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KNOWLEDGE MANAGEMENT IMPLEMENTATION AND IT'S AFFECT ON SAUDI ARABIA

Abstract: *This paper aims to investigate the current knowledge management (KM) practices and models proposed, strategies and frameworks used in different countries and sectors, and the impact and results of using KM on the organizations working towards effectively activating knowledge management. Using the term "knowledge management in the public sector", a search for available works is done in Google Scholar. In the main stage, the quest for writing distributed under whenever decision was done in the initial ten pages of the web search tool. Then, at that point, one more nine page of Goggle Scholar were looked for later works distributed, setting the time as 2014 to 2018. The quest yielded 84 usable works for this audit. This writing searches and survey results showed that out of the 47 works looked into, simply three works were identified with Saudi Arabia. A few works from Sub-Saharan Africa and African countries may also contain findings relevant to Saudi Arabia. Findings related to specific country contexts were maximum in numbers. There were also several papers specifically dealing with specific public sectors like health care. KM modeling itself is not easy as only very few papers on KM modeling were available. This study applies to Saudi Arabian public sector organizations. There is a strong opportunity for research in Saudi Arabia mainly because of the country's growth and progress.*

Keywords: *Knowledge Management, Saudi Arabia, Public Sector.*

1. Introduction

In the thoroughly knowledge-intensive nature of both private and public sectors, Understanding implementations of various models and strategies of KM is necessary to build and maintain knowledge sharing, which in return will positively impact multiple divisions, units, and sectors.

As indicated by Milovanović (2011), information on an association is extraordinary, important, hard to copy, and is a subsidiary of the association's set of experiences, construction, and culture after some time. Social and innovative parts comprise the absolute KM framework.

In a structured review, Hashemifard (2020), Shaikh et al. (2020) and Rahimipour (2020) contended that public sector KM has few specialists in research despite its growing importance. Investigates on worldwide collaboration and examinations of KM are not

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many. There is exceptionally engaged exploration in some topographical locales and some chose themes. This forestalls a decent perspective on KM in a summed up viewpoint. Partners and responsibility of public area KM professionals are not quite the same as those of the private area. The association among examination and practice should be improved by taking on a reasonable exploration procedure.

In this background, this paper aims to undertake a structured review of KM implementation and limitation in different countries and sectors.

2. Method

This review has taken on content examination as an adaptable exploration technique; it is an exploration device to decide the presence of specific words or ideas inside some given subjective information (i.e., Text). Scientists can measure and dissect the presence, implications, and connections of specific such words, subjects, or ideas.

Utilizing the expression "information the executives in the public area", a quest for accessible works was done in Google Scholar. In the primary stage, the quest for writing distributed under whenever decision was done in the initial ten pages of the web search tool. Then, at that point, one more nine pages of Goggle Scholar were looked for later works distributed, setting the time as 2014 to 2018. The quest yielded 47 usable works for this audit. The consequences of this writing search are given beneath.

3. Results

The maximum number of papers was on knowledge sharing and networking. Although organizational learning and value creation are highly researched topics in various business contexts, they have not been researched well in the KM aspect. Where a lower number of works are available, those topics may be immediate research priorities. However, that

does not mean that no further research needs to be done on those topics if there are numerous papers.

3.1 KM in different countries

In a Pakistani study using a survey, Hassan (2021), and Soltani (2021) observed that KM is a critical factor in determining organizational performance. The employees are expected to attain adequate knowledge and make practical use of it for maintaining viability in the demanding job environment.

A model, Management Training and Evaluation (MATE) was proposed by Sotirakou and Zeppou (2004) to modernize government organizations using KM concepts. The Greek case study validated the proposition that the success of modernization depended on the extent of knowledgeability of the organization.

In India, the private sector is far ahead of the public sector, according to Chawla and Joshi (2010). However, the private sector still has to go a long way, as the analysis results were just at satisfactory levels for all constructs.

Organizational commitment was suggested but not proved as a potential moderating variable in the relationship of KM and job performance of individuals in public organizations. Only the second-order construct of KM had a significant effect on job performance.

In Africa, the explosion of the internet has resulted in the transformation of many public sector organizations. However, structural constraints of implementation have prevented the achievement of all aims fully. These observations have led Mbhalati (2014) and Shaikh (2020) to infer that the best way for organizational transformation in the African public sector is through KM rather than through e-government. The e-governance should then become a component of KM. How the author reached this conclusion solely on the basis of technological tools is difficult to understand. Technological tools are required for KM also. Hence, logically, the

absence or lack of such tools should impact the implementation of KM also.

The public sector organizations in Sub-Saharan Africa are using many strategies like codification, personalization, workshops, training, seminars, education, mentoring, storytelling, and apprenticeship to capture and retain knowledge. To implement these strategies, ICT systems like institutional repositories, emails, global networks databases, portals, accounting, financial systems, human resource systems, knowledge route-maps knowledge networks, and discussion forums are used to capture and retain knowledge. Management of knowledge assets is affected by the challenges of inadequate understanding of KM benefits, skills shortage, brain drain, absence of incentives or rewards for knowledge sharing, absence of appropriate technology, inadequate top management commitment, non-availability of appropriate models for learning about KM, and its implementation. The e-government implementation provides a starting point for KM. Dewah and Mutula (2016) made these observations.

The need for proper governance to manage KM systems of public sector organizations in Malaysia was stressed by Ali et al. (2016). Collaboration was identified as a critical component of governance. Accordingly, a conceptual model for the governance of collaborative KM systems was proposed based on extensive literature reviews and discussions with experts. There is no statement about the validation of the model in this paper.

In contrast to the board's control on the executives in the private sector, no such mechanism exists in the public sector. The main focus of the public sector is the effective utilization of state resources in a political context. In a US study on state-based organizations, the legal view of agency theory was applied Dawson, G. S., et al. (2016) to a mediating hierarch of the state legislature. Such a tactical mediating hierarch was tested on the relationship between the IT steering committee and the production role of an independent chief information office. The use of the fee-for-service funding model was rested. The state is the principal, and the information office is the agent. With the shift from control in the private sector to mediation role in the public sector, important practices of IT governance may be adapted from the private to the public sector, information management, and delivery as components of the total KM system**.**

3.2. KM in some specific Sectors

While proposing a model of KM in tourism, Cooper.C (2006), Samad et al. (2021) and Nilashi et al. (2021) noted that tourism faced a hostile knowledge environment and hence was a hesitant late adopter of KM. The adoption of KM would provide new insights and applications which will benefit tourism immensely.

In Singapore, Luen and Al-Hawamdeh (2001) increased adoption, competence, and quality of IT, and the increasing IT competence of its police officers has enabled its police organizations to start KM.

In the work of Huang, L.S. (2011) on the insurance industry, individual factors, perceived usefulness, subjective norms, attitude towards KM, perceived expected performance were also found as factors of KM.

Lack of opportunity for strategic planning and financial insecurity prevents long-term initiatives for technological support. Non-specific and loose contract terms for volunteers can mean that knowledge activities have little to do with job descriptions or rewards. However, particular types of trust can be developed within and outside the organization. Knowledge behavior of volunteers can be related to motivators different from other sectors. Thus, there is an interchange of challenges and favorable factors for KM in the case of private and public organizations with that of not-for-profit organizations. Australian NFPs are

knowledge-intensive. Adapting KM practices of the private sector does not match their requirements. In their Australian work, Hume and Hume (2015) observed that internal management is the very important link to connect NFP volunteer's ad employees to organizational needs of building and sustaining KM. The authors used in-depth interviews to suggest that staff's internal marketing and value propositions are beneficial for KM in the NFP sector.

The interactive effect of KM enablers with knowledge process capabilities on the organizational performance of a public Indian power generation company was studied by Verma and Sharma (2015). The online survey was done. Positive effect of KM enablers, KM process capabilities on organizational performance, and positive relationship between KM enablers and KM process capabilities were found.

A holistic approach to KM to build resilience among voluntary organizations was successfully implemented by the project Charnwood Connect in the UK, as Hoult et al. (2017) reported. Methods for voluntary and public organizations to work together to serve society in a better manner were devised. An integrated model of best practices in KM was adopted. Successful knowledge sharing among participants and with their clients was implemented. The holistic approach included both technical and social aspects of KM. On the technical side, an IT hub was established, to which a forum was added later. The participants had been competing previously. Hence building trust and relationships were the main challenges. Once these were built, increased collaboration and mutual awareness among them helped to achieve the project aims. The project's positive impact was felt in the discussions among decision makers like parliament and local bodies' members, political leaders, policy makers, and funding agencies. The value of online platforms, which can be locally based enabled by the IT Knowledge Hub, has become an important resource for empowering communities. Better access to advice services has also been

ensured.

Using a survey, Al Ghamdi et al. (2016) found the moderating role of KM on employee's commitment and total quality management to be effective in the public health sector of Saudi Arabia. In a Saudi Arabian work on the public health care sector, Al Ghamdi et al. (2016) noted a significant moderating effect for KM on the relationship between employees' commitment and TQM practices. A survey method was used for the collection of data. When evidence from the literature shows that acquired knowledge needs to be effectively managed to improve TQM, the effect of KM on TQM could also be direct rather than just moderating role. However, the authors did not hypothesize on this aspect.

3.3 Organisational Learning

One of the components of KM is organizational learning. The status of organizational learning in police departments was explored by Brown and Brudney (2003). Community-oriented policing philosophy has replaced enforcement and incarceration. This paradigm shift is caused by information dissemination which helped proactive and preventive approaches to reduce crime and law and order problems. Preventing was seen as the better approach rather than solving a crime that had already happened. Thus, knowledge workers are becoming an integral part of policing. Experiences so far in various police departments have shown the high level of feasibility of KM adoption in them.

The role of the cognitive style of KM leaders in KM practices in an Indian public sector organization was analyzed using a survey by Jain and Jeppesen (2013). Three cognitive styles- radical, innovative-collaborator, and adaptor- were identified. Only adapter style positively impacted KM practices.

3.4 Knowledge networking and sharing

In reaching their conclusions, Taylor and Wright (2004) used participant observation,

interviews, document analysis, and survey. Antecedents of knowledge sharing in the health care public sector were identified. Five predictors (out of six significant factors) of effective knowledge sharing were identified through regression and factor analyses. The six predictors were: innovative culture, capacity to learn from failures, good information quality, change management, and critical review of performance indicators.

In a Malaysian study by Singh Sandhu et al. (2011), although employees' attitude was positive towards knowledge sharing, the importance of this was not adequately communicated to them. They were not certain that knowledge sharing existed in their organizations. Some self-serving bias was noticed among these employees. Employees perceived organizational barriers to be more serious than individual-level barriers. Lack of IT systems, rewards, and recognition was the main organizational barriers. Individuals lacked the time and interpersonal skills for effective interactions to facilitate knowledge sharing. Email, inter-agency activities, use of ICT, and top management support were the preferred knowledge-sharing activities.

In the highly knowledge-intensive nature of public sector organizations, high levels of knowledge sharing between departments are critical for efficient and effective performance. Organization-level coordination mechanisms, social identification of its employees across departments, and the extent of power games are important aspects in this respect. In a survey study by Willem and Buelens (2007), it was found that lateral coordination and trust were the main factors of knowledge sharing. Power games and informal coordination systems were highly beneficial for knowledge sharing. The characteristics of government organizations were less favorable for knowledge sharing than other types of private organizations.

Using a questionnaire survey, Titi Amayah (2013) studied the factors affecting knowledge sharing in the public sector.

Variations in knowledge sharing were explained by the community-related, normative, and personal benefit factors. Social interactions, rewards, and organizational support were three enablers. The barriers of the degree of courage and empathy measured organizational climate and affected knowledge sharing significantly. Moderating effects of certain interactions were also noted.

Client service in public sector organisations of social service, health care and education. Knowledge sharing helps to improve client service in these sectors. Early experiments by Gorry (2008) were not successful as social service workers could not be linked adequately. The diffuse nature of available technology and logistics makes KM processes difficult. When many people involved in these sectors are interconnected, knowledge sharing and KM become more effective.

Restricting knowledge sharing by public organizations within state agencies was inadequate and less effective knowledge sharing compared to sharing with both government and public organizations, in the studies of Pardo et al. (2006) and Mahoto (2021). The results showed that expansion of knowledge-sharing boundaries could help to achieve better KM results.

The creation of public sector knowledge networks (PSKN) specifically to share knowledge among traditional public sector organizational boundaries was suggested by Dawes et al. (2009). Such a network solves the problem of inadequate attention to public needs by public organizations intended to serve them. This network is a socio-technical system consisting of organizational, institutional, and human dimensions. Such PSKN already exists in some forms, like sharing geospatial information by national remote sensing agencies. This type of focused information sharing was viewed as a paradigm shift from the need to know to share with others. The authors have tabulated four types of PSKN and discuss eight lessons

learned on choices, challenges, and opportunities.

Some government organizations are testing the usefulness of social media to communicate with their customers. These media are known for their power to reinvention these organizations' relationships with the citizens they serve. A Mexican study by Picazo et al. (2012) has shown that improved communication, better participation by citizens, greater transparency, and efficient transfer of best practices are possible. Unless the implementation strategy is sound, the risks of using social media may affect achievements. The need to change government culture, organizational practices, laws and regulations was stressed.

There were positive effects of KM enablers and of knowledge sharing processes on organizational performance in the case of Malaysian accounting organizations in the studies done by Choy Chong et al. (2011). Knowledge sharing and technology resources together were the two most important enablers. Factor analysis of survey data was used in this research.

In the studies of Henttonen et al. (2016), high levels of individual-level knowledge sharing impacted the individual performance of employees in Finnish public organizations. Propensity to share knowledge was an important factor strongly determining actual knowledge sharing behavior. The effect of propensity to share on organizational performance was mediated by knowledge sharing behavior.

The role of consultants as transmitters of knowledge in the knowledge flow from consultants to clients, new business methods, and organizational change approaches were studied by Lăzăroiu (2015).

The relationship of Hofstede's cultural dimensions with knowledge sharing was studied by Boateng and Agyemang (2015) using a case study, semi-structured interviews, and thematic analysis of the qualitative data thus collected. Four themes of

power distance were identified as affecting knowledge sharing in Afiya Kwabre District Assembly. Job security and group membership were critical for knowledge sharing as components of both power distance and uncertainty avoidance. Involvement in decision-making was a critical factor under power distance alone, as a broadening of knowledge was under uncertainty avoidance. The absence of any quantitative estimations may lower the validity of these findings.

The adoption of social media as social collaboration tools can change the scope and nature of e- participation in public sector contexts. However, there can be organizational, cultural, and administrative barriers to their adoption. Web2.0 and other social media tools have a high potential for increased social engagement. It needs to be noted that social reputation, rather than administrative authority, earns influence when social media are used for larger public engagement Henttonen et al. (2016)- Boateng and Agyemang (2015).

3.5 KM value creation

The creation of a knowledge-based society has become a necessity for organizational survival in this world. Public organizations, firms, and non-governmental organizations face increasing challenges to create value to the knowledge sustainably using appropriate resources. The processes involved in them are related to identifying what knowledge is relevant, finding their sources, managing them, method to connect to relevant stakeholders, collaboration, cooperation, learning, and deciding inside and outside the organization. In these processes, there exist opportunities for disruptive renewal of knowledge. Organizations and their managers and knowledge workers will need to create new methods of governance, leadership, organisational learning processes and practices, innovations, and management. Co-creations could emerge out of these changes, which may necessitate new ways of KM. These introductory statements were given by

North and Kumta (2018) in their book. Value creation by KM in the public sector was also the subject of discussion in the chapter of a book contributed by Malik and Al-Toubi (2018). The current and future opportunities of KM adding value were discussed. Specifically, in the transport industry, value creation by the customer-centered KM for the delivery of innovative services can promote interactions between travelers and other stakeholders of mobility. A theoretical framework for this was tested and validated using a literature review by Sindakis et al. (2015). Findings showed the requirements that add value to KM in customer services: innovation and technologies to access users' needs, mapping and evaluating such knowledge acquired, promotion of these approaches through collaborations and acquisition and integration of knowledge for better customer service.

Third sector organizations (TSO) are neither private nor public. They include voluntary and community organizations like registered charities and other organizations such as associations, self-help groups, and community groups, social enterprises, mutuals, and co-operatives. Due to the broad nature of stakeholders, many service challenges exist in these organizations. Effective service delivery is their main aim. The competing influences, expectations, and claims put pressure on value creation. The application of the value concept in TSOs is not properly understood. KM has good potential here. Best et al. (2016) discussed how KM could contribute to collaborations and enhancement of service quality by the various stakeholders. The enablers and challenges have been explored. A conceptual model was validated using a qualitative case study**.**

4. Conclusion

Out of the 47 works reviewed, only three works were related to Saudi Arabia. A few works from Sub-Saharan Africa and African countries may also contain findings relevant to Saudi Arabia.

Findings related to specific country contexts were largest in numbers. There were also several papers specifically dealing with specific public sectors like health care. KM modeling itself is not easy as only very few papers on KM modeling were available. There were many papers on knowledge sharing. Papers on organizational learning and on value creation were fewer.

Based on the research conducted, KM implementation's key factors were appropriate and effective knowledge sharing within an organization. In order to capture and retain knowledge, many strategies like codification, personalization, workshops, training, seminars, education, and mentoring are being used. IT also plays a significant role in establishing KM. Moreover, top management support, and employee incentives, document digitization were the key factors determining KM.

The right usage of KM resulted in viability maintenance in a demanding job environment, building a healthier, more trusting organizational atmosphere, and improving client service in various sectors. Common limitations in KM implementation were knowledgeability of the organization, inadequate understanding of KM benefits, skill shortage, absence of incentive or rewards for knowledge sharing and the lack of appropriate technologies and models.

As KM becomes a necessity in the survival of many sectors, whether public or private, and an important part of the growth in various divisions and with the increasing need to overcome the challenges that limit using appropriate resources to enhance KM sustainability, we specifically recommend for researchers in Saudi Arabia witnessing the consistent growth of KM in different sectors to display and evaluate the ongoing models and strategies developed by the 2030 vision in KM.

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