The Critical Issues of Knowledge Sharing in E-Government Initiative.

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ASTRACT

E-government aims at exploiting Information and Communication Technologies (ICT) to provide better quality services to citizens and business, mainly through electronic delivery channels. E-government will encompass the entire spectrum of government operations, impacting citizen to government, business to government and government to government transactions. With the E-government issues there the need of knowledge management to apply in it. Knowledge management (KM) has changed from one generation to the next through constant improvements and new perspectives. Knowledge management in e-government are still in an early state of evolution and it is only recently that researchers decided to intensify their efforts in these fields. The knowledge of e-government that has evolved different froms of e-government services and applications is not properly organized and used, it will be lost in antiquity. Therefore taking steps to both save the knowledge gained from the evolution of e-government history and the tools to sure it can be accessed and used by a multitude of stakeholders. One of the element in knowledge management is knowledge sharing. This paper present knowledge management in e-government discussing the key issues related to operational of human in knowledge sharing among staff to staff and staff to customer. Researcher suggest for the research methodology which are combination of qualitative and quantitative method. An approach for this research is conceptual model and framework of knowledge sharing.

KEYWORDS :
Knowledge Management (KM); E-Government; Information and Communication Technology (ICT); Knowledge Sharing;

1.0 Introduction

E-government aims at exploiting Information and Communication Technologies (ICT) to provide better quality services to the government customers (citizens and businesses), mainly through electronic delivery channels (internet, mobile phone and others). Although there are differences among strategies adopted by different governments, it is possible to identify a common roadmap towards government implementation and characterized [6].

'Good governance becomes imperative in today's context as change, rapid and continuous, becomes the only constant of the era. To manage ourselves and our affairs through an age of uncertainty, we must begin to address seriously the issue of how we organize, manage and administer ourselves.'
Tun Dr. Mahathir Mohamad, ex-Prime Minister of Malaysia from the book of [2].

E-government such as public administrations are knowledge–intensive organizations. They host a particularly high percentage of professionals and specialized staff who command important domain of knowledge. E-government integrates disclosed information and knowledge sources to a global virtual knowledge fabric. The route to e-government is emerging as government and citizens around the world experiment with the new ICT [17].

Knowledge management (KM) has changed from one generation to the next through constant improvements and new perspectives.[18]. Knowledge management in e-government are still in an early state of evolution and it is only recently that researchers decided to intensify their efforts in these fields. Knowledge has always been viewed from multiple perspectives such as abstract, philosophical, religious and practical [7]. The knowledge of e-government that has evolved different froms of e-government services and applications is not properly organized and used, it will be lost in antiquity. Therefore taking steps to both save the knowledge gained from the evolution of e-government history and the tools to sure it can be accessed and used by a multitude of stakeholders [10].

In KM there is an element of knowledge sharing. Knowledge sharing is an important activity for orgaqnizations, whether public, private or in civil society, to enhance learning, to improve efficiences and to build better organizations. It serves the needs of both the organization at hand and the publics served. Sharing of knowledge has been a long standing practice in many disciplines, ranging from the social sciences, to research development, to government informing the public on a range of subject matters. Sharing goes on at man levels of society form the trivial to the profound. The development of ICT in the past few decades has not only facilitated with ease the sharing of information and knowlge, but contributed to the leap of creation lnowledge and information [1].

2.0 Background of Problem
2.1 Explanation of the problem

In e-government in Malaysia [2], there is a knowledge sharing plan in essence covered the following aspects :
Development of project implementation guidelines targeted at each phase of the projects to assist in the review of deliverables submitted by the consortia. In addition to the development of the guideline briefings are conducted for the project teams.
Formal knowledge sharing sessions, typically conducted once a month via a workshop or presentation covering topics related to the E-government flagship application.
Publication of an e-government newsletter known as KERIS every fortnightly focusing on e-government and ICT related issues.
Development of a programme management tools known as the Programme Management Workbench (PMW).

Researcher believes that there are need to explore in details of knowledge sharing. Knowledge sharing is one of the element of knowledge management.

2.2. Problem Statement

From the background of problem, researcher realise that knowledge management in e-government very important. Therefore the problems are :

i.   To identify the key knowledge gaps in the provision.
ii. To explore the factors that can overcome the gaps.
iii. To explore a model of knowledge sharing that identify the gaps.

2.3 The Importance

Therefore this study need to be exploratory and developing a framework model based on knowledge sharing.

3.0 Summary of literature review

Definition of Knowledge : The word knowledge can be define as some abstract material which we cannot see [19]. Like information, data or competence does not give the truth. The discussions of knowledge are becoming increasingly on its ability to handle this intangible asset. A common element in the discussion and definition of knowledge is that knowledge basically take two forms *tacit* and *explicit* knowledge.

Tacit knowledge : is seen as being subjective, practical and analog. It is highly personal, hard to formalize and, therefore, difficult to communicate to others. It is deeply rooted in action and in an individual's commitment to a specific context – a craft or profession, a particular technology or product market or the activities of a work group or team [29].

Explicit knowledge : is seen as being objective, theoretical and digital. Explicit knowledge is formal and systematic and can therefore be easily communicated and shared, in product specification or a scientific formula or a computer program [29].

Tacit knowledge is part of a person, a subject, while explicit knowledge exits as an object, Knowledge has four characteristics [30].

- knowledge is tacit
- knowledge is action-oriented
- knowledge is supported by rules
- knowledge is constantly changing.

Knowledge along is another dimension : the separates know-how from know-what. Know-how is closely related to tacit knowledge. Know-what is closely related to explicit knowledge because it can easily be put on paper. Both are important for the ability to act [30].

Definition of Knowledge Management : Knowledge Management (KM) is the management of corporate knowledge that can improve a rage of organizational performance characteristics by enabling an enterprise to be more "intelligent acting" [38]. KM has had a pervasive presence in recent research and is well recognized as a possible contributor to organizational success and a determinant of sustained competitive advantage.

Organization have embraced KM as a primary focus area, recognizing intellectual capital as an asset that can be leveraged to create value for stakeholders [33, 34].

Fundamentally, KM is a set of processes for transferring intellectual capital to value - processes such as innovation and knowledge creation and knowledge acquisition, organization, application, sharing and replenishment [22].

Definition by [42] as :

Knowledge management (KM) is concerned with the exploitation and development with a view of furthering the organization's objective. The knowledge to be manage includes both explicit, document knowledge and tacit, subjective knowledge. Management entails all of those processes associated with the identification, sharing and creation knowledge. This requires systems for the creation and maintenance of knowledge repositories and to cultivate and facilitate the sharing of knowledge and organizational learning. Organizations that succeed in knowledge management are likely to view knowledge as an asset and to develop organizational norms and values, which support the creation and knowledge sharing.

Definition of Knowledge Sharing: Knowledge sharing as an integral component of business strategy [49].

- **What knowledge to share?** Knowledge-sharing may aim at making available various types of content. The program will be very different depending on whether the intent is to share know-how, best or good practices, or knowledge of clients or customers, or competitive intelligence, or knowledge of processes. The knowledge-sharing will differ considerably depending on the type of knowledge being shared. Comprehensive, organization-wide programs for sharing knowledge typically emerge when the organization's know-how is perceived as critical to its mission, where the value of the organization's knowledge is high, and where the enterprise is geographically dispersed. The question of "what to share" includes not only the type of knowledge, but also its quality. In organizing knowledge-sharing is common to put processes in place to ensure that the content that is shared reaches a certain minimal threshold of value and reliability. Some make no explicit distinction between different levels of reliability of the material, once the initial threshold has been met, thus allowing users to reach their own conclusions as to its ultimate value. Most knowledge-sharing allow in varying degrees the inclusion of new and promising ideas. Choices about what knowledge to share must go beyond generic prescriptions. As discussed in the previous section, knowledge-sharing programs have to cope with the issue of adapting know-how to the local context in which it is to be applied. Where the know-how is extremely robust and the local context largely predictable, this may not pose so much of a problem. But in most areas of complex activities or in areas of rapid development, know-how is typically less than fully robust, with continuous evolution, and the local context is often unpredictable; hence knowledge of the local context and local know-how become very important.

- **With whom to share knowledge?** One of the major decisions concerns the intended beneficiaries of the knowledge-sharing. Knowledge sharing aims at sharing with either an internal or an external audience. Internal knowledge sharing typically aim at making the existing business work better, faster or cheaper, by arming the front-line staff of an organization with higher quality, more up-to-date and easily accessible tools and inputs to do their jobs, and so add value for clients or save costs. External knowledge sharing poses greater risks than internal sharing programs — raising complex issues of confidentiality, copyright, and in the case of the private sector, the protection of proprietary assets — but it may also offer greater potential benefits.

- **How will knowledge be shared?** There needs to be a consensus within the organization as to the principal channels by which knowledge will be shared, whether face-to-face, or by way of help desks, by telephone, fax, email, collaborative tools or the web, or some combination of the above. It is important not to ignore face-to-face communications, since this is still the best and highest quality to transfer knowledge between individuals. Many organizations have also found that communities of practice cannot be successfully launched and sustained unless there is face-to-face contact.

- **Why will knowledge be shared?** Knowledge management is not something that is undertaken for its own sake, but rather something that supports the business of the organization. Reaching explicit agreement as to why knowledge is being shared, and its likely contribution to organizational performance, is crucial to sustaining support over the medium term. These motivations may relate to
  o increasing speed,
  o lowering costs of operation,

- o   accelerating innovation, or
- o   widening the client base.

Since pursuing all of these worthy objectives simultaneously may result in a failure to achieve any of them, it will be useful to make an explicit choice about objectives from the outset. Moreover, agreement on objectives can help keep focus: since knowledge management in a large organization is inevitably a long-term process involving many people in different units of the organization, there is a tendency for people to forget why the organization is pursuing knowledge management in the first place, and become distracted with peripheral activities. Finally, since knowledge management inevitably have a cost, expenditures will need to be justified, and defended against those who would prefer to spend the resources on other activities.

- **Will knowledge be shared?** In large organizations, discussions of strategy can go on for long periods, sometimes years, without ever coming to closure on the components. In the end, actually crossing the Rubicon and unambiguously deciding to share and communicating that decision explicitly throughout the organization is a key step in launching a knowledge sharing strategy. An explicit decision is critical because knowledge management typically involves a shift from a vertical hierarchical mode of operation to a horizontal boundary-crossing mode of operation: such a shift is unlikely to occur on a sustained basis unless that there is an explicit decision at the very top of the organization that it should occur. Without such a decision, the opponents of KM will sooner or later be able to block the shift, and so thwart the organization's systematic ability to share its knowledge [49].

Definition of E-Government : Range from "the use of information technology to free movement of information to overcome the physical bounds of traditional paper and physical based system'[13] to the use of technology to enhance the access to and delivery of government services to benefit citizens, business partner and employees [14]. The common theme behind these definitions is that e-goernment involves the automation or computerization of existing paper-based procedures that will prompt new styles of leadership, new ways of debating and deciding strategies, new ways of transactiong business, new ways of listening to citizens and communities, and new ways of organizing and delivering information[15]. E-government aims to enhance access to and delivery of government services to benefits citizens. Most important, it aims to help strengthens government's drive toward

effective governance and increased transparency to better manage a country social and economic resources for development [16].

4.0 The Methodology

Researcher suggest to further study the problems and extended the literature search as well as survey or interview agent of e-government. The research methodology is a combine of qualitative and quantitative methods.

A few approaches be use in this study :

i.   Conceptual model of knowledge sharing
ii. Framework of knowledge sharing.

5.0 Conclusion

In this paper researcher concluded that knowledge sharing in e-government is a critical issues whereby the sharing of knowledge among staff and staff as well as staff and customer/clients are questionable. This research is to explore ways to knowledge sharing. A conceptual approach for knowledge sharing in e-government and further research work on framework of knowledge sharing. Researcher attempted to contribute to explore and develop an understanding of the underlying foundations and processes associated with knowledge sharing by examining the issues, challenges and opportunities associated with the new discipline and especially how e-government can get engage and benefit from it. Knowledge sharing especially in e-government can overcome cultural barriers or attitude of staff.

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