THE IMPACT OF DOCUMENT MANAGEMENT USING GOOD PRACTICES: A LITERATURE REVIEW

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ARTICLE INFO	ABSTRACT
	Purpose: The main objective of this work is to identify and contribute to our understanding the relationship, importance, and benefits of applying good practices in Document Management in public entities. **Theoretical framework:** Recent literature has highlighted the significance of employing good practices in document management within organizational settings. These practices encompass efficient data organization, accessibility, version control, and security measures (Malekany, 2022). However, the precise impact and implications of implementing these practices remain a subject of ongoing exploration. **Design/Methodology/Approach:** through a method of a systematic review and Meta-analysis, for which 51 research articles from the last 05 years were selected to be reviewed, it was compiled from different search sources and served to respond to the 08RQ raised that will allow a better understanding. **Findings:** When reviewing, the first discoveries that were found were the multiple benefits that are obtained by using good practices such as cost savings, and speed of service, among others. The results show that in other countries, they already make use of them, and they become not an obligation but a part of the habit, from day to day regardless of the sector or area to which the institution is dedicated to. **Research, Practical & Social implications:** We suggest a future research agenda and highlight the contributions made to executive and management education. **Originality/Value:** Document management is an evolving domain, and there is still much to uncover and comprehend regarding its effects on productivity, information retrieval, and overall organizational performance. Doi: https://doi.org/10.26668/businessreview/2023.v8i11.4112

O IMPACTO DA GESTÃO DE DOCUMENTOS UTILIZANDO BOAS PRÁTICAS: UMA REVISÃO DA LITERATURA

RESUMO

Objetivo: O principal objetivo deste trabalho é identificar e contribuir para a nossa compreensão da relação, importância e benefícios da aplicação de boas práticas na Gestão de Documentos em entidades públicas.

Quadro teórico: A literatura recente destacou a importância da aplicação de boas práticas na gestão de documentos em contextos organizacionais. Essas práticas englobam a organização eficiente de dados, acessibilidade, controle de versões e medidas de segurança (Malekany, 2022). No entanto, o impacto preciso e as implicações da implementação dessas práticas continuam sendo um tema de exploração em curso.

Método de pesquisa: Através de um método de revisão sistemática e meta-análise, foram selecionados 51 artigos de pesquisa dos últimos 05 anos para revisão. Esses artigos foram compilados a partir de diferentes fontes de

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pesquisa e também serviram para responder às 08 questões de pesquisa levantadas, permitindo uma melhor compreensão.

Resultados: Ao revisar a literatura, as primeiras descobertas encontradas foram os diversos benefícios obtidos ao utilizar boas práticas, como economia de custos e rapidez no atendimento, entre outros. Os resultados demonstram que em outros países, essas práticas já são amplamente adotadas, tornando-se não apenas uma obrigação, mas parte do cotidiano, independentemente do setor ou área em que a instituição atua.

Implicações para Pesquisa, Prática e Sociedade: Sugerimos uma agenda de pesquisa futura e destacamos as contribuições para a educação executiva e gerencial.

Originalidade/Valor: A gestão de documentos é um campo em constante evolução, e ainda há muito a ser descoberto e compreendido em relação aos seus efeitos na produtividade, recuperação de informações e desempenho organizacional como um todo.

Palavras-chave: Sistema de Gestão Eletrônica de Documentos, Dados de Informação, Desenvolvimento Sustentável, Digitalização de Documentos, Boas Práticas.

EL IMPACTO DE LA GESTIÓN DE DOCUMENTOS UTILIZANDO BUENAS PRÁCTICAS: UNA REVISIÓN DE LA LITERATURA.

RESUMEN

Objetivo: El principal objetivo de este trabajo es identificar y contribuir a nuestra comprensión de la relación, importancia y beneficios de aplicar buenas prácticas en la Gestión de Documentos en entidades públicas.

Marco teórico: La literatura reciente ha destacado la importancia de aplicar buenas prácticas en la gestión de documentos en contextos organizacionales. Estas prácticas abarcan la organización eficiente de datos, la accesibilidad, el control de versiones y las medidas de seguridad (Malekany, 2022). Sin embargo, el impacto preciso y las implicaciones de la implementación de estas prácticas siguen siendo un tema de exploración en curso.

Método de investigación: A través de un método de revisión sistemática y metaanálisis, se seleccionaron 51 artículos de investigación de los últimos 5 años para su revisión. Estos artículos se recopilaron de diversas fuentes de investigación y también se utilizaron para responder a las 8 preguntas de investigación planteadas, lo que permitió una comprensión más completa.

Resultados: Al revisar la literatura, las primeras conclusiones encontradas fueron los diversos beneficios obtenidos al utilizar buenas prácticas, como el ahorro de costos y la rapidez en la atención, entre otros. Los resultados muestran que en otros países, estas prácticas ya se han adoptado ampliamente, convirtiéndose no solo en una obligación, sino en parte de la rutina diaria, independientemente del sector o área en la que opera la institución.

Implicaciones para la Investigación, la Práctica y la Sociedad: Sugerimos una agenda de investigación futura y destacamos las contribuciones a la educación ejecutiva y de gestión.

Originalidad/Valor: La gestión de documentos es un campo en constante evolución, y todavía queda mucho por descubrir y comprender en relación con sus efectos en la productividad, la recuperación de información y el rendimiento organizacional en su conjunto.

Palabras clave: Sistema de Gestión Electrónica de Documentos, Datos de Información, Desarrollo Sostenible, Digitalización de Documentos, Buenas Prácticas.

INTRODUCTION

With the accelerated advancement of technology, the Internet, and globalization, the exchange of information, and the delivery of services are faster, easier, and more comfortable and this is due to the use of good practices.

But this is not the feeling of the citizens, that we are consumers of the services of different public institutions, William Ventura, (Ventura, 2020) professor at Continental University, states: "When we refer to the quality of public services in Peru, we do not have the

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best memories of this because the public service suffers on different fronts such as long waiting times, inadequate facilities for the service, unnecessary requirements, customer service personnel without knowledge of the subject, poor treatment in care, among others." Good practices can be developed, even if having limitations, deficiencies or the problems already mentioned above, because it lies in the will to change.

Therefore flexibility, will, and communication is required, and the essential thing is to know how to do it and mention the multiple benefits to be obtained.

In this article, a systematic literature review (SLR) is carried out to show the impact of the use of these good practices in general without focusing on a certain area.

The application of good practices in document management that is already carried out in other countries and its way of facilitating and helping on a day-to-day basis were studied and the advantage that gives its application.

The study was structured as follows:

1.   The INTRODUCTION to the subject is presented.

2.   The BACKGROUND AND RELATED WORKS of previous works that were elaborated on the subject are presented.

3.   The REVIEW METHOD used, the RSL, is presented, where the steps followed to write the study are explained in detail.

4.   It presents the expectations of the primary studies, results, discussion, and answers to the research questions posed.

5.   The conclusions are presented.

BACKGROUND AND RELATED WORKS.

There are different definitions of good practices, for example, José Alejandre defines it as: "Actions that facilitate the development of learning activities in which the planned training objectives are efficiently achieved." (Alexander Marco, 2016) or Mariano Berro affirms that good practices are: "a way of doing work that produces a good result" (Berro, Romano, & Menéndez, 2013) they all come to the same conclusion that the purpose of using good practices is simply to obtain or meet objectives and desired results in a better way. Currently, there are various tools that would facilitate their inclusion or implementation.

Considering the definition of Documentary Management by Mabel Alvarado (Alvarado Aguilar, 2013), who conceptualizes it as: "the process that covers the life cycle of the document,

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... from its production to its final disposal or sent to the historical archive for its permanent conservation."

An example of document management in our day-to-day is the request for police records that we are asked for in any job application, with this we conclude that it is present in our day-to-day.

Among them, we have Azlina Aziz [1] who refers to good practices as "develop implementation policies coordinated and enforced by all implementing agencies to ensure smooth implementation".

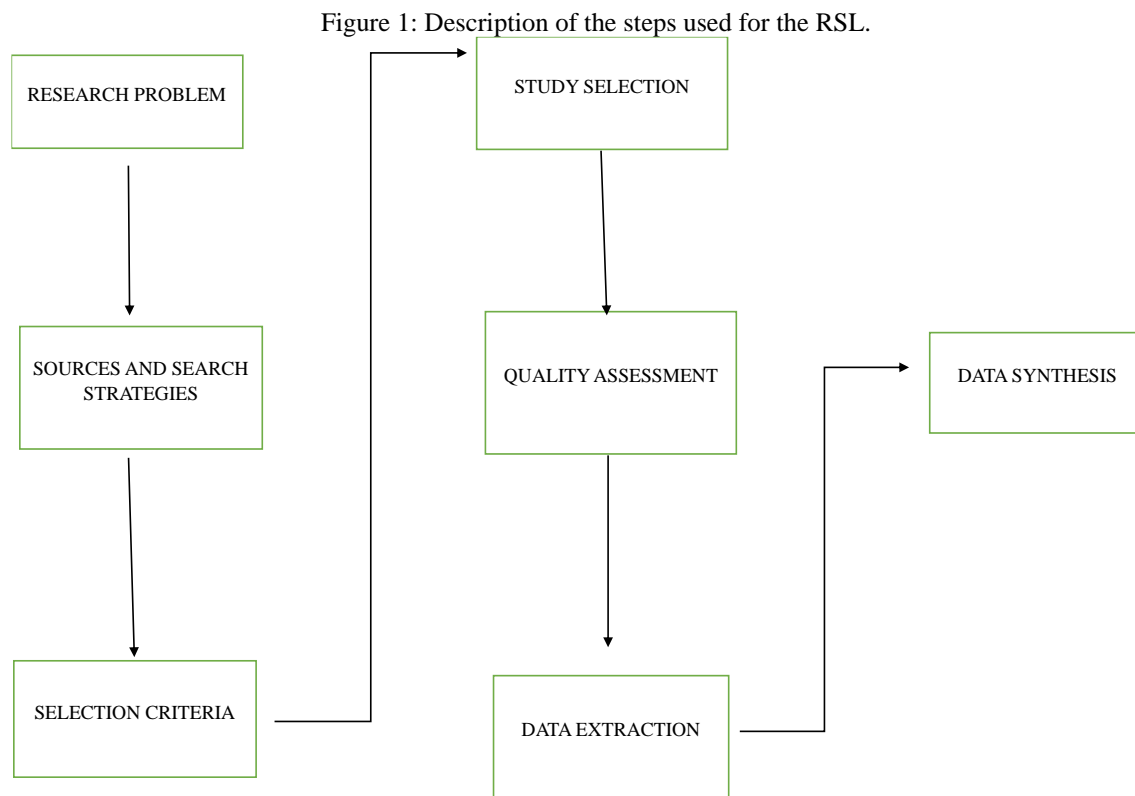These policies must have the following characteristics:

- Adjustable to the environment.
- Easy to implement.
- Easy to understand.

Axel Carlborg [2] comments on good practices concerning Document Management such as: "…changes that imply new forms of architecture and data management, as well as new organizational structures." These are for ease of handling.

Finally, Marshall [3] emphasizes that all good practices must have a degree of testing, acceptance, and risk mitigation in case some important assumption is wrong.

REVIEW METHOD

This review article has been prepared with the guidelines recommended by B. Kitcheman. Figure 1 shows the review method and its steps.

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Figure 1: Description of the steps used for the RSL.

Source: Prepared by the authors themselves.

A. Research Problems and Objectives.

The objective of this study is to highlight the importance of the use of good practices in Document Management in public institutions. To meet the objectives of this study, the following research problems were formulated:

RQ1: What are the metrics or criteria for the selection of good practices to improve Document management?

RQ 2: What indicators are used to measure the influence of good practices in improving document management in Public Institutions?

RQ3: Who are the most cited authors in the application of good practices in document management?

RQ4: How many studies have been published over the past 05 years on the influence of good practices on the improvement of Document Management in public institutions?

RQ 5: What definitions of Good Practices and Document Management have been used?

RQ 6: What are the most used concepts in the investigations of the implementation of good practices in the improvement of Document Management?

RQ 7: How have the concepts most used in research on good practices and their influence on the improvement of Document Management evolved?

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RQ 8: What are the most used keywords in research on good practices and their influence on Document Management?

Table 1 shows the questions already mentioned with their respective objectives.

Table 1: Objectives of the RQ raised.

RQ	OBJECTIVES
RQ1	Determine the criteria for the selection of good practices and their influence on the improvement of Document Management.
RQ 2	Determine the indicators used to measure the influence of good practices in the improvement of Document Management.
RQ3	Identify the most cited authors or with the most research regarding the application of good practices in Document Management.
RQ4	Detail how many studies have been published over the last 05 years on the influence of good practices in improving Document Management in Public institutions.
RQ 5	Determine the definitions of Good Practices and Document Management that have been used.
RQ 6	Identify the concepts most used in research on the implementation of good practices in the improvement of Document Management.
RQ 7	Specify the evolution of the concepts most used in research on good practices and their influence on the improvement of Document Management.
RQ 8	Identify the most used keywords in research on good practices and their influence on Document Management.

Source: Prepared by the authors themselves.

B.   Sources and search strategies

The search sources were chosen from digital libraries related mainly to administration, technology, and computing.

Table 2 shows the 06 sources chosen for the preparation of the work.

Table 2 . Selected search sources.

Sources
EBSCOhost
Web of Science
Google Scholar
ProQuest
Microsoft Academic
Wiley Online Lubrary
Agora

Source: Prepared by the authors themselves.

For the search strategy, search terms were implemented based on the research problems mentioned above, likewise, search equations were created using (AND and OR) operators that are used in each source.

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Table 3. Search terms

Search Terms
Good practices OR good habits OR best practices OR best habits
Document management OR documentary process
Method OR methodology OR model

Source: Prepared by the authors themselves.

Already in the search procedure, it was created and carried out with the search equations, as shown in Table 4.

Table 4. Sources and Search Equations

Source	Generic search equation
EBSCOhost	("best practices" OR "best habits" OR "good practices" OR "good habits") AND ("document management" OR "documentary process") AND (method or methodology or model)
Web of Science	("best practices" OR "best habits" OR "good practices" OR "good habits") *AND* ALL FIELDS: ("document management" OR "documentary process") *AND* ALL FIELDS: (Methodology OR method OR model)
Google Scholar	("best practices" OR "best habits" OR "good practices" OR "good habits") AND ("document management" OR "documentary process") AND (methodology OR method OR model)
ProQuest	("good practices" or "good habits" or "best practices" or "good habits") AND ("documental management" or documentary "process") AND (methodology or method or model)
Microsoft Academic	("best practices OR "best habits" or "good practices" or "good habits") and ("documental management" or "documentary process") and (methodology or method or model)
Wiley Online Library	("best practices OR best habits") anywhere and ("documental management OR documentary process") anywhere and ("Method OR methodology OR model")
Agora	("best practices" OR "best habits" OR "good practices" OR "good habits") AND ("documental management" OR documentary process") AND (methodology or method or model)

Source: Prepared by the authors themselves.

C.   Search results

The result obtained by applying the equations previously shown was a total of 363,283 base studies, distributed in the following Table 5.

Table 5 Number of baseline studies

Source	Results
EBSCOhost	103 532
Web Of Science	8
Google Scholar	15 700
ProQuest	48 666
Wiley On Line Library	57 338
Microsoft Academic	21 111
Agora	116 928
TOTAL	**363 283**

Source: Prepared by the authors themselves.

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The sources Google Scholar, Proques and Wiley On line Library where the highest results were obtained.

D.   Selection criteria

Exclusion criteria were defined to better specify the quality of the studies already found, the exclusion criteria are the following:

CE_1: The articles are older than 05 years

CE_2: Articles are not in English

CE_3: The articles are not academic publications

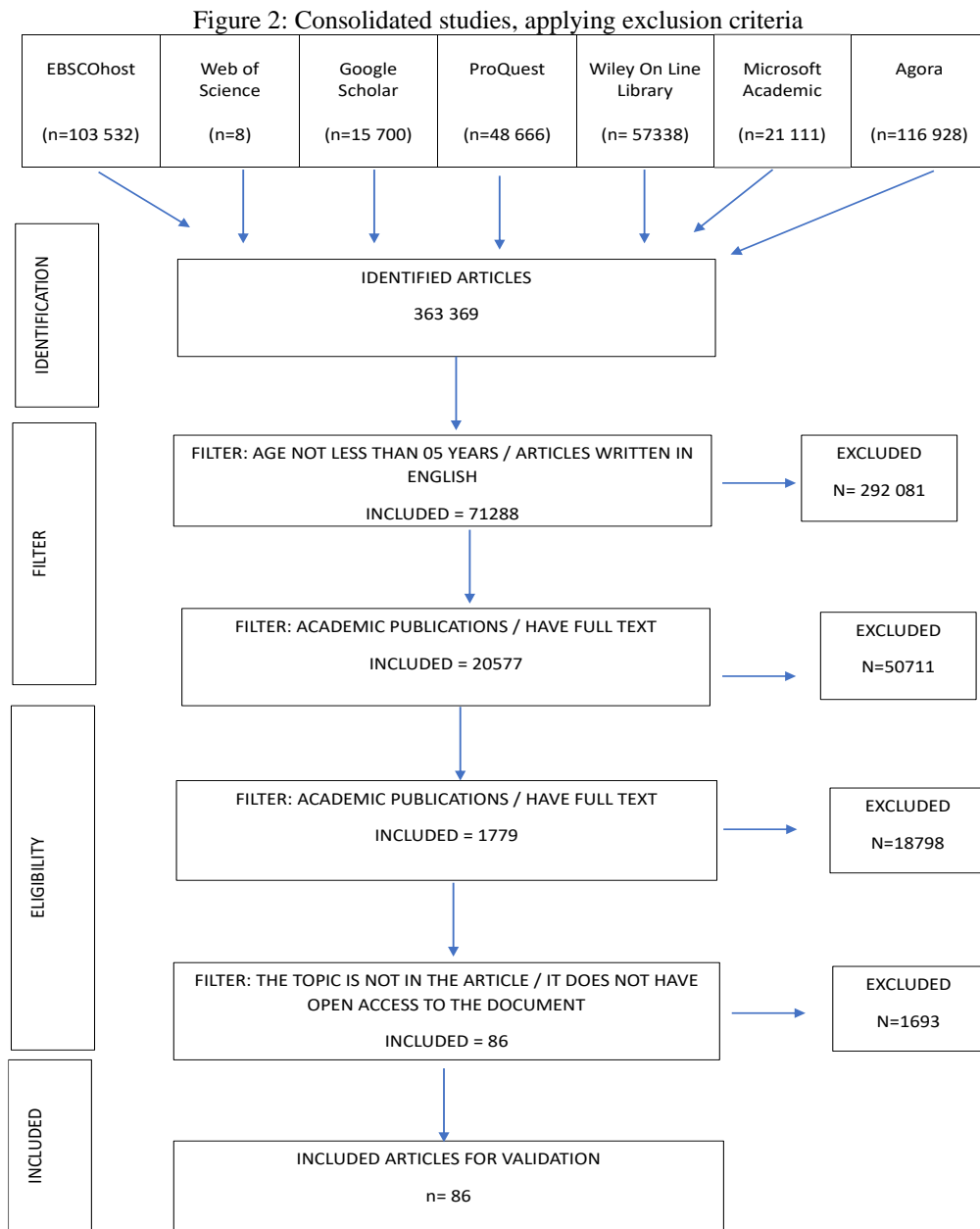CE_4: The full text of the article is not available

CE_5: The titles of the articles are not compatible with the research topic

CE_6: The Keywords and variables are not compatible with the research topic.

E.   Selection of studies

Of the 363,283 base studies, which applied 04 stages for the selection of studies, each with 02 exclusion criteria, 86 studies were obtained, as shown in Figure 2.

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Figure 2: Consolidated studies, applying exclusion criteria

Source: Prepared by the authors themselves.

F.   Quality Assessment

Of the 86 studies that remained after stage 04, they were independently evaluated by the authors according to the formulated quality criteria (QA):

QA_1 : Does the article consider pure research?

QA_2 : Are the research findings clearly explained?

QA_3: Does the investigation has clearly described instructions?

QA_4: Is the research methodology clearly explained?

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Each QA is related to the quality of justification and always linked to the objectives and context of studies; QA1 and QA2 deliver accurate data if it is clearly explained and Q3 and QA4 will help in drawing conclusions and recommendations. A total of 51 selected articles were obtained.

G.   Data extraction:

During this stage, the following data were extracted from the 51 studies obtained: Title, URL, Source, Year, Country, Number of Pages, Language, Type of Publication, Name of the publication, Research Methodology, authors, Affiliation, Number of citations, Summary, keywords, detail 1, detail 2 (if necessary), detail 3 (if necessary) and sample size, all to an extraction form in an Excel file. The Mendeley tool was used as can be seen in figure 3.

Figure 3. Use of Mendeley Tool
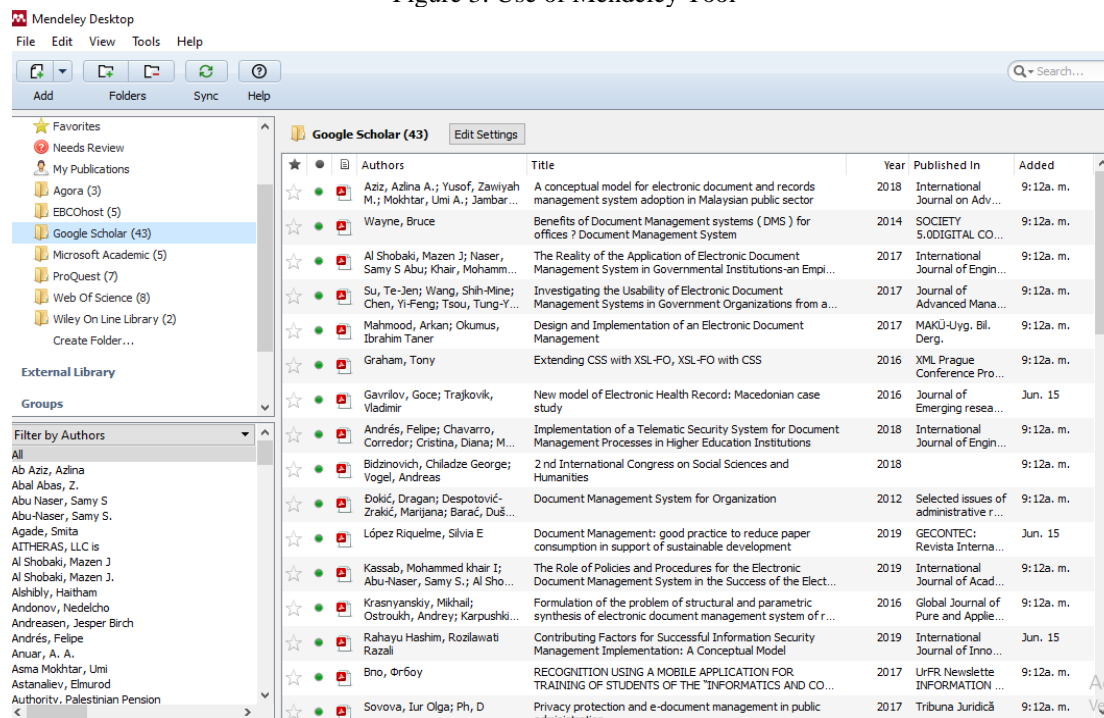
Source: Prepared by the authors themselves.

H.   Data synthesis

After the entire process of extracting information from each study, a data analysis was carried out that would allow answering the research questions.

This extracted information has been tabulated and presented as quantitative data to be used statistically to compare and describe all findings.

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RESULTS AND DISCUSSIONS

a.   Overview of the studies

Figure 4 shows the number of primary studies that were selected, according to their source. The main source used was Google Scholar followed by EBSCOhost and ProQuest.

Figure 4. Selected studies by source
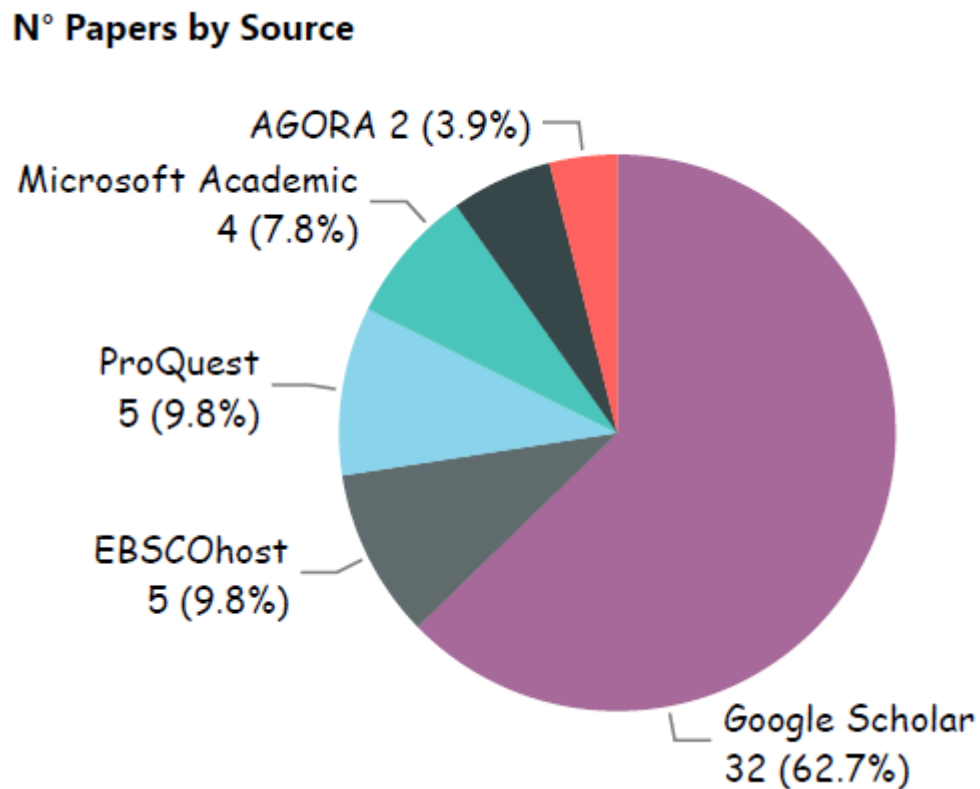
Source: Prepared by the authors themselves.

In Figure 5, the temporal distribution of the same, including the exclusion criteria and quality of 51 articles that are related directly with the research.

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Figure 5 Temporal Distribution

Articles per year

Source: Prepared by the authors themselves.

Regarding the research method, 100% of the studies are experimental, they have a small sample to which the study is applied.

Multiple terms were found in the titles of their articles, to help readers, the most used terms are shown through a cloud of words, it is highlighted that the larger the word, the more frequently this term has been used and otherwise, the smaller the word, the frequency of use is lower, these are shown in Figure 6.

Figure 6: Most used terms in the titles of the chosen primary studies.

Source: Prepared by the authors themselves.

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The terms most used by the authors in the titles of the selected articles are Management with a total of n=38, Document n=34, and Electronic= 23, they are the most relevant because the words are prepositions or connectors.

B. Answers to research questions

The most outstanding findings obtained from the review of the 08 questions posed will be presented here:

RQ1: What are the criteria for selecting good practices to improve Document Management?

According to the results of the literature review, 03 types of criteria were chosen that allow selecting of good practices in Document Management, which are presented in Table 6 below.

Table 6: Criteria for selecting Good Practices in Document Management

Criterion	Articles	Amount %
Technological innovation	[1][26][6][19][4][13][15][29][14][9][28]	11 (21.68 %)
Stake	[1][25][6]	3 (5.88 %)
Sustainability	[12][26][2][6]	4 (7.84 %)
Process automation	[1][26][6][19][4][13][15][29][14][9][28]	11 (21.68 %)
Environment Friendly	[1][25][6]	3 (5.88 %)

Source: Prepared by the authors themselves.

These criteria were chosen because they are the ones that are mentioned the most.

It was identified that technological innovation today is the most applied for the implementation of good practices, for example, López Martinez [4] proposes two web systems (FuidXel and a Web app for the treatment of images and PDF files of documents) focused on free software that will facilitate the digitization of documents through the Scanner.

In Malaysia, the DDMS (Digital Document Management System)[1] is being used, an endowed system for the management of documents and records that aims to:

- Elimination of paper.

- Speed up access to public records

- Avoid the loss of records

- Facilitate file transfer.

Another interesting proposal is from Roszcynska Magadalena [5] who proposes public services concerning data should be implemented by mobile apps or web platforms because it

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improves the participation of all citizens, but these must be carefully monitored. In Peru, little by little, public entities create their app to facilitate access to information or services, it should be noted that the majority have access to the Internet, whether by computer or cell phone, allowing greater integration.

RQ 2: What indicators are used to measure the influence of good practices in improving document management in Public Institutions?

Most of the studies mention that the indicators that are used to measure the impact of the use of good practices allow for improvement and facilitate the activities of the institutions that use a Document Management system, these can be observed in Table 7.

Table 7: Indicators of Indicators for measuring the influence of good practices.

Indicators for measurement	Articles	Amount
Speed	[1][19][26][4][15][28][8][7][22][47][48]	11 (21.56 %)
replicable	[1][45][18][14][4][15][9][47]	8 (15.68 %)
Ecological	[9][3][24][10]	4 (7.84 %)
Innovative	[32]][8][5][18][30][19][25][47][48]	9 (17.64 %)
lower cost	[3][30][17]	3 (5.88 %)

Source: Prepared by the authors themselves.

These types of indicators allow us to measure the influence and impact of the use of good practices in Document Management, they are used regardless of the area or sector of the public institution, it was found in the studies that it can be the health sector, police, among others, with to provide a better service to society.

It was confirmed that better document management using digitization brings multiple benefits such as saving resources, greater security, being friendly to the environment, and saving time. [7][1]

In other activities, good practices in document management are used, such as in Geoscience research [8], they have developed software, the GPF (Geoscience Document of the Future) that will allow them to document, share and cite the immense data they collect every day from their investigations.

Another sector where good practices in document management are used is in health [6], for example, in hospitals in Brazil there is an electronic database that improves the search and organization of patient histories, in addition to the 60% reduction in paper printing.

Comparing with the review article by Azlina Ab, it mentions that the implementation of the best practice called DDMS (Digital Document Management System) is used in 03 leading agencies in the country, such as the Unit for Management and Administrative Modernization

Planning (MAMPU), the Chief Government Security Office (CGSO), and the National Archives of Malaysia (NAM).

These practices can be taken as an example to be replicated in other public institutions.

For innovation, thanks to technology there are different ways to proceed with document digitization such as apps, software, and others[1][5].

In the review articles being compared [49][50], there is a commonality in that the implementation of best practices needs to be fast, thanks to the use of technology, and, above all, innovative.

This is because each sector creates software that allows data management according to the specific sector or area it is dedicated to.

RQ3: Who are the most cited authors in the application of good practices in document management in this study?

This question can be answered by looking at Table 8 of the 05 most cited authors from 2016 to 2021.

Table 8: Most cited authors N° of quotes per author per year

Authors	2016	2017	2018	2019	2020	2021	Total
Gil Yolanda, Cédnic David, Demir Ibrahim	56						56
Kassab Mohammed, Abu Naser, Al Shobaki Mazen		28		12			40
Al Shobaki Mazen, Mohammed Khair		37					37
Moy Amanda, Schwartz Jessica, Chen Ruijun						28	28
Bowker Lynne, Villamizar César	26						26

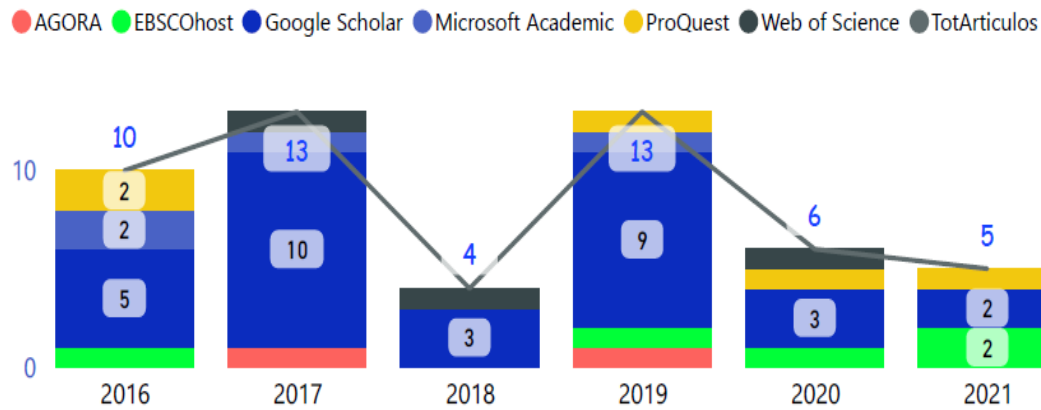Source: Prepared by the authors themselves.

The most productive author is Yolanda Gil with about 56 citations, followed by Mohamed Kassab with 40 citations, and Al Shobaki with 37 respective citations.

RQ4: How many studies have been published over the past 5 years on the influence of good practices on the improvement of Document Management in public institutions?

As can be seen in Figure 7 in the last 05 years, more studies were carried out in the years 2017 and 2019 with 13 articles obtained respectively in the other years there was a reduction, being in the year 2018 with the lowest number of studies found on the Influence of Good Practices in the Improvement of documentary management in public institutions.

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Figure 7 Studies in the last 05 years

Articles per Year and Source

● AGORA ● EBSCOhost ● Google Scholar ● Microsoft Academic ● ProQuest ● Web of Science ● TotArticulos
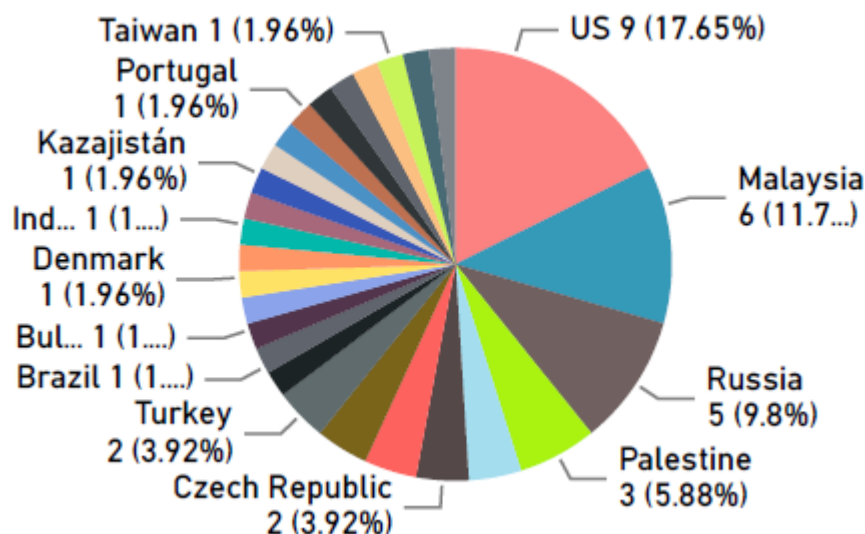
Source: Prepared by the authors themselves.

With regard to the Review articles compared from Wang, Kačmár, and Mansar[49][50][51], they are Review articles from 2016, 2017, and 2018, respectively. Review articles with an age of more than 05 years were found.

RQ 5: In which countries have research been conducted on the implementation of Best Practices in Document Management?

In the information search process, it was found that the United States, Malaysia, and Russia are the countries where the most articles or research related to my topic were found, as can be seen in Figure 8, these countries have a percentage of 17.65%, 11.70%, and 9.8%, respectively.

Figure 8. Articles by Countries

Source: Prepared by the authors themselves.

Only with Wang's review article [49] coincides with one of the countries (the United States) in the Figure of Articles by Countries.

RQ 6: What are the most commonly used concepts in research on the implementation of best practices in Document Management improvement?

Table 9 displays the most frequently used concepts in the 51 articles selected for this review, and these concepts are composed of what are called 'bi-grams'.

Table 9. Most Used Concepts

Number of articles by Source that have the Bi-gram in their Abstract

Bi-gram	AGORA	EBSCOhost	Google Scholar	Microsoft Academic	ProQuest	Web of Science	Total
document management			14			1	15
management system			8				8
electronic document			7				7
palestinian pension			2				2
pension agency			2				2
public administration			2				2
public sector			2				2
accreditation agency			1				1
accreditation process			1				1
administration bodies			1				1
administrative levels			1				1

Source: Prepared by the authors themselves.

It is observed that 'document management,' 'management system,' and 'electronic document' lead with 15, 8, and 8 appearances, respectively, in the data source found.

RQ 7: How have the concepts most used in research on good practices and their influence on the improvement of Document Management evolved?

In the following table, the evolving concepts can be observed, with Google Scholar as the source used.

Table 10. Most Used Concepts

Number of Articles by Source that have the Trigram in their Abstract

Trigram	Google Scholar	Microsoft Academic	ProQuest	Web of Science	Total
document management system	6				6
electronic document management	6				6
palestinian pension agency	2				2
automated electronic document	1				1
computer network linking	1				1
declarative process modelling	1				1
digital preservation strategies			1		1
document management systems	1				1
electronic document circulation	1				1

Source: Prepared by the authors themselves.

All the review articles used for comparison were extracted from Google Scholar, and it was found that they do not use the same trigrams.

RQ 8: What are the most used keywords in research on good practices and their influence on Document Management?

Figure 9 shows the most used keywords per article (the largest) in the entire review of the articles, being: document, system, electronic, management, and data.

Figure 9: Word Cloud

Source: Prepared by the authors themselves.

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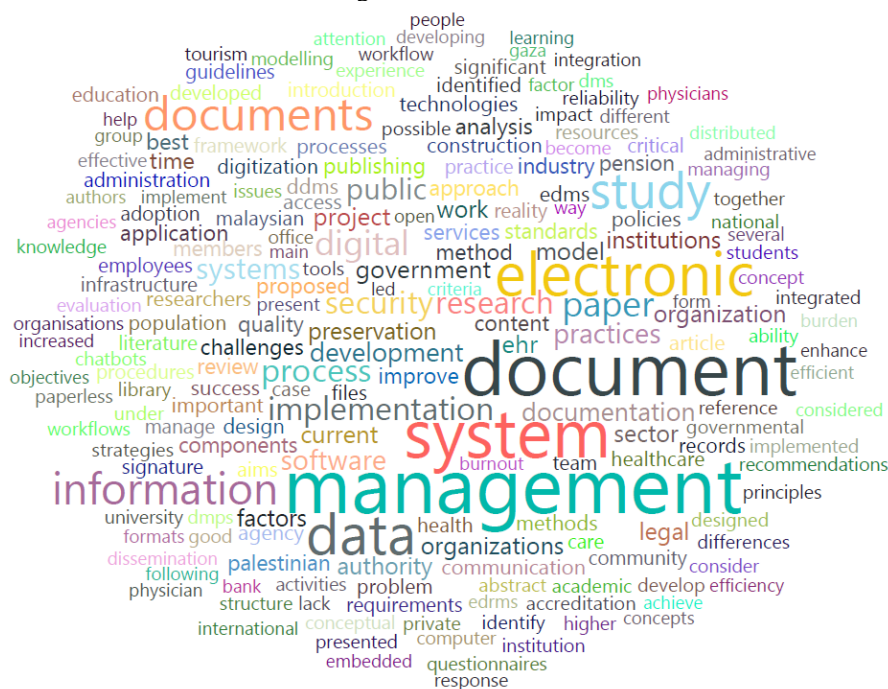
CONCLUSIONS AND FUTURE RESEARCH

In this comprehensive study, we employed a Systematic Literature Review (SLR) to rigorously gather and analyze relevant data, addressing the key research questions at hand. A total of 51 scholarly articles were meticulously selected and scrutinized in pursuit of robust insights.

The outcomes of our review elucidate a noteworthy global trend: the Implementation of Good Practices in Document Management has gained significant traction across different nations. Notably, Malaysia and Russia emerge as the frontrunners, having featured prominently in the research landscape.

Furthermore, this practice is observed to span various sectors, including the medical field, among others. It is worth emphasizing that contemporary good practices are inherently intertwined with technology, innovation, and the pervasive trend of digitization, which collectively facilitate more efficient document handling and management.

Of particular significance, the findings underscore the manifold benefits associated with the adoption of these practices. They notably enhance the ease with which personnel navigate document-related tasks, significantly improve operational speed, and contribute positively to environmental sustainability—an often-overlooked aspect. This study anticipates a continuous and evolving trajectory for this issue, acknowledging that its relevance and impact on the relationship between governmental bodies and citizens will become increasingly pronounced in the foreseeable future.

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