

The Effectiveness of Knowledge Sharing Practices in Government Agency

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Abstract: Knowledge is most important resource in organization and the only way for organization to growth and sustain, hence knowledge sharing among the workers are needed for organization to be competitive in the industries. Knowledge sharing is an element that contributes in knowledge management activities. The purpose of this study is to identify factors that encourage a knowledge sharing culture in government agency. Studies are made on literature of knowledge sharing research paper, case study, conceptual paper, general review that was written by the researcher in the topic interest. Essentially it is important in maintaining knowledge sharing in organizations with the commitment from the management. A good strategy planning must be done to ensure that knowledge sharing in government agency will be acknowledged.

Keywords: Knowledge, Knowledge Sharing, Knowledge Management, Knowledge Process, Government Agency

1. INTRODUCTION

Knowledge Sharing (KS) in organization is a key to achieve organization objectives and become more competitive within the industries. Government sector seems to be lagging behind of practising KS. Although a new knowledge should be created among members in the agency by sharing and improving the knowledge that belong to them. Rosmaini Tasmin (2010) stated that successful knowledge management practices in an organization depend on whole stack of integration in culture, structure, technology and people. Knowledge sharing (KS) is known as one of the important process in KM. As mention by Christensen (2007) the goal of knowledge sharing can either be to create new knowledge by differently integrating existing knowledge or become better at exploiting existing knowledge. This statement can be strengthened by Burke (2011) that confirmed information sharing for many is the first move towards knowledge sharing and for many organization these are stages before a complete knowledge management (KM) system can be took in hand.

In government sector KS is not a main agenda in the organization. Although in private sector KM have widely practice especially in knowledge sharing and knowledge management. It does have become part of organization strategic plan and senior management is accountable for the Key Performance Indicators.

2. BACKGROUND OF ORGANIZATION

As a step forward to fully integrate and centralize the financial administration of all the states, Treasury Circular No.15 of 1951 was issued. The circular defined the role and functions of the Federal Treasury including the Secretary to the Treasury and the Financial Treasury which is established as the department that controlled and exercised powers on all matters regarding revenue collection and expenditure. Now, The Federal Treasury as a central agency is entrusted with the country's financial management and economic development. The mandate is carried out in collaboration with The Prime Minister Department, specifically The Economic Planning Unit (EPU) and the other ministries as well as Bank Negara Malaysia. The collaboration helped the Government to restructure the country's economy which is always influenced by the international financial situation.

Since then, Treasury have been through series of evolution process in order to comply with the need of economic status to formulate appropriate fiscal and monetary policies to meet national economic and social objectives. The latest restructuring was made in 2013 to meet the development and economic progress. The role of Treasury become more efficient and began to act as a strategic advisor involving financial functions of the country. Treasury Transformation Programme (TTP) was first introduced by Tan Sri Dr Mohd Irwan Serigar, Secretary General of Treasury and launched in January 2013 in line with National Transformation Agenda, set by YAB Dato' Sri Najib Tun Razak in 2010 through the Government Transformation Programme (GTP). To remain relevant in Malaysia and globally, "Tomorrow's Treasury Today" has to define its core responsibilities and have the right people in the right places with the right information. After the transformation was implemented, Treasury is now having 22 divisions with various functions in formulating, implementing, managing and monitoring fiscal and monetary policies that ensuring sustained and continuous economic growth for the people and the nation.

Transformation had been national agenda since 1971 in Malaysia and it is becoming increasingly necessary for the government agencies to utilise information to obtain competitive advantage and function efficiently. Civil servants knowledge and skill should be growth with nation and organization objectives and performance in order to serve better services and contributes to sustainable and competitive nation. And of course this implication is crucial for government agencies which is closely tied to the stakeholder and promotes service delivery.

Here, in government agency, knowledge sharing activity is not actively promoted, encourage and practised. There is lack of commitment from the management and civil servant themselves. The aims of this study are;

- i. to identify the issues in practising knowledge sharing in Ministry of Finance;
- ii. to evaluate the knowledge sharing practise in Ministry of Finance; and
- iii. to identify challenges to implement knowledge sharing in Ministry of Finance.

3. LITERATURE REVIEW

Knowledge sharing may be defined in various ways depending on the context in which it is considered. Lin (2007) had defined knowledge sharing as individuals sharing organizationally relevant experiences and information with one another. Hooff and Ridders (2004) had also explained that conceptualization of knowledge sharing portrays it as a "process where individuals mutually exchange their implicit (tacit) and explicit knowledge to create new knowledge". According to Vries, Hooff and Ridder (2006), this definition implies that every knowledge sharing behaviour consists of the supply of new knowledge and the demand for new knowledge.

Hence to encourage knowledge sharing culture the norm in an organization, a comprehensive efforts need had to be done. As mentioned by Liao, To and Hsu (2013) cited Denisons (1996) culture refers to deep structure of organizations which is rooted in the values, belief and assumptions held by organizational members. Organizational culture involve a contextual situation and its link to the thoughts, feeling and behaviours of organizational members. This is also stated by O'Dell (2001) which mentioned that an organization's culture is also reflected in its structure, stories and space.

In creating KS in government agencies the managements need to encourage people to work together more effectively, to collaborate and to share and ultimately to make organizational knowledge more productive. Manjit et al. (2011) stated a new approach to public management became mandatory. This new public management approach requires increasing teamwork, limiting the number of rules and obtaining more value-driven management and decentralization in public sector organization. Some public agencies encourage knowledge sharing by measuring how much and how often employees contribute to the group's knowledge base and factoring that information into their formal performance evaluations (Yao, Kam and Chan 2007).

The ability to apply knowledge sharing within an government agencies allows continuous efforts undertaken by management in producing innovative and creative workers. It is to ensure that the agencies can produce a new product or idea that more profitable. Mura et al. (2013) had stated that sharing best practices and mistakes allowed the professional first to socialize the idea with colleagues and create the field to attract their attention on its advantages, and then to translate the new idea and to translate the intuition into a workable solution.

4. METHODOLOGY

In this study the method that the researcher have chosen to carry out is a qualitative research design in the hopes to explore the effectiveness of knowledge sharing in Ministry of Finance (MOF). Qualitative research is defined as a situated activity that locates the observer to the world (Denzin and Lincoln, 2003). In order to do a qualitative study it will require one round of open ended, semi-structured, in-depth interviews. The researcher chose open-ended

interviews as it allows participants to discuss their opinions, views and experiences fully in detail whereas perhaps a set interview with closed ended questions may inhibit them to express their full opinions and feelings.

The researcher intends to acquire a purposive sample by including key personnel from a MOF in Putrajaya. Cormack (2000) suggests that qualitative researcher use a small selective sample, because of the in-depth nature of the study and the analysis of data required. There only one visit with one time interview with the informants. The researcher intends to acquire a purposive sample based on the requirements.

- Maximum of 3 participants (In order to gain detailed accounts of the responses and allowing for large amounts of information to be analysed, a small population size was chosen).
- Minimum of three years' work experience in the MOF unit (so as to obtain the opinions of those most experienced and exposed to this area of care).
- Minimum 1 participant from top management, and 2 participant from divisions that involves in core business of MOF (this study aims to identify MOF officers' perceptions and experiences in the effectiveness of knowledge sharing, therefore participants must be from divisions that involve in human resource management).

Data analysis will be ongoing in conjunction with data collection as Polit and Hunglar (1999) state as interviews are conducted, gathered data is synthesized, interpreted and communicated to give meaning to it. The analysis of the data collected from Informant 1, Informant 2 and Informant 3 that addresses the research questions of the study. The analysis consisted of emerging themes and patterns from which main assertions were made which highlight the situation at the MOF pertaining to the knowledge as strategic information resources.

Questions	Informant 1	Informant 2	Informant 3
1. How do MOF manage its information and knowledge? Strategies used in using knowledge as strategic information resources in MOF?	Through training and KS activities	Through training and KS activities	Through training
2. What are knowledge sharing issues arise and particular limitation from the rapid execution of KS activities?	No specific champion or supporting structure Lack of policy and guideline	Supporting structure Allocation	A lack of officers appreciation when contributing KS collaboration
3. What was the level of managerial commitment and staff participation in using knowledge as strategic information resources?	Medium	Medium	Medium
4. How do the processes support the objective to implement knowledge management in MOF?	Knowledge sharing and transfer	Knowledge sharing and transfer	Knowledge sharing and transfer
5. How are information technology and training resources allocated to implement knowledge management in MOF?	Yearly operational budget and specifically 1% from total emolument allocation for training	Yearly operational budget and specifically 1% from total emolument allocation for training	Yearly operational budget and specifically 1% from total emolument allocation for training
6. How will the MOF balance the need to implement knowledge management with the need to continue the accomplishment of routine tasks?	Knowledge management in public sector is bind with <i>Dasar Latihan Sumber Manusia Sektor Awam</i> therefore the implementation is one of main activities in MOF	Always prioritised the implementation of KS	Always prioritised the implementation of KS

The above objectives have been successfully achieved by analyzing qualitative data gathered throughout the study. This study proceeds to gathering qualitative data from the three officers from MOF. The data collected is crucial in order to provide a detail picture of using knowledge as a strategic information resource. The findings from the interview revealed that the occurrence of knowledge management are happening in MOF and were supported by knowledge sharing, exquisite, transfer and reuse as well as passage of time.

5. FINDING

This study assume the KS in MOF do occurs in minimal scale and its comprise planning, organizing, controlling and motivating of people, processes and systems in the organization to ensure that it's knowledge assets can be surely improved and effectively engaged. Knowledge assets include knowledge that in the mode of printed documents such as service circular, circular letter, distributed letter, manuals and standard of operating. Knowledge also stored in electronic repositories database and employees' knowledge that is embedded in the organization's products, processes and relationships.

There are four key focuses area that have been identified as key findings in this study that contributed to effectiveness of knowledge sharing practices namely as:

- i. Policy;
- ii. Benefit Management and Realisation;
- iii. Organization Structure; and
- iv. Tools
 - a. Non-IT methods and tools; and
 - b. IT methods and tools

8.1 Policy

The finding of this study had identified a lack of detailed KS policy and guideline in MOF. The only guideline in KS at MOF is Service Circular - *Dasar Latihan Sumber Manusia Sektor Awam – Pekeliling Perkhidmatan Bilangan 6 Tahun 2005*. Based on this service circular, The Secretariat of *Mesyuarat Panel Pembangunan Sumber Manusia (MPPSM) (Perbendaharaan Training Unit)* will be preparing Training Need Analysis to collect various course that needed by MOF's Officer. The training were scheduled for one year consist a training to enhance knowledge and skill and it's divided to competencies development courses and competencies development program. The KS activities then will be endorsed by committee members of PPSM (*Perbendaharaan Training Unit*) with the details of the proposal including targeted groups, type of courses and financial implications.

The Secretariat MPPSM (*Perbendaharaan Training Unit*) will ensure that the information of the trainings are delivered to targeted group and fulfill the objectives that have been set. However, maintaining content while often perceived as a nuisance is crucial to success. Many efforts at knowledge sharing have failed because secretariat were not given time to perform their duties, which resulted in "polluted information" and officers will not taking serious action to attendance the training, changing last minute venue and back out of the speaker or lecturer.

8.2 Benefit Management and Realization

The KS in MOF did not practice any appreciation scheme when their officers contributing to any KS activities. No rewards in of terms material or in kind were given to officers that involve in KS activities. The successful of implementation KS should have a

“token” of appreciation, therefore recognition is needed and visible, public reinforcement should be given to individuals and teams for their contributions and role-modelling of knowledge-sharing behavior. Recognition may be at the division, sector or agency level. Sometimes recognition can be accompanied by rewards. The tangible rewards may include promotions and substantial gifts. Rewards may or may not be public, but they typically reflect exemplary contribution or performance.

However in best-practice organizations that host visible knowledge-sharing events tend to reward people directly for contributing to knowledge. These organizations also make contributing to the company’s knowledge as part of individual performance appraisal. In most of the time, contributions are generally well-researched and provide descriptions of best practices. These organizations that follow this strategy typically do not reward people directly for knowledge contributions. Instead, they rely on the link between knowledge sharing and everyday work processes to reinforce the discipline of sharing.

8.3 Organization Structure

The finding of this study also identified no specific champion or supporting structure to effectively drive KS initiatives in MOF. However in MOF the support only given by the management via *Mesyuarat Panel Pembangunan Sumber Manusia (Perbendaharaan Training Unit)* to handle a training to MOF’s Officers. In a successful implementation of KS, top management commitment and support is essential and committee can play an important role in defining the key problems to solve and the organization objectives to meet. Once the organization defines its objectives and makes a commitment of officers and time, the knowledge management team can get to work. Other than that, top management have to be committed to the effort and given the changes to corporate culture, behaviour, and processes that usually characterize knowledge management. As Asoh, Belardo and Neilson (2002) stated the success of any organization depends on leadership and the success of any leader depends on his/her assigned roles and how the roles are performed.

A part of a minimal support, the existence of Special Interest Group on MOF’s KS especially in the divisions that start up KS activities had showed that a structured KS champion could be form to drive KS initiative in MOF. Regards on lacking of national policy and guideline, MOF could make an initiative to develop a framework that consist inner governance, conceptual approach and supporting element.

Beside the organization structure, the allocation also contribute to successful KS in organization. In conjunction of the Government’s action in recalibrating and restructuring 2016 Budget, Public Service Department (PSD) had issued a circulation letter dated 29 February 2016 to all Ministries/Agencies to postpone their implementation on training policy of seven days a year. This scenario have slightly affected the scheduled KS that have been done and MOF have to priorities the training that urgently need to be done based on recalibrating budget. In conjunction of the direction, MPPSM (*Perbendaharaan Training*

Unit) No. 1/2017 however had insisted that all MOF's officer should attend 3 days compulsory training/courses to ensure all officers could enhance their knowledge and skill consistently.

8.4 Tools

In this study the finding showed that MOF had developed their own KS practices and adopts own technology for own usage that divided to two sectors namely:

- i. Non-IT methods and tools; and
- ii. IT methods and tools

i. Non-IT methods and tools

a. Knowledge Sharing Session

Other than focusing in training as KS activities, the divisions in MOF had initiated a few other non-IT method and tool where they name it as *Sesi Perkongsian Maklumat* (Knowledge Sharing Session) in each division. In Knowledge Sharing Session division will invite expert from government or private sector to share their knowledge and expertise on procurement, budgeting, investment, finance etc. Officers also will share their knowledge on their expertise or knowledge gathered from attending seminar and conference abroad. However the session is rarely attended by officers from other division as the jobs description in MOF are different within each division but in the other hand there are division that have some inter-related functions such as Government Procurement Division, Statutory Bodies Management, National Budget Office, Fiscal Economic Division and Strategic Investment Divisions. So in some KS session organized by division stated above they will invite division that have related function with them.

(King, 2009) have stated that social processes include communities of practice which is self-organizing groups of people who share a common interest and expert networks. The networks that are established were allowing those with less expertise to contact those with greater expertise. Such social processes are necessary because while knowledge initially exists in the mind of an individual. If KS to be successful, knowledge must usually be transmitted through social groups, teams and networks. The impact of lacking detailed KS policy and guideline had resulted to minimal KS in MOF.

In the study, MOF also implement knowledge sharing activities with the public through outreach program by National Strategy Unit. NSU coordinate the implementation of integrating the Government Transformation Programme (GTP) in NBOS and becoming the core agency to the Social Transformation Programme The programs and activities that have been implement by NSU are Blue Ocean Entrepreneurs Township (BOET), Coding@School, Program Gabungan Rakan Entrepreneur Aspirasi Terhebat (GREAT) and The Bahasa Inggeris 1 Malaysia (BI1M).

b. Storytelling

Storytelling has been practised as a medium where people sharing stories for thousands of years. Until today, stories are part of our routine lives. Stories now have been rediscovered as one of the way to transfer knowledge. Stories allow people to describe employee relations or activities in a formal or informal way. The aim is to transmit tacit knowledge that an organization can use. Stories usually are a simple and easy to access and a way to communicate complex ideas, key messages and lessons learned. Telling stories out loud needs people's minds, imaginations and emotions. This makes storytelling much more accessible than theory, and a very powerful way to transfer knowledge. In MOF storytelling sessions were headed by top management namely Secretary General of Treasury and Deputies Secretary General of Treasury. All level of grades are divided into groups and the top managements would share their knowledge and expertise in the session, they also will express their expectations that they hope could be given by the officers and staff in order to achieve organizational objectives.

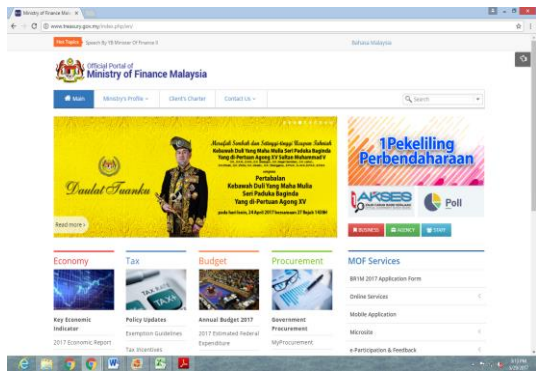
c. Mentoring

Mentoring is a learning relationship between two employees. In mentoring system mentors are the one who held most experienced knowledge and skill employees who would share their knowledge, experience and ideas with less experienced employees. Mentoring is not specific to a position. Mentoring looks to the future and its aim is career development. In public sector, Mentoring Program has been implemented since 11 Jun 2010 via Service Circular Letter No. 8 Year 2010. All ministries/department have to implement this program to enhance development and professional competencies, culture, personal and social in new appointed and promoted officer. In MOF, this program have successfully implemented within new and promoted officer. Each identified officer has to go through the program for 6 month or 12 month for effectively assessment process done. This program had promoted knowledge sharing process and tacit knowledge would transmit between employees and further analysis could be done based on recorded assessment that have been made by the mentor and mentee.

ii. IT methods and tools

a. External - Media Social

In this study MOF also had developed IT method and tools in for their KS programs to disseminated and shared knowledge to public namely MOF's portal, Facebook, Instagram and Twitter. This four types of IT tools help MOF to disseminate and transfer their knowledge to employees and public. There many information could be retrieved from this tool, it's had benefited employees and thousands of public in Malaysia that want to find information about programs and activities done in MOF.



MOF's Portal



Facebook



Instagram



Twitter

b. Internal – MOF Buzz

MOF Buzz is on page pictures bulletin contain all event that occurred involving MOF's staff for a week. This bulletin was issued weekly and was sent through e-mel to all MOF's staff. The information shared through this bulletin could alert the staff about event the occurred and knowing the task and role that contributed by the divisions in MOF.



6. CHALLENGES IN IMPLEMENTING KNOWLEDGE SHARING

In MOF, KS had been practiced in multiple medium such as training, KS session, storytelling, mentoring, social media but there are no unit that take the charge to coordinate, collect, store, evaluate and disseminate the knowledge and information that scattered around Ministry. In addition, there are other factors that contributes to the challenging of implementing KS in MOF and in government agencies as a whole.

9.1 Officers Movement

The finding of the study also discovered that MOF is facing the movement of the officers, in a year there will be average of 20% will be a retired and transferred. When an officer leaves an organisation their knowledge walks out of the door with them. This situation will lead to the drain out knowledge and expertise, although a service circular, service circular letter, distribution letter, manual or SOP can be refer but the tacit knowledge can't be easily transfer from one officer to another and a slightly significant amount of experience and knowledge are lost when officers leave the agency. As mentioned by Cong and Pandya (2003) retirement of civil servants and frequent transfer of knowledge workers across government departments also create new challenges for the retention of knowledge and preservation of institutional memory and the training of new staff. There is also competition for talent with an ability to share knowledge.

Christensen (2007) also stressed that personal and organizational networks play an important role in accessing knowledge. He also mention that knowledge sharing becomes a process bridging situations of organizational interdependencies in ongoing activities. As highlighted by Gao, Li and Clarke (2008) to manage organizational knowledge is to manage both substance knowledge and process knowledge.

9.2 System

In a time being MOF does not have system for storing all information/knowledge from the training and other KS activities. The system is needed to stored information/knowledge in such as a "best-practices" database and it can be shared and reviewed by other officer who doesn't attended the training or involve in KS activities in MOF. As technology plays an important role in enabling knowledge management methodologies and processes. Packaged applications can ease the burden of creating a customized system without requiring custom programming to enable basic tasks such as locating subject-matter experts, allowing end users to contribute and locate knowledge, and easing the job of content managers to ward off information pollution

A significant difference between knowledge management systems (KMS) and the organization's is that the KMS may be less automated, it may require human activity in their operation. While information systems typically require humans to make choices in the design phase and then operate automatically, KMS sometimes involve human

participation in the operation phase. For example, when a training database is designed, user must decide on its content and structure, in its operational phase, it's working automatically. While in a "lessons learned" knowledge repository is created, user must make all of the same design choices, but they must also participate in its operational phase since each knowledge unit that is submitted for inclusion is unique and must be assessed for its relevance and important.

9.3 Individual Attitudes

Civil servants had to face several of stakeholder necessity and public expectation in their day to day activities. In default of performing the task will lead them to unnecessary situation, with exposing the faulty through viral in social media or been transferred to 'pool' (position set). Being asked by the management to do extra task by sharing knowledge have been seen as adding a task in their job description by civil servants. Yao et al. (2007) had mentioned that civil servants may perceived KM initiatives as extra work and resist efforts to build a culture of knowledge sharing. This perception had led to unsuccessful of culturing KS in government agency.

Other than that civil servants felt that KS will slim their chances to be seen by the management and promotion. Many of them felt their colleague will take the credit if they share the knowledge with them and will enhance and improve the knowledge that they shared no matter it's based on their experience or new knowledge that they gain during attending courses or study visit. They also felt this situation could make them become looser and their credibility of being as talented workers will be diminished. Yao et al. (2007) cited Schmetz (2002) believed that people who sharing knowledge meant losing power and basically means that KS can only be promoted with compensating the loss of power with the disclosure of information needed by others.

9.4 Management Support

However, the most important challenges is the commitment from the top management. Whether it is knowledge management or knowledge hoarding, there is a knowledge sharing issue within organizations. Organization are suffering because officers are having trouble accessing the knowledge they need in order to do their job. Not only they cannot access it, sometimes the individual who have that information refuses to share. This is called knowledge hoarding, which is a detriment to any organization. It causes distrust among employees, killing any efforts to get your team collaborating. Management could play their roles to solve this problems as in government organization, officers always have a respect and obey their supervisor instruction.

McDermott and O'Dell (2001) stated that to create knowledge sharing culture, make a visible connection between sharing knowledge and practical business goal, problems or results. Hoof and Ridder 2004 cited Hall 2001 also mentioned that people are more

willing to share their knowledge if they are convinced that doing so is useful, if they have the feeling that they share their knowledge is an environment where doing so is appreciated and where their knowledge will actually be used. Actually it is crucial for the management to give support and commitment to the human resource department who in charged for the knowledge management training or courses in organization. If It can be done it would motivates and make them feel happy and encourage them to do the best to plan a comprehensive KS in organization. The management also have to encourage the officers and keep they all informed about the organizational culture change process ensures commitment and success. Telling officer what is expected of them is critical for effective organizational culture change.

7. FACTORS LEADING TO EFFECTIVENESS OF KNOWLEDGE SHARING

Certainty to encourage knowledge sharing culture in organization, it is need a factors to lead the successful of the process. The successful of knowledge management practices in the organizations depends on its wholesome integration of culture, structure, technology and people. Between human resource management and KS actually cannot be separated and an argument always been discuss about it. In MOF, any programs and activities proposed for KS should be inform and in the know of training unit as it can be kept in a database and can be evaluated the effectiveness. It can be a base line for the similar implementation of programs and activities in the future. Furthermore it can give impact and benefit to the officer, management and organization.

10.1 Knowledge Application and Recognition

The fundamental recognition is that there is a relationship between how an organization thinks (it is underpinning theories) and the methods it uses. Rewarding the officers for contributing valuable information and sharing the knowledge could lead to well establish organization. The organization should believe that to motivate people it can be persuaded by using reward schemes, such as promotion or attending courses that can enhance skill and knowledge, on the assumption that these schemes will motivate the individual to work harder. Generally for management and professional group they want to be recognized for their expertise, while for implementer group may be more motivated by material reward.

This situation is highlighted by McDermott and O'Dell (2001), reward and recognition is another way to make the importance of sharing knowledge visible. It highlights the things the organization feels are important and demonstrates that the time and energy people spend sharing knowledge "counts" in their performance and career. Bartol and Srivastava (2002) also supported that organizational reward is the key motivator of knowledge sharing.

10.2 Communication and Leading Relationship

Vries, Hoof and Ridder (2006) stated that one of the factors that may motivate employees to contribute their knowledge is the way team members communicate with

each other. McDermott and O'Dell (2001) also highlighted that in best practice companies, well-respected members of the organization model sharing knowledge. Each employee needs a mentor. Someone who can teach them the ropes, answer any questions they may have, and help them succeed within the organization. The mentor should be someone who is willing to truly guide a mentee in the right direction. As stated by Nonaka and Toyama (2003) who advanced a generic existentialist concept they called Ba to address some of the question. Ba is the shared space for "emerging relationships" and for the resource concentration" of the organization's knowledge assets and capabilities underlying all knowledge creation.

Furthermore, top management and managerial in the organization must support the cultural change in knowledge sharing, and in ways beyond verbal support. They must show behavioral support for the cultural change. The management must lead the change by changing their behaviors. It is extremely important for management to consistently support the change. Other than that the Training Unit could encourage management to give a support for officers who had attended training or courses for them to form an informal network for support and encouragement. This networking could benefit the officers and others they can share knowledge that they gained during the training.

10.3 Knowledge Creation and Transfer as Ownership

Other condition that lead to success of knowledge sharing is seek out specific departments, not just individuals, when looking for a specific piece of information. They do say two heads are better than one, so utilize that in your knowledge-sharing efforts. As McDermott and O'Dell (2001) mentioned make the visible artefacts of knowledge sharing such as the events, language and websites to match the style of the organization. Moreover trust also needed in knowledge sharing process. It is the foundation for any type of functional relationship. If you do not trust your co-workers, you will not be willing to share your valuable knowledge, which just makes for an unhealthy environment.

As Mohammed (2007) cited Meso and Smith (2000) have stressed the importance of a knowledge friendly organisation culture to facilitate collaboration and knowledge sharing. Culture change depends on behavior change. Members of the organization must clearly understand what is expected of them and must know how to actually do the new behaviors, once they have been defined. Training can be very useful in both communicating expectations and in teaching new behaviors. Further Vries, Hooff and Ridder (2006) stated that it's not only the relationships employees have with their co-workers that determine their willingness or eagerness to contribute to the common good but also the extent to which they are satisfied with their daily work and feel that they are performing well in the work.

8. CONCLUSION

This paper highlighted that knowledge sharing is one of the enabler for organization to be a great achiever. Encouraging a sharing culture, however, needs the knowledge management teams to giving up some control and embracing crowd-sourcing in some areas. As a result of sharing, more information and knowledge will be created and much more will be reused it will leads to comprehensive decisions, better business competitiveness and greater value creation.

The paper also concludes that the effectiveness of knowledge sharing is a process that includes people, process and technology. It is also comprises a process of transferring tacit knowledge to explicit knowledge or vice versa. Knowledge sharing is the most attribute for knowledge management and the way to culture it is a changing stride for organization to unlock the tremendous value in their knowledge and information and the place they store it. Through a culture of knowledge sharing and the addition of technologies with the long list of organization knowledge, the knowledge would now been known by all officers in the organization.

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