

Knowledge audit at National Archives of Zimbabwe: a step towards implementing knowledge management

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Abstract

Rationale of Study - The first step to implement knowledge management is preceded by an audit of the organisation's knowledge and as such, this study sought to investigate the knowledge that National Archives of Zimbabwe (NAZ) needs, where that knowledge is, how it is being used, the problems experienced, and the improvements which can be made.

Methodology - A case study approach with a triangulation of data collection methods was employed. Data was collected through questionnaires, interviews and documentary analysis.

Findings - The study established that NAZ archivists possess vital tacit knowledge required by the organisation. However, they need to acquire knowledge on audio-visual records management, conservation of documents, and reprographics, among other areas. It also emerged that printed documents such as manuals and books were very useful sources of explicit knowledge for decision making. Another finding was that internal and external knowledge flow is hindered by poor communication and unwillingness of staff to share knowledge, among other barriers. The gaps established were that archivists very often were not sure about where to find relevant information or what to do. They were also unsure of whom to collaborate with.

Implications - This paper can be used as a stepping stone to initialise the implementation of knowledge management practice at the NAZ.

Originality - The paper presents the findings of a knowledge audit that was, for the first time, conducted at the National Archives of Zimbabwe, an organisation that has suffered knowledge attrition due to employee mobility.

Keywords

Archives, explicit knowledge, knowledge audit, knowledge management, tacit knowledge, Zimbabwe

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1 Introduction and contextual background of the study

Knowledge audit is one of the critical activities in knowledge management (KM) that all organisations should conduct so as to realise their strategic goals. In this regard Hylton (2002) is of the view that a knowledge audit is an essential early step in measuring the value of corporate or organisational knowledge. Knowledge audit investigates the knowledge needs of an organisation and the interconnectivity among leadership, organisation, technology, and learning (Serrat, 2008). Paramasivan (2003) views knowledge audit as a fact finding, analysis, interpretation, and reporting activity, which includes a study of the company's information and knowledge policies, its knowledge structure and knowledge flow. An important characteristic of any knowledge audit is that it needs to capture the explicit as well as the more dynamic tacit knowledge resources within the organisation (Ashok, 2004; Hylton, 2000).

If conducted appropriately, using scientific knowledge auditing methods and tools such as knowledge inventory, knowledge mapping, knowledge flow and gap analysis (Hylton, 2002), a knowledge audit can identify and reveal an organisation's knowledge strengths, weaknesses, opportunities, threats and risks (Chowdhury, 2006; Serrat, 2008; Hylton, 2002; Sallis and Jones, 2002; Wiig, 2004).

Knowledge audit in any organisation can either be conducted for a particular section of an organisation, business group, and team level or can be done for the whole organisation (Schimmel, 2006). It is generally agreed that knowledge audits are done to address the following questions: What are an organisation's knowledge needs? What tacit and explicit knowledge assets does it have and where are they? How does knowledge flow within the organisation, formally and informally, and to and from clients and other organisations? How is that knowledge identified, created, stored, shared, and used? What obstacles are there to knowledge flows; to what extent do people, business processes, and technology currently support or hamper the effective movement of knowledge in the organisation? What gaps and duplications exist in the organisation's knowledge? (Serrat, 2008a; Serrat 2008b; Perez-Soltero et al, 2007; Paramasivan, 2003, Hylton, 2002; Desouza and Paquettes, 2011). As a first step in knowledge audits, the main objective of needs analysis is to identify what tacit and explicit knowledge the organisation, group, teams and people possess to meet their goals and objectives.

The National Archives of Zimbabwe (NAZ) has four professional sections. These are Public Archives and Research; Library; Technical; and Records Management. These sections are all headed by archivists. All the four sections aim at achieving and fulfilling the NAZ mission

statement which is “To acquire, preserve and provide access to documentation, in whatever format which comprises a legal and historical record of Zimbabwe’s past and present.” The NAZ has a statutory responsibility to manage public records throughout the country. As a way of decentralising its records management services the NAZ established provincial records centres that are headed by archivists who in turn report to the Chief Archivist. Records centres provide records management services to their respective provincial public sector departments. NAZ, as an institution, has suffered serious employee mobility resulting in knowledge loss. Murambiwa (2011) counted the costs and lamented the debilitating effects of staff turnover as well as the mounting effects of loss of valuable knowledge that could have moved the NAZ forward. In a knowledge-based economy, knowledge is the most important resource that now supersedes the traditional ones such as land, capital and labour (Drucker, 1993).

2 Statement of the problem

Knowledge attrition through retirements, resignations, dismissals or deaths culminate in the loss of valuable tacit and explicit knowledge. The vast experience, expertise and wealth of professionalism gained over the years from 1935 went down the drain in one decade due to sudden departure and high staff turnover at NAZ, which have affected its business (Marova, 2013; Matangira 2012; Murambiwa, 2012; Murambiwa, 2011). Loss

of knowledge has led to decreased operational efficiency and ineffectiveness at NAZ. However, NAZ has continued to provide services because of its organisational resilience. In light of these issues, this study sought to conduct a knowledge audit on archivists at NAZ in order to identify the knowledge that NAZ needs, where that knowledge is, how it is being used, the problems experienced, and the improvements that can be made. Specifically the study sought to address the following research questions:

- a) What are NAZ’s archivists’ knowledge needs?
- b) What tacit and explicit knowledge assets does NAZ have and where are they?
- c) How does knowledge flow within NAZ, formally and informally, and to and from clients and other organisations?
- d) How is that knowledge identified, created, stored, shared, and used?
- e) What obstacles hamper knowledge flows in NAZ?
- f) What gaps and duplications exist in the organisations’ knowledge?

3 Research methodology

A case study approach was employed for the collection and analysis of data. The target population consisted of 22 archivists who were purposively sampled. This study used questionnaires, interviews and documentary

analysis as data collection tools. The scope of the study was limited to the organisation's core business of acquiring, preserving and availing records and archival material to users. This explains why the study focused on the archivists and chief archivists. Data was collected using a questionnaire, interview schedule and a study of NAZ Director's Reports. The questionnaire was pretested at Bulawayo Archives to check its suitability. After corrections it was then self-administered to archivists and collected after two days. The NAZ Director's Reports and the NAZ Act were then studied as part of document and content analysis. In order to adhere to research ethics, permission to conduct the study was sought and received from the director. Similarly, the researcher treated the responses with confidentiality and ensured that participation was voluntary among other ethical standards. Out of 22 questionnaires administered 11 were returned giving a 50% response rate. With regards to response rate, Babbie (2010) suggests that 50% is adequate, while 60% is good and 70% is very good. In order to supplement data that were collected using questionnaire the researcher then conducted face to face focus group interviews with 2 archivists and individual interviews with two chief archivists. The interviews ranged between 32 minutes to 1 hour.

4 Findings

The findings of the study were presented hereunder:

NAZ's knowledge needs

One of the objectives of the study was to establish NAZ archivists' knowledge needs. The results indicate that the respondents felt that their skills and abilities needed to be vastly improved in some NAZ processes such as reprographics (64%), library management (55%) and audio-visual records management (55%). Improvements were also suggested in conservation of documents (46%), editorial work (46%) and innovation projects (46%).

Table 1 presents the results:

Table 1: Areas to improve (N=11)

	1 Not at all %	2 Improve a little %	3 Very much %	Non response
Records management	1 (9.1)	8 (72.7)	2 (18.2)	0
Public archives administration	1 (9.1)	8 (72.7)	2 (18.2)	0
Conducting oral history	4 (36.4)	5 (45.5)	2 (18.2)	0
Management of NAZ library	2 (18.2)	3 (27.3)	6 (54.5)	0
Audio-visual records management		5 (45.5)	6 (54.5)	0
Conservation of documents	2 (18.2)	3 (27.3)	5 (45.5)	1 (9.1)
Reprographics	1 (9.1)	3 (27.3)	7 (63.6)	0
Editorial work	3 (27.3)	3 (27.3)	5 (45.5)	0
Innovation projects	1 (9.1)	5 (45.5)	5 (45.5)	0
Other element of IT skills (Please specify)	-	-	-	-

The respondents did not see the need to improve their skills in conducting oral history maybe because it is not the main domain of the NAZ. Results revealed that respondents needed to improve a little in records management (73%) and public archives management (73%). The two sections are related since records management feed into

public archives; besides these are the major sections where the mandate of the NAZ lies. All respondents felt that they needed to improve in the management of sound and visual records though in varying degrees of improve a little (45.5%) and very much (54.5%).

NAZ's tacit and explicit knowledge assets

The participants were asked to identify useful explicit knowledge resources in their daily operations and state whether or not they currently had access to them. All (100%) the archivists pointed out that printed documents such as manuals and books were very useful explicit knowledge resources in their operations. Table 2 presents the results of this finding.

Table 2: Usefulness of explicit knowledge resources (N=11)

	Not useful %	Somewhat useful %	Very useful %
Printed documents (books, manuals)			11 (100)
Electronic files on my PC		1 (9.1)	10 (90.9)
Other colleagues' electronic files	-	-	-
NAZ internal files		2 (18.2)	9 (81.8)
Internet electronic files		4 (36.4)	7 (63.6)

Interviews revealed that archivists consult a number of explicit knowledge forms such as retention schedules when appraising records; disposal schedules when disposing ephemeral records or transferring pre-archival material to the public archives; visitors' register to resolve or make a decision on resolving who was in the reading room using an archival material that could have gone missing ; and records management manuals for decision

making such as retention of certain class of records.

How knowledge flows within NAZ

Table 3: Frequency of Communication with other NAZ sections/units (N=11)

	Rarely %	Sometimes %	Usually %	Very often %	Always %	Non response %
Records Centres				3(27)	5(46)	3(27)
Public Archives		2(18.2)	1(9.1)	2(18.2)	5(46)	1(9.1)
Oral history Unit		5(46)	1(9.1)	3(27)		2(18.2)
NAZ Library	1(9.1)	1(9.1)	1(9.1)	3(27)	3(27)	2(18.2)
Audio-visual	1(9.1)	4(36.4)	2(18.2)	2(18.2)	1(9.1)	1(9.1)
Conservation	3(27)	1(9.1)	1(9.1)	4(36.4)	1(9.1)	-
Reprographics	3(27)	3(27)	2(18.2)	2(18.2)		1(9.1)
Control desk	2(18.2)	3(27)	-	2(18.2)	3(27)	1(9.1)

The respondents were asked questions pertaining to which NAZ sections/units they mostly communicated with. For ease of interpretation and better appreciation of the significance of the results the responses of "rarely" and "sometimes" were considered as rarely, while the result of "usually", "very often" and "always" were considered as "always". The findings indicate that communication is always with records centres (72.8%) and public archives (72.8%) sections. Results also show that communication rarely takes place with conservation (27%), reprographics (27%), control desk (18.2%), NAZ Library (9.1%) and audio-visual (9.1%) sections. Table 3 presents these results.

Interviews with the chief archivist and archivists revealed the following: the frequent communication (36.4%) with the Oral History Unit was between the four provincial

archivists and the oral historian archivist on matters concerning oral history work that is undertaken in the provinces; knowledge flow with the NAZ library (63.7%) was as a result of library materials borrowed, enquiries and staff who request records and archives management books from the technical section; knowledge flow was minimal (45.5%) with the audio-visual unit because very few audio-visual records are collected by other sections; knowledge flow with reprographics unit was very rare (54.6%) since the pictures they reproduce need to be paid for so no enquiries were made; knowledge flow with the control desk was low (45.5%) because enquiries can be made directly with the public archives section.

How knowledge is created and shared in NAZ

As a means to establish how NAZ knowledge is identified, created, stored, shared and used the respondents were asked how often they participated in the social interactions at work. Overall, as shown in Table 4, external contacts (customer/partner visits) (100%) emerged as the most cited social interaction whereas the internal, informal meetings such as coffee and lunch breaks or short discussions were the least (36.4%) forms of social interactions in which the respondents participated.

Table 4: Participation in social interactions (N=11)

	Rarely %	Sometimes %	Usually %	Very often %	Always %	Non response %
Internal, formal and planned meetings (with colleagues)	1(9.1)	1(9.1)	2(18.2)	6(54.5)	1(9.1)	-
Internal, informal meetings (coffee & lunch breaks, 10 minutes discussions, etc)	2(18.2)	2(18.2)	2(18.2)	2(18.2)	2(18.2)	1(9.1)
External personal contacts (friends, etc.)		3(27.3)	4(36.4)	3(27.3)	1(9.1)	-
External contacts (customer/partner visits, etc)			3(27.3)	4(36.4)	4(36.4)	-
Business events (exhibitions, info days, etc)	3(27.3)	3(27.3)		3(27.3)	2(18.2)	-

Obstacles/barriers to knowledge flows

The fifth objective sought to identify the obstacles to knowledge flows at NAZ. The respondents were asked to give their opinions on the extent to which there were barriers and conflicts amongst the NAZ units. Such barriers could be as a result of people, business processes or technology. The majority (54.5%) of the respondents were not very sure if there were barriers and conflicts amongst the NAZ units. Figure 1 shows the findings.

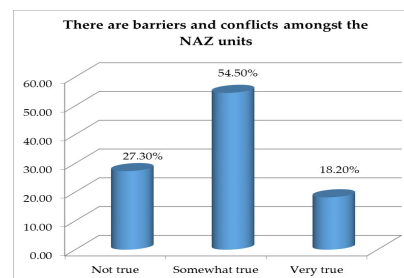


Figure 1: Barriers and conflicts amongst the NAZ units

In the context of the *Ba* concept (Nonaka and Takeuchi, 1995) that suggests the creation of space enabling knowledge creation, sharing and transfer, the respondents were asked to identify statements that characterise their work environments. Regarding the question of quality of space and time the majority of the archivists attested to the availability of time (63.6%) for knowledge creation, sharing and transfer.

Table 5: Statements characterising work environment (N=11)

	Not true %	Somewhat true %	Very true %
There is sufficient infrastructure and good meeting spaces at work for formal or informal meetings	5 (45.5)	3(27.3)	3(27.3)
There is time for open and random discussions (breaks, water cooler discussions, etc.)	-	4(36.4)	7(63.6)

Interview data revealed that there was no policy on knowledge management. In the event of NAZ implementing a knowledge management policy, the respondents were asked to identify possible problems and barriers that would occur and their frequency. It emerged that the major barrier to knowledge management policy implementation at NAZ would be lack of incentives given to employees by top management (54.6%). Table 6 shows the results.

Table 6: Possible problems in implementation of a knowledge management policy (N=11)

	Rarely %	Sometimes %	Usually %	Very often %	Always %
Lack of time for the personnel to share their knowledge	4(36.4)	6(54.5)		1(9.1)	
Lack of willingness amongst personnel to spread crucial information, knowledge (fear of decentralising or giving away knowledge)	3(27.3)	3(27.3)	3(27.3)	2(18.2)	
Lack of willingness amongst personnel to change the way they work	3(27.3)	3(27.3)	3(27.3)	1(9.1)	1(9.1)
Lack of incentives given to employees by top management	2(18.2)	3(27.3)	1(9.1)	3(27.3)	2(18.2)
There are no objective and obvious reasons for knowledge sharing (what is the benefit of sharing knowledge?)	4(36.4)	4(36.4)	-	2(18.2)	1(9.1)

Existence of gaps and duplications in the organisation’s knowledge

One of the objectives of this study was to establish the existence of gaps and duplications in the organisation’s knowledge. Consequently all the core business processes currently run by NAZ were listed and respondents were then asked to rate their working experience in relation to the NAZ processes. The results for “not at all” and “poor” were treated as “poor” while those for “strong” and “very strong” were treated as “strong”. The results indicate that the majority (63.6%) of archivists were strong in records management, poor in executing

conservation work (36.4%), managing audio-visual material (45.5%), and managing reprographics (45.5%). Table 7 presents a summary of the results.

Table 7: Working experience in relation to NAZ processes (N=11)

	Not at all (Less than 1 year) %	Poor(1-3 years) %	Average (3-6 years) %	Strong (6-10 years) %	Very strong (More than 10 years) %	Non response %
Managing of records in the records centres	1(9.1)	2(18.2)	1(9.1)	6(54.5)	1(9.1)	-
Public archives administration	2(18.2)	-	1(9.1)	3(27.3)	2(18.2)	3(27.3)
Managing oral history material	3(27.3)	-	5(45.5)	1(9.1)	-	2(18.2)
Managing NAZ Library materials	4(36.4)	-	3(27.3)	-	1(9.1)	3(27.3)
Managing audio-visual material	3(27.3)	2(18.2)	2(18.2)	1(9.1)	-	3(27.3)
Executing conservation work	4(36.4)	-	-	2(18.2)	1(9.1)	4(36.4)
Managing the Control desk	2(18.2)	-	1(9.1)	3(27.3)	2(18.2)	3(27.3)
Managing reprographics	3(27.3)	2(18.2)	3(27.3)	-	-	3(27.3)

In order to determine the gaps existing in their performances, the respondents were asked to identify areas where they frequently had “knowledge-problems” occurring during their daily work. The results are summarised in Table 8.

Table 8: Knowledge gaps (N=11)

	Rarely %	Sometimes %	Usually%	Very often %	Always %
You are not sure about WHAT you should do	8(72.2)	2(18.2)	1(9.1)		
You are not sure about HOW you should do something	9(81.8)	2(18.2)			
You are not sure about WHO to collaborate with or ask help from	10(90.9)	1(9.1)			
You are not sure about WHERE to find relevant information	9(81.8)			2 (18.2)	

That two respondents (18.2%) pointed out that they very often are not sure about where to find relevant information and one (9.1%) was not sure about what to do means that NAZ must focus its knowledge management efforts in these areas. Being unsure of whom to collaborate with (9.1%) calls for NAZ to investigate why archivists cannot locate other appropriate colleagues easily and subsequently improving communication structures to address the anomaly. Results in Table 9 reveal that there is a serious gap in communication as indicated by the suggestion to improve communication extensively.

Table 9: Suggested changes to pursue on NAZ Communication

	Not at all %	A little %	Extensively %	Non response %
Communication				
I would improve the infrastructure supporting communication (meeting rooms, IT, etc.)			11(100)	-
I would improve the quality of communication (new		2 (18.2)	9(81.8)	-

ways of organising meetings and new work flow of meetings, etc.)				
I would increase the frequency of organised communication (more frequent and planned meetings)		1(9.1)	9(81.8)	1(9.1)
I would support informal and relaxed meetings amongst the personnel	1(9.1)	5(45.5)	4(36.4)	1(9.1)

The archivists were asked the extent to which they would pursue some changes on NAZ culture and people in order to properly exploit NAZ's knowledge capital. The archivists' concerns on NAZ culture shows that the NAZ culture presents gaps which affect the management of the organisation's knowledge. The results are presented in Table 10.

Table 10: Changes to pursue on NAZ culture and people

Change of culture	Not at all %	A little %	Extensively %
I would try to change personnel's attitudes in order to exploit NAZ organisational knowledge		4(36.4)	7 (63.6)
I would try to change top management's attitudes in order to exploit NAZ organisational knowledge	1(9.1)	2(18.2)	8(72.7)
People			
I would improve staffing methods	1(9.1)	5(45.5)	5(45.5)
I would improve internal training		3(27.3)	8(72.7)
I would give emphasis to the transfer of experience from the most experienced staff to new staff via new methodologies	1(9.1)	1(9.1)	9(81.8)
I would put emphasis on the exploitation of knowledge external to NAZ (external partners, external		3(27.3)	8(72.7)

business contacts, etc.)			
I would motivate personnel to share knowledge		1(9.1)	10(90.9)

5 Discussion

The discussions are categorised as below.

Main Findings

A knowledge audit includes a needs analysis of the information and knowledge that employees should or must have to perform their jobs efficiently (Hylton, 2002). The study has clearly shown that archivists felt that their skills and abilities needed to be vastly improved in reprographics, management of library and audio-visual records management but less in conservation of documents, editorial work and innovation projects. NAZ has experienced knowledge flight (Murambiwa, 2011; Ngulube, 2000; Matangira 2012; Marova, 2013) and as such the organisation needs to put in place strategies to equip new members with the knowledge that they need to enhance their performance. This knowledge audit identified experts in public archives management, records management, management of library material and audio-visual records management, conservation and preservation of documents and editorial work of NAZ Director's Reports. The majority of archivists are recent graduates from universities who possibly rely on e-information for their research and studies (Mammo and Ngulube, 2014; Tapscott, 2009)

Communication by archivists is always with records centres and public archives sections. Knowledge sharing might be taking place with regards to records appraisal, retention schedules, disposal of records, transfer of records of archival value to the public archives section, and so on. Records centre staff share knowledge among themselves (archivist to archivist; archivists and chief archivists records) and it is not surprising to note that the respondents indicated that there is always communication with records centres.

The findings indicate that the respondents felt that there is a need to improve the internal and external flow of information, ensure that information flowed freely internally, and develop a knowledge map that includes electronic curriculum vitae (CV) to support the searching and locating of appropriate knowledge, skills and experience. This confirms Hylton's (2002) view that knowledge audit results about the flow of knowledge within the organisation, spotlights knowledge flow and knowledge gaps, in the organisation.

External personal contacts with, for instance, friends and internal informal meetings such as coffee and lunch breaks or 10 minutes discussions, were not popular in this study, which suggests that there is no culture of informal knowledge sharing at NAZ. McKenzie and Potter's (2004) view is that the process of tacit knowledge exchange in any

circumstances is a complex mix of effective communication, interpersonal relationship qualities such as rapport and motivation, and contextual enablers.

Printed documents such as manuals and books emerged as the most useful explicit knowledge resources in the NAZ operations attesting to Hylton's (2002) observation that measurement of the knowledge-value to be found in the organisation's explicit and codified knowledge is carried out using indicators such as information and documents volume, type, and usefulness. The emerging picture from this study is that explicit knowledge is very useful in NAZ. This confirms Boateng and Narteh's (2015) view that explicit knowledge is codified, easily transferred and written in a formal language which makes it shareable while tacit knowledge is in the mind of the holder and is difficult to transfer. The explicit knowledge and information sources that archivists consult include retention and disposal schedules, visitors' register and records management manuals.

During an audit, corporate knowledge sharing and collaboration culture is measured using indicators such as opportunity for the exchange of knowledge, frequency of exchange of knowledge, knowledge incentive and reward policies and practices (Hylton, 2002). In the current study archivists mostly participated in social interactions. The

findings of this study are consistent with the previous studies that revealed that staff meetings, face-to-face and informal interactions were used as strategies/tools for knowledge exchange in the NAZ (Marova, 2013; Nyaude and Dewah, 2014). Face-to-face interaction and in a virtual environment builds trust and organisations that have strong networks and communities have a deep reservoir of trust which is a pre-requisite for knowledge sharing (Widen-Wulff, 2007).

In the context of the *Ba* concept (Nonaka and Takeuchi, 1995) that suggests the creation of space enabling knowledge creation, sharing and transfer, the study's findings indicate that there is insufficient infrastructure and meeting spaces at work for both formal and informal gatherings. In view of this Bejinaru (2010) suggests that organisations must accept *Ba* as a tool for "knowledge creation" through using the existing body of networks as means of interacting at workplace thus creating an environment that is conducive to encouraging knowledge creation, sharing and use.

In this study financial incentives were rated as the most important for knowledge sharing in the NAZ. This is not consistent with studies elsewhere (Olatukun and Nwafor, 2012) that concluded that extrinsic monetary motivation like salary incentives and bonuses should not be emphasised as primarily encouraging

knowledge sharing in an organisation because they only secure temporary compliance. Without coming out clearly on the type of incentives, other studies (Rehman, 2013; Suresh and Mahesh, 2006) argue that human resource (HR) units must provide rewards and incentives to members of the organisation to motivate them to share knowledge.

The study established that archivists had some knowledge problems about where to find relevant information and also some archivists were not sure about what to do. These gaps are a result of loss of professional staff and leakage of skills such that there was not enough time for the skills transfer since young graduates who joined NAZ are receiving orientation from inexperienced colleagues who themselves are still learning (Matangira, 2012). Suggestions made by the respondents of improving internal training confirms Matangira's (2012) recommendations that NAZ needs to regain the lost skills through specific training programmes targeted at specific groups of staff.

6 Implications of the research

The current study has some managerial, practical and research implications that should be considered when interpreting the findings. The knowledge audit was conducted on the archivists only. Future research should extend to all members of staff of NAZ who are major stakeholders in the acquisition,

preservation and provision of access to records and archival material. In order to get a high response rate, the study may be conducted in March when all personnel are available during NAZ annual stock-taking. Further research on knowledge mapping in the NAZ will help to survey and locate where knowledge lies in the organisation.

NAZ management should set up a team to come up with a knowledge management policy. This will enhance NAZ performance as a service provider in the knowledge economy. The other managerial implication is that performance gaps require NAZ management to put up a proper induction programme where new employees in the organisation learn about its culture and inculcate a culture of knowledge sharing to assist them acquire new knowledge quickly.

7 Conclusion and recommendations

The study concluded that NAZ needs more archivists and chief archivists in order to conduct its business of acquiring, preserving and providing access to records and archival materials to users. It is recommended that new archivists who had little experience be exposed to staff learning and development opportunities. The study also recommends that NAZ should extensively improve infrastructure supporting communication in the organisation for the purposes of knowledge flow; draw up a Knowledge Management Policy and infrastructure that supports staff to encourage knowledge

transfer and knowledge sharing among staff members. The final conclusion and output of the knowledge audit was that archivists are sources of knowledge. Such knowledge experts transfer and share their knowledge in order for NAZ to realise its mandate of acquiring, preserving and providing access to Zimbabwe's documentary heritage.

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