

Chapter 33

Knowledge Sharing Practice in Brunei Darussalam

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ABSTRACT

In today's world, organizations realized the importance of managing and utilizing knowledge to stay competitive in the business world and become innovative. Furthermore, by being innovative, organizations can achieve a competitive edge and long-term survival. With proper knowledge management and knowledge sharing, organizations can benefit from good organization performance and improve employee creativity, especially with the help of social media. The purpose of this research is to explore the importance of knowledge sharing in organizational practice and the relationship with employee creativity, organization performance, and social media using SPSS Pearson Correlation analysis. The study uses a sample of 39 working individuals both in the public and private sectors in Brunei. The results indicate that knowledge sharing has a significant relationship with organizational performance and the use of social media in the organization. However, the results also showed there is no significant relationship with knowledge sharing and employee creativity.

INTRODUCTION

Successful organization in today's environment are often interrelated by its ability to discover and innovate their business practice for its long term survival (Moustaghfir & Schiuma, 2013). This often relies on organizational capabilities to encourage the sharing of knowledge among its employees as well as

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experience and creativity for its endless learning and development. Knowledge and skills that instill in every individual are important to the organization and often referred as a framework towards innovation and creation of ideas to enhance their organization capabilities (Rahimi, Rostami, Shad & Vafaie, 2017). Therefore, knowledge is an essential component for an organization to stay competitive in today's market.

It is believed that an organization needs to create a learning environment by introducing a knowledge management initiative that enables employees creativity to take place and encourage the innovation processes (Rahimi, Rostami, Shad & Vafaie, 2017). Moreover, the increase in customer preferences towards social media has brought a positive impact to organizations as a knowledge management initiative provides two ways of communication between organizations and their customers (Chua & Banerjee, 2013).

The theory being said is as well applicable in Brunei. Fortunately, by having knowledge management initiatives that emphasize knowledge sharing among the people in Brunei specifically the workforce, it will not only benefit them but as well as the country as knowledge sharing can help to boost effectiveness and learning (Elrehail et al, 2016). Additionally, knowledge is an important resource that is becoming more important to retain and be shared in order to improve capability and the creation of new knowledge. By doing this continuously, in the end, it will also help Brunei to achieve its 2035 vision especially to have educated and highly skilled people.

The objectives of this research that focusses on the Bruneian workforce, are as follows:

1. To explore the importance of knowledge sharing in organizational practice,
2. To identify how knowledge sharing can improve organizational performance.
3. To examine how knowledge sharing able to encourage employees' creativity.
4. To investigate how the use of social media as a sharing knowledge can support knowledge management initiative in the organization

BACKGROUND

There are four variables highlighted for this research, namely, Knowledge sharing which acts as a tool of knowledge management, organization performance, employees' creativity and social media.

Knowledge Sharing as Tools of Knowledge Management

Rahimi et. al (2017) stated that organizations begin to realize the importance of knowledge management towards its strategic approach when dealing with innovation, achieve competitive advantage and accomplish improvement in business performance. By definition, knowledge management is an approach to gather, coordinate, and communicate knowledge that individual can use them to be competent and productive towards maximizing organization capabilities to create competitive advantage. Furthermore, Jelenic (2011) highlighted that knowledge is intangible assets that organizations need to keep in mind and managerial initiative to allow knowledge sharing towards the decision-making process, improve operational efficiency, flexibility, engagement, and employee participation.

According to Rasinghani (2016), a knowledge conversion model known as the SECI model developed by Nonaka and Takeuchi that stands for Socialization, Externalization, Combination, and Internalization, is used to understand the knowledge management process in the corporate world. Generally, the overall idea of this model was to understand the knowledge creation process between explicit and tacit

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