Towards Collaborative Knowledge Management Best Practice (cKMBP) Model for Higher Learning Institution (HLI)

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ABSTRACT – Recently, Knowledge Management (KM) has been receiving significant excitement and attention in the knowledge society. KM and Higher Learning Institution (HLI) are two terms that synchrony, due to the nature of HLI as the center of Knowledge Process. However, the previous research works on KM Best Practice (BP) model evidence the KM model works alone as silo and not clearly verified to be recognize as KM BP especially in HLI Malaysia. The research commence with a Systematic Literature Review (SLR) that summarized the proposed cKMBP components. Followed by the Benchmarking Process of FIVE existing KM Model to suit the HLI Malaysia environment. The Pilot Survey Questionnaires leads to verification of cKMBP Model. The Model Testing by the KM Expert process will validate the effectiveness of cKMBP. This research will support the Knowledge Sharing and Collaboration among the Community of Practice (CoP) which will create the Knowledge Networks and can be considered to be part of the third generation KM initiatives to identify the Best Practice for KM.

1.0   INTRODUCTION

KM Process is the core of HLI that proved the need for Knowledge Portal embedded to social media as Knowledge Codifier and the networking as technology that support the Portal to leverage Knowledge Transfer. This is also related to the management of human relationship and interaction in the organization despite of the investment made on the Information and Communications Technology (ICT) facilities. Previous literature evidenced the lack of focused on the overall components of KM practices, 100% of previous studies shows the lack of associating the KM component into an integrated model and not being fully determined to be the BP model. Therefore, the need for component effectiveness verification to make the cKMBP component to be recognize as the BP is a must. This is done by identifying the components required in KM Process that make the KM BP model works efficiently. The study limits to the Malaysia HLI environment literature due to distinguish environment for Asian culture are being considered due the focus on local environment [1].

2.0   PROBLEM BACKGROUND AND RESEARCH QUESTION

Prerequisite to identify cKMBP components to be made as a sole model to accelerate KM growth and to ensure the fully optimization and efficiencies of KM in the organization according to a the structured compliance due to the existing KM models that claims to be the best yet doesn't integrate the full of KM component in a single model to work as according to Best Practice for KM Model. The cKMBP will integrated the Human factors and the technology factors that plays the important roles on the fluentness of KM Process in HLI Malaysia.

This research aims to answer the following questions;
1.   What are the existing component of KM Model for HLI?
2.   What are the components for cKMBP Model for HLI?
3.   cKMBP Model effectiveness.

3.0   RESEARCH OBJECTIVE

This research aims to the following objectives;
1. To analyze the existing component of KM Model for HLI
2. To develop cKMBP Model for HLI
3. To validate the effectiveness of cKMBP Model

4.0   LITERATURE REVIEW

The result from the Systematic Literature Review for cKMBP are being tabulated in Table 1 : cKMBP Components Summary. Each components are being details and converse as followed.

Table 1. cKMBP Components Summary

1 Organizational culture	2 Organizational structure	3 Human Psychology	4 Infrastructure	5 Technology	6 Knowledge Process	7 Audit
a. Kiasu-ism b. Truth c. Learning d. Collaboration e. Mutual Trust f. Believe g. Value h. Experience i. Altruism j. Mutual-Reciprocity k. Self-Efficiency l. Complexity m. Judgement n. Enjoyment	a. Strategy b. Leadership c. Organizational Hierarchy	a. Motivation b. Incentives c. Rewards d. Awareness	a. Architecture b. Application c. Repositories d. Functionality	a. Database b. Decision Support System c. Groupware d. Intranet Webs	a. Generation b. Acquisition c. Capture d. Storage e. Dissemination f. Used/Share g. Records h. Preserve	a. Measurement b. Audit (Technical & Procedural)

i.   Organizational Culture

The analysis result for Organizational Culture are in Figure 1 : Organizational Culture cKMBP components. [2] Knowledge Culture in the organizations is the combination of common expectations, tacit rules, shared experience and social norms that later shape the attitude and behavior of the members in the organization to support and encourage the knowledge sharing activities through the interaction and relationship building to overcome KM barriers [3]. [4] The culture in the organization must include; clan culture, hierarchy culture and market culture. Based from the SLR, KM BP for Organizational Culture may consists of:

a. Kiasu-ism - [5] Kiasu-sm distinguish culture in Asian organization.

b. Truth - Truth means knowing what really works and what doesn't [6][7].

c. Learning - The learning culture in the organization considered critical to guarantee the core competence enhancement and sustained competitive advantage for the organization and also develop creativity and innovation, efficiency, competencies and quality performance among the team member in HLI [8] with the issue of e-learning implementation.

d. Collaboration –The degree to which people in a certain group actively assist one another in their task [9] which involved knowledge transfer [10] with the help from Computer-mediated collaboration [11].

e. Mutual Trust - [5] Mutual trust only exist in an organization when its members believe in the integrity, character and ability of each other. [14][15] Trust and team working spirit exist among the team member of the organization will enhance respect and flourish the positive influence on the members attitudes towards Knowledge Sharing [18][20].

f. Believe - Theory of Reason Action (TRA); categorized believe into two forms that determined human intentions which is believe in the possible outcome of the behavior and in the evaluation of the outcome and believe in the normative expectation of others and the motivation to comply with those expectations [12].

g. Value - People with different value see different things in the same situation and organize their knowledge by their value [6].

h. Experience - The need for experience member might be functional [17]. Experience also provides historical perspective from which to view and understand new situation and events [7].

i. Altruism - [15] The psychological condition of an individual donating their knowledge within the society without seeking any returns.

j. Mutual Reciprocity -[16] The state of pursuing and exchange in the flair of fairness or pursuing the process of exchange in an expectance of positive outcomes.

k. Self-Efficiency - [16] The judgment of capability to organize certain behaviors, these can be summarized by the environment, personal, goals and the social network.

l. Complexity - [8][9] Experience and ground truth are the component to deal with complexity due to the nature of knowledge rigid structure that exclude what doesn't fit. The idea of complexity are crucial for sense making in KM.

m. Judgment - Knowledge contain judgment that need to be analyst by human none other like data and information, the need for judgment for new situation can refine the judgment made for new information [7].

n. Enjoyment – The enjoyment of positive outcome is the pleasure of every member of the organization to support the altruism [16].
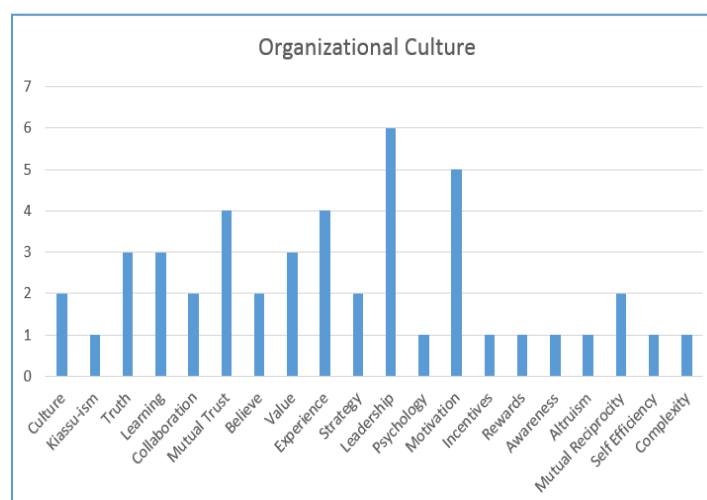
Figure 2. Organizational Culture cKMBP components

ii. Organizational Structure

Organizational Structure defines how the activities in the organization will help towards the achievement of organizational goal. The structure are based on;

a. Strategy - Consider the fitness of organizational strategy and the KM strategy and its corporate intent [17].

b. Leadership -The knowledge champion in the organization that provide the sense of who is in charge, vision, purpose, ownership and motivation [18] that driver for effective KM in the organization [5][19].[20] Leadership and rewards system as the key to knowledge sharing among the member of the organization.

c. Organizational Hierarchy –The structure of the organization beginning from the leadership to the lowest member of the organization is flexible and like a chain and must be able to react against environment sudden changes [21].

iii. Human Psychology

The human psychology related to emotional intelligence which powering the tacit knowledge sharing through team affiliation in the organization [22].These might include the following components;

a. Motivation - This element must be link and work together with the other organizational culture's element.

b. Incentives - The things that have the ability to incite determination or action by employees in the organization.

c. Rewards - [10] Rewards must be clearly define by the top management as an encouragement, motivation and to tighten the commitment of the organizational members.

d. Awareness - All the team members must have adequate knowledge and awareness to practice the existing technology in their education environment despites of the provided infrastructure by the HLI does support the mobile technology as the latest technology [23],[10].

iv. Infrastructure

[12] Infrastructure acted as the apparatus aiming to facilitate the creation of an environment which enables members of the organization to share their knowledge with one another intensively, infrastructure also directly link to the technology, structure and organizational culture [24].

a. Architecture - The architecture layers component includes; the application, technology, infrastructure and repositories to suite the collaborative HLI environment [25] [26].

b. Application - The present technology that support mobile applications have to ensure the members awareness about the individual information use individually through mobile technologies [23].

c. Repositories –[27] This components must be in line with the latest technology. For future placement and technologies, such as Private Cloud, Public Cloud and Hybrid Cloud.

d. Functionality –[25] Functionality as the backbone for KMS the functionality referring to the technology with more than one features which implies as a better functionality.

v. Technology

Technology must also have a positive relationship with KM process directly [28] [29]. The introduction to mobile technology at present in HLI must be fully alert by the team members, the staff and the top management of HLI to ensure the facilities are up to date [30]. [25] The CKM technology channel into four types namely;

a. Database –Include the Data were-house component contain; data source, extract transform load (ETL) process, Data Ware house structure and Data Were-house Application [31].

b. Decision Support System –Helps the management for better judgment and data analysis by computer in the organization.

c. Groupware – Mobile accessible with more than 22 types of Learning Management Systems (LMS) available online.

d. Intranet Webs – Mingles the internal organizational webs, this networks helps the internal collaborative environment in the organization.

vi. Knowledge Process

Knowledge Process might include the element in Figure 2: Knowledge Process Components. Knowledge Process practices three main process known as the creation, storage and distribution of knowledge which is the core activity of HLI. The Knowledge process does impact the knowledge performance [32].
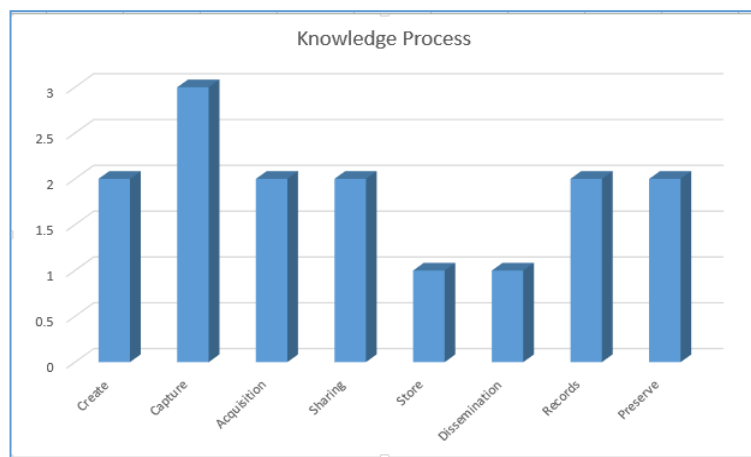

Figure 2. cKMBP Knowledge Process components

a. Generation - [33] HLI have excelled at creating scholarly information and intelligence from the data, yet they have tended not to create knowledge from intelligence, in addition HLI have done little to use organizational information to create knowledge which can be used to improve the functionality of HLI process which is not only making knowledge as the collection in the house but the information itself must be able to produce the right amount of information at the right time.

b. Acquisition - [33] HLI have a restricted limited funding, technology, staff and space towards presenting the corporate acquisition in order to provide continuous education and staff training to all staff members even though it is acknowledged the HLI is the starting point of knowledge acquisition [27].

c. Capture - [33] HLI could play a major part in the knowledge capture processes, because the member of the organization have the capabilities to organize and manage the knowledge and making it as the central of the knowledge and provide a storage from lost.

d. Storage - Storage can be refer to the organizational memory of skills and experience [34] and the storage doesn't only mean the computerized technology equipped component.

e. Dissemination - [35] Codification as the process to convert tacit knowledge to explicit knowledge in a useable form for the organizational members.

f. Used/Sharing - [33] The impotency of knowledge sharing which provide a link between the individual and the organization by moving knowledge resides in the individuals to the organizational level, where it is converted into economic and competitive value for the organization.

g. Records - [36] The importance of being able to develop and design the knowledge of how to records, due to the lack of recording skill among the member of an organization. [37] The nature of records are merely in the mind of individual member of the organization and it needed a platform to convey the information internally and externally.

h. Preserve - [38] Knowledge preservation acted as the key material of the organization an innovation and evolving process in HLI to avoid brain drain in the organization stated [39]. [28]HLI preservation programs the management must take into consideration.

vii. Knowledge Audit

The audit components from the SLR consist of the measurement and the audit itself. The components measure the compliance of both hard and soft aspects to meet certain requirement as pre-determined by the organization

a. Measurement - [3] The critical aspect of any KM effort to strike the right balance between organizational and technological changes in the organization. KM contribution measurement model was suggested by [40].

b. Audit - Audit was suggested as the KM BP to ensure and maintain KM performance according to the organizational specification.

4.0   **METHODOLOGY**

The research begin with a SLR that summarized the proposed cKMBP components for cKMBP. Followed by the internal benchmarking process for cKMBP to suit the HLI Malaysia environment. These process included FIVE KM models from the previous study in Malaysia due to the cultural issue [41][1]. The results from the benchmarking process provide instruments for Pilot Survey Questionnaires that leads to verification of cKMBP Model Requirement Specifications. The Model Testing by the KM Expert were based on the Component Effectiveness and User Satisfactions will validate the effectiveness of cKMBP. The Model Validation are based on The DeLone & McLean theory and the Fit-Viability Theory. The Figure below summarized the research method used in this study.
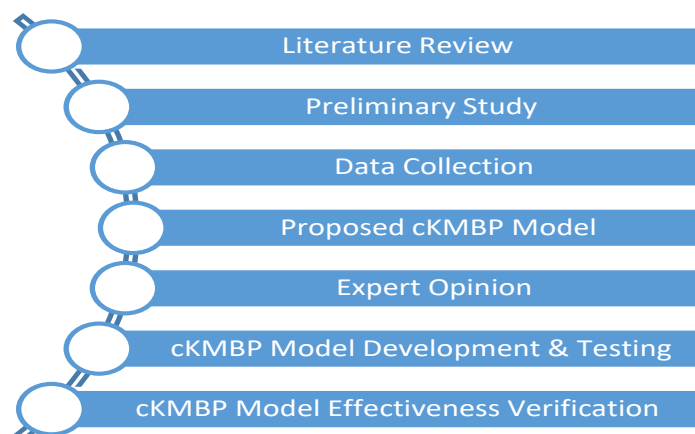

Figure 3. cKMBP Research Method

i. Literature Review

This initial phase summarize the components for cKMBP model which was derived from 179 articles filtered by the SLR technique minimizing it to 79 related articles for the research. This components then went thru the Benchmarking process included FIVE selected KM Model in HLI Malaysia.

ii. Preliminary Study

The following phase denoted to the result from the first phase and preparation for Questionnaires distributed to 30 respondents, the result was analyzed with Structural Equation Modelling (SEM) technique. Again the result was used for Questionnaires for 100 respondent.

iii. Data Collection

The data collection was made from 3 main respondents from THREE Universities. The data was analysis using SPSS and SMART PLS.

iv. Proposed cKMBP Model

The cKMBP model was develop based on the system requirement and data collected from the survey and expert opinion.

v. Expert Opinion

Expert from various KM expert was the process to validate the effectiveness of the model developed.

vi. cKMBP Model Development & Testing

Model development and Testing were run simultaneously, to ensure the cKMBP was developed according to the required specification.

vii. cKMBP Model Effectiveness Verification

The finale stage to wrap up the research actually comply to the expert opinion and system testing.

6.0   INITIAL RESULT

The initial data analysis for survey made in this research are being summarized in Table 2 : Organizational Structure cKMBP Components Verification Results. They are several insignificant components found however due to expert opinion the components remain.

Table 2. cKMBP Research Method

1.	Organizational Culture	Mean	SD
a.	Kiasu-ism	3.17	1.17
b.	Truth	4.14	0.79
c.	Learning	4.31	0.81
d.	Collaboration	3.69	1.00
e.	Mutual Trust	4.28	0.88
f.	Believe	4.59	0.50
g.	Value	3.76	0.87
h.	Experience	2.76	0.87
i.	Altruism	4.38	0.56
j.	Mutual-Reciprocity	3.41	0.95
k.	Self-Efficiency	2.90	0.96
l.	Complexity	4.14	0.86
m.	Judgement	3.97	0.58
n.	Enjoyment	4.21	0.63
2.	Organizational Structure	Mean	SD
a.	Organizational Structure	3.69	1.02
b.	Strategy	4.14	0.77
c.	Leadership	3.79	0.86
d.	Hierarchy	3.86	1.02
3.	Human Psychology	Mean	SD
a.	Motivation	3.90	0.80
b.	Incentives	3.79	0.71
c.	Rewards	3.62	1.02
d.	Awareness	3.86	1.15
4.	Infrastructure	Mean	SD
a.	Architecture	3.90	1.145
b.	Application	3.79	1.041
c.	Repositories	3.62	1.166
d.	Functionality	3.86	1.02

5.	Technology	Mean	SD
a.	Technology	3.90	1.00
6.	Knowledge Process	Mean	SD
a.	Generation	4.14	0.71
b.	Acquisition	3.86	1.02
c.	Capture	3.72	1.15
d.	Storage	4.00	0.88
e.	Dissemination	3.79	0.88
f.	Used/Share	3.83	1.02
g.	Records	3.72	0.86
h.	Preserve	3.72	1.02
1.	Knowledge Audit	Mean	SD
a.	Audit	4.24	0.79

7.0   CONCLUSION

The supported expert opinion might include some of the insignificant components remain in this study, The result from SLR returns the summary of KM BP Components which is divided into soft aspect and hard aspect[42]. The fluentness of the KM Process in cKMBP will validate the Component Effectiveness and User Satisfactions the proposed cKMBP Model [40]. This study limits for HLI in Malaysia.

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