation, such knowledge assets exist as recorded information but become records when they are used for business decision making as reference points hence the assertion by Ndenje-Sichalwe, Ngu-lube and Stillwell (2011) that business records serve as the corporate memory of an organisation and provide a mechanism by which organisations can be held accountable for the actions and transactions executed. Duranti and Xie (2012) does acknowledge that knowledge assets created through externalization may initially be managed in a system designed specifically for KM purposes, but their relationship with RM will be established when they participate in and become an integral part of a business activity of the organization. For Duranti and Xie (2012), the function of RM is to document entire business processes in the form of records, and that includes the capture of identified knowledge assets. By capturing a business activity, a deliberately captured knowledge asset is by such action transformed into a record. Such a record is then classified in an enterprise-wide records classification scheme designed in accordance with business activities and functions and managed in a recordkeeping system.

Apart from being transformative, the relationship between KM and RM is inclusive (Duranti & Xie 2012). For RM, Processes 2 and 3 are business activities of the KM function in a similar an organization's business activities are organized into distinct functions such as financial management, human resource management, materials management, or marketing. On the other hand, it is best practice for organizations to classify records of business activities in accordance with the mandate as found in organizational functions which can be organized into activities, sub-activities, and transactions (ISO 15489-1, 2016). Duranti and Xie (2012), further explain this by indicating that records are generated at the point where a business objective necessitates documentation to produce consequences or evidence of its fulfillment. The principal aim of KM systems is to create, codify, collect, store, integrate, share, and apply knowledge (Alavi & Leidner 2001). Knowledge exists in documents such as minutes of

meetings, messages, research reports, lists of system functional requirements, system metadata schemas, contracts with vendors and consultants are needed for the implementation to take place. Duranti and Xie (2012) observed that all these documents are records as they are the results of the performance of business processes. The records accumulate over time naturally and become an organization's entire records holdings that constitute its written or documentary heritage. The back-and-forth relation between KM and RM means that every KM undertaking is part of the RM organizational business activity schema (New South Wales State Records 2003) and each KM system is part of the technological context in which digital records are created. Essentially, for RM, 'a KM system is not different from any other business information system such as a digital assets management system used by a marketing unit, or a web content management system used by a communication unit' (Duranti 2012:248).

5.2 Knowledge Management, Records Management and Competitive Advantage

The literature reviewed in this area shows that organizations that manage their records and knowledge stand a better chance to be competitive over others as they use records and information to make informed decisions. Yusuf and Chell (2005:12) point out that 'records contain information about evidence of organisational functions, policies, decisions, procedures, operations and other activities'. Records thus include all the documents that organisations or individuals create or receive while executing organizational transactions. For Chinyemba and Ngulube (2005), the proper management of business records gives an organisation a competitive advantage because employees can utilize information resources to make effective decisions. In agreement, Bwalya *et al.* (2015) aver that the effective organization of institutional resources, especially tacit knowledge, stands to give an organization a competitive edge. In addition, Nonaka (2007) indicates successful organizations are those that excel in managing the creation of new information and capture it in business records. Valid, precise, and current information is needed by managers to make informed decisions and such information is often obtained from documents created by the organisation itself.

To further expound the importance of records, McLeod, Hare and Johare (2004) observe that information is a key business resource, and many

organizations now recognize that strategic management of their internal (proprietary) information, often captured in the form of records, contributes to maintaining or creating competitive advantage, in both the public and private sector. KM plays a crucial role in enabling organisations to attain a sustainable and comprehensive competitive advantage in a business organisation (Chikati & Mpofo 2013). As a result, a business reaps organisational performance improvements due to KM and organisational learning (King 2006). To give organizations advice on how to utilize KM and RM for competitive advantage, Nonaka *et al.* (2000) posit that a firm must continuously create knowledge through research and development which facilitates the acquisition of both internal and external knowledge (Hall & Bagchi-Sen 2002). The acquisition of external knowledge means that organisations must survey research work that has previously been published (English, Solomon, Goldsmith & Davey 2005). For example, research on previous products enable organisations to gain valuable insights about products and excel from gathering information (benchmarking) with industry leaders. Organisations can also acquire external knowledge about the market from their customers and distributors.

In showing the role of Information and Communication Technologies (ICTs) in KM, Krstic and Petrovic (2012), posit that access to information through information systems accelerates the flow of information and, in that way, it can increase operational efficiency. This then calls for investments to be made on the development of effective and high-quality information technologies and systems that can reduce the risk of unwanted loss (even to competitors through imitation) of knowledge from an enterprise. The protection of such explicit knowledge can be done in the form of intellectual property (Krstić 2009). One challenge with tacit knowledge is that as an organizational asset, it can be lost when the holder leaves an enterprise. This may have significant consequences on the functioning of an enterprise. The solution to this problem is, to some extent, in the codification of tacit knowledge. In other words, tacit knowledge becomes explicit knowledge by activities of codifying. Tacit knowledge, which an individual takes from an enterprise can be protected when declared a trade secret or by a contract between the employee and the employer. This contract prohibits employees who leave from working in competitive organisations and establishing business in the same industry. Due to the knowledge of employees being a result of their experience and practice in an enterprise, it is not easily collected, shared, and used by an enterprise (Von Krogh, Nonaka & Aben 2001).

For Duranti and Xie (2012), to effectively manage explicit knowledge in the form of digital records in IT systems, the first and most important step is to exercise RM control over the creation of records. A clear understanding of an organization's business activities (activities that create records in RM) in terms of their objectives, processes, and the technologies employed is crucial. In view of the arguments presented in the existing literature, this chapter contends that RM and KM should be prioritized by organizations as pathways to gain competitive advantage in the industry. There is evidence that organizations which have competitive advantage are those that manage their knowledge and information

5.3 Records Management and the Attainment of Sustainable Development Goals

To illuminate the role records management can play in achievement of the SDGs; this section explores the issues of data and information management with respect to the SDGs. The 2030 Agenda for Sustainable Development was adopted at the United Nations Sustainable Development Summit on 25 September 2015. It is a plan of action for people, planet, and prosperity. It seeks to strengthen universal peace to be implemented by all countries and stakeholders, acting collaboratively (United Nations 2015). The United Nations (2015) identifies the following seventeen (17) SDG goals as:

- Goal 1. End poverty in all its forms everywhere.
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- Goal 3. Ensure healthy lives and promote well-being for all at all ages.
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- Goal 5. Achieve gender equality and empower all women and girls.
- Goal 6. Ensure availability and sustainable management of water and sanitation for all.
- Goal 7. Ensure access to affordable, reliable, sustainable, and modern energy for all.
- Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Goal 10. Reduce inequality within and among countries.
- Goal 11. Make cities and human settlements inclusive, safe, resilient, and sustainable.
- Goal 12. Ensure sustainable consumption and production patterns.
- Goal 13. Take urgent action to combat climate change and its impacts.
- Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- Goal 15. Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.
- Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

All the SDGs seventeen (17) goals require the availability of data and information for proper planning, monitoring and evaluation as well as informed decision-making processes. Sustainable development and records management are concepts that are used daily though understood and considered on parallel basis. While SDG indicators, are a means for countries to monitor and report on their progress towards SDGs goals and targets, there is need for them to be quality driven, accessible, timely, reliable, comparable (Cerilli 2016). Records management on the other hand include processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records (ISO 15489-1, 2016). Not only that, these records, regardless of form or structure, should possess the characteristics of authenticity, reliability, integrity and usability to be considered authoritative evidence of business events or transactions and to fully meet the requirements of the business. Although decision making processes are entrenched in all the 17 goals, the availability of information for evidential and compliance purposes are mostly required in some which this chapter has picked that explicitly requires records or information management as highlighted in Table 1.

Table 1: Goals, targets and indicators that specifically relates to information and data collection

Goal	Information/Data mention
Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<i>Target 2.c</i> Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information , including on food reserves, in order to help limit extreme food price volatility.
Goal 3. Ensure healthy lives and promote well-being for all at all ages	<i>Target 3.7</i> By 2030 ensures universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<i>Indicator 4.5.1</i> Parity indices (female/male, rural/urban, bottom/top wealth quintile, and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators on this list that can be disaggregated.
Goal 5. Achieve gender equality and empower all women and girls	<i>Indicator 5.6.2</i> Number of countries with laws and regulations that guarantee women aged 15-49 years access to sexual and reproductive health care, information and education.
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<i>Target 9.c</i> Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.
Goal 12. Ensure sustainable consumption and production patterns	<i>Indicator 12.4.1</i> Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement.

	<i>Target 12.6</i> Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
	<i>Target 12.8</i> By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.
Goal 14. Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	<i>Target 14.5</i> By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information .
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels	<i>Target 16.10</i> Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.
	<i>Indicator 16.10.2</i> Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information .
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	<i>Target 17.18</i> By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to significantly increase the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

Source: UN 2015

The importance of records and data management in the implementation of SDGs is underscored in the United Nations (2017) report which acknowledges that quality data are vital for governments, international organizations, civil

society, the private sector, and the public to make informed decisions and to ensure an accurate review of the implementation of the 2030 Agenda. Moreover, tracking progress on the SDGs requires the collection, processing, analysis, and dissemination of an unprecedented amount of data and statistics at subnational, national, regional, and global levels, including those derived from official statistical systems and from new and innovative data sources (UN 2017). As the field of records management is concerned with ensuring an efficient and systematic way of managing records to enable decision making as and when the records are required, the above statement points to a meaningful action records management can play within the SDG framework.

The United Nations Development Programme UNDP (2012:31) report cites Statistics Botswana as experiencing notable challenge with the available data which was not up to date except for only a few ministries such as that of Transport and Communication, and Education. The report observed that the situation made decision-making more into guesswork on such important matters, for example, trend analysis for the horticulture sector which may influence important requirements and investments on water resources, and policies on trade and imports. In explaining the challenge further, the report noted that some sectors were not submitting data on a consistent basis as most of them worked on manual systems (UNDP 2012). This scenario can be attributed to a gap in the management of records as the consequences of not having in place an effective means for managing information undermines the ability of organisations to deliver their programs and services and meet their accountability requirements.

5.4 Challenges Contributing to RM and KM as Barriers to Effective Attainment of SDGs

The attainment of SDGs is related to the availability of records and information. One of the challenges towards an effective attainment of SDGs is the failure by organisations to prioritize records management to achieve SDGs. This results in situations whereby records and information are inaccessible for decision making processes, planning and reporting purposes. This challenge is also observed by Murphy (2018) who acknowledges that ineffective RM processes often lead to flawed data. For KM to thrive, its knowledge assets should be used in an organisation through information management and organisational learning. Often, challenges related to KM hinder its ability to inform good

decision making, which in the context of this study, would be the attainment of SDGs. These are obsolete technology, employee motivation and information being difficult to find, time barriers, awareness barrier and culture barriers (Huettich 2020; Trees 2021).

Technology keeps evolving and becomes obsolete quickly. According to Huettich (2020), older systems that relied on a decentralised architecture result in the situation where nobody knows the exact location where information is stored, as it can be on the network drives, the cloud or in several databases. Secondly, employee demotivation is another key challenge to KM in organisations. The value derived from KM systems is dependent on employees sharing knowledge. For example, if projects are successfully completed but nobody creates a 'lessons learned' document afterwards, there would be no lasting benefits to an organisation. Successful KM practice relies on employee acceptance but if they find KM tools difficult and tedious to use, out-dated and time consuming, acceptance plummets (Huettich 2020). If Information is difficult to find, including expertise and resources required to actualize KM, there will be no benefits accrued from a KM system. Difficulties in finding information are due to incomplete, out-dated, or irrelevant search functionality. This can be resolved with the right KM tools, hence the need to invest in well-designed KM tools and systems that enable storage and retrieval of information that can give an organisation a competitive edge in business (Huettich 2020).

Other challenges identified by Trees (2021) include time barriers, KM awareness barriers and culture barriers. These are people related challenges. If employees are not aware of KM is, they are not likely to practice it. Many KM programmes are not well known because they are poorly marketed. That is why a KM programme needs a cohesive and a good communications strategy. When marketing the KM programme, it should be done early prior to implementation and the right language and format understood by employees are key to effective implementation. Well marketed KM programmes tend to be accepted by employees (Trees 2021). The same author argues that time becomes a barrier to effective KM when employees think they are too busy to get involved in KM activities. Such activities may include attending long meetings as part of learning to use the KM tools to be used. In addition, if employees do not see the benefits to be derived from doing KM, they will not dedicate time to support its activities. Cultural issues may work against the KM programme. The underlying assumptions, attitudes and unwritten rules influenced by some culture may lead to employees being not free to ask questions or share knowledge. Some

may be suspicious about how the knowledge they share will be used while others may downplay their contribution thinking that it will not make a difference. Basically, the silo mentality that may obtain organisational functions and units may it difficult for a cross-functional KM to thrive (Trees 2021).

6 Conclusion

This Chapter has established that there is a symbiotic relationship between knowledge management and records management. As such, organizational knowledge should be captured in the form of records to enable it to be understood and shared by everyone in the organization for continued business operations even when ‘knowledgeable workers’ have long left. An application of RM principles and rules will ensure that business knowledge/records are safeguarded from uncontrolled access, and this can be done through the implementation of information technologies. Records in manual form may also be digitized for easy tracking and access. Through research and development, more knowledge is gathered and documented as records. The interplay between KM and RM in practice thus becomes a pathway to gaining competitive advantage for a business organization. This chapter has also established the crucial role of records management in the achievement of the SDGs as it is a vehicle for the provision of data and information necessary for planning, monitoring, evaluation, and decision making.

7 Recommendations

Based on the review of literature, this chapter suggests some recommendations which when implemented will enhance the relationship between RM, KM and the attainment of SDG’s as follows:

- a. Adoption and implementation of RM and KM processes guided by acceptable international standards and best practices.
- b. Implementation of ICTs to manage information for quick access and controlled access to information.
- c. Change management in organisations for the acceptance of new ways of doing business by employees.

- d. Advocacy for RM and KM as functions that can jointly contribute towards business competitiveness if records and knowledge are managed properly.
- e. Cultivation of a culture of knowledge sharing to promote continuous use and application of knowledge in organisations.

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