

Development of Organization Networks Towards Knowledge Management Excellent- From University of Agrosience Malaysia (UCAM) Perspective

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DOI: 10.6007/IJARBSS/v7-i11/3517 URL: <http://dx.doi.org/10.6007/IJARBSS/v7-i11/3517>

Abstract

This paper discussed about the knowledge management perspective-focuses on College University of Agrosience Malaysia UCAM elaborate the reasons on knowledge management initiatives, processes and implementations in an organizations. Many organizations (private or government) have invested heavily in knowledge management with the aim to build a knowledge capability and use it to achieve a competitive advantage. Research has shown, however, that not all knowledge management projects succeed. This paper has integrated studies on the impediments to knowledge management into a theoretical framework. Based on this framework First highlights the knowledge management itself. Secondly also included some scenarios raw situations and examples on the reasons and process, procedures and method on how to captured both tacit and explicit knowledge. This paper ended with simple conclusion and references for future readings

Keywords: *Knowledge Management, Organization Knowledge and Information and Information Technology*

Introduction

As we know, knowledge management is the systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical & strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge. The term knowledge in here are the mainstream of the process which is valuable in order to drive the organizations to success. Knowledge management has many definitions nowadays. The term are being used, debate, studied and research in all over the world in order to get better understanding and as a guidance in this new ICT era. From Davenport and Prusak (1998) stated that a knowledge is a fluid mix of framed experience, values, contextual information, expert insight and grounded intuition that provides an environment and framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knowers. In terms of processes and technological aspect, as discussed and research in this case study, knowledge management is the concept under which information is turned into actionable knowledge and made available effortlessly in a usable form to the people who can

apply it. As mentioned in the Oxford English Dictionary, knowledge is expertise and skills acquired by a person through experience or education, theoretical or practical understanding of a subject taken or learned before. It is also gain from awareness or familiarity or in any situation experience before. The research that published in this paper is to capture and sharing tacit knowledge which required adopting the story telling technique to capture and share the tacit knowledge of an expert person within an organizational context. The advent of new technologies from day to day has drawn a lesson to us that knowledge is power. The term of knowledge management became recognized in the late 90s and early 2000s (Scarborough & Swan, 2001).

As we all realize organizational knowledge is the most important property for an organization. But with the right management the organization will be able to achieve against their competitors. It is true that knowledge and knowledge management both are important for an organization, but are all knowledge management efforts in the organizations successful? If knowledge management initiatives fail, what are the main factors of this phenomenon? This issue has been highlighted by many practitioners and researchers for years in their literatures. It is a reality that if the organization does not know how to manage their knowledge property, the knowledge management initiatives will become a success. This paper highlighted few reasons and example of cases why knowledge management initiatives important in an organization. For this case study, I have identified and choose UCAM for possesses the worthwhile knowledge (expert) in practicing development of organization networks towards knowledge Management excellent.

Knowledge Transfer (KT) has introduced a new way of sharing resources and experience of all the people; in fact, it has created a framework of concrete preserve tacit and explicit knowledge that emphasizes the value of ideas and experiences. Knowledge management approach has been used much in various industries including education, business, social and technology. This term has been used with interchangeable represent the involvement of information and knowledge in a theatre major role civilizations. The knowledge management approach has been applied vastly in many industries including education, business, social and technological. The term has been used with interchangeable represent the involvement of information and knowledge in plays major roles of civilization. Knowledge transfer derived from the application of knowledge management activities which has emerged as one of the strategic resource of a firm (Narteh, 2008). Martinkenaite (2010) has stated through the transfer of knowledge, the firm has been described as an efficient generator, a repository of knowledge to contribute to revenue and maintain a competitive advantage. Furthermore, the transfer of knowledge also plays a major role in getting the strategy for organizations to compete and survive in a rapidly evolving environment. knowledge sharing and transfer of knowledge terms have been used quickly, rapidly and interchangeably, the two terms denote different main activities of the organization and the impact on the business environment. Most organizations are moving towards a knowledge and information management practices to better regulate and protect the assets of the organization in which they believe tacit knowledge embedded in

people's minds will be the most valuable asset that needs to encode before the people to withdraw from the organization.

Background of The Department Chosen for The Study.

Malaysia education sector in the post-independence era has been heavily depended on initiatives introduced by the government. The role of private institution as education providers has been very minimal. This scenario has transformed phase by phase. In the 1960s, private institution assist the government by providing extra education services as to prepare for higher education examination for example HSC/STPM. However, the number of private institution which provides services for education is very small, and limited the opportunities for Malaysian students to pursue their studies at tertiary level. In 1980s, big companies started to show interest to venture in the education industry. Private colleges provide more opportunities for Malaysian students to pursue studies in local private institutes of higher learning.

As number of private education institutions increasing, the challenges of private institutions are also increasing. As an education provider, is it important to study the college environment to ensure the successful transition of the incoming business. For a private education institution, student enrolment is a fundamental since it reflect the level of success of the institution in term of its financial income. Student enrolment reflected the college's income which is fundamentally important for financial budget, personnel planning, infrastructure and strategic planning. Hence, it is important for private education institution to understand its college environment in order to strengthen its position in the education industry. As for the case of UCAM, despite the continuous increase in the KM activity, the college needs to use the opportunities to move forwards. As a subsidiary of a huge government's body of agriculture in Malaysia, UCAM is able how to use KM and KT overall and give positive impact in institution, hinders its opportunities to move forward in the education sector.

UCAM is continuously trying it's best to be competitive in the market and winning some market place. In order to achieve its goal, UCAM needs a strategic method. A study must be made to identify the criteria search by client in a private college to understand clients need. It is vital to understand customers need in order to be able to provide the best services for them. Through this study, consist of the researcher intents to identify the challenges and constraint faced by a private higher education institution through the KM model, followed by the second part of identifying the quality of services provided by UCAM.

Based on the above scenario and problem, the researcher could provide a clear picture as regards to the problem facing in UCAM. As UCAM is now in preparation for achieving their goal towards full University, there is a real need to provide them with the required information. The development of KM model and the most accurate enrolment projection are valuable information in decision making makes it a challenge to be faced by the researcher. Moreover, taking into account that the research's findings are an essential part of the decision making process, this research has become a vital necessary.

UCAM began operating as 'Kumpulan Institut Latihan RISDA' undertaking technical training and management since 1973. In the early 80's, the college is known as 'Institut Latihan RISDA (ILR)' an institution that offers courses to RISDA staff, outside agencies and general public, particularly smallholders. In 1999, the ILR has been taken over by Kolej RISDA Sdn. Bhd, a subsidiary of RISDA. Kolej RISDA Sdn. Bhd. has been registered under the Private Higher Education Institutions Act 1996, and is headquartered in Jalan Ampang, Kuala Lumpur.

In the early establishment, there are 4 branches of UCAM with the main campus is located in Alor Gajah, Melaka and other branches in Institut Kemahiran Pekebun Kecil (IKPK) Pahang, Kelantan and Perak. UCAM main campus in Melaka offered many courses, particularly in agriculture, while other branches offering skills courses with the objective to assist rubber smallholders in stabilizing their socio-economic.

In the year 2000, the courses offered are not limited to agriculture alone when UCAM taking its steps in offering more courses in certificate and diploma level. Courses offered including Malaysia Skills Certificate level 1 and level 2, Pre-science Certification and Diploma in Plantation and Management. In 2002, in line with the development of ICT, and the director of RISDA's vision to make agriculture as a business. In the beginning of its development, the student's intake is only focused for the children of rubber smallholders. However, since there is limited private higher education institution that offered agricultural courses, there are numerous requested by non-smallholders to register in the college. Hence the intake is slowly open for all Malaysian but still priorities to the children of rubber smallholders.

Since UCAM is a subsidiary of RISDA, most of the position in the management level are held by the local authorities of RISDA, except for the academic and support staff. More lecturer and supporting staff were hired to cope with the number of students enrol. To cope with the increasing in student population, UCAM has improved their basic facilities including library, lecture classroom and lecture hall, laboratories, hostel and student's farm for practical purposes.

For Private Higher Education Institution, financial is an important factor to ensure the stability of its development. For UCAM, beside students' tuition fees, financial income is also generated from other sources such as the sale of rubber and oil palm fruit, and also supported by RISDA through funds injection.

Statement of the Problem

Knowledge management can be define as a systematic asset management of an organizational knowledge for the purpose to creating value and to meet a strategic requirements that consists of the initiatives, processes, strategies, and systems to sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge. As a result of the findings in the UCAM it was found that there are some problems and obstacles that must be addressed immediately by the management to ensure the UCAM KM activities can be implemented in a

comprehensive and it should be carried out systematically and smart planning. Arguably the UCAM most of the staff do not know and understand what is meant by KM and KT.

This shows how much harm UCAM for not being able to provide information and events that have happened are happening and will happen. In today's phenomenon, organizations implement knowledge management to improve efficiency and to provide an effective ways of using their intellectual assets. I do agree with the statement by Akhavan et al., (2010) that knowledge management is no longer an option but rather a necessity for organizations anywhere in the world. Failure to coordinate knowledge management initiatives with the organization's objectives, failure to mention the needs of creation of repositories and failure to understand and linking knowledge management into individual's routines also giving priority on formal learning effort as a mechanism for knowledge sharing and focusing knowledge management initiatives only within organizational aspects.

Findings

Among the problems found in the UCAM is as follows:

I. **Technical And Organizational Infrastructure Failure.**

In any organizations, the infrastructure and equipment must be reliable to adapt, cater and covers all the needs from the ICT segment. It is because the documented profile, successful transactions and thousands of applications must be processed digitally in order to get the fast services to the customers. Nowadays, we can see that the online transactions are the mainstream for all organization to reach their targets and goals. Therefore, the infrastructure must be reliable and strong in order to give the best services to the end users.

II. **A Knowledge-Driven Culture Fail.**

In a simple word the transfer of information, data and knowledge in terms of skills and technology must be done accordingly in order to channel the task correctly. The human and technologies itself cannot be connected properly in order to complete the task given. The process must be done, understand, repeatedly and clearly understood in order to put the task in the right direction and successfully done.

Example case

The case analysed by Braganza & Mollenkromer (2000) on PharmaCorp's. They had developed an Alpha Project as part of their knowledge management initiatives. This project was to identify the blueprint for gaining and maintaining global order in handling services market leadership. But, the project was failed because they used new technology and poor translation of design requirements to the system. The IT team could not complete the first phase for the sales function as scheduled. By the end of the year, Alpha Project was to be losing control over its IT-related projects. From this case, it has concluded that

knowledge was managed within silo-oriented staff. Besides that, tacit knowledge and behavioural issues also was the main factor why this project failed.

III. Lack of Senior Management Support.

As we can see that when the implementation of such a new invention, ideas, methods or processed that are benefited the organizations, the support that needed from the top management is lack and they failed to recognized the importance of the support to the general workers. Thus the initiatives to generate and operate the organizations may delay and they must run the organizational operation procedures in the old way.

Example case

The management of European-headquartered Company appeared very enthusiastic to implement knowledge management project (Storey & Barrett, 2000). The company was convinced that by implementing knowledge management, the company may achieve cost-effectiveness, competitiveness and a better management of business risks. Therefore, they set up a knowledge management team that comprised 9 management staff to run the project. In the middle of the implementation, their commitment to the project was quickly withdrawn when problems arise. This is because the management was only committed at the beginning of the project. They do not have any strategy what to do if problems occur and also the management did not give a full support to the staff on what to do next. According to Bergeron (2003), successful implementation of KM needs long-term commitment from senior managers who are dedicated to train employees and managers. Pettersson (2009) also mentioned in his article that lack of management responsibility is also one of the biggest reasons why knowledge management initiatives fail. It is critical for the top management to understand the importance of knowledge and knowledge management in the organization. This is to ensure the knowledge management initiatives understand by all employees.

IV. Rely on Inadequate Technology.

As we know, perceptions and ideas might be huge success and failure. It is because the barriers in between the employees and employers, managers and subordinates, engineers and general workers are the most important things to get done before the implementation process is done. Conflicts between these parties are unavoidable. Thus the knowledge transfer might be fail in between the process and the mission, vision and objectives of the organizations or institutions might be fail.

Example case

Ebank is one of the Europe's largest investor in information technology. Their knowledge management project called Global KM was launched in 1996 (Scarborough, 2003). This project was led by the corporate IT group and involved most IT specialists from different business unit worldwide. Their main focus was to create a corporate intranet infrastructure. During the test of Office web, the bandwidth of the existing infrastructure was found to be inadequate to support the network traffic. There is no knowledge sharing happen during the project was developed. Besides that, poor technical infrastructure and usability are also one of the reasons why this project failed.

V. Ignore Impediments To Knowledge Transfer.

As we know, perceptions and ideas might be huge success and failure. It is because the barriers in between the employees and employers, managers and subordinates, engineers and general workers are the most important things to get done before the implementation process is done. Conflicts between these parties are unavoidable. Thus the knowledge transfer might be fail in between the process and the mission, vision and objectives of the organizations or institutions might be fail.

Example Case

An example of the first view is when Bundred (2006) as cited by Paulin and Suneson (2012) exemplifies that knowledge barriers is created when senior staff is reluctant to share knowledge with junior staff in the public sector. In the article the knowledge barrier is only discussed as information not shared between silos. The suggested solutions are primarily aimed at overcoming information sharing boundaries (or knowledge sharing boundaries as transporting the knowledge from one place to another) of different kinds. The complication of seniority and younger, eagerly and youth scenarios might complicated in order to generate the ideas, knowledge and innovation. Thus the knowledge transfer might be fail and knowledge management process and procedures also fail.

Conclusion

KM is one of the technique to preserve information and ensuring it will be available for further use whenever needed. It is not just only a trend to preserve knowledge from traditional printed to digital, it is to facilitate searching, retrieval as well as preserving knowledge values. Knowledge has always been a critical issue in organisations. But how the organisation managed the knowledge is more important nowadays. There are 2 types of companies should be pursuing KM.

- ✓ The first type is one that has realized the need to keep up with its competitors and remain a legitimate player in a disruptive marketplace.
- ✓ The second type is already has core knowledge necessary.

The company realizes that what is innovative knowledge today will be commonplace, core knowledge tomorrow. But what has forcing the focus on knowledge in organisations?

There are six factors that lead to the issue. They are:

- Pace of change itself
- Nature of goods and services
- Scope of typical firm and its market
- Size and attrition of employee bases
- Structure of organization
- Capability of IT

As a result from these leading factors, new knowledge has to be created continuously among the staffs in order for the institutions to survive in today's environment. As we all know, knowledge is a resource that becomes obsolete as soon as it is created. As one of the important institutions to the RISDA, it is very crucial for them to preserve all the information and resources that they have. This is also for the benefits of the future generations. UCAM has taken the initiative to get involve in digitization process as the steps in preserving their information.

Recommendations

Progressive In Developing Strategic Assets

As outlined by Bollinger & Smith (2001), UCAM must possess with four (4) characteristics to strengthen their data, information and knowledge. Valuable, rare, inimitable and non-substitutable are outlined characteristics that might considered by them.

Inimitable

Each individual in the organization contributes knowledge based on personal interpretation of information. Group interpretations and assimilation of knowledge are dependent on the synergy of the total membership of the group. In addition, organizational knowledge is built on the unique past history of the organization's own experiences and accumulated expertise. Therefore, no two groups or organizations will think or function in identical ways.

Rare

Organizational knowledge is the sum of employee know-how, know-what, and know-why. Since it is dependent on the knowledge and experiences of current and past employees, and is built on specific organizational prior knowledge, it is rare.

Valuable

New organizational knowledge results in improved products, processes, technologies, or services, and enables organizations to remain competitive and viable. Being the first

to acquire new knowledge can help the organization attain a valuable strategic advantage.

Non-substitutable

The synergy of specific groups cannot be replicated. Thus the group represents distinctive

As a knowledge centre for RISDA generally, the characteristics listed above might help in strengthening their KM. The inimitable character helps the content of the data, information and knowledge more worth compared to any other agencies and organization. The rare and valuable collection must be kept preserve in order to maintain their status as an organization and institutions that are collectively and solely about the time when the nations buildings are progresses and the outlining, processes and procedures are born in there.

Make it Societies

As stated before, an information society is a where the creation, distribution, use, integration and manipulation of data, information and knowledge are processes and continuously used. It is significant for economic, political and cultural activity across the RISDA and UCAM. The aim of information society is to gain competitive advantage both locally and internationally.

By constantly and continuously using information technology (IT), the data, information and knowledge stored in UCAM can actively being stored, sharing thoroughly and can be cross-references between organizations and institutions. The creation of large-scale of networking with scholars and educational institutions, government bodies and knowledge and resources centres can develop a good networking. Thus the reliability, strength and consistency of the data, information and knowledge stored in this organization can be develop easily.

Be a Key Players

In a world that data, information and knowledge are rapidly growth and changing every seconds, UCAM must take a lead in key players in the growth of information and knowledge industry. As we can see on how this organizations has develop a vital, dynamic and important data, information and knowledge, the current collections must be introduce, disseminate and appraisal constantly and effectively in order to be recognised locally and internationally. In a developing country that has achieve some outstanding recognition worldwide, by leading the information and knowledge processes and progress perspective, UCAM can move forward to be recognise internationally. It is because all the content that they have, all the materials that they preserve, all the digital format that they classified – can be a good modules and guidance in the RISDA of information and knowledge nowadays. We can see that all the content are related in the rapid-growth of political and development of our country. So the guidelines available, the speeches, policies, guidance and framework that has been align and implemented before could be highlighted to the end-users and perspective researchers and scholars worldwide.

Knowledgeable Employees

Employees are vital in any organizations and institutions. By having a highly education level of achievements, UCAM can cater the needs and requirements of knowledge and information industry nowadays. It is because by having an extensive information and capable of fully understanding what is all about, the data, knowledge and information can be organised, appraise and disseminate within the target group. The chain knowledgeable instructors or persons, knowledge resources and materials to the knowledgeable audience are important roles played in knowledge management activities.

Besides that, by possessing as an educators, employees at the UCAM can gain the audience by various levels. In terms of scholars and undergraduates, the needs and desire to fulfil the requirements needed by the institutions means that the materials, data, information and knowledge packaged at this institutions are needed instantly. Thus, by pretending or see through the needs and requirements by these target group of users, the employees can gain the status as knowledgeable persons. The systematic relationship between this society can results greater networking and Perdana Leadership Foundation's employees can best labelled as knowledgeable persons throughout the country.

The knowledgeable persons not only engaged with the users, disseminate the information or packaging the data for future use. It is their responsibilities as an information editors, investigators, collectors, curators, guides, educators, facilitators, navigators, advisers and classifiers. By having these elements, the requirements of knowledgeable persons in the organization and institutions are fulfilled. It is because the elements stated are covered and enclosed in the requirements of knowledge managements. The engaging of data and information to the end users, manipulating the data, manage the right information to the target group of users are the norms and challenging requirements to fulfil.

Trusted Institutions of Knowledge

As discuss before, the formation of UCAM is to create digital repositories which focuses on the development and nation building issues. By making their mission as a vital and important guidance, UCAM can gain the trusted institutions of knowledge in the RISDA. It is because the responsibilities are wider than expected. By support and enhance life-long learning opportunities to the RISDA, the aims and objectives of the organizations are fulfil. It is important because the continuously learning and awareness on the importance of the data, information and knowledge stored in their institutions can gain respect from both UCAM and RISDA, by protect and provide access to the data, information and knowledge to respective users and community, the credibility of the organizations are in the high level. It is because the process taken by the institutions can be a symbols of a trusted information delivery from a trusted sources and credible persons. As a only organizations that are manage, appraise, disseminate and guardian of the intellectual property of ideas, innovations and knowledge of the top leadership in the country, the employees must be credible and monitored the data, information and knowledge held in there for future use.

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