



# **InfoSphere :** **NAVIGATING THE WORLD OF INFORMATION**

**Preserving the Past, Valuing Present, Enriching the Future**



**UNIVERSITI  
TEKNOLOGI  
MARA**

Fakulti  
Sains Maklumat

# **InfoSphere:**

## **Navigating the World of Information**

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## Preface

It gives me great pleasure to present *InfoSphere: Navigating the World of Information*, a collective effort that brings together insightful discussions, empirical findings, and critical reflections from academics in information management, library management, records management, and information and communication technology (ICT).

In today's digital era, the vast and complex landscape of information continues to expand at an unprecedented pace. The convergence of technology and information systems has transformed how data is created, organized, stored, and utilized. This book aims to navigate that dynamic "infosphere", a term that reflects the interconnected environment in which information flows seamlessly across platforms, disciplines, and contexts.

The chapters compiled here explore diverse perspectives and contemporary issues shaping the management of information resources and services. From emerging trends in digital librarianship and knowledge governance to innovations in ICT applications and recordkeeping practices, each contribution highlights the growing importance of integrating technology, policy, and human expertise in managing information effectively.

This publication also serves as a reflection of our faculty's commitment to advancing scholarship and practice in the information domain. It showcases the intellectual depth and interdisciplinary collaboration among academics who continue to shape the future of information work.

As the Chief Editor, I wish to express my sincere appreciation to all the contributing authors for their dedication and scholarly rigor, and to the editorial team for their meticulous effort in ensuring the quality and coherence of this volume. Special thanks are also extended to the Faculty of Information Science and Universiti Teknologi MARA Cawangan Johor for their continuous support and encouragement in realizing this publication.

I hope that *InfoSphere: Navigating the World of Information* will inspire readers among students, educators, researchers, and practitioners alike to engage critically with the evolving information landscape and to contribute meaningfully to its advancement.

**Azura Abdul Jamil @ Kamarudzzaman**

Chief Editor

*InfoSphere: Navigating the World of Information*

2025

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# RECORDS MANAGEMENT'S ROLE IN ORGANIZATIONAL MEMORY

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## 1.0 Introduction

Records management plays a crucial role in building and sustaining organizational memory by capturing, preserving, and providing access to the documented evidence of an organization's activities and decisions. Organizational memory refers to the collective knowledge and information embedded within the records, practices, and culture of an organization that supports ongoing operations and future decision-making.

Organizational memory emphasizes knowledge as an explicit asset, records management focuses on the creation and preservation of reliable, authentic, and accessible records that serve as the foundational evidence from which knowledge can be derived. Records become explicit organizational knowledge through a process of documentation, codification, and systematic organization that transforms raw information into accessible, structured knowledge. Initially, records serve as recorded evidence of activities, decisions, and transactions within an organization, containing factual data that is captured and preserved. When these records are properly managed and organized into manuals, reports, databases, policies, and procedures, they crystallize as explicit knowledge, which is defined as knowledge that can be clearly articulated, shared, and transferred across the organization.

## 2.0 The Importance

Managing and preserving institutional memory is critically important because it ensures continuity, enhances decision-making, and supports organizational learning and improvement over time. Institutional memory encompasses the collective knowledge, experience, best practices, and lessons learned accumulated within an organization, often stored in documents, databases, archives, and the minds of experienced employees.

By protecting this memory, organizations avoid losing valuable insights when staff leave or retire, preventing costly knowledge gaps. It helps organizations avoid repeating past mistakes and wasting resources "reinventing the wheel," thereby improving efficiency and fostering innovation. Preserved institutional memory also maintains an organization's identity, culture, and shared values, which strengthens employee morale and engagement.

Moreover, it safeguards competitive advantage by retaining critical information about strategies, industry trends, and customer preferences. Especially in public organizations, preserving institutional memory facilitates transparency, accountability, and good

governance by maintaining documented evidence of policies and decisions. To sustain long-term success, organizations must adopt strategies like documentation, mentoring, knowledge sharing, and technology-enabled recordkeeping to ensure institutional memory remains accessible, secure, and useful for future generations. Without diligent preservation, organizations face operational inefficiencies, weakened culture, resistance to change, and loss of strategic value.

### **3.0 The Process**

This transformation involves processes such as metadata tagging and classification, enabling efficient retrieval and use. By integrating these documented records into knowledge management systems, organizations make the information available and reusable for decision-making, training, and operational consistency. The conversion of records into explicit knowledge enables institutional memory, fostering transparency and continuity, especially in complex or regulated contexts like public organizations. Essentially, records provide the foundational evidence that, when interpreted and organized, become formalized knowledge assets that support organizational learning, innovation, and governance.

Technologies such as document management systems, content management platforms, and semantic analysis tools further support this conversion by facilitating the extraction and refinement of meaningful knowledge from stored records. Moreover, advancing technologies such as electronic records management systems and cognitive tools facilitate the extraction and reuse of knowledge embedded in records, bridging gaps between information storage and knowledge application.

In the digital era, integrating records with knowledge management systems further enhances organizational memory by enabling intelligent reuse, data mining, and analytical extraction of insights from records, thus transforming them from static archives into dynamic knowledge assets that drive innovation and strategic planning. Therefore, records management acts as the structural framework that underpins an organization's memory, enabling it to safeguard its history while adapting and evolving to future challenges.

### **4.0 The Implication**

Managing organizational memory offers multiple significant benefits that contribute to an organization's effectiveness and long-term success. First, it improves decision-making by providing easy access to historical data, lessons learned, and best practices that help avoid repeating mistakes and guide strategic planning. This leads to increased efficiency and consistency, as employees follow standardized procedures and avoid redundancies, thus boosting productivity. It also fosters innovation by enabling the organization to build on existing knowledge to develop new ideas and adapt to changing market conditions.

Strong organizational memory supports smooth onboarding and training by transferring critical knowledge to new employees, reducing the learning curve and maintaining operational continuity. Additionally, it preserves the organization's culture, values, and identity, which strengthens employee engagement and loyalty. In contexts such as public organizations, managing organizational memory enhances transparency, accountability, and governance by maintaining reliable records of policies and activities. Furthermore, it supports business continuity by protecting against the loss of knowledge from staff turnover or crises, ensuring resilience.

Overall, organizations that actively manage their memory gain a sustained competitive advantage, improved problem-solving capability, and greater adaptability in dynamic environments.

## **5.0 Conclusion**

In conclusion, records management plays a vital role in the construction and sustenance of organizational memory by serving as the foundational source of documented evidence and institutional knowledge. While records provide reliable and authentic traces of past activities, transactions, and decisions, their systematic management ensures that this information is preserved, accessible, and transferable over time, effectively transforming raw data into explicit knowledge that informs future actions. The integration of records management with organizational memory systems enhances the organization's ability to capture valuable lessons learned, support transparency, accountability, and improve decision-making based on historical insights. Thus, effective records management not only safeguards an organization's intellectual capital but also enables ongoing learning, innovation, and resilience, making it a strategic asset in both public and private sector organizations. The continuous development of skills among records managers and alignment of records management practices with organizational knowledge needs are essential to maximizing the contribution of records to organizational memory.

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