Implementing Knowledge Management in Biro Tatanegara, Malaysia: BTN Staff's Perception

Maisarah Abdul Rahman, Mohd Alwi Yunus and Irwan Kamaruddin Abdul Kadir

Faculty of Information Management, University Technology of Mara, UiTM Selangor, Malaysia

ABSTRACT
By implementing KM, it can be used as a strategy sources by BTN to help the staffs in solving problems and facing challenges to improve their job performance together to achieve organizations goals and objectives. A little research has been done to know the staff's perception regarding implementation of KM in BTN. To improve the implementation of KM, there are various factors should be considered. One of that is support of the management. Without support, the implementation could not be success in BTN.
Keyword: Knowledge Management (KM), Knowledge, Biro Tatanegara, Staff perception

1.0 INTRODUCTION

All employees and managers from all over the world are working to understand the values of knowledge management (KM) in various countries. Yet, despite this there is no specific research has been conducted on identify on the perception of implementing knowledge management among Biro Tatanegara's staffs. The main idea of this case study is to identify the perception among the BTN's staffs about implementing the knowledge management in the organization. Every organization have a potential to learn and gather a new knowledge

that will give an effective practices in their daily business. This new knowledge will give a big impact to the organization in order to achieve their goals and objectives in the organization. Due to that, by implementing the knowledge management in the organization it will improve organization's performance through the contribution from employee within organization in helping other staff by sharing what they know and learn from their knowledge. (Zhou, 2010) mention that organization can manage their knowledge assets especially the professional knowledge and staff experience by managing KM acquisition, sharing and practices. Biro Tatanegara have their own office in every states around Malaysia including BTN's camp and one headquarters located in Putrajaya. In this study are design and implementing of staff perception in KM that focusing in BTN headquarters.

The rest of the paper have been organized as follows. Section 2 are explaining of knowledge management in depth that located at literature review section. In this section also describe the KM in government sector since BTN is one of the agency under JPM. Besides that in section 3 is describing the reason why this case study have been done. Other than that in section 4 is identify the method that have been used to complete this

study and also provide the research framework regarding to this topic. To know the results and analysis of this topic it is located at section 5. Last but not least section 6 is the conclusion of the overall study and a bit f recommendation in further study.

2.0 LITERATURE REVIEW

2.1 *General concept of knowledge management*

The term of knowledge management has been arise about approximately 2 decades ago in the year 1990. Knowledge management is the process of capture, distribute, and use the knowledge. Knowledge management can be as information assets in organization and it also define as is a discipline that promotes an integrated approach to identify, capture, evaluate, retrieve, and sharing all of an organization. These assets may include manual, procedures, databases, documents, policies, proceedings, and previously un-captured expertise and experience of the workers. Knowledge management is a primarily about managing the knowledge of and in an organizations.

The idea of KM has been characterized by many creators. It is very significant to recognize that the idea of management starting with one nation then onto the next and even starting with one association to some other. As Groeschl and Doherty (2000) state, "supervisors inside associations hold specific arrangements of assumption, thoughts and accepts about how to deal with their HR which are emphatically affected by their social foundation". From this viewpoint, it is sensible to surmise that despite the fact that numerous professionals and creators have endeavoured to give worldwide meanings of KM, the procedure itself of overseeing knowledge can different starting with one country to another.

"Transfers" (Davenport and Prusak, 1998) or "re-used" (Ruggles, 1997) and "distributed" (Probst et al., 2000) are those example that being define as a knowledge by the some of the researchers that could indicate knowledge as a people movement. Meanwhile (Skryme, 1999) give a perspective which is knowledge is on the term "sharing" to describe how organizations distribute and support knowledge for organization advantages. However, (Polanyi, 1966) knowledge generally can be divided into two categories which is tacit and explicit knowledge.

In the Knowledge Management literature, knowledge is most commonly categorized as either explicit or tacit which is in people's mind. A much more useful characterization is to describe knowledge as explicit, implicit, and tacit. Explicit is an information or knowledge that is set out in tangible form such as documents, books, journal and etc. Implicit is an information or knowledge that is not set out in tangible form but could be made explicit. Tacit is an information or knowledge that one would have extreme difficulty operationally setting out in tangible form.

2.2 *Knowledge management process*

Knowledge creation model introduce by Nonaka and Takeuchi (1995) which proposed KM model perspective based on four (4) kinds of process in knowledge conversions between explicit knowledge and tacit knowledge. The SECI model contains of:

  i. From tacit knowledge → tacit knowledge (Socialization)
  ii. From tacit knowledge → explicit knowledge (Externalization)
  iii. From explicit knowledge → explicit knowledge (Combination)
  iv. From explicit knowledge → tacit knowledge (Internalization)
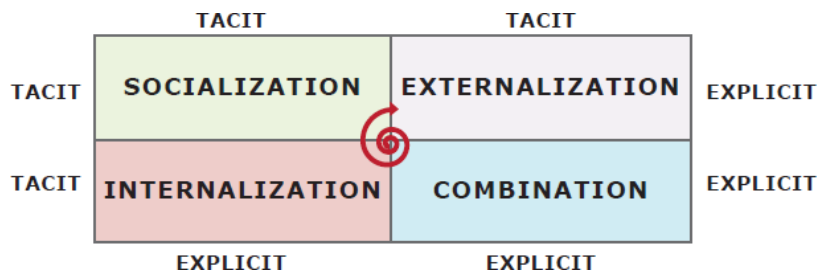
Figure 1.0 : Knowledge management process

2.3 *Knowledge management in government sector*.

Biro Tatanegara is one of the organization in government area under Jabatan Perdana Menteri. KM can likewise be utilized as a methodology sources by BTN's staff to enhance execution of the association. Individuals, procedures and advancements are other 3 center authoritative assets. Petrides and Nodine (2003) consider comprehensively that learning administration in government area can be thought of as a system or an approach that empowers individuals inside an association to build up an arrangement of practices to gather data and information said above and share what they know, prompting activity that enhances administrations and results. In looking to adjust an association's data culture and its innovation culture, KM unites three center authoritative assets – individuals, procedures and advancements to empower the association to utilize and share data and information all the more adequately. For individuals, associations ought to elevate arrangements and practices to enable them to share and oversee information. KM expands upon collegial and proficient cooperation by effectively captivating individuals at numerous authoritative levels in imparting to others what they know, & what they are realizing. For procedures, Petrides and Nodine (2003) advised us that formal and casual managerial strategies, educational modules improvement forms, data sharing examples, data storehouses, compensation motivating forces, grant plans and numerous other work rehearses influence data stream inside each association. KM activities help to set up vigorous procedures that empower individuals to get the data they require when they require it, and additionally to impart it to other people who may profit by it. KM would help be able to advance those procedures that prompt a more educated basic leadership. For advances, Petrides and Nodine (2003) express that it is the best stage for target gatherings to get to and trade valuable data crosswise over offices. Along these lines, KM can be utilized to better oversee information for BTN by working up individuals arranges as well as advancing learning in government groups by procedures and innovations to enhance BTN's focused execution.
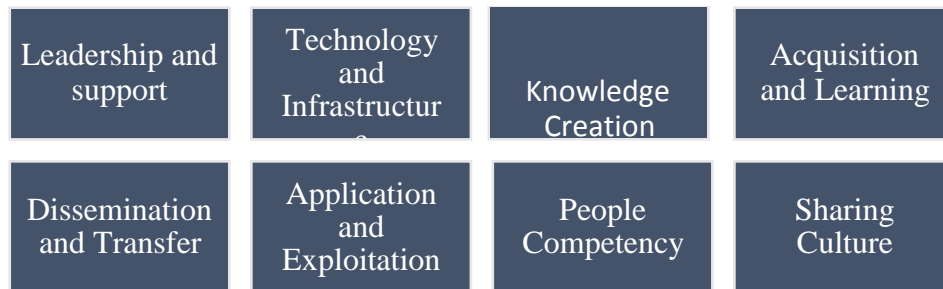
2.4 *Key factors of knowledge management*

Developing a proper KM strategy is the key element of KM implementation in the organization. In order to develop a proper KM strategy for government sector, organization need to identify key factors of knowledge management. Regarding framework that study by (Rodrigues & Pai, 2005) they have list 8 key factors of KM.

To measure KM implementation in Biro Tatanegara, they can use this framework. Actually this framework has been develop and use in the educational sector, but it is also

can be use in BTN. Since both educational and BTN has similarity in giving servicers to their audience.

The 8 key factors are listed as below:

Leadership and support	Technology and Infrastructure	Knowledge Creation	Acquisition and Learning
Dissemination and Transfer	Application and Exploitation	People Competency	Sharing Culture

Figure 2 : Key factors of KM

3.0 REASON OF STUDY

This case study is focusing on staff's perception in Biro Tatanegara of KM implementation. There are a few aspects in order to complete this case study. There are :

i.   Before implementing any KM practices in any organization, they need to collect data regarding employee's perception of KM. According to (Ming,1999) the beginning process of implementing KM, every organization should 'survey and map the knowledge landscape'. Meaning that they need to collect data regarding their employee's perception about KM. If organization ignore of this stage, it maybe cause failure of KM project (MC Campbell, Claire & Gitters, 1999). Due to that stage, this case study are being develop to know employee's perception of implementing KM in Biro Tatanegara.

ii. Secondly, this study is continued from previous study (Kai, Minhong & Allan, 2011) of investigating teacher's perception of implementing KM in educational sector. The
case study are design in Hong Kong's schools. The results shows that teacher knows 'knowledge sharing' is the main understanding of KM. The purpose of this study is to know further about employee's perception regarding KM that implementing in Malaysia especially in Biro Tatanegara.

   Therefore the research question of this case study are:
   a) What are employee's understanding of KM?
   b) What are employee concerns about implementing KM in BTN?
   c) What are the employee requirement / need for implementing KM in BTN?
   d) What are expected outcomes from the KM implementation?

4.0 METHODOLOGY

4.1   Research procedure

Due to the main aims for this study is focusing on BTN's staff, therefore the participation on getting the data of this case study is from BTN's employee itself. All employee were

invited to participate in voluntary interview. In all totals there are about 200 employee in 11 departments. The participations are all from BTN HQ that located at JPM, Putrajaya. Form all 11 departments, there are only 5 departments were selected. It is because all these 5 departments are more on managing with KM compared to others. The 5 departments listed as below:

i. BKP – Bahagian Khidmat Pengrusan
ii. BDS – Bahagian Dasar & Perancangan Strategik
iii. BBN – Bahagian Pembangunan & Penilaian Kurikulum
iv. BBK – Bahagian Birokrat & Korporat
v. BPP – Bahagian Penyelidikan & Penerbitan

Total about 25 staffs were randomly selected from the overall staffs who were interested to participate. Each process of the interview takes time about 20-30 minutes. The language that have been used was in Malay since all the staffs are working on public sector that very familiar in Malay compared to English. The answers of the interviews were analysed to identify the main points according to the research. The employees were identified using codes BKP1 or BBK5 with letter BKP or BBK representing departments and 1 or 5 representing the number of employee.

4.2 Research framework

The questions of the study was taken according to past study that develop by (Kai, Minhong & Allan, 2011). The questions were covered into 8 dimensions KM enabler and activators model.

Below are the list of the questions that being ask during the interview and the explanations about the questions given :
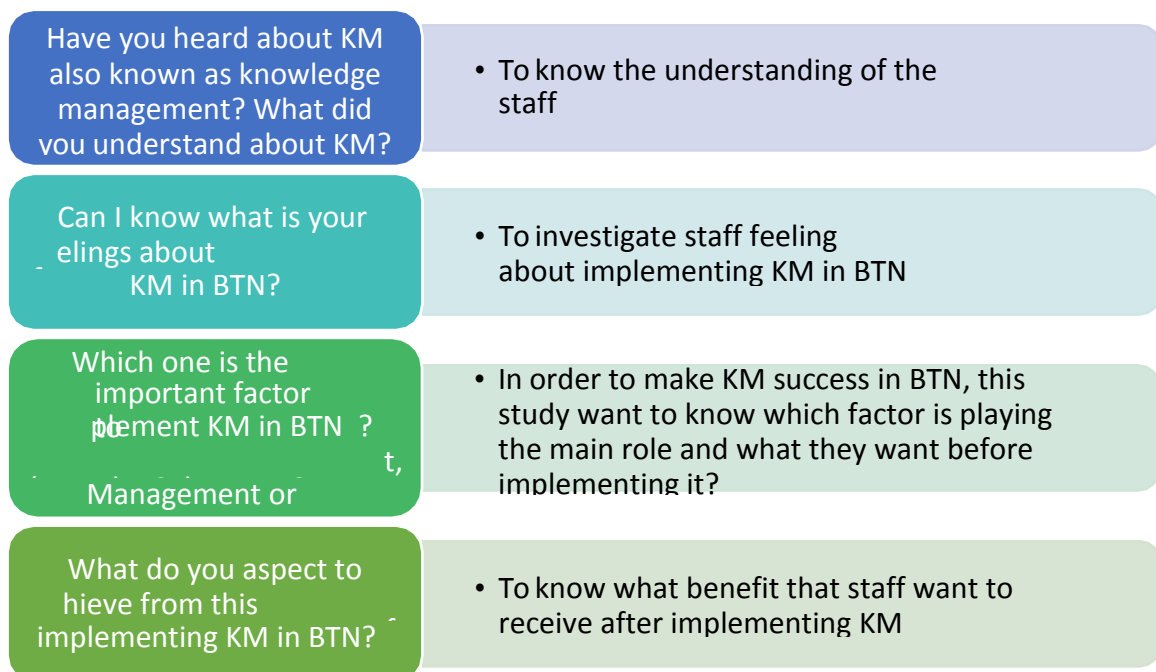
Have you heard about KM also known as knowledge management? What did you understand about KM?	• To know the understanding of the staff
Can I know what is your felings about KM in BTN?	• To investigate staff feeling about implementing KM in BTN
Which one is the important factor plement KM in BTN ? t, Management or	• In order to make KM success in BTN, this study want to know which factor is playing the main role and what they want before implementing it?
What do you aspect to hieve from this implementing KM in BTN?	• To know what benefit that staff want to receive after implementing KM

Figure 3: Relationship queestions and description of the question

4.3 Data collection

The process of collecting data are using two main sources which is an important process to ensure that the study is made is the best and complete before the analysis is performed. The resources that have been obtained are:

4.3.1 Primary Data

The primary data is very important and necessary for the competent and realistic. Data obtained is based on:

i. Observation in the BTN to get a true picture of the study area.

ii. Interviews with respondents to obtain information related to the study.

4.3.2 Secondary Data

Secondary data obtained from:

i. Reference materials, Journals and theses, Website

5.0 FINDINGS AND RESULT

To know the results of this study, we have make an analysis regarding to the answers that come out from the interviewees. The result are as below:

5.1 Understanding of knowledge management

The staffs of BTN mostly know the meaning of KM. Some mention the right meaning which is capitalizing organizational strategic knowledge assets for better job performance through a structured approach of managing knowledge (identifying, capturing, developing, sharing, measuring etc..). That is good reaction when this question was answer by the staffs. Meaning that the staffs have an idea what is KM all about, even though not in large percent of the understanding. Unfortunately when asking about the components of the KM, they did not know too much, only some of the points are being mentioned. The analysis are as below:

Table 1.0 : Analysis of interviewee answer regarding question :' Have you heard about KM also known as knowledge management? What did you understand about KM?'

The main points mentioned by interviews	The participation
Knowledge sharing	BBP4, BBS3, BKP5, BBK4, BDS2, BBP1
Knowledge storage	BDS1, BBK3, BBN2
Knowledge transfer	BKP3,
Converting from tacit to explicit knowledge	BDS3, BBP2
Updating the knowledge	BDS1
Knowledge searching	BBK4
Knowledge combine	BBK2

The results shows that most of the staffs in BTN know the main components of KM as one of the most important functions as a knowledge sharing and storage. They know that KM can be used as one of the asset in Biro Tatanegara. The knowledge can be stored, shared, protect and have their own values to be use in the organization. Other than that they realised that KM can be converted from tacit to explicit knowledge. With this process, the knowledge can be in documented foam so that it can be ready to be used within the organization. Furthermore knowledge should be combine and update for better used in the organization especially in BTN.

5.2   Feelings for implementing KM

The interviewees are express their feelings regarding implementation KM in BTN. The feelings are mentioned as below:

Table 2.0 : Analysis of interviewee answer regarding question :' Can I know what is your feelings about implementing KM in BTN?'

The main points mentioned by interviews	The participation
Confidence	BBP4, BBS3, BKP5, BBN2, BBP1
Worried	BDS1, BBN5, BDS4, BBN1, BKP2

They seemed very confidents to implementing KM in BTN because of they will add some knowledge that they did not know before this and maybe can learn a new things from the expertise.Unfortunately, some of the staffs are still worried to implement KM due to some of staffs might not be willing to share their knowledge to others or maybe did not have much time to share it. They also worried the knowledge will lost if the expertise did not have chance to share the knowledge because of the staff have to left the organization.

5.3   Important factors for implementing KM

The interviewees mentioned that there are a few factors should consider before implementing KM. To make sure the implementation of KM are success in BTN, the staff mentioned some factors as below:

Table 3.0 : Analysis of interviewee answer regarding question :' Which one is the most important factor to implement KM in BTN? (People, Culture, IT Support, Management or all?'

The main points mentioned by interviews	**The participation**
People	BBP4, BBS3, BKP5, BBP1, BKP2
Culture	BDS1, BBN5, BDS4, BBN2, BBP3
IT Support	BKP3, BBP2
Management	BDS3
All	BDS1 BBK4, BDS2,

Some of the staffs mentioned that people, management, IT support and culture were all important factor for making a successful implementation KM in BTN. Every factors are playing their own role in order to implement KM. However out of all factors, the staff mentioned that people and culture are the two most important factors of implementing KM. This 2 factors are related to each other. If BTN want to implement KM in the organization, the staffs should change their attitude and perception plus with the culture of BTN regarding KM especially. The culture of willingness to share the knowledge (what do you know and learn) with other team members are very important to implementing KM.

IT support is another factors that has been mentioned by the interviewees as a successful factors in implementing KM. The technology are being used by the staffs of BTN to store and retrieve the knowledge in the system. One of the interview give a complain that, BTN still did not have a proper system to handling KM especially. He recommended that BTN should have a proper system using centralization that can support implementing KM, so that it can be used by other staff including BTN in states on retrieve the knowledge.

5.3   *Expected outcomes of implementing KM*

The interviewees were excited to express about the results of implementing KM in BTN. The expected outcome that they mentioned are as below:

Table 4.0 : Analysis of interviewee answer regarding question :' What do you aspect to achieve from this process of implementing KM in

The main points mentioned by interviews	The participation
Learning from others	BBP1, BKP2, BDS3, BBK4, BDS2,
Sharing the knowledge	BDS1, BBN5, BDS4, BBN2, BBP5
Getting useful information	BKP3, BBP2
Time saving	BBP4, BBS3, BKP5,
Problem solving	BDS1

BTN?'

Most of the interviewees are hoping that by implementing the KM, they could learning from others friends within the BTN. This could be learning from the experiences, learning from what they know especially from the expertise and share their knowledge to improve the job performances. Some of the interviewees mentioned that by implementing KM they aspect to get a very useful information in order for them handling problem solving in a very limited time. They are hoping that KM will take a less time on getting the knowledge.

6.0 CONCLUSION AND RECOMMENDATION

The study of implementing KM in selected department was happened in Biro Tatanegara especially to know the staff's perception regarding to this topic through interview sessions. Only 25 staffs were participated in this study. Based on the literature review, this study was designed the research questions and conducted the interview sessions.

From the results of the study, staff of BTN are understand what is KM all about. They can define the meaning of KM, which is good result as they know general idea of KM. As a process of implementing KM, the organization should know first what is KM. Staff of BTN can recognize that KM is a good for knowledge sharing as a KM components. The BTN's staff were aspect that by implementing KM they could learn experiences from the others to improve the organizations performance. Staff pointed out that people and culture are the most successful factors to implement KM in the BTN.

Due to the limitation of the study, it maybe will affect the results of study if implementing it to another organizations. This study is valuable as it deepens on understanding of KM in

BTN regarding the preparation before its implementation. As for further study, maybe BTN can have conducted a research regarding with the same topic but collect the data from all departments and all states. Maybe different states will be giving different results or perception of implementing KM.

References:

Chu, K. W., Wang, M., Zhou, S., & Yuen, A. H. K. (2009). *Teacher Perception of Knowledge Management: A Case Study in a Secondary School*. Session presented at the 4th International Conference on e-Learning, Toronto, Canada, 16–17.

Davenport, T. and Prusak, L. (1998). *Working Knowledge: How Organizations Manage What They Know*, Harvard Business School Press, Boston, MA.

Groeschl, S. and Doherty, L. (2000). *Conceptualizing culture*, Cross Cultural Management: An International Journal, Vol. 7 No. 4, pp. 12-17.

Nonaka, I. (1994). *A dynamic theory of organizational knowledge creation*, Organizational Science, Vol. 5 No. 1, pp. 14-37.

Petrides, L. A., & Nodine, T. R. (2003). *Knowledge management in education : Defining the Landscape*. (Report). Half Moon Bay, CA.: Institute for the study of Knowledge Management in Education.

Polanyi, M. (1966). *The Tacit Dimension*, Routledge & Kegan Paul, London.

Probst, F., Raub, S. and Romhardt, K. (2000). *Managing Knowledge: Building Blocks for Success*, Wiley, Chichester.

Ruggles, R.L. (1997). "Knowledge management: an introduction", in Ruggles, R. (Ed.), *Knowledge Management Tools*, Butterworth-Heinemann, Boston, MA.

Skyrme, D. (1999). *Knowledge Networking: Creating the Collaborative Enterprise*, Butterworth-Heinemann, Oxford.

Teece, D. (1998). *Capturing value from knowledge assets: the new economy, markets for know-how, and intangible assets*, California Management Review, Vol. 40 No. 3,pp. 55-62.

Zack, M. (1999a). *Knowledge and Strategy,* Butterworth-Heinmann, Boston, MA.