The State and position of Knowledge Management on Kuan Yew Wong in the University of Pahang-2012-2013

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Abstract

The present research focuses to investigate the state of knowledge management in the University of Pahang. Descriptive Survey was its research method. The statistical population included 362 employees and faculty members of Pahang University. In the present research, 92 people have been investigated based on Cochran formula and employing simple random method. A scholar-made questionnaire on the basis of Kuan Yew Wong model's (2005) was used to collect data. It also included 11components of knowledge management such as Culture, Information Technology, Aim Strategy, Measurement, Senior Management Support, Organizational Infrastructures, Activities and Processes, Motivational Aids, Resources, Education, Power of Human Resource, in addition to 4 other factors: information technology, Organizational Culture, Organizational Learning and Manpower. Based on the results of Binomial Test, the two factors: " Senior Management Support " and " information technology " are lower than average level in significant level of (0.05), and other factors like; Organizational Culture, Organizational Learning IT, Culture, Goal Strategy, Measurement, Organizational Infrastructures, Activities and Processes, Motivational Aids, Resources, Education, Power of Human Resource, , Manpower and also Overall Index of Knowledge Management are lower than average level in significant level of (0.01)in the research.

Keywords: Faculty members, Kuan Yew Wong model Knowledge management, Employees

Introduction

Due to information growth in the current years, current era is referred as "era of information explosion" and knowledge growth has been very fast in recent decades. As 80% of technology findings and 90% of all the technical knowledge in the world is produced in the twentieth century and it will be doubled every five years and a half and will get old every four years.Today, knowledge is considered as a valuable and strategic resource and as an asset and source of competition in organizations, and delivery of the products and services with good and economic quality without management and proper use of this valuable resource is difficult and impossible (Afrazeh, 2004).Because data set are spared in organizations and because some repetitive tasks are done so, organizations need to know what is the common knowledge of organizations and how should they be managed and what should be used to have had maximum efficiency. Organizations successful depend to their knowledge manage with the support of creative people.Organizations should provide creative growth field to build knowledge and strengthen and support creative people as a part of knowledge network in organizations for the use of knowledge and in order to influence policy making and decision.

Knowledge and understanding comes from information, as the information is derived from data. If the information leads to knowledge, then the decision should be changed as below.

Comparison: how this situation information will be compared with other known situations?

Results: what concepts have information for decisions and actions?

Relationships: how it is related to other parts of knowledge?

Dialogue: how other people think about information?

With relying on individuals as sources of knowledge, four problems arise for organizations:

- Organized knowledge gradually becomes poor.
- People will not have incentive for to share their knowledge with others.
- People as sources of knowledge for organizations may leave their work and away their knowledge.
- Fixing these problems for organizations that provide knowledge high consumption products such consulting firms, research and development units is very costly.

Creative is created with thinking and seeking better ways and it isn't related to special people, so organizations need to implement correct methods like systematic thinking to can make so many ideas. Organizations and companies just should style and method of design and implementation (Fasihi herandi, 2010).

Statement of the problem

Knowledge management is a complex and dynamic subject. Successful knowledge management requires a systematic approach that considers all factors and components and processes of management knowledge. Any component look may create serious challenges in the way of successful knowledge management programs. Many organizations believe that knowledge is their most important asset, but in practice they are less committed (Abtahi, Salavati, 2006).

Marqurat is believed that, organizations in the new millennium are differing from past due to the conditions in which they are located and according to the two concepts complexity and confusion have changed drastically so that the current nature of the world is fundamental and discrete changes. This change happened so fast and the competition is so much that great organizations were grown in the twentieth century and they can't survive in emerging world of twenty-first century. In this new environment, organization needs to natural systems and it's reflecting to adapt with it with rapid diagnosis changes (Marqurat, translated by Zali, 2006). Knowledge management issue gradually finds its place in organizations. Today, managers of organizations know that machines cannot be into account as main asset of an organization. What is considered as important asset of any organization is organizational knowledge and suitable management will cause gain a competitive advantage for the organization and eventually win over rivals (Akhavan & Jafari 2005). Not only survival and development of organizations is related to its correct knowledge and management, but the survival and growth of organizations is also dependent to having up to date and efficient knowledge. Higher education is the major and fundamental principle for society movement towards a knowledge-oriented. Because knowledge and information are most important tool and capital of society to achieve political and economic goals and objectives, governments devote greater priority to the education and training of human resources for progress in this area that teachers and professors are on top of all because achieve all the goals and aspirations of a nation, perhaps global village require the efforts of teachers and professors and no adjustment will be made without the cooperation and active participation (Asarzadegan, 2005).

According to seaman (2005) idea, knowledge management is clever design processes, tools, structures etc. intended to enhance, repair, or improve the sharing of knowledge that each of the three elements of intellectual capital, the structural, social and human appears.

According to Doaee (2010), organizational knowledge management is in fact a modern approach to the sources and factors of organizational strength and belief in the

importance and value of humans and their creativity and innovation ability. Because of this, creation and gain organizational knowledge preserve it, share and distribution it, its application and eventually its development has become the major concern and duty of organization's managers.

Maroeek (2001) believes that, knowledge management is a name that represents a set of systematic and disciplined actions that organization can use of it in order to obtain the greatest benefit from the available knowledge. In this concept, knowledge also included of experiences and understanding of individuals into organization and artifact information like available documents and reports into organization and out of organization.

Effective knowledge management typically needs to appropriate mix of organizational, social and management ingenuity at every moment in all cases and development of appropriate technology. Deck (2001) says that, different people see knowledge management from different perspectives, some people emphasize its intellectual capital, some people always think about technology, while others hold great importance for the social aspect. Touloue quoted in Handy (1996) argues that, information is one of the main sources of wealth in the present era and it has occupied place of previous property, the land.

So managers cannot control organization in traditional structure and methods in long-term. They unable to manage knowledge like physical form of capital. Understanding the intellectual capital of an organization is a part of the change in frame based on the intelligence and skills of employees. From the other hand, leadership styles are changed. Managers need to develop to motivate, monitor and in addition power base of organizational change. Knowledge workers are their managers in an ideal situation. Organizations don't need to traditional management, but needs to a model of how to do things differently and tips on how to change the background (Rahimi & Najafi, 2007).

Now, according to universities are one of the most extensive formal social institutions in terms of size, scope and diversity of intellectual capital, should be leaders and play role of lead establishment of knowledge management as a core capability than other organizations and in role of knowledge organizations focus their main activities on learning, creation and dissemination knowledge (Niaazari & Amoee 2007). Europe Commission argues that universities have a duty to the beneficiaries to maximize social returns on investment. Despite increasing external demand for more information and transparency use of public funds, most of universities in developing countries still don't consider to foreign intelligence reports creation (Europe Commission, 2005). From the other hand, although knowledge management issue have been attention by academics and executives managers in recent years, but little information is obtained about knowledge management in the public sector.

Therefore, this study was done aimed to investigate characteristics of knowledge in Pahang University and based on Kwan Yu Wang model.

The importance and necessity of research
Today, the most important organization's intellectual assets are its knowledgeable and intelligent staff that they will lead organization to a sustainable competitive advantage with the creation new organizational processes, new technology and product development. Innovative efforts of organizations result in investment in learning process and promote human resource management and knowledge management. Organizations can make it possible for employees to rely on their experience about organizational problems that require new solutions with creatively knowledge manage and use of innovative information technology and assist organizations and with grow in learning path (Saedi & Nadalipoor, 2006). Knowledge is the first strategic resource for organizations in the 21st century. Researchers and professionals try to know that how knowledge resources manage and collect effectively can be used as a competitive advantage. Therefore, organizations need to

assess organizational sub-systems and their resources to identify most important and the best knowledge management strategy for them (Abbasi, 2007).

Understanding this matter that knowledge is considered as a new source in competition field, was expanded western countries largely. But all this discussion about the importance of knowledge (Both for organizations and for countries) does not help to understanding creation way. Despite all presented arguments by social and management scientists, yet none of those have not exactly analyzed mechanisms and processes that knowledge can be created through them (same recourse). So in today's dynamic world that post-industrial paradigm is growing with an emphasis on knowledge and information as a strategic point of efficiency and effectiveness, knowledge management as an approach consistent with the emerging paradigm is the best way of life and survival of organizations. In fact, it can be claimed that organize the transfer of knowledge is an important aspect of knowledge management in organization that must be carried out according to the culture of the organization and its facilities.

According to the study, knowledge management practices in all universities and institutes are seemed necessary. Universities and institutions should understand necessity of share culture creation between staffs through a process known as the "institutionalization of knowledge management" in order to optimal use of knowledge management that we can create development and innovation in universities institutionalization of knowledge management in universities.

In order to institutionalization of knowledge management in Pahang University we need to analyze current state of knowledge management indexes to define where we are in intelligence community continuum and in this way we identify the strengths and weaknesses to consider appropriate ways for reduce the distance between current and desired situation.

Goals of research

Main goal: The main goal of this research is analysis of knowledge management condition in Pahang University that access to above main goal is followed by following special goal:

Specific objectives:

1. Evaluating component of senior management support in Pahang University
2. Evaluating component of culture in Pahang University
3. Evaluating component of Information Technology in Pahang University
4. Evaluating component of aims strategy in Pahang University
5. Evaluating component of assessment of knowledge in Pahang University
6. Evaluating component of organizational infrastructure in Pahang University
7. Evaluating component of activities and processes in Pahang University
8. Evaluating component of stimulus aid in Pahang University
9. Evaluating component of resources in Pahang University
10. Evaluating component of education in Pahang University
11. Evaluating component of power of human resources in Pahang University
12. Evaluating component of Information Technology in Pahang University
13. Evaluating component of organizational culture in Pahang University
14. Evaluating component of organizational learning in Pahang University
15. Evaluating component of manpower in Pahang University

Research questions

The main research question: What is the current status of knowledge management and its indicators in Pahang University?

Specific research questions:

1. What is status of senior management support component in Pahang University?

2. What is status of culture component in Pahang University?
3. What is status of Information Technology component in Pahang University?
4. What is status of aims strategy component in Pahang University?
5. What is status of assessment of knowledge component in Pahang University?
6. What is status of organizational infrastructure component in Pahang University?
7. What is status of activities and processes component in Pahang University?
8. What is status of stimulus aid component in Pahang University?
9. What is status of resources component in Pahang University?
10. What is status of education component in Pahang University?
11. What is status of power of human resources component in Pahang University?
12. What is status of Information Technology component in Pahang University?
13. What is status of organizational culture component in Pahang University?
14. What is status of organizational learning component in Pahang University?
15. What is status of manpower component in Pahang University?
16. What is status of total component of knowledge management in Pahang University?

Research background

Yousefi and Gholami (2006) with a research as name of "Esfahan woman teachers' view about level of establishment knowledge management in education of Esfahan in 2005-2006 school years achieved results that in each of the six factors related to knowledge management (policies and strategies of knowledge management, leadership system of knowledge management, encourage and reward systems f knowledge management, knowledge acquisition system, knowledge management learning system, communication system of knowledge management)the average of scored answers is less than moderate. In addition, there is observed a meaningful relationship between some demographic factors of subjects (education, work experience, field of study) and their scores on the questionnaire.

Niaz Azari and amooee (2007) have conducted a research called "influenced factors on establishment knowledge management in Islamic Azad University, Mazandaran". Results showed that information technology is an influence factor for knowledge management establishment and by attention to importance of organizational culture, organizational learning and workforce, these factors haven't influenced on knowledge management establishment. Increasing investment to develop technological infrastructure, training and deployment of information technology tools and updating the knowledge base are of important recommendations of this study.

Shirvani et al. (2009) by doing a research called "knowledge management processes governance rate in Isfahan University of Medical Sciences" reached the conclusion that, after research hypotheses test (like identification, acquisition, development, sharing and distribution, utilization and storage of knowledge) results showed that in Isfahan University of Medical Sciences in each of six knowledge management process all fields for its establishment are lesser than moderate level of success in their premises.

Goldstone (2009) trough a research by name of "Typology of business systems: energize real transformation" in Phoenix university says that, experts predict that 76 million people will pensioner in America by 2030. As a result, the country will face a shortage ours administrative levels then, scientific weaknesses of the industry due to lack of required skills will create and commercial power will decline to accept new tasks finally, Millions dollars of commercial sector revenues will decrease. Analysis suggests that researchers are focused on theories that have already been tested and today need to inquire about the shortage of skilled labor is felt however, few organizations have knowledge management systems and maybe don't have preparedness planning for shortage of skilled labor.

Hester (2009) from University of Colorado at Denver trough a research by name of "Analysis of influencing factors in compliance and application knowledge management and Wiki technology analysis as an innovative in classic systems by knowledge management" try to apply organizational knowledge effectively and he says that valuable sources of knowledge are necessary to support an organization. Analysis showed that, in an effort to better achieve to knowledge management initiatives, influence factors synchronization are increased and also, using technology tool as knowledge management systems are useful significantly. Advances in technology cause nurtures new approach to knowledge management in the Web shape, based collaborative technology and support of social environment. Wiki technology is emerging a process with having knowledge management system with some benefits such as: improve communication and sharing, process, share knowledge and application of technological solutions that usually are thought as new issues and are seen as stable problems inherently and barriers such as lack of organizational culture as a favorable environment for innovation and knowledge transfer.Konda (2008) from D, M, I, T in a research by name of "framework of integrated knowledge management to enable development information systems projects" said that, information systems development projects are a knowledge- intensive activities and industries – social that need to a broad-based knowledge management that close it to fundamentals of knowledge management. This paper explores the issues of information systems development project in the world investment. This research is consisting of empowerment model of knowledge for information systems and empowerment theories for enterprises and investments.

Valden University (2003) in a research entitled "knowledge management" present knowledge management processes and its process as one of the factors for the growth and survival of organizations and present failure to apply the knowledge leaders that are Sponsors of knowledge management in organizations as organizations backwardness' factor in present century.

Research methodology
Considering that this study is sought to determine the state of knowledge management in universities and its information is obtained from the respondents to the field questionnaire and hence this research findings can be applied immediately in the target population after finishing and improve the current situation, so this research with aim approach is applied research.
Tools for data collection:
Data collected in this study is composed of two parts:
A- Documents library study:
B- Field study
Statistic society, sample size, sampling procedures and methods of data analysis
Statistic society of this research is consisting of all faculty and staff of Pahang University. Total number of faculty of these units is 189 (including 186 full-time and 3 part-time) and the number of employees is 173 people that statistic society of research is 362 people totally. Sample size was selected according to Cochran's formula and 92 people randomly.
Data analysis is determined according to research methodology, society size and statistical sample also, data collection instruments and usually descriptive statistics and inferential statistics are used. In descriptive statistics, mean, frequency, percentage and graphs were used and in statistical test Binomial test by SPSS software was used.
Data Analysis
1. First hypothesis: Status of senior management support component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained

significant numbers (0.028) is lesser than standard significant level (0.05), so it can be said that from respondents situation of this component is in lower than average level.

2. Second hypothesis: State of culture in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.002) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

3. Third hypothesis: State of information technology components in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.000) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

4. Fourth hypothesis: State of aim strategy component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.000) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

5. Fifth hypothesis: State of assessment of Knowledge component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.000) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

6. Sixth hypothesis: State of enterprise infrastructure component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.000) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

7. Seventh hypothesis: State of activities and processes component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.002) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

8. Eighth hypothesis: State of stimulus aid component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.004) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

9. Ninth hypothesis: State of sources component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.000) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

10. Tenth hypothesis: State of education component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.000) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

11. Eleventh hypothesis: State of power of human resources component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.000) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

12. Twelfth hypothesis: State of information technology component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.016) is lesser than standard significant level (0.05), so we can say at 99% confidence that this component is lower than average level.

13. Thirteenth hypothesis: State of organizational culture component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.004) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

14. Fourteenth hypothesis: State of organizational learning component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.001) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

15. Fifteenth hypothesis: State of manpower component in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.005) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

16. Sixteenth hypothesis: The main hypothesis of the research: Total condition of Knowledge Management indexes in Pahang University is in good condition. As can be seen, number of persons who have responded moderate to very low (3>=N) was more and according to results of statistical test, obtained significant numbers (0.000) is lesser than standard significant level (0.01), so we can say at 99% confidence that this component is lower than average level.

Conclusion

Knowledge management system is the final product that is produced by applying knowledge management model and includes a number of fields of knowledge management and is followed by the specified process and related that makes the link with other organizational processes and tools and various techniques are provided. The system includes coordination processes for follow-up and operational process determination. Therefore, a knowledge management system, a complex unit consisting of different layers that involves of different aspects and dimensions of knowledge management involves the following: influence of organizational culture, facilitating the production and sharing of knowledge, provides provide, monitoring knowledge management processes. On this basis, you must apply practical of knowledge management in this academic unit by studying the performance of successful universities inside and outside the country.

Also, the following recommendations are offered according to research findings:

• According to the results of the first research hypothesis about senior management support component it is recommended that senior management encourage new ideas and support projects and knowledge management policy also, senior managers use of others experience.

• According to the results of the second research hypothesis about culture component it is recommended that promote culture of innovation and creativity among employees, set as manager's agenda.

• According to the results of the fifth research hypothesis about assessment of Knowledge component it is recommended that suitable mechanism is designed to assess people's knowledge and performance and assess operation should be considered with evaluating knowledge approach.

• According to the results of the eighth research hypothesis about stimulus aid component it is recommended that plan be in a situation that, taking advantage of the knowledge and knowledge production as a value be considered as important.

• According to the results of the ninth research hypothesis about sources component it is recommended that allocation of funds can be seen as a regular practice for promoting science approach. Also, reward systems and employee performance evaluation is based on their participation in knowledge production.

• According to the results of the tenth research hypothesis about education component it is recommended that components of problem solving training, people creation, development cooperative and team learning, training methods, systems thinking be given more attention .

• According to the results of the eleventh research hypothesis about power of human resources component it is recommended that knowledge qualified be considered to absorption individuals, ‚individuals' promote are considered more on the basis of their knowledge and human resource development programs is implementation in university.

• According to the results of the fourteenth research hypothesis about organizational learning component it is recommended that awareness and individual's social learning be upgraded with utilizes the components of apprenticeship.

• According to the results of the fifteenth research hypothesis about manpower component it is recommended that enhance staff's technical and professional skills components and empowerment human resources are considered more.

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