THE IMPORTANCE OF COMMUNICATION STRATERGY IN ORGANIZATION KNOWLEDGE MANAGEMENT

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ABSTRACT

Knowledge is one of the most important drivers in an organization and to the economy at large. With knowledge innovation evolve thus generate and improve the organization. Knowledge is an intangible assets and hard to be measured and value especially knowledge that on the beholder. An effective knowledge management also will transform and improve the position or status of the organization and the society. However, in every organization, there are individuals who are willingly wants to share knowledge and vice versa.It are often translated differently as it becomes competitive advantage to the knowledgeable individual as it gives credit to the performance evaluation. It is common to associates knowledge management to effective communication in the organization. Ineffective communication culture contributed to knowledge hoarding culture because knowledge is power paradigm for certain people, therefore reluctant to share. A perfect blend of communication tools and knowledge management stratergy lead to the success of orgnization. Therefore, the study explores the factors that influence effective communication in cultivating the knowledge management culture from the literature review. The study contributes to investigate the effective communication stratergy in knowledge management system.

Keywords: knowledge mangement, communication, management support, organization culture, knowledge sharing.

1.0   INTRODUCTION

Knowledge is an asset to an organization. It can be consider as intellectual property and intangible resources to an organization. Knowledge is a process of learning and it is hard to measure the value of knowledge to an individual or an organization. Malaysia had moved rapidly and steadily to the K-Economy since 2001. The emergence of borderless information which is the internet and the introduction of e-government have stressed the importance of knowledge among Malaysians. According to Syed-Ikhsan and Rowland (2004), knowledge is a person's asset as it originated from information and combines with personal experience and it has its own values and uniqueness to the society and to organizations as a whole.

The demand of the K-Economy requires knowledge, skill and adaptation to the culture to survive in the borderless global economy (Syed-Ikhsan and Rowland, 2004). The K-economy concept stresses that people is the key success factor to create values and effective knowledge management. Effective knowledge management is the critical value in either private or public organization as it can enhances delivery and creates competitive advantage. An effective knowledge management is important to ensure a smooth order of organization structure. Knowledge is power as it contributes to the development of the institution. It is essential and significant need to beadminister wisey for the development, enhancement and innovation of institution. Knowledge such as competitive factor, customers preference, products market,effective processes and past successes and failures are considered as an asset for the organization (Karadsheh et.al, 2009). Knowledge management as define by Parikh (2001) is a process of viewing all organization activities, produce knowledge and finally deliver the knowledge to the firm and transform it into a learning organization.

There are two types of knowledge which is explicit and implicit knowledge. Explicit knowledge is knowledge and information that documented in the organization for example filling information, annual report, meetings minute and other documentation. It is practiced by the bursary to file all the documents in the ISO file as to fulfil the requirement of the ISO audit ISO: 9001. Moreover, the 5's culture also indicates knowledge management practices. Sort: clearing the working area; Set in order: designating locations; Shine: cleanliness and workplace appearance; Standardize: everyone is doing the same way and lastly Sustain: in graining into culture. Other than that, the job descriptions also contribute to effective knowledge management.

However, implicit knowledge is different to explicit knowledge as implicit knowledge resides in the mind of the beholder and need to be shared among the employees. The knowledge sharing culture is critical especially to new employees as the filing information is not sufficient to brief and inform the employees on the work flow of the organization. Assistance from senior employees regardless of the grades will guide and assist the flow of the knowledge.

2.0   KNOWLEDGE MANAGEMENT

McAdam and O'Dell (2000) conducted a study on knowledge management in public and private sector applying four dimension of knowledge management that are knowledge construction, knowledge embodiment, knowledge dissemination and knowledge use and benefit. The study found that organizational knowledge is significant in public sector due to staff are the main player in the operation of the public sector therefore knowledge management are more advanced in public sector.

However, a study by De Goojier (2000) found different result in public sector in Australia because public sector engaged in complex transaction and not just a mere supplier and clients' transaction. The relationships involved are services by government and the different types of public or stakeholder. Moreover, public sector is a non-profit making and the accountability is mostly focused in financial management.

Studies on knowledge management by Siong et al. (2011) found different paradigm of knowledge management. Based on the study by Michelle (2010) and Sandhu et al. (2011), the studies identified 11 enablers of knowledge management which are information and communication technology (ICT) know-how and skill, job training, job rotation, feedback and performance evaluation, learning opportunities, information sourcing opportunities, leadership support, knowledge sharing culture, ICT infrastructure and software, knowledge management technologies and knowledge sharing process. These enablers consist of six (6) factors of employee learning, two (2) factors of ICT infrastructure and knowledge management technologies and three (3) factors of leadership in relation to knowledge sharing culture.

The knowledge management process and framework are still developing, there are many elements that can be included and improved the knowledge management framework. It includes knowledge discoveries, knowledge capture and knowledge creation, knowledge combination,

knowledge evaluation, knowledge filtering, knowledge repository, knowledge sharing and knowledge application (Karadsheh et al., 2009).

The study by Syed-Ikhsan and Rowland (2004) investigates the knowledge management strategy, benefits, problems, responsibilities and technological in a public organization in Malaysia and its perceptions towards the benefits. From the survey conducted, it is found that there was no specific knowledge management strategy, however, the practices exist through the procedures and policies, job manual procedure, ISO 9002, desk file, work flow and databases. The explicit knowledge communication limits the dissemination of knowledge within the organization. It might be due to the awareness on knowledge sharing in the K-economy is moderate and its importance is not highlighted.

3.0   KNOWLEDGE SHARING

Knowledge sharing is a principal component of an effective management system and it is important to be integrated into the organization routine. It allows upgrading of knowledge and new ideas thus create new opportunity. Furthermore, the provision of knowledge sharing task information and know-how help and collaborate to solve problems, develop new ideas, or implement policies or procedures (Wang and Noe, 2010).

Interpreted by Sandhu et.al (2011), knowledge sharing is a transfer of valuable facts, beliefs, perspectives, concepts, observation or personal experience from knower to knowee. Knowledge sharing is an invaluable capital and asset to the organization because it is a practice of sharing information among employees with different background, motivation and perspective for the benefit of the organization.

Public sector is an organization that provides services to the public or the people of the country. Therefore, the quality of services provided in education, health care and public facilities must reach the expectation of the public. In response to that, transformation and significance changes in the public sector require effective knowledge sharing. However, Liebowitz and Chen (2003), found that it is more difficult to share knowledge in public sector organizations because most people associate knowledge with power and their promotion opportunities. It also associates to organization culture and structure.

As noted by Syed-Ikhsan and Rowland (2004), knowledge sharing is a common practice in private sector because of the knowledge management implementation, knowledge sharing system and organization is easily identified and measured (Wickramasinghe and Widyaratne, 2012; Chawla and Joshi, 2010; Connoly and Kellaway, 2003). Syed-Ikhsan and Rowland further added that compared to public sector which focusing on providing services rather than profit maximizing objective. Due to different objective between private and public sector, more initiative and system are developed on effective knowledge management and sharing in private sector than public sector. As a matter of fact, private sector creates working cultures that cultivate the knowledge sharing and cooperation among employees. However, in some of the public sector knowledge sharing researches identified that employees' behaviour and the organization culture is the major barriers of an effective knowledge sharing.

Liebowitz and Chen (2003) noted that knowledge sharing in public sector is unique as compared to the private sector due to public sector encouragement in knowledge sharing motivation, reward or incentives where it is limited and to be given regardless of the performance. Moreover, the hierarchical and bureaucratic organization practice makes knowledge sharing difficult in public sector (Siong et.al, 2011). Other than that, ineffective knowledge sharing is also contributed by the knowledge hoarding culture because knowledge as a power paradigm for certain people, therefore it creates intention not to share. The reluctant to share also may contribute by the intention to hide wrong doing.

In response to demand for effective service and the information era, public sector now days practice a greater autonomy and employees are empowered in decision making.

Knowledge sharing culture is a part of the knowledge management process which holds the process in identifying the information and data needed so that it will be collected, adapted and transferred across the organization. The culture will encourage the employee to collaborate with each other in sharing the knowledge so that it will enhance the value of the university. Furthermore, during sharing of knowledge, a new knowledge created by combining the shared knowledge and existing knowledge.

4.0 COMMUNICATION STRATERGY

An effective communication stratergy can give satisfaction to someone in performing tasks. Theoritically, there are three process of communication. First is the downward communication

involving employer to an employee. This downward communication process is often used in most organizations. However, this communication does not exert the involvement of opinion or the views of employees and it is more in giving instructions. Razali (1999) had identified five general purpose of downward communication. First is to achieve the objective and strategy of the organization.Second is to provide a rational work referral to the subordinate. Third is more abide to rules and procedures.Fourth is to get response from the subordinate and the fifth is more on the relations between fellow workers or more known as socialization and respect. According to Ahmad Tugimin, Rosli Saadan Jawahir, Kalthom Husain (2011), many workers prefer downward communication compared to other communication stratergy. The practice of communication stratergy of top down suitable in reflecting the structure of the formal yet less bureaucratic suits claim time management.

Second is the process of communication that is more relaxed or informal. This communication process is known as upward communication. This communication process is between the employees to employers. Employees' views and opinions will be heard. However, previous studies found negative relationship in communications between employees to employers as most of the respondents claimed that employers tend to give negative feedback on the suggestion (Razali, 1999).

Thirdly is the horizontal comunication between the same peers or collegue. The communication process is a purely informal and transparent in which there are no levels or position to be observed during the process. The process requires trust and friendship. With the development of the latest technology developments-such as the use of e-mail and social media such as Whats apps application, tweeter, facebook and others, form of communication horizontal increase cause chain network tradition is no longer followed. Subordinate can communicate directly with the supervisor without going through formal channels this important dimension to be reassessed. Overall dimensions of satisfaction, namely communication orgsnisasi communication the communication, horizontal communication, subordinated or informal, quality of information, integrity of the Organization, the corporate perspective, climate communication, communication supervision and personal feedback found to have a significant relationship with job satisfaction (Hassan and Che Su Mustaffa, 2013).

5.0   RESEARCH FRAMEWORK

It is a fruitful analysis to blend the knowledge management and communication stratergy in order to exert the research into a different paradigm. The knowledge management elements had expanded extensively since its evelopment. Knowledge management structure consist knowledge discovery, knowledge capture and knowledge creation (Karadesh et.al, 2009). The structure is futher expanded on the knowledge combination, evaluation, filtering, repository, sharing, application and knowledge performance. The elements of communication stratergy can further exerted to the knowledge sharing elements. The sharing communication stratergy can preserve and sustain the knowledge to the successor. Nonetheless, the blend of the elements can insert the elements of *ihsan* as mediating factor into the framework to review on the determinants of the knowledge management.

Figure 1: Proposed Research Framework
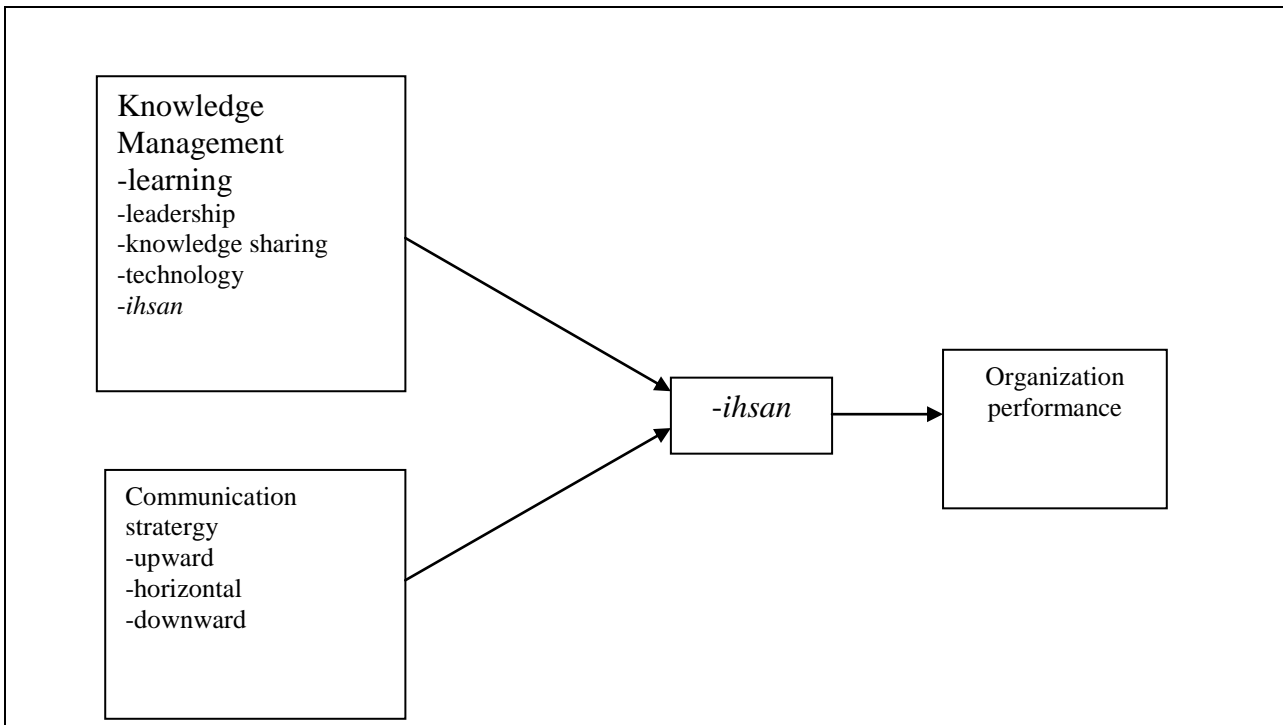
6.0   CONCLUSION

There are several implications for organization management practices in managing knowledge. Knowledge to an organization is an intellectual capital that hard to measure and quantify yet so valuable and impactful to the organization. Therefore, it is important to nurture and cultivate a

culture that emphasizing on trust and innovation plus with behaviour as well as influencing management attitudes and open communication that promote effective knowledge management. It is a must for organization to design of KM initiatives that are aligned with existing working habits and routines and link to the organization goals and values.

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