

AN EXPLORATORY STUDY ON THE MANAGEMENT OF BUSINESS RECORDS BY KNOWLEDGE WORKERS

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Purpose: The purpose of this exploratory study was to determine how knowledge workers could align the creation and management of business records with organisational records management needs.

Problem investigated: Knowledge workers are employed by more than one organisation at the same time. This creates problems in managing and preserving the business records created and received by knowledge workers. This article investigates how organisations should manage and preserve their business records that are created and received by knowledge workers who are employed by more than one organisation.

Methodology: The importance of the management of business records in the knowledge economy was discussed and in the empirical survey data was collected through a questionnaire survey of 122 knowledge workers at an investment management company.

Findings: The results of the empirical survey revealed that the majority of respondents always save business records that they create on their own personal filing systems and that they are familiar with the concept of records management. The findings provided support for the hypothesis that knowledge workers take control of managing the business records of various organisations, as their careers consist of a series of projects or assignments, irrespective of the organisation employing them.

Value of research: The active role that knowledge workers can play in the management of strategic business records, underlines its key position as an information management function in organisations. Further research is needed to clarify the importance of records management in the knowledge economy.

Conclusion: Knowledge workers take control of managing the business records of various organisations, as their careers consist of a series of projects or assignments while working at different organisations.

Keywords: *Business Information, Records Management, Knowledge Workers, Knowledge Economy*

INTRODUCTION

The demand for knowledge workers is on the increase, yet little is known about their perceptions and attitudes towards the management of business records in an organisation. Bergeron (2003:58) defines knowledge workers as individuals who contribute to the intellectual capital of their organisation. Drucker (2002:238) defines knowledge workers from an individual's point of view. An individual with significant amounts of theoretical knowledge and learning constitutes a knowledge worker. Paton (2005:23) defines a knowledge worker as an educated individual in a specialist knowledge area. For the purpose of this article, a knowledge worker is seen as an individual that has considerable knowledge and learning in a specialist field. Knowledge workers use knowledge to generate a living through thinking and not necessarily manual labour whilst taking responsibility for their own learning and development. Knowledge consists of data and information taken in context. The data and information is processed by the human mind to be applied at some time in the future (Paton, 2005:9).

The knowledge economy is forcing knowledge workers to realise that multiple assignments, projects, jobs and possibly multiple careers are the norm and knowledge workers have moved away from a lifelong career with one organisation to project or task-based sequences of jobs and move frequently between jobs and even organisations (Bergeron, 2003:593). Holman, Wall, Clegg, Sparrow and Howard (2003:146)

and Petroni and Colacino (2008:22) state the importance of dual career ladders for knowledge workers. Frequently knowledge workers will take on part-time assignments, work as consultants or focus on special tasks, moving away from traditional nine-to-five jobs (Drucker, 2002:235). Reliance on knowledge workers creates interesting problems for South African organisations, as specialisation and dual career ladders are required to ensure that the knowledge residing in the minds of knowledge workers is not lost.

In order to specialise, knowledge workers must know about their jobs and tasks more than their managers or anyone else in the organisation (Myers, 1996:47). Knowledge workers are only dependent on their managers for providing direction and to define the outcomes of their tasks (Drucker, 1999:87; Drucker, 2001:80). Even though this means that knowledge workers are highly specialised, they are still mobile within their field of specialisation and they generally are not very loyal to any specific organisation (Drucker, 2002:259). As long as a knowledge worker can stay within a specific field of knowledge, they are quite happy to move from one organisation to another as their allegiance is to a specialised branch or knowledge and not the organisation (Harman & Brelade, 2000:49). Job security for knowledge workers depends on the development of a body of knowledge and skills that they can transfer from one organisation to another (McGregor, Tweed & Pech, 2004: 159). Knowledge workers employed by a particular organisation therefore no longer consider themselves as 'employees' of that organisation but as people providing their services to the organisation on a temporary basis (Muller, 2002:63). They provide their services to more than one organisation at the same time.

The fact that knowledge workers are employed by more than one organisation at the same time needs to be taken in account when planning the future direction of the management of the internal business records in an organisation.

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 that they have to execute (Ndenje-Sichalwe, 2010:1). "Records contain information about an evidence of organisational functions, policies, decisions, procedures, operations and other activities" (Yusuf & Chell, 2005:12). They include all the documents that organisations or individuals create or receive in the course of executing transactions. The proper management of business records gives an organisation a competitive advantage because employees can utilise information resources to make effective decisions (Chinyemba & Ngulube, 2005). Organisations who excel manage the creation of new information and capture this information in business records (Nonaka, 2007:164). Managers need valid, precise and current information to make decisions. This information is often obtained from documents created by the organisation itself but research shows that knowledge workers hardly give priority to the management of business records in an organisation (Yusuf & Chell, 2005:14).

The products or outputs of a knowledge worker are considered to be knowledge assets consisting of documents, newsletters, online weblogs and other publications (Bergeron, 2003:58). Working independently, such a knowledge worker is able to explore information from various sources and even other organisations. The information that has been obtained can then be used to solve challenging and diverse problems in the organisation (Gottscalk, 2005:27). Knowledge workers interpret and apply business information in order to create solutions or provide recommendations that will add value to the organisation (Winslow & Bramer, 1994:14). They need to use business information to create new information, turn this information into knowledge and share the knowledge for the benefit of the organisation or they cannot be considered knowledge workers (Miller, 2005:39). Organisations face a continuous struggle to remain competitive in the global knowledge economy. Without knowledge workers, organisations lose their competitive advantage to create wealth as knowledge workers help organisations to turn business information into knowledge.

A knowledge economy can be described as an economy in which the generation and exploitation of knowledge plays the dominant role in the creation of products, services and ultimately wealth (Al-Hawamdeh, 2003:2; Deng, 2008:174; Walczak, 2005:330-331). Knowledge, skills and creativity provide a competitive advantage in such a global market (Harman & Brelade, 2000:2). In order to gain, and ultimately retain a competitive advantage, business records need to be managed efficiently and effectively (Lehaney, Clarke, Coakes & Jack, 2004:6).

PROBLEM STATEMENT

Knowledge workers are generally not very loyal to any specific organisation. As long as a knowledge worker can stay within a specific field of knowledge, they are quite happy to move from one organisation to another as their allegiance is to a specialised branch of knowledge and not the organisation (Harman & Brelade, 2000:49). This creates problems in managing the business records in organisations. Organisations are only useful to knowledge workers if they can acquire new knowledge through working in that organisation (Gottschalk, 2005:28). Knowledge workers should adjust to new structures and ways of working whilst still adding value by documenting problems solved, reporting best practices and disseminating information (Bergeron, 2003:59). A level of competence in records management is a prerequisite if knowledge workers need to manage their own records. The discussion in the previous section raises the following question: how should organisations manage and preserve the business records that are created and received by knowledge workers who are employed by more than one organisation? The central argument of the article is that knowledge workers should align their creation and management of business records with organisational records management needs. The importance of the management of business records in the knowledge economy will firstly be discussed and secondly the article will report on a survey conducted to determine business records management practices by knowledge workers employed by an investment management company in South Africa. The significance of this research is to broaden the knowledge base and the understanding of the management of internal business records by knowledge workers. Given the lack of information on records management practices by knowledge workers, this study is largely exploratory.

RECORDS MANAGEMENT IN THE KNOWLEDGE ECONOMY

Records management has evolved from a paper-based function responsible for the storage of an organisation's business documents, to one concerned with the management of specified internal records, in a multitude of media (De Wet & Du Toit, 2000:74). Records management focuses on creating, storing, retrieving and using business records without the loss of any vital data or information within those records and ensures that the collective knowledge of records is captured and preserved (Ndenje-Sichalwe, 2010:2). When knowledge in an organisation is shared, it becomes embedded not only in the organisation's documents, but also in organisational routines, processes, practices and norms (April & Izadi, 2004:9). The service provided by records management is vital to any organisation, and to every information-using employee in the organisation (Makhura, 2005:1) since organisational knowledge is contextualised in an organisation's documents. This common ground emphasizes the importance of records management in the knowledge economy (Dearstyne, 1999:6). In the knowledge economy knowledge workers need to make quick decisions based on the most salient, relevant information available and this fact emphasises the importance of records management in the knowledge economy. The Promotion of Access to Information Act, (No.2 of 2000) requires organisations in South Africa to present a manual with the narration of business records holdings (Chachage & Ngulube, 2006). It is important that information managers should take an analytical approach and develop records and information management systems to support the knowledge needs of the organisation (Yakel, 2000:27).

Digital information is revolutionising the way business is conducted and in particular, the way information relates to business activities. Information managers should therefore pay special attention to the

management of digital business information. The management of these records becomes an integral part of the business processes of organisations (McLeod, Hare & Johare. 2004). Video, audio, e-mail and SMS form an integral part of this electronic environment. The dynamics of the electronic environment means that records can be readily created, easily amended without trace, and can be shared more widely by knowledge workers. The majority of these documents have the potential to be and may act as business records (McLeod *et al.*, 2004). However, since knowledge workers are specialists working on their own, records are not necessarily captured into formal recordkeeping systems. Knowledge workers consider autonomy important and they will usually not be happy to store their business documents according to the organisational file plan. Knowledge workers are non-conversant with records management and unless the information manager negotiates directly with them, vital records may go uncaptured and unmanaged (Sprehe, 2008:64).

Knowledge workers require information in order to carry out their official duties and responsibilities efficiently in a transparent manner. Business records represent major sources of information and are almost the only reliable and legally verifiable source of data that can serve as evidence of decisions, actions and transaction in an organisation (Wamukoya, 2000:24). The creation of business records in electronic format by knowledge workers poses a unique challenge for organisations to develop and adopt institution-wide records management programmes (Mnjama, 2004:44). The preservation of electronic records created by knowledge workers is of great risk if standards for the creation, management and preservation of electronic records are not available in the organisation (Millar, 2004:9). According to Moloi and Mutula (2007:293) most organisations do not manage electronic business records effectively. For instance, the impact of cell phones and electronic mail has vast, far-reaching and unmeasured consequences on records management. The nature of these records adds an extra level of complexity to the activity of recordkeeping to ensure that appropriate, authentic and reliable records are created and captured whilst their integrity is maintained (McLeod *et al.*, 2004).

The management and retention of electronic mail in South Africa is subject to the National Archives and Record Service of South Africa Act (No. 43 of 1996 as amended) and its regulations. According to Sutcliffe (2003: 51), if electronic mail is not captured as soon it is generated, then it may never be captured. Furthermore, once information is published on the Web, it becomes a record, and creates liability for the organisation that published it if it has gone through a formal review and approval process. Knowledge workers should be informed about policies, procedures and tools for managing oral and electronic business records. Knowledge workers should also be able to apply the policies and procedures consistently to all records (National Archives of South Africa, 2000:33). Almost two-thirds of information used by knowledge workers comes from meetings or telephone conversations and this oral information is usually not documented in business records (Makhura, 2005:36; Yusuf & Chell, 2005:10).

In knowledge based organisations information is becoming everyone's business and concern. Knowledge workers should therefore manage their own records and information. Information managers need to demonstrate to knowledge workers the importance of records management to the competitive advantage of the organisation. They should help knowledge workers to ensure that, at the point of creation, electronic business records are captured and fixed with all the attributes of recordness so that it can provide evidence of and information about the business transaction to which it relates (McLeod *et al.*, 2004). Information managers should therefore more clearly articulate the important role of information management to the knowledge workers employed by the organisation (Dearstyne, 1999:10).

Knowledge workers in the knowledge economy are unconcerned about the origin of information, they do not distinguish between different types of information and are not concerned whether a piece of digital information is a record or not (Dearstyne, 1999:12). Their main concern is usefulness. Knowledge workers can create their own electronic filing systems of documents and records, to edit, revise and distribute them at will. The result is e-filing systems that are not managed by the organisation (McLeod *et al.*, 2004). In

concluding this section on records management in the knowledge economy, all organisations need to manage the business information they create and accumulate in the course of their activities. Without good information management, no organisation can function efficiently in the knowledge economy since legal, financial and administrative transactions must be documented. Poor information management means that organisations may lose part or all of their corporate memory (Makhura, 2005:25).

The above mentioned states the importance of managing business records in the knowledge economy. The next section represents the methodology and results of a survey that was conducted among 150 knowledge workers. The survey dealt with the business records management practices undertaken by knowledge workers in a South African company.

SURVEY ON BUSINESS RECORDS MANAGEMENT PRACTICES BY KNOWLEDGE WORKERS

Research Methodology

The research question guided the design of the research in terms of what data were needed to answer the question, where the data were, how data were to be collected and how they were to be analysed. Using the survey approach, the researcher was able to collect data on the different practices of records management by knowledge workers. Similar studies on records management, such as Chinyumba and Ngulube (2005) and Makhura (2005) used the same methodology. The study follows a quantitative research methodology. Knowledge workers in an investment management company in South Africa were asked about their opinions and practices to manage business records. The company's records management function was established in 1996. In 2010 the company employed 1200 employees and has assets under management exceeding R60 billion. Knowledge workers used for this study include all the wealth management and economic advisory staff responsible for wealth management and risk planning. These employees are responsible for their own learning and development in the organisation, using diverse sources to acquire more information and knowledge. The records management function is positioned in the information management department and has two objectives:

- To ensure that business records are managed in such a way as to meet and protect the legal and regulatory interests of the company.
- To optimise the value and use of business records as sources of information to the employees of the company.

Of the sample frame of 340 wealth managers and economic advisory staff members in the organisation, a total of 150 employees were randomly selected to form the sample of this study. The measuring instrument was a questionnaire which was compiled to cover the theoretical constructs of records management in the knowledge economy. A draft questionnaire was given to seven wealth managers in the sample for comment as to their understanding of the questions, length of the questionnaire in terms of time and ease of returning the completed response via e-mail. The Human Resources Division of the organisation provided the e-mails of the respondents and the questionnaire was e-mailed on 5 June 2010 and the 150 respondents were given until 30 June to respond. Respondents had to e-mail back their completed questionnaires, which mean it is easy to track responses. The researcher guaranteed that the respondents' identities would remain anonymous and not be used when presenting the results. A follow-up exercise was conducted on non-respondents in an endeavour to improve the response rate. Hundred and twenty two questionnaires were completed and returned in time, which represents a response rate of 81.3%. According to Babbie and Mouton (2001:261) a response rate of 70% is very good.

To test the reliability of the questionnaire, an internal consistency estimation using Cronbach's alpha has been conducted. An alpha that has more than 0.70 is considered reliable (Austin, Boyle & Lualhati, 1998:166). The questionnaire yielded a Cronbach alpha of 0.7816 indicating acceptable reliability.

Research findings

Biographical data: The gender of the respondents that completed the questionnaire was mostly male (69.5%). The majority of the respondents were in the age group 25 to 40, with the number of responses from people older than 40 years tapering off, while only two people indicated they were older than 55 years. The demographic data are indicative of a broad range of knowledge workers and the area of specialisation of the respondents was predominantly the economic and financial fields. The length of employment indicates that knowledge workers are no longer content with lifelong employment with one organisation and 47.5% of the respondents had worked for their current employer for less than three years. Thirty-two percent of the respondents were employed by more than one organisation, correlating with the finding of Bergeron (2003:593) that knowledge workers are no longer content with lifelong employment with one organisation.

Understanding of records management: Since the concept *records management* is a fairly new concept in the organisation (the function is positioned in the information management department) respondents were asked whether they agree with a definition of records management to test their understanding of the concept (see Table 1).

Table 1: Understanding of the records management concept

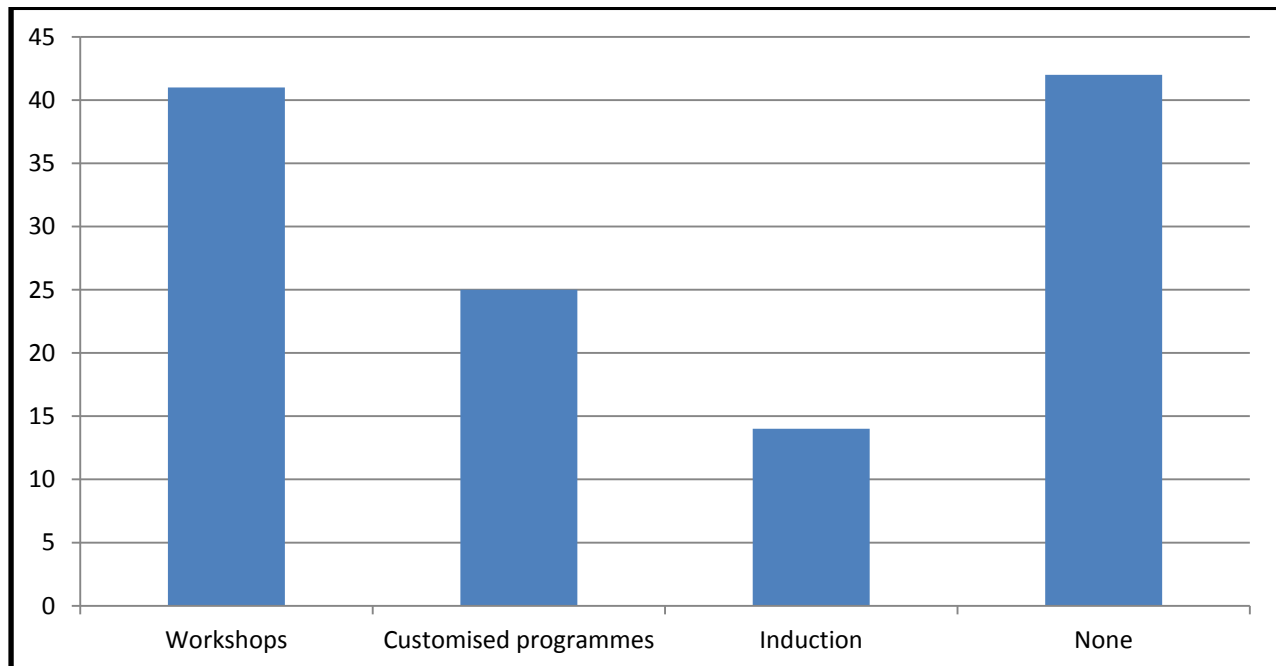
Records management is...	Yes	No	Not sure	Total
The systematic control of the creation, receipt, maintenance, use & disposition of business records	93.5% (114)	1.6% (2)	4.9% (6)	100% (122)
A fad or the current business trend	5.7% (7)	67.2% (82)	27.1% (33)	100% (122)
An ideology or theory created by an academician	13.1% (16)	58.2% (71)	28.7% (35)	100% (122)
A training programme that all knowledge workers must undertake	63.1% (77)	12.3% (15)	24.6% (30)	100% (122)
The application of IT to create and preserve business records	72.1% (88)	9.0% (11)	18.9% (23)	100% (122)

From the frequency analysis, it can be concluded that a high percentage (93.5%) of respondents do understand the concept of records management as summarised in Table 1. This finding differs from the finding of Sprehe (2008:64) that knowledge workers are non-conversant with records management. The importance placed upon records management is consistent with knowledge workers creating a competitive advantage in the knowledge economy through the use of business information (Harman & Brelade, 2000:2). Table 1 shows that 63.1% of the respondents indicated that knowledge workers need training to apply records management effectively, whereas 72.1% indicated that information technology is necessary to create and preserve business records. This finding supports the findings of Carter and Scarbrough (2001:216) that information technology is an important part of records management.

Records management policy: Respondents were asked whether there is a records management policy in the organisation. The majority of respondents (72.1%) were not aware of the existence of a records management policy in the organisation although it is available on the organisation's intranet. This finding correlates with the findings of Chinyemba and Ngulube (2005). This is a perception that will need to be managed, hence the requirement that the importance of records management must be demonstrated by the information manager to the knowledge workers in the company. A records management policy provides broad guidelines for proper records management in an organisation (Chinyemba & Ngulube, 2005) and can be used as a tool for training and evaluation of staff (Chachage & Ngulube, 2006).

Training in records management: Respondents were asked whether they received training to manage business records and whether they felt the training was sufficient to support them in their role to manage their own business records and the records of the company.

Figure 1: Training in records management



A total of 65.6% respondents had received some form of relevant training. This finding differs from the finding of Chinyemba and Ngulube (2005) that employees are not trained in records management procedures. Figure 1 shows a breakdown of the data relating to the nature of the training received. Workshops are very clearly the most frequent or popular form of training with 33.6% respondents who received training via attending workshops. Customised programmes are a less frequent form of training and only 20.5% of the respondents attended these programmes. Training in records management appears not to have become established as part of the induction programmes of the company with only 11.5% respondents who received training by attending induction programmes. Forty-two of the respondents (34.4%) did not receive any training in the field of records management.

Business records as a problem solving mechanism: As indicated in Table 2 the majority of the respondents (78.7%) agreed that they are responsible to find business documents which will help them to solve problems. External parties are asked by 64.7% of the respondents for their advice and 67.2% of the respondents used outside information sources. This should be a cause of concern as this could indicate that the records management function is not living up to the expectations of the knowledge workers and correlates with the findings of Thite that the majority of employees use outside information sources to solve problems (2004:32).

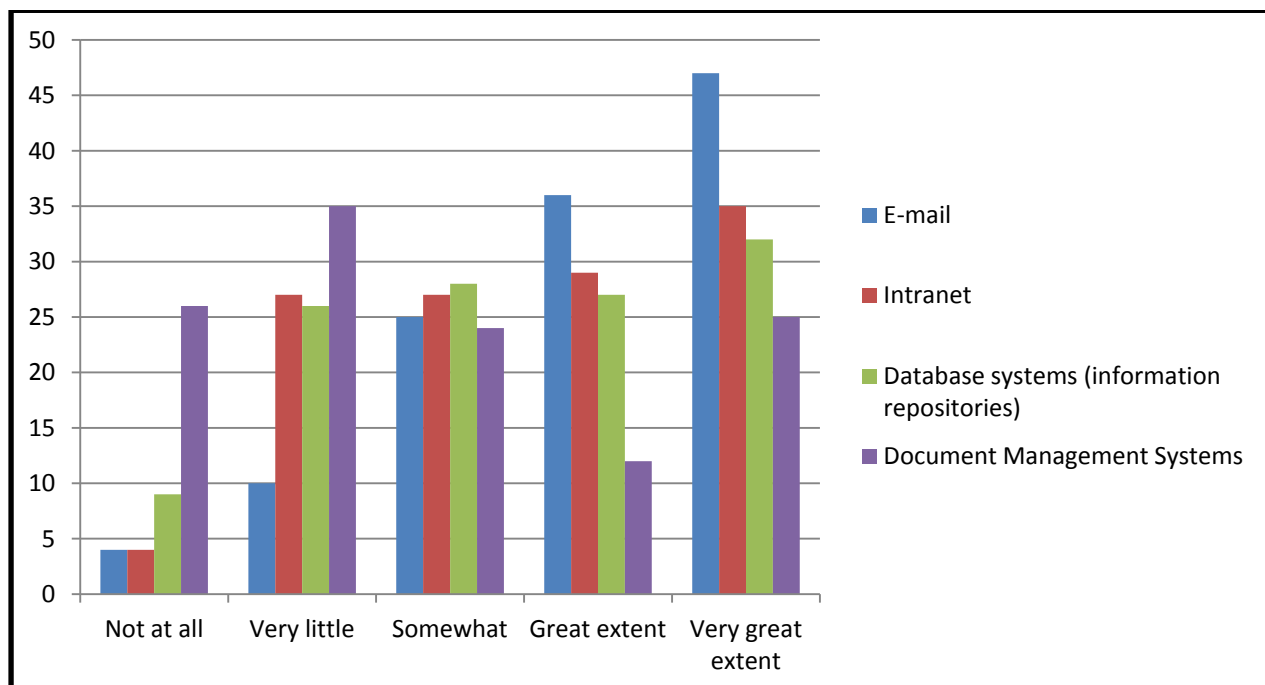
Table 2: Business records as a problem solving mechanism

When looking for problem solving information I	Yes	No	Not sure	Total
Look into the corporate documents (previous project reports/minutes of meetings etc.)	78.7% (96)	5.7% (7)	15.6% (19)	100% (122)
Contact/ask co-workers	86.0% (105)	3.3% (4)	10.7% (13)	100% (122)
Contact/ask external parties (suppliers/clients/competitors) for their advice	64.7% (79)	12.3% (15)	23.0% (28)	100% (122)
Use outside sources (including the Internet)	67.2% (82)	12.3% (15)	20.5% (25)	100% (122)
Use the company's intranet	34.4% (42)	36.1% (44)	29.5% (36)	100% (122)

Availability of an information technology infrastructure to manage electronic documents: Given the importance of digital business information, it was important to determine the availability of an information technology infrastructure in the organisation. The majority of the respondents (63.2%) confirmed that an adequate information technology infrastructure is available. This finding correlates with the finding of Chachage & Ngulube (2006) with regard to the management of business records in organisations in Tanzania.

Use of information technology tools in present work situation: Respondents were asked which information technology tools they use regularly in their present work situation to find business records (see Figure 2).

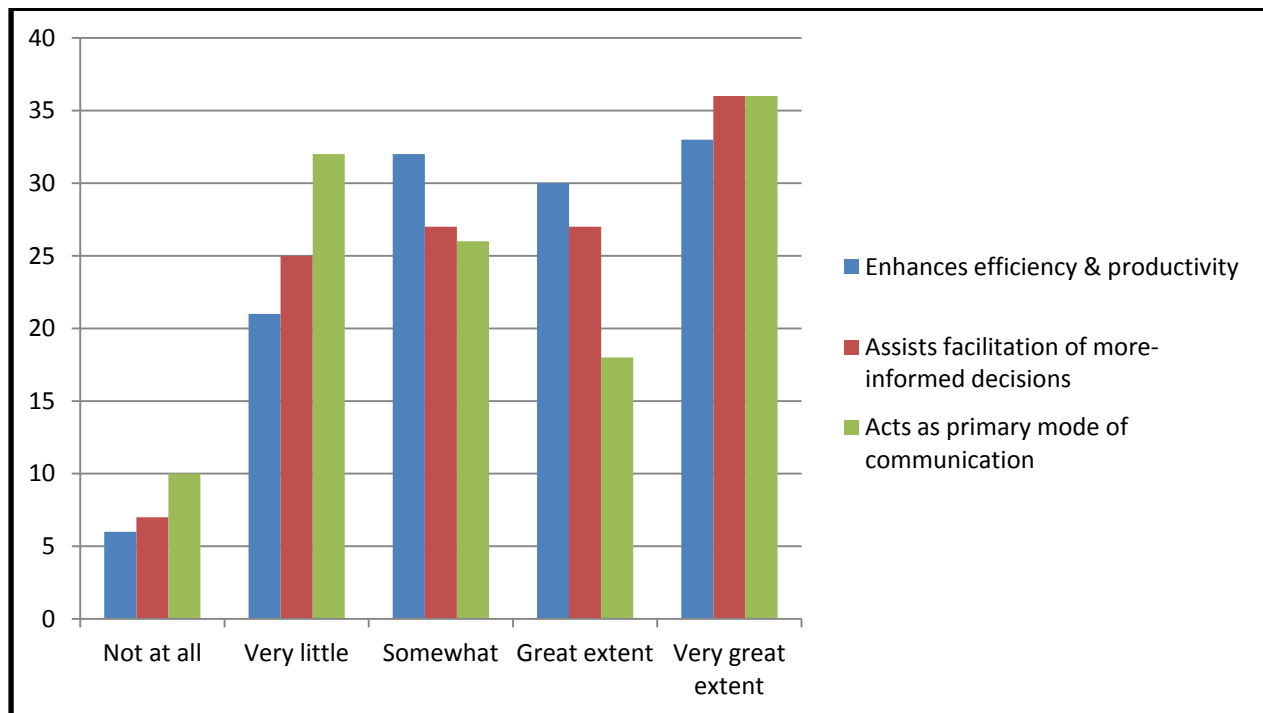
Figure 2: Use of IT Tools



The results indicate that e-mail is the most used tool (38.5%) in respect of the category “Very great extent”, followed by the Intranet (28.7%), then database systems (26.2%) and lastly document management systems (20.5%). The relatively high percentage (20.5%) of respondents indicating that they use document management systems ‘very little’ might indicate a lack of knowledge or awareness of these systems, or it could be an indication that some of these systems are not used in the company even though they have access to the systems. Document management systems are enablers to manage business records and it is important that the organisation sees document management systems from a records management perspective in order to realise their full potential.

Use of the Intranet in present work situation : Figure 3 indicates a general agreement that the Intranet is viewed as enhancing efficiency and productivity in the respondents present work situation. Similar results were obtained with regard to the facilitation of more-informed decisions. The Intranet is also viewed by the majority of respondents as the primary mode of communication in the organisation. This finding correlates with the finding of Steyn (2005:327) that an Intranet is a critical requirement to manage business records in the knowledge economy.

Figure 3: Use of the Intranet



Management of e-mail: The use of e-mails and the techniques for managing it to enhance the performance of the knowledge worker is important, especially the manner in which e-mail and typical e-mail overload is managed. The Gartner Group as cited in Chachage and Ngulube (2006) showed that approximately 75% of an organisation's business information exchange occurs via e-mail.

Figure 4: Management of e-mail

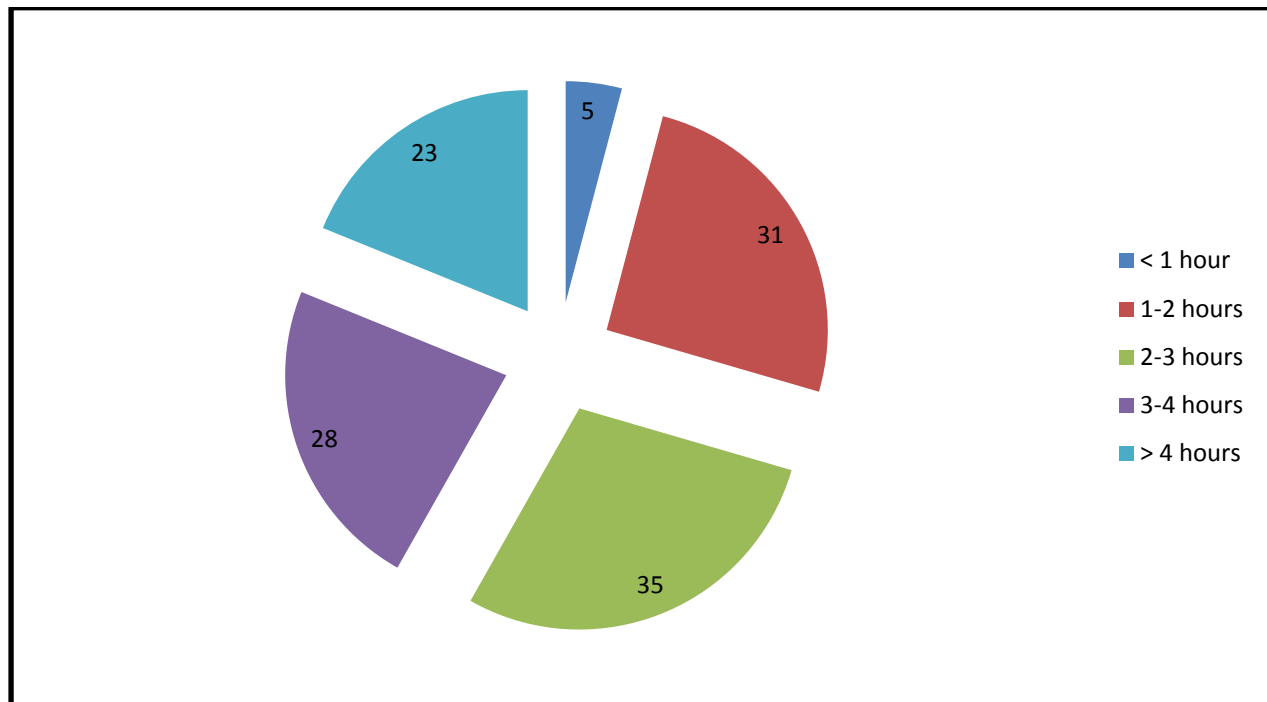


Figure 4 indicates that the respondents feel responsible for managing their e-mails and that the majority of them spend 1-4 hours a day actively trying to manage their e-mails. However, from Table 3 it appears that only 59.8% of the respondents prefer to store attached documents for future reference on hard-drive and only 63.1% use folders to store their e-mails. The organisation should strive to keep their business documentary heritage safe and usable to foster accountability and transparency and to protect the rights of all stakeholders, as recommended by Chachage and Ngulube (2006).

Table 3: Management of e-mail

E-mail management	Count	Percentage
Using folders	77	63.1%
Receiving attached document through e-mails	91	74.6%
Storing of attached documents on hard-drive	73	59.8%
Pruning of stored e-mails	62	50.8%

Use of filing systems: Respondents were asked whether they use filing systems to save documents for future use.

Figure 5: Use of filing systems

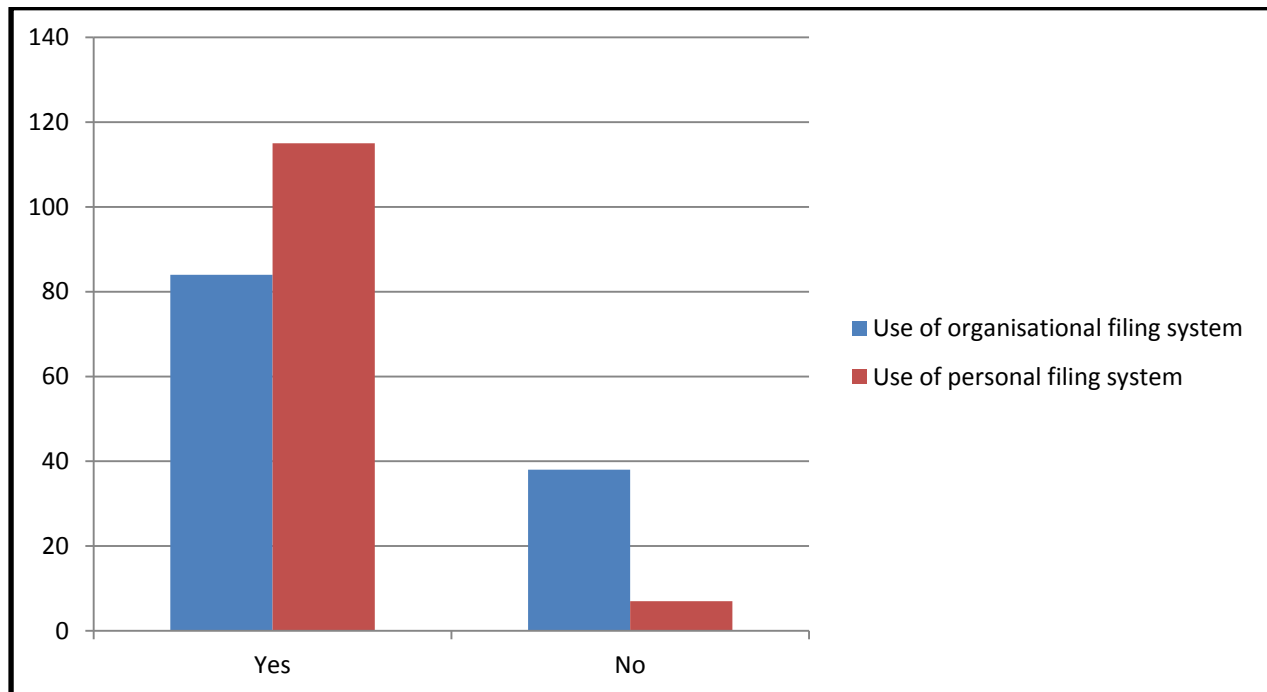


Figure 5 shows that the majority of respondents (94.3%) save the documents they create on their own personal filing system while 31.1% of the respondents do not save documents on the organisational filing systems which mean that these documents are not accessible to other employees of the company. These practices might either be due to organisational filing systems not being user-friendly or new entrants not being introduced to the official filing system during induction programmes. According to Ngulube as cited in Chinyemba and Ngulube (2005) the management of electronic business records has remained a nightmare to many organisations in Africa.

Filing frequency for internal and external business records: According to Table 4 it is clear that the majority of respondents always file business records. For example, 62.3% of the respondents always file internal records compared to 1.7% of the respondents who never file records and 63.1% of the respondents always file external records compared to 1.7% of the respondents who never file the records.

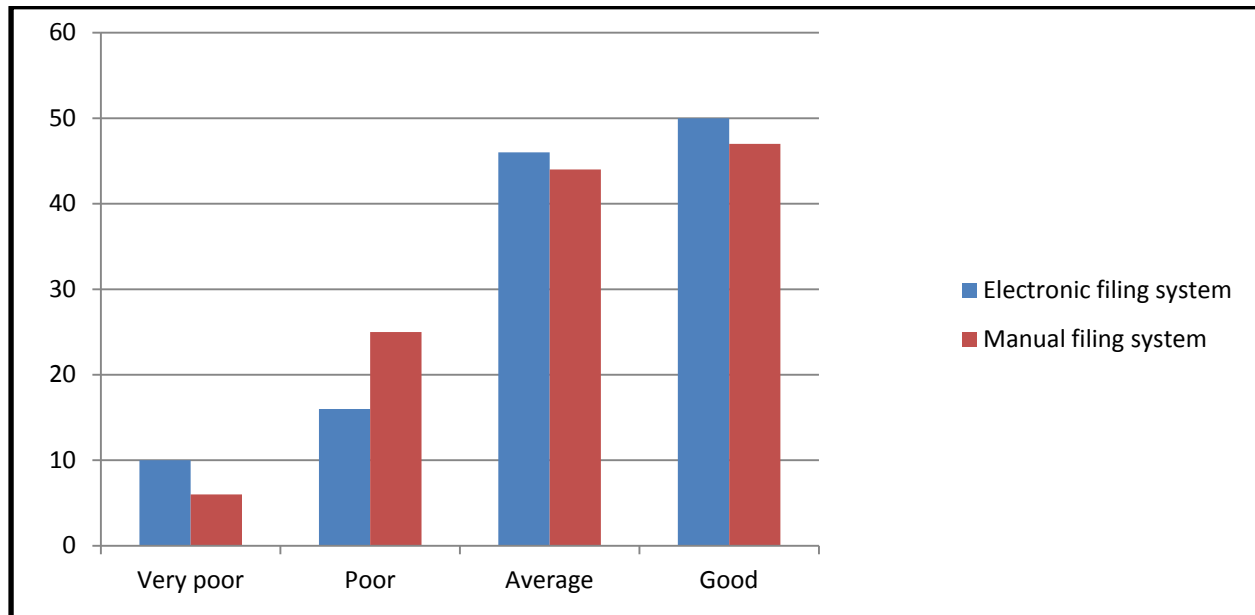
Table 4: Filing frequency for internal and external business records

Filing frequency	Internal records	External records
Always	76 (62.3%)	77 (63.1%)
Usually	30 (24.6%)	29 (23.7%)
Sometimes	12 (9.7%)	13 (10.7%)
Seldom	2 (1.7%)	1 (0.8%)
Never	2 (1.7%)	2 (1.7%)

Rating of organisational filing systems: Participants were asked to rate both the manual and electronic filing systems of the organisation. The majority of the respondents rated both the electronic (40.9%) and manual (38.5%) records filing systems as good. Figure 6 shows the response rate with regard to the rating

of the organisational filing systems. This finding indicated that the knowledge workers do use the filing systems managed by the organisation.

Figure 6: Rating of organisational filing systems



DISCUSSION AND CONCLUSION

The statistical analyses of the empirical results revealed that knowledge workers in the organisation make up a large percentage of the workforce and a third of the respondents are employed by more than one organisation. The movement of knowledge workers in a knowledge economy between organisations correspond to the nature of modern careers. The majority of respondents in the survey are familiar with the concept of records management and manage the business records they create. However, the company should pay attention to its electronic records management environment since database systems and document management systems are not used to a great extent by the respondents, this need was highlighted as only a third of the respondents do not save documents on the organisational filing systems. To maintain the recordness of electronic records, it is recommended that sufficient metadata should be added to all electronic records created or received by employees. The factors associated with the management of business records need to be investigated by the organisation to ensure the optimal use of business information in the organisation.

From the results of the literature study and the empirical survey it can be concluded that knowledge workers take control of managing the business records of various organisations, as their careers consist of a series of projects or assignments while working at different organisations. The active role that knowledge workers can play in the management of strategic business records, underlines its key position as an information management function in organisations.

Unstable employment is the norm in the knowledge economy, resulting in the need for self-management of business records by knowledge workers. All knowledge workers should take an active role in records management in organisations so that there is a continuous and dynamic process to manage business records. Records management has moved away from being a purely organisational function, to a

combination of organisational and personal functions. Matching individual and organisational records management goals is dependent on trust between knowledge workers and the organisation if this level of alignment is to be achieved. Organisational records management needs should be planned in such a manner as to ensure that knowledge workers take the responsibility of records management seriously, working together to ensure that all records management efforts are coordinated.

The study attempted to make a contribution to the body of knowledge on records management in the knowledge economy. The research, however, assessed only some of the determinants of records management in a relative small sample and can be regarded as an exploratory study. An obvious limitation of the study is that it utilised a sample of employees in one company and the findings of this study cannot be generalised beyond the sample that took part in the survey. More comprehensive research is still needed to clarify all the underlying dimensions of records management in the knowledge economy to enhance understanding of these issues. This is an exploratory study aimed at determining how the nature of knowledge work affects the application of records management in a specific organisation. These limitations leave scope for further empirical research.

In the light of the importance to manage business records as the corporate memory of an organisation in order to achieve a competitive advantage, the hope is expressed that the definition of records management as quoted earlier (Ndenje-Sichalwe, 2010) can be paraphrased as follows:

Records management in the knowledge economy focuses on the self-management of business records by knowledge workers in an organisation to ensure that the collective knowledge of records is captured and preserved to reach a competitive advantage.

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