

Public Sector Knowledge Management for Public-Private Partnership

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Abstract: *Public-Private partnership (PPP) is solely regarded as a governance and management instrument. Public organisations have relied only on papers and archives to transmit information, ignoring the advantages of alternative knowledge transfer mechanisms. Public organisations have relied solely on records and archives to disseminate knowledge, leaving the field wide open. Other mechanisms of information transfer have yet to be examined for various benefits. PPPs' main focus is on achieving additional value through increasing collaboration between public and private players, which is fully in line as could be define in this research. The efficiency of the public procurement process can be improved by implementing appropriate efficiency measures such as standardisation and centralization of procurement activities as also the focus of the discussion in the research point of view. The narratives collected involve the process of introducing a new employee to a public organisation and transmitting knowledge to as long as its necessary to apply. Furthermore, in order to create PPP tools in line with current information demands and literature shortages, this study emphasises the need of paying attention to knowledge sources and the growing number of theoretical and comparative research on KM – both in the private and public sectors. The findings indicate that organisations may function more effectively and efficiently with a constant and timely process assessment of operational issues and also search for improvement possibilities.*

Key Words: *Knowledge Management, Public Sector, Public-Private Partnership.*

1. INTRODUCTION:

Knowledge is described as a collection of experiences, values, contextual information, and expert insight that aids in the evaluation and incorporation of new information and events. For all sorts of companies, knowledge has long been seen as a strategic resource [1]. It is not just found in papers and archives, but it is also ingrained in people's thoughts and shown in their acts and behaviours through time. Even in public organisations, knowledge is a critical component in determining the performance value provided to their customers and people. Public organisations have relied solely on papers and archives to convey information, ignoring the benefits of alternative knowledge transfer mechanisms. The transfer of information between people is crucial in this field, although academics of public organisations pay little attention to it. Mentoring, as a multidimensional and complicated function involving intervention, training, and support activities, may be successfully employed in the public sector in this fashion. This technology facilitates knowledge transfer by allowing mentors and new employees to connect. In research on knowledge management, the goal of the current study is to evaluate the connection that is established between mentor and mentee in complex public organisations. We examine the case study of an Italian public organisation using the instrument of the narrative interview with mentor and mentee, which is a qualitative approach. The tales gathered address the process of introducing a new employee to a public organisation and conveying knowledge to them. The research is still in its early stages, but the findings thus far aim to provide a conceptual framework for how mentoring occurs in complex public organisations, with a focus on knowledge management. Furthermore, narrative interviews may be used to identify both the subjective perspective of interviewees as well as the engagement of diverse topics in the information transmission process. The findings thus far have aided in the advancement of the academic discussion on the features of the mentoring position, the connections and phases that occur throughout mentoring processes, and their consequences in public organisations. In addition, via narrative case studies on mentoring, the findings support practical applications.

2. LITERATURE REVIEW:

According to Rubenstein, internal organisational barriers to knowledge transfer in the public sector are primarily related to organisational culture, leadership, resources, and, most importantly, a lack of recognition of individuals and the public sector's hierarchical structure [2]. In 2004, Syed-Ikhsan and Rowland highlighted which resource limitations imposed by the central government on the public sector have a major influence on civil servants' ability to transmit

knowledge and skills owing to ever-increasing workloads and time constraints [3]. In addition to what has been mentioned, the public sector social processes of institutionalised practises, traditions and attitudes, behaviours and rewards have not been thoroughly researched in connection to increasing knowledge transfer within the public sector and there is a critical need for empirical research on knowledge transfer in the public sector that focuses primarily on people-based knowledge [4]. Through an efficient organisational communication system that fosters learning, knowledge transfer creates organisational knowledge [5]. Knowledge may be transmitted from one individual to another in the public sector, and this helps to extend and improve the overall efficacy of the organization's knowledge base. Knowledge transfer may be handled in a variety of ways to meet specific requirements and circumstances. Some research propose that knowledge may be institutionalised over time and retained in an organisation even if the original "smart" individuals leave [5]. According to a 2003 study by Fowler, the public sector has a wealth of internal knowledge from which to draw.

However, knowledge transfer in the public sector is too tightly focused on information management, whereas behavioural norms and organisational practises may be required for effective knowledge creation. The keywords for this literature study are KM and PPP, which have been utilised in various combinations as search terms. Nonetheless, the outcomes were difficult to achieve. This work also seeks to explore topic as domains conceptually connected to the aforementioned, such as KM applied to the public sector and Governance analysis inside PPPs, in order to establish a theoretical framework as wide and relevant as feasible. Other techniques to enhance efficiency are frequently employed in addition to process standardisation to accomplish the Company's goals that continually lower the expenses paid during the supply of services. Different techniques have been created as a result of the growth of process management systems in organisations. E.g.; Lean, Six Sigma, and other quality management systems and standards [6]. Divergent elements, such as the involvement of third parties, changes in duration, the requirements of suppliers, and the contracting entity's strategy, are present at different phases of the procurement process. These criteria, in combination with the degree of legal detail used to regulate the PPr process, have a significant impact on the timing and quality of each step. According to the literature review, the Lean approach (waste reduction) should be used, with the time of each step being determined by the CE's internal activities. Simultaneously, the Lean Six Sigma technique (error reduction and process variation reduction) can be effective in various stages of the procurement process [7]. All of these goals make it easier to gain access to information and develop competence in a new subject. The most essential benefit of KM is that it increases public sector productivity and efficiency while also speeding up service delivery. In an organisation, KM provides advantages on both an individual and organisational level. At the individual level, KM allows individuals to improve their skills and expertise by collaborating and exchanging information in a collaboration atmosphere. KM enhances an organization's performance by boosting efficiency, productivity, quality, and innovation at the organisational level. Indeed, knowledge management helps businesses to have a greater rate of production and reduced operational costs, resulting in improved customer service. Organizations must have access to knowledge in order to make smart choices, simplify and streamline operations, reduce rework, enhance innovation, have higher data integrity, and collaborate more effectively [20]. Also, by recognising people's knowledge as an asset, comparable to traditional assets like inventory and capital facilities, KM enhances the financial worth of companies [21]. While businesses see knowledge transfer as a source of value creation, that can also see KM efforts as strategic facilitators of competitive advantage.

3. PROCESS OF KNOWLEDGE TRANSFER AND APPLICATION:

Inter-organizational transfer efficacy is defined in the knowledge transfer model provided in this study as the perceived enhanced ability to make decisions on public-private partnership engagement. The application of information toward a specific goal is critical in this evaluation of efficacy. [20] [30]. The usage of a process is shown by performing inter-organizational knowledge transfers (IOKT), which entails exchanging and searching for information across organisations. While it is necessary for shared or discovered information to be applied in order for it to affect decision-making and problem-solving, the efficacy of inter-organizational knowledge is determined by how well it is applied. An operationalization of the endogenous variables was created in various parts in order to apply the IOKTE model under the criteria stated for the transfer of PPP knowledge in Flanders. The first question questioned if they look for PPP-related information at other public sector entities operating in the same area. Following that, the same technique was utilised to see if respondents in the public sector shared PPP-related information in an inter-organizational manner. Respondents were also asked if they put shared and sought-after information to use. Finally, to assess the perceived effectiveness of the knowledge transfer, respondents were asked if they felt they could keep up with current developments and innovations in PPP as a result of IOKT, and if they felt their PPP-related skills and decision-making improved as a result of the inter-organizational knowledge transfer.

4. CHALLENGES OF KNOWLEDGE MANAGEMENT:

The efficiency of the knowledge transmission system is evaluated in two components. Inter-organizational knowledge transfer is not primarily accomplished through IT or IS-based techniques. A great deal of information is

discussed and conveyed in official or casual meetings, or with a specific goal in mind that isn't always related to information technology. Employee rotation, cooperative cross-organizational initiatives, apprenticeships and monitoring programmes, learning by observation, and learning by doing [13] are examples of knowledge transmission tools that are frequently referenced for the socialisation of new workers in Nonaka's terminology [14]. As a result, in order to comprehend the entire extent of the knowledge transfer mechanism that is used to facilitate inter-organizational knowledge transfer, an IT-based portion and a non-IT-based part should be included in the evaluation of the transfer system's efficiency. The effectiveness of the transfer will be impacted as the system becomes more efficient in providing access to information and transferring knowledge from one organisation to another, by enabling the ability to search for, share, and apply knowledge that was sourced in an inter-organizational manner [15].

5. EFFICIENCY OF KNOWLEDGE TRANSFER:

Several of these metrics are intended to reveal how much PPP IOKT in Flanders adds to the decision-making capability or capacity of individuals and organisations working in public sector PPP organisations. The poll contained many variables for the notion perceived knowledge transfer efficacy. The findings in Table 3 demonstrate that the majority of respondents agree with the assertion that IOKT assists decision-making (DCM) and affirm that this is also true in real life. According to respondents, this transfer is advantageous, since it assists in the development of PPP-related skills while also boosting the public-PPP sector's decision-making ability in Flanders. . As a result, the availability of technical breakthroughs does not guarantee that knowledge transfer, whether corporate or inter-organizational, will improve. It is critical that the latest IT technologies be tailored to the management of organisational knowledge in response to the unique demands indicated by field participants if they are to improve KT.

Table 1: Decision Making of Improvement of PPP

Answer	Insights	Skills	Decision-making
Totally disagree	0.00%	0.00%	0.00%
Disagree	9.20%	5.75%	4.60%
Tend to disagree	5.75%	3.45%	5.75%
Neutral	8.05%	5.75%	10.34%
Tend to agree	20.69%	24.14%	25.29%
Agree	25.29%	27.59%	20.69%
Strongly agree	13.79%	13.79%	11.49%
No answer	17.24%	19.54%	21.84%
n	87	87	87

According to the table1 , the majority of respondents believe that IOKT assists decision-making (DCM) and affirm that this is also true in real life. Previous research found that this transfer is advantageous, since it assists in the development of PPP-related skills while also boosting the public-PPP sector's decision-making ability in Flanders [20].

6. FINDINGS STUDY AS ANALYTICAL RESULT :

For public sector enterprises, knowledge management has been highlighted as a critical managerial endeavour. The importance of knowledge in the effective implementation of PPP projects has also been recognised. Excessive or inadequate knowledge assets are likely to constrain public sector capacity and the development of adaptive problem-solving and decision-making. As a result and finding of study represented that how it's important to think about knowledge assets are produced inside and between public-sector entities participating in PPPs.

A descriptive analysis of the data used to support the analysis as describe in article and shows that, despite their lack of experience, respondents believe that sharing PPP expertise across public sector institutions participating in PPP helps them make better decisions. It also indicates that a substantial portion of the respondents rely on information obtained from other public bodies on this subject. The latter is also the consequence of information transfer activities like knowledge sharing and seeking for knowledge, which the data inspection indicates occurs because a substantial portion of the respondents in the sample say that they do so. The results suggest that there is still space for improvement in terms of the quality of the information that is currently transmitted, particularly in terms of minimising the fragmentation of PPP expertise within the public sector. This is due to the fact that when it comes to PPP-specific knowledge, there are currently few organised and codification-enhancing information transfer channels in use in the public sector in Flanders. Enhanced centralised knowledge coordination, increased cross-policy level access to the PPP

knowledge, and improved PPP documentation that is more tailored to the end user's needs are all suggested improvements.

This use of the IOKTE model indicates that some parameters have a significant impact on the perception of improved decision-making capacity in relation to inter-organizational knowledge transfers on PPP in the public sector. These factors include how much inter-organizationally derived PPP information is really used, whether it is sought after, and one's age group. PPP-related knowledge transfer among public sector organisations in Flanders is thus aimed at establishing coping mechanisms that allow for the development of adaptive decision-making methods. The act of sharing knowledge across public sector organisations on this subject is reliant on the inter-organizational trust that exists between them and their separate reputations. As a result, it is assumed that asset-specific investments are made by certain entities alone, supplying with knowledge assets that enhance their reputation and attract other people's seeking activity within target group. This analytical research also finds that the main drivers of the sharing of PPP-related knowledge and expertise are the organisational culture in which individuals working in the field of PPP work and the extent to which organisations are seen as competent, which organisations have the most clout in the public sector, and which organisations are considered more trustworthy than others. Given that these institutions provide access to their knowledge assets and do so by transcending policy levels, this identification stands to further improve the capacity for problem-solving and decision-making.

7. DISCUSSION AND CONCLUSION:

The purpose of this essay is to explore the major difficulties and challenges of the new economy, as well as to offer the first steps toward building a conceptual knowledge management framework for the public sector. The information given in this article is an attempt to address some of the issues that will be of interest to KM scholars, academics, and practitioners, particularly in the public sector. The following proposal is made after studying the challenges of KM implementation in this article and based on the best performances of public-sector KM initiatives: Knowledge from KM implementation initiatives is shared. Introducing incentive schemes to encourage the adoption of changes from e-Government initiatives, such as promoting the adoption of changes from e-Government projects. The KM learning programmes. Invest in web connectivity to reach out to as many citizens as possible. To create infrastructure, invest in technology. Provision of IT infrastructure, as well as low-cost solutions and methods for delivering information and knowledge technology assist always up. Introducing new partnership approaches between public and private entities which creating the appropriate regulations and procedures to secure personal information and identify digital signatures. Create a programme that encourage creativity and innovation. Invest governmental and private funds, as well as foreign aid, in the most productive regions that also encourage information transfer to improve productivity and creativity in private and public-sector enterprises.

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