

KNOWLEDGE MANAGEMENT IN MAURITIAN CIVIL SERVICE ORGANISATIONS: AN EMPIRICAL ANALYSIS

¹RAMCHURN RAKESH, ²DR. MOHD SAIFUL IZWAAN SAADON

¹(PhD Scholar)

Email: rakeshramchurn@yahoo.co.uk

²(Main Supervisor)

Email: saiful.izwaan@umt.edu.my

^{1,2}Faculty Pengajian Maritim, Universiti Malaysia Terengganu, Malaysia

Abstract: KM is concerned with how well an organization adapts, survives, and competes in a rapidly changing environment (Malhotra, 2002). Nonaka (1999), on the other hand, defined knowledge management as the distinctive features of knowledge that enable an organization to gain a competitive advantage. Furthermore, KM is considered an organizational aspect that enables internal and external communication, provides higher supply chain efficiency, and, as a result, generates significant returns on investment, cost savings, and unique marketing efficiencies (Atefeh, 1999). On the reverse hand, an experience and understanding economy, like that of Trinidad, has numerous difficulties. From this angle, organizational learning might be essential for public service organisations to succeed. When KM is unevenly applied, it may assume a variety of roles that support distinct goals and constituencies. In order to pinpoint the main elements that affect organizational learning, this research project looks at the current state of KM inside the Mauritian civil service organisation.

Keywords: IT Manager, Knowledge Management, Mauritian Civil Service Productivity and Efficiency.

Table of Contents

1. Introduction
 - 1.1 History of Knowledge Management
 - 1.2 Approaches to Knowledge Management
 - 1.3 History of the Mauritian Civil Service
2. Review of Recent Literature on KM
3. Statement of the Research Problem
4. Research Questions
5. Research Hypotheses
6. Design of Sample and Collection of Data
 - 6.1 Target population
 - 6.2 Sample Size
 - 6.3 Research Tool
 - 6.4 Questionnaire
7. Data Analysis and Discussion
8. 7.1 Data Analysis –Descriptive
9. 7.2 Hypothesis Testing
10. Summary of Findings
11. Implications for Management
12. Recommendations
13. Research Limitation
14. Conclusions
15. Acknowledgement



1. Introduction

An essential component of any firm is organizational learning. Khan (2014) and Jelenic (2011) contend that knowledge, rather than money, labor, or environmental assets, is the fundamental economic resource. One of the most valuable and necessary assets is knowledge (Hegazy and Ghorab, 2014). Information possession and use has developed into a crucial economic resource due to the increasing significance of communications and the ethos of popular learning. According to the researchers (Cho and Korte, 2014), knowledge has successfully driven firms to shift towards the usage of knowledge management. Knowledge management (KM) is the subject of the present research. The researcher is interested in three things. First and foremost, we must widen our understanding of knowledge management (KM): what really is it? What exactly does it mean? And whence does it originate? Second, it's crucial to figure out how civil service organizations might improve knowledge in order to ensure better exploitation and production.

However, the lack of standardization in the definition of KM has been challenged. From this standpoint (Neef, 1999), KM has been defined as a topic or a tool (Martenson, 2000), a philosophy (Wiig, 1997), or a policy or technique (Wiig, 1997). Furthermore, Smit (2015) argues that KM is overly connected with IT, preventing it from being conceptualized from a human perspective. Nonetheless, a KM school known as Second-Generation Knowledge Management (SGKM) and a variant known as "The New Knowledge Management" (TNKM) questioned the classic KM idea (Firestone and Mc Elroy 2003). On the opposing side, Mauritius citizens have higher expectation of and demand for the public sector. On the reverse hand, a knowledge-based economy, like Mauritius, faces formidable obstacles. Organizational learning may therefore be essential to the success of public service organisations. If KM is applied differently, it could assume a variety of roles that cater to different constituencies and objectives. These responsibilities include fostering good government participation in decision-making processes, raising the intellectual capital of society to promote public service effectiveness, creating competitive resource capacities, and creating a competing labour force driven by information.

1.1 History of Knowledge Management

In the early 1960s, Drucker was the first to use the term "information employee" (Drucker, 1964). A teaching company is one that can draw lessons from the past and store them in organizational memory storage, according to Senge (1990). Everett Rogers' work on innovation diffusion at Stanford and Thomas Allen's research on information and technology transfer at MIT, both from the late 1970s, have also contributed to our understanding of how knowledge is produced, consumed, and spread inside businesses. Chaparral Steel, a firm that has had a successful information management strategy in place since the mid-1970s, was described as a knowledge management success story by Harvard Business School's Leonard-Barton (1995).

By the mid-1980s, most businesses had developed strategies and techniques for organisations still lacked tactics and processes for knowledge management as an offering. As a result, there was rising anxiety about how to manage such a valuable asset. Computer technology, which had previously made handling and interpreting terabytes of data difficult, became part of the answer. Different IT solutions are being made accessible to support various KM efforts.

KM initiatives began to gain traction in the 1990s, thanks to the internet's potential. Numerous management consulting firms began in-house Knowledge Management programs, as well as several well-known U.S., European, and Japanese firms initiated specific Knowledge Management programs. In 1991, Tom Stewart wrote "Brainpower" in Fortune magazine, and in 1995, Ikujiro Nonaka and Hirotaka Takeuchi released "The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation," which is still one of the most widely read works on the subject.

1.2 Approaches to Knowledge Management

According to Loghi and Jadoon (2022), the social media network method and the personalization method are the primary approaches to organizational learning. The social network strategy has an impact on how people learn, offers chances for problem-solving, and establishes fresh concepts. This is likely to promote synergy, bring together all the resources and promote innovation. On the other hand, the personalisation approach is associated to the person who has developed and shared the knowledge through direct personal contacts. Due to the limited availability of practical implementation

guidelines, methods and tools, Kotarba (2011) proposed the process approach to knowledge management. This approach is more in line with the ISO standards, and it implies that employees must understand the “What” is being done in order to improve the “How” to do it. The processes are linked to the performance criteria. Sharma (2021) added that the knowledge management should include knowledge technology as one of its approaches to leverage resources to its clients, and stakeholders both within the organisation and outside. There are also the mechanistic, systemic and behaviourist approach to knowledge management (Sokoh and Okolie, 2021).

1.3 History of the Mauritian Civil Service

The Mauritius National Government dates back to the time of French colonial rule (1715-1810), whenever the Governors served as the leader of the District Assembly and a few employees of the French East India Company helped with island administration. With the development of the port, highways, roads, clinics, colleges, tribunals, prisons, and garrisons, the island's actual growth started at that point. The Council grew throughout time, decentralized units were established in the districts, and the existing civil administration was in charge of maintaining law and order and developing infrastructure. French notables and immigrants were urged to participate in the governance of the colony through local councils in order to ensure a stable settlement. The movement for independence, which started in the early 20th century saw the emergence of the council of ministers system in 1957, inner self in 1965, the increase in speed of the mauricianization of the Government Department, the outgrowth of the franchise to all adults in 1958, a gradual decrease in the power and influence of the County executive and British expatriates, and more. A Leading by example was still in control of the civil service on March 12, 1968, when the islands became independent which provided some assurance to minority groups that their interests would be protected during the transition.

The creation of an Impartial Public Service Commission (PS Commission), which guarantees that individuals from all backgrounds are fairly treated in matters of hiring, promoting, taking disciplinary action, and generally developing human resources, was one of the most notable aspects of the public sector in impartial Mauritius. A Public Service Commission is in fact created by Section 88 of the Seychelles Constitution Order, 1968. It is headed by a Chairman and has four other members that the Governor of the Republic chooses after consulting with the Party Leader and the Opposition Party. The Public Service Board is chosen in an effort to give the various social groups that support the government or the resistance cause to assume that their concerns won't be disregarded or that the Commissioners won't act with obvious bias. Since the country's independence, the membership of the Committee has been chosen from among senior heads of the public sector and other top former public employees, and they have a history of being representative of a variety of racial and ethnic groupings. As a consequence, the Mauritius National Government has been able to keep up its reputation as a reputable, independent, and democratic institution.

2. Review of Recent Literature on KM

While knowledge is not new, Purnamawati, Jie, Hong and Yuniarta (2022) claimed that the business should be knowledge-based and knowledge-oriented that emphasises the use of intellectual capital, namely human capital, structural capital and consumer capital; the human capital being the driving asset for organisational success and for the economy. According to Neef (1999) and Mohamed, Lui and Nie (2022), knowledge management can only be understood if it is examined in the context of global economic shifts. Breakthrough inventions in medical and drug research (Neff, 1999) presents a number of instances to obtain some perspective on the remarkable nature and pace of change in the last two decades.

- The move from a mainframe to a desktop computer.
- The explosion in telecommunications has fuelled the birth and quick growth of the Internet and an electronic market place.
- Organizational restructuring and capital movement.
- Changes in work patterns.
- The rise of so-called "tiger economies."

More recently, the UNDP (2022) maintained that the knowledge dimensions that organisations should consider in developing knowledge and managing it in a sustainable manner are education, research,

development and innovation, technology and an enabling environment. These knowledge dimensions were built on the Framework of the Global Knowledge Index. In the modern organisations, there is a diversity of consumer needs and tremendous technological changes. In this context, the most important capabilities that should be in place are the dynamic capabilities, knowledge absorption (including culture, structure and technology), and innovative performance (**Feng, Zhao, Wang and Zhang, 2022**). It is obvious that knowledge management would imply managing these capabilities effectively and efficiently.

Knowledge-based economies are strongly reliant on the quick generation, diffusion, and application of knowledge and information, information and communication technology and human capital or intellectual capital (**Aparicio, Iturralde and Rodriguez, 2021**). The former distinguishes between many types of knowledge, including:

- Know-what (refers to a collection of facts): this is a type of knowledge that is similar to information.
- Understand why (refers to scientific knowledge of the principles and laws of nature).
- Internal knowledge in an organization: know-how (skills and capability to perform something).
- Know-who (who knows what, who knows who should do what): connotes particular ties.

Modern organizational systems must move away from traditional boss-subordinate interactions and toward a team-oriented approach. Indeed, knowledge management and teamwork have a positive influence on organisation learning (**Espejo and Flores, 2021**).

There is no single view or definition of knowledge, as seen by the preceding (and other) attempts to describe it, which explains in part the difficulty Knowledge Management scholars and practitioners have in developing a unified methodology. The New Knowledge Management (TNKM) School, in particular, has done some substantial work which contribute significantly to a better understanding of knowledge in organizations. Whatever the definition of knowledge that is considered, it is obvious that, from the managerial sense, knowledge is considered as a strategic management resource, which is defined as an operational concept, which would be adequate for the business environment (**Bolisani and Bratiani, 2018**). The researcher then delves into the ongoing argument over what constitutes data, information, knowledge, and wisdom.

3. Statement of the Research Problem

In Seychelles, the transformation of the public sector is receiving unprecedented attention in order to enhance service delivery and achieve the best possible customer experience. Unfortunately, no framework that offers a real illustration of the "developing knowledge" that might be used in the Mauritius civil service context can be discovered in the research. Current methods in the global environment describe how things function in principle yet not in practise. Also, the majority of earlier research suggests frameworks that apply to private firms instead of governmental organisations. KM investigations were carried out in financial institutions and colleges and universities based on the scant research and practical research conducted in the Mauritius setting. The commercial banks are privately owned whereas the higher education institutions are operating under the aegis of the Ministry of Education of Mauritius. Studies conducted in institutions of higher learning revealed that there was a lack of a knowledge framework to encourage information exchange, a requirement to even farther grow the society of participation in various various ways depending, a vision shortage due to frequent management changes that decided to act as a barrier to the development of a society of sharing knowledge, a lack of incentives for knowledge sharing, and a shortage of funding for knowledge-related initiatives (**Abbas, 2017; Ramjeawon and Rowley, 2020**). In the same vein, **Abbas (2017)** asserted that there was an urgent need for transformation of educational organisations to revisit their processes in order to achieve organisational excellence: academics and leaders did not reflect sufficiently on knowledge management. The Mauritius National Government faces a number of difficulties, including inadequate service delivery, centralized top-down management, a lack of accountability and transparency, reduced performance, decreased morale, afraid of implementing change, poorly defined roles and responsibilities, poor coordination, excessive formalization, a lack of specialized skills, and a lack of funding. In the public sector, intellectual capital is also constrained by the political nature of policy decisions.



4. Research Questions

The research study is undertaken to find the answers for certain specific research questions are as follows:

- 1) What are the rules and procedures for the management and exchange of information within the Government Department?
- 2) How successful are the current Knowledge Governance processes?
- 3) How much software is actually used to manage knowledge in the public sector?
- 4) What can be gained from the information procedures used by civil service organisations?
- 5) What suggestions are there to support effective and efficient Public Service organisations?

5. Research Hypotheses

The following are the research hypotheses framed for this study and have been tested.

1. Ho: The National Government lacks any tools for organizational learning.
2. Ho: The civil service's top management executives do not play a significant role in strategic knowledge management.
3. Ho: Executive Managers in the civil service are unfamiliar with the concept of knowledge management.

6. Design of Sample and Collection of Data

6.1 Target population

Any grouping that requires certain information must be gathered is regarded as a community. A target group is typically a collection of people who share a specific attribute that is relevant to a specific study (Fraenkel et al., 2022). The target group, that is the real group that a researcher wants to generalise his results to, might be of any size. The Public Sector Service Guide's database (2019 edition) was used to create a list of Ministers, and a total of 25 Ministers were obtained. Because of time constraints, Parastatal Bodies, Statutory Bodies, and Government Owned Companies are omitted, and the researcher is only interested in Civil Service Organizations. The following employees from the 25 ministries made up the research population for this study in order to provide pertinent data on management participation in organizational learning. According to records, the population size of the different categories of staff mentioned above across the 25 ministries is shown in table below. The population size amount to 172 staff. This is shown in below table no. 6.1:

Table 6.1: Population Size

| Staff | Population size |
|---------------------------------|-----------------|
| Assistant/Permanent Secretaries | 40 |
| ICT Manager | 26 |
| HR Manager | 28 |
| Finance Manager | 26 |
| Director | 25 |
| Procurement and Supply Manager | 27 |
| Total | 172 |

Source: Primary Data

6.2 Sample Size

The population sample size can be calculated using a variety of methods. Using a 95% sampling error and a 5% error margin, the Rasoft online large sample calculation was employed for this particular study. The sample size was then 120 as per the calculator.



| | |
|--|------------|
| What margin of error can you accept? 5% is a common choice | 5 % |
| What confidence level do you need? Typical choices are 90%, 95%, or 99% | 95 % |
| What is the population size? If you don't know, use 20000 | 172 |
| What is the response distribution? Leave this as 50% | 50 % |
| Your recommended sample size is | 120 |

Source: Primary Data

6.3 Research Tool

This study employed questionnaire as tool for collecting the required primary data.

6.4 Questionnaire

The people surveyed found the questionnaire in this study to be well-designed and simple to understand. It mostly consisted of closed-ended questions. In order to provide the participants, the ability to voice their opinions and provide a thorough representation of the subject matter under investigation, several lingering questions were also added. The closed questions, on the other hand, were intended to restrict responses to particular possibilities while lowering the possibility of misunderstanding. Regarding the suggested paradigm, the closed questions included five-level Likert scales, multi-choice, and multiple choice questions. With the purpose of facilitating contact with the responder, the questionnaire was written in the English language with precise coding about topic duration, issue phrasing, issue sequence, and overall quantity of inquiries. The survey was broken up into sections for simple reading and submission, and at the start it emphasized and described its aim, the significance of the research, and the confidentiality issues.

7. Data Analysis and Discussion

This section focuses on the findings of an examination of data acquired through questionnaires issued to officers of the Mauritius Civil Service's top management staff. It looks at Knowledge Management Plans and Strategy, Management, Knowledge Capture, Procurement, and Communication, Mentoring and Training, Incentives, and KM Advantages. KM Implementation Barriers in order to develop a Civil Service Knowledge Management Model that improves efficiency and productivity. The data was organized and analyzed using SPSS (Statistical Package of Social Sciences) and descriptive statistical (frequency distribution and percentages) analysis were used in this study.

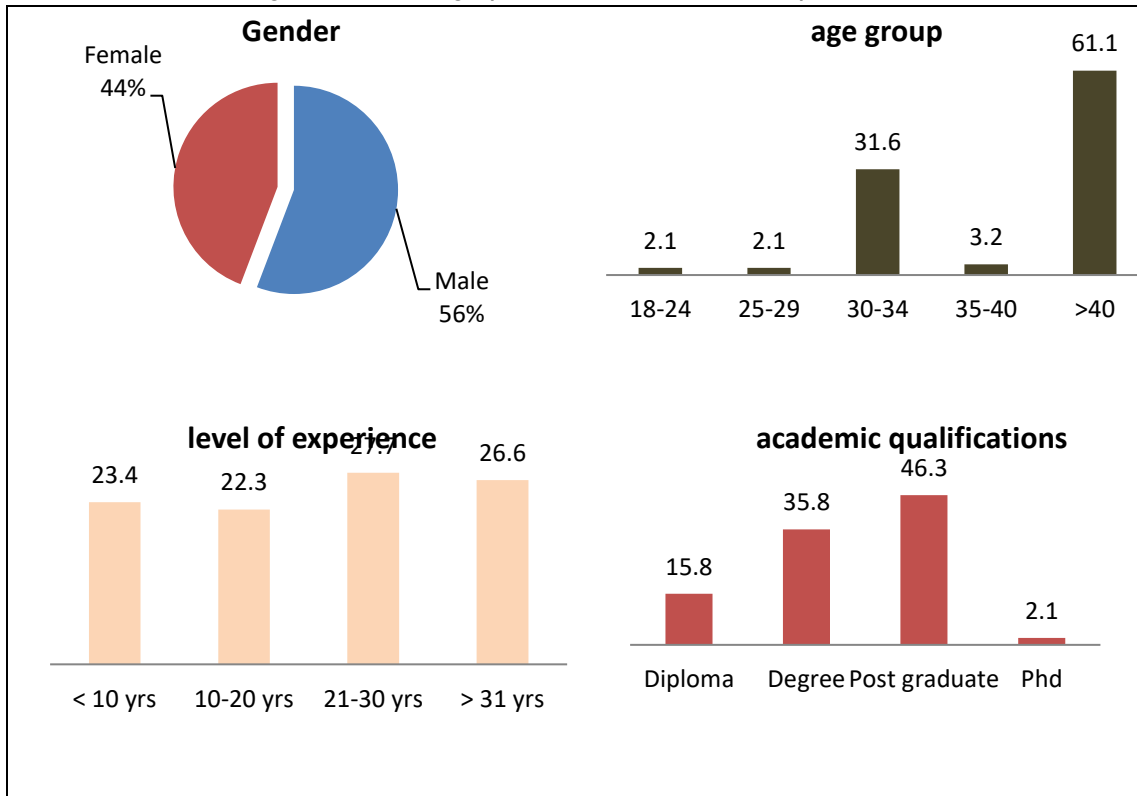
7.1 Data Analysis -Descriptive

7.1.1 Demographic characteristics of respondents

According to the demographic features of respondents (Figure 7.1), male respondents made up 56 percent of the sample, while female respondents made up 44 percent. The chart also shows that 2.1 percent of respondents have a PhD, 46.3 percent have a postgraduate degree, 35.8% have a degree, and 15.8% have a diploma. 61.1 percent of respondents were over the age of 40, 3.2 percent were between 35 and 40, 31.6 percent were between 30 and 34, 2.1 percent were between 25 and 29, and 2.1 percent were between 18 and 24. Figure 7.1 discloses that 26.6 of those surveyed had been employed by their employer for more than 31 years, 27.7 percent had between 21 and 30 years of work experience, 22.3 percent had between 10 and 20 years of service, and 23.4 percentages had been working for the business for less than 10 years.



Figure 7.1: Demographic characteristics of respondents



Source: Primary Data

7.1.2 Personal responsibilities of respondents

According to Figures 4.2, 20% of responders were in the Additional Secretary or Senior Undersecretary (AS/PAS) level, 15% were purchasing and logistics administrators, 14% were IT supervisors, 14% were IT supervisors, 17% were HR managers, 17% were monetary burden, and 16% were managers.

Figure 7.2: Personal responsibilities of respondents

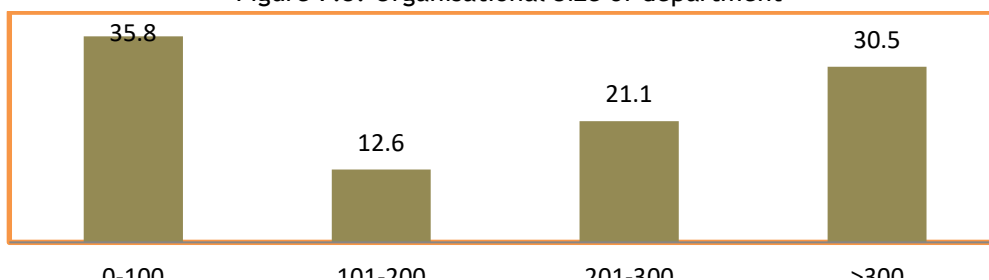


Source: Primary Data

7.1.3 Organisational Size of Respondents' department

Among the 25 Ministers that were being polled, 30.5% of respondents indicated that their company had more than 300 employees, while 21.1% said that their departments employed between 101 and 300 people. 35.8% of participants said their company had a size of 100 or less, compared to 12.6% who said it had a size of 101-200. This is shown in Figure 7.3.

Figure 7.3: Organisational Size of department

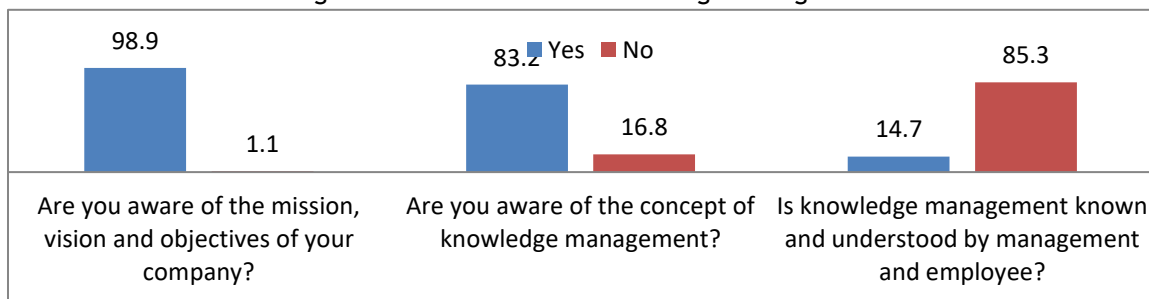


Source: Primary Data

7.1.4 Awareness of knowledge Management

Figure 7.4 shows 98.9% of participants are aware of the objectives, mission, and mission of their organisation. Despite the fact that 83.2 percent of individuals surveyed claimed to be familiar with the concept of organizational learning, 85.3 percent said it is not well understood by both management and employees.

Figure 7.4: Awareness of Knowledge Management

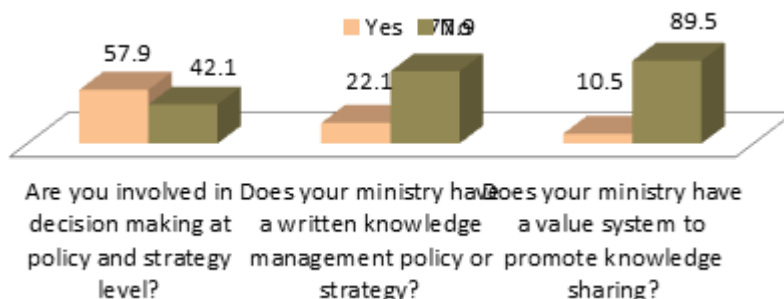


Source: Primary Data

7.1.5 Policy and strategy involvement v/s knowledge management

Despite the fact that 57.9% of participants claimed to be involved in making decisions about policies and strategies (Figure 7.5), 77.9% of staff members reported that their ministry lacks a structured information management strategy or plan. Even 89.5 percent of those polled said their ministry lacked a value structure to encourage information exchange. This is in consistency with the findings of **Lartey, Shi, Santosh, Afriyie, Gumah, Husein, and Bah (2022)** who asserted that information exchange is difficult to happen in companies

Figure 7.5: Policy and Strategy Involvement v/s Knowledge Management



Source: Primary Data

Data Analysis: Inferential Statistics

7.2 Hypothesis Testing

Finding pertinent information about KM in Civil Organizations was one of the study's main goals. The accompanying hypotheses were formulated and afterwards evaluated in line with the study's stated goal. The result of the hypotheses testing is discussed here;

Hypothesis 1

Ho: There is no mechanism in place for knowledge management in the Civil service

A Pearson chi-square test (Table 7.1) was used to see if there was any correlation between the existence of a knowledge management policy in the public service and employees' everyday practices of recording and sharing information. The p-value of 0.126 is higher than the significance level, indicating that the result is significant (0.05). As a result, we can infer that we do not reject the null hypothesis and that there is no knowledge management mechanism in existence in the Civil Service.



Table 7.1: Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|------------------------------------|--------------------|----|-----------------------|----------------------|----------------------|
| Pearson Chi-Square | 2.340 ^a | 1 | .126 | | |
| Continuity Correction ^b | 1.369 | 1 | .242 | | |
| Likelihood Ratio | 2.097 | 1 | .148 | | |
| Fisher's Exact Test | | | | .153 | .123 |
| Linear-by-Linear Association | 2.315 | 1 | .128 | | |
| N of Valid Cases | 95 | | | | |

This finding is very important as it is found to be useless to have a knowledge management system without the necessary mechanism in place in the organization (Benbya & Belbaly, 2005).

Hypothesis 2

Ho: The civil service`s top management executives has no role in strategic KM

To see if there was any significance, when a Random chi-square test was applied (Table 7.3), the outcome showed a p-value of 0.016, which is below the relevance limit (0.05). As a result, we may draw the conclusion that we disagree with the null hypothesis since we have enough data to deduce that the top leadership of the public sector is essential to strategic knowledge administration.

Table 7.2: Chi-Square Tests on role of top management in KM

| | Value | df | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|------------------------------|-------|----|-----------------------|----------------------|----------------------|
| Pearson Chi-Square | 5.818 | 1 | .016 | | |
| Continuity Correction | 4.790 | 1 | .029 | | |
| Likelihood Ratio | 6.094 | 1 | .014 | | |
| Fisher's Exact Test | | | | .025 | .013 |
| Linear-by-Linear Association | 5.757 | 1 | .016 | | |
| N of Valid Cases | 95 | | | | |

This finding is in line with the findings of Mohajan, (2017) which suggested that there should be a new position in the top management, called the Knowledge Manager, whose task is mainly to reduce the challenges and barriers to the implementation of KM in organisations by developing the right culture and behavior, processes, technologies and resources. This is what the Stankosky and Baldanza’s knowledge management framework suggests about the importance of a leader directing the knowledge management processes, procedures and practices.

Hypothesis 3

Ho: Executive Managers in the Civil Service are unfamiliar with the concept of KM

To test this hypothesis, a Pearson chi-square test (Table 7.3) was used to see if there was any correlation. With a p-value of 0.782 and a significance level of 0.05, we can conclude that the null hypothesis is not rejected and that civil service managers do not understand the concept of knowledge management.

This finding is in consistency with the findings of Litvaj *et al.* (2022) that the management staff of organisations lack sufficient knowledge in effective knowledge management related to quality management and in the practical application of knowledge management to decision making as a managerial function.



Table 7.3: Chi-Square Tests on concept of KM by Managers

| | Value | df | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|------------------------------|-------|----|-----------------------|----------------------|----------------------|
| Pearson Chi-Square | .077 | 1 | .782 | | |
| Continuity Correction | .000 | 1 | 1.000 | | |
| Likelihood Ratio | .079 | 1 | .778 | | |
| Fisher's Exact Test | | | | 1.000 | .568 |
| Linear-by-Linear Association | .076 | 1 | .783 | | |
| N of Valid Cases | 95 | | | | |

8. Summary of Findings

The study's primary concerns were to find out the status of KM in Mauritian Civil Service Organisations. The following are the summary of the interesting findings arrived from the data analysis and hypotheses testing.

- 85.3 percent of respondents said that neither management nor employees are aware of and understand KM.
- 77.9% of employees said their ministry lacks a written Knowledge Management Policy or Strategy.
- 89.5 percent of respondents said their ministries lack a value structure that encourages information exchange.
- Only 8.4% of respondents said their KM strategy is in line with their organization's objective to a great extent.
- 52.1 percent of respondents said their ministries get expertise through partnerships or strategic alliances.
- 96.8% of respondents stated that they had a communication reason gateway.
- 86.3 percent of respondents said that documenting and sharing information is not something they do on a regular basis.
- 61.1 percent of employees said their ministry discourages them from participating in project teams with outside specialists.
- 78.9% of respondents said that their ministry's main e-government activities were focused on service delivery.
- 21.1 percent said that these activities were focused on policy consultation and development.
- 90.5 percent of respondents said they can get administrative information and current event information, obtain publications and reports, get statistics, and download administrative forms and applications.
- 71.6 percent of respondents said their ministries lack a formal plan or strategy for enhancing E-Government.
- 69.5 percent of respondents said they are unable to fill out paperwork electronically, and 93.7 percent said they are unable to make payments online through their ministry's existing portal.
- 64.2 percent of respondents considered Knowledge Management to be extremely important in improving delivery.
- 40.9 percent of respondents, KM will deliver quick responses to critical business concerns.
- 62.1 percent of respondents believe that good knowledge management may help them make better decisions.

The results of the analysis reveal that the key hurdles in implementing knowledge management methods include the difficulty of changing people's behavior from knowledge hoarding to knowledge sharing, as well as a lack of awareness of KM and its benefits. Attracting and maintaining brilliant people, a lack of top management commitment, and a significant focus on overcoming technology restrictions were all important factors.



Insinuations

Considering the findings of this investigation. The following conclusions are drawn:

- Companies should have efficient internal mechanisms in place for disseminating best practices throughout the company, and they should clearly acknowledge knowledge as a crucial component of their long-term planning activities.
- All businesses, especially those in Pakistan's government sector, must determine where their internal knowledge bases are and how to make it available to interested personnel. At this point, incentives can be highly motivating.
- Multidisciplinary cross-functional teams play a crucial role in decision-making and problem-solving inside enterprises.
- Every staff members ought to get adequate training on how to use laptops in the workplace for quick knowledge tasks.
- The main responsibility of management is to make time and resources available to participate in the teaching and sharing process in order to promote a shared culture of knowledge.
- Repercussions

9. Implications for Management

The following managerial implications in the Mauritian Civil Service Organizations could be drawn based on the findings of this study:

- ❖ Knowledge should be explicitly recognized as a major component of strategic planning activities, and strong internal procedures for transferring best practices throughout the business should be in place.
- ❖ All firms, especially those in the Mauritius public sector, must identify sources of expertise within their organizations and determine ways to share that information with affected personnel. At this point, rewards can be highly motivating.
- ❖ Interdisciplinary cross-functional teams play a critical role in making choices and solving problems within enterprises.
- ❖ All staff should receive proper training on how to use computers in the workplace for quick information sharing.
- ❖ It is the primary responsibility of management to devote time and resources to participate in the learning and sharing process in order to build a culture of knowledge sharing.

10. Recommendations

For decades, opponents have never shied away from the Mauritian Civil Service Organizations. The goal of this research study is to find out the gap in KM Mauritian Civil Service Organizations and develop a Strategic Knowledge Management Framework that will help civil service organizations become more efficient, effective, and productive. With an information management plan, all essential KM components (Accountabilities, Procedures, Technology, and Administration) are in place and interconnected. This ensures that the system is comprehensive, and that data is readily exchanged inside the company. A KM framework was developed by the investigator for the Public Service Company to bridge the gap identified in KM in Mauritian Civil Service Organizations.

11. Research Limitation

The civil service, parastatal institutions, and state-owned enterprises make up Mauritius' public sector. The government's goal over the last few years has been to convert the public sector into a sector that provides excellent service to its citizens. This research, however, is confined to only 25 ministries. This may have some limited implications for the proposed framework's implementation, as it may not be appropriate for all civil service organizational settings. However, the current study's findings may provide valuable insights into the entire service and may be transferable, if not generalizable, to all companies.

12. Conclusions

Based on the results of hypotheses testing, to encourage a discourse about information sharing within the civil service, it is determined that there is no specific knowledge management method established


and appropriately enabled. The civil service's current methods for information acquisition, retention, and dissemination haven't done much to increase the level of competition in the organisation. The departments also don't have a set strategy or plan for enhancing e-government. In addition, it was determined that the biggest obstacles were a lack of specialised IT education, a lack of learning time, and a failure to recognise the right IT product. The participants noticed a substantial association between several success variables, such as the amount of resources allocated to KM practises and the assignment of accountability for KM practises. As a result, there is a clear need to develop a comprehensive knowledge management plan. To introduce best practises in the Government Community Organizations, the critical success elements need to be more effectively considered.

13. Acknowledgement

I have worked on the project "Strategic Knowledge Management Framework for the Mauritian Civil Service Organizations" at the University of Terengganu in Malaysia from September 2018 to December 2022. Under the supervision of Ts. Dr. Izwaan Saiful of the University of Terengganu in Malaysia, I did this project based on primary research. I owe him and Dr. Ahmad Faud a huge intellectual debt for expanding my understanding in the subject of Knowledge Management. I would like to thank my family for their unconditional love and care which mean everything to me. Thank you to Universiti Malaysia Terengganu for providing the necessary platform for me to write this research paper.

REFERENCE

- [1] **Abbas, M. (2017).** *The impact of organizational culture on job performance: A study of Saudi Arabian public sector work culture. Problems and Perspectives in Management*, 16(3), 207-218. [http://dx.doi.org/10.21511/ppm.16\(3\).2018.17](http://dx.doi.org/10.21511/ppm.16(3).2018.17)
- [2] **Aparicio, G., Iturralde, T., & Rodríguez, A. (2021).** *Developments in the knowledge-based economy research field: A bibliometric literature review. doi:https://doi.org/10.1007/s11301-021-00241*
- [3] **Benbya, H., & Belbaly, N. (2005).** *Corporate portal: A tool for knowledge management synchronization. International Journal of Information Management*, 24(3), 201-220.
- [4] **Cho, T., & Korte, R. (2014).** *Managing knowledge performance: testing the components of a knowledge management system on organizational performance. Asia Pacific Education Review*, 15(2), 313-327.
- [5] **Drucker, P. (1964).** *Knowledge worker: new target for management. Christian Science Monitor*, Retrieved May 17, 2004, from <http://drucker.cgu.edu/>
- [6] **Feng, Felix and Westerfield, Mark M. (2020).** *Dynamic Resource Allocation with Hidden Volatility: <https://ssrn.com/abstract=3768063> or <http://dx.doi.org/10.2139/ssrn.3768063>*
- [7] **Firestone, J& McElroy M 2003,** *Key issues in the new knowledge management program, Canadian Institute of knowledge Management, Ontario.*
- [8] **Fraenkel, J. R., Wallen, N. E., & Hyun, H. H. (2012).** *How to design and evaluate research in education. New York, NY: McGraw-Hill*
- [9] **Hegazy, F. (2014).** *The Influence of Knowledge Management on Organizational Business Processes' and Employees' Benefits. Vision 2020: Sustainable Growth, Economic Development, and Global Competitiveness.*
- [10] **Jelenic, D. (2011).** *The importance of knowledge management in Organizations-with emphasis on the balanced scorecard learning and growth Perspective. In Management, Knowledge and Learning, International Conference.*
- [11] **Kotarba, M. (2011).** *Process approach to knowledge management. Foundations of Management*, 3(1). doi:10.2478/v10238-012-0036-5.
- [12] **Lartey, S. (2022).** *Impact of overweight and obesity on life expectancy, quality-adjusted life years and lifetime costs in the adult population of Ghana. BMJ Global Health. doi:(http://dx.doi.org/10.1136/bmjgh-2020-003332)*
- [13] **Litvaj, I; Stancekova, D.; Svobodova, J.; Mrazik, J. (2022).** *Decision-Making Procedures and Their Relation to Knowledge Management and Quality Management. Sustainability 2022*, 14,572.
- [14] **Lodhi, M., & Jadoon, R. (2022).** *Knowledge Management Approaches and Processes. Journal of Public Value.*
- [15] **Martennson, M. (2000).** *A critical review of knowledge management as a management tool, Journal of Management*, Vol.4, No.3, pp. 204-216.
- [16] **Mohajan, H.K. (2017).** *An Analysis of Knowledge Management for the Development of Global Health, American. Journal of Social Sciences*, 4(4): 38-57.
- [17] **Mohamed, M. (2022).** *Do Knowledge Economy Indicators Affect Economic Growth? Evidence from Developing Countries. MDPI. doi.: <https://doi.org/10.3390/su14084774>*

- 
- [18] **Neef, D. (1999).** *Making the case for knowledge management: the bigger picture*, *Management Decision*, Vol. 37, No. 1, pp. 72-78.
- [19] **Purnamawati, G., Jie, F., & Yuniarta, G. (n.d.).** *Analysis of Maximization Strategy Intangible Assets through the Speed of Innovation on Knowledge-Driven Business Performance Improvement*. MDPI, (2022). doi: <https://doi.org/10.3390/economies10060149>
- [20] **Ramjeawon, P., & Rowley, J. (2020).** *Knowledge management in higher education institutions: Enablers and barriers in Mauritius*. doi:10.1108/TLO-03-2017-0030
- [21] **Senge, P. M. (1990).** *The fifth discipline: the art and practice of the learning organization*. New York: Doubleday.
- [22] **Smit, P. (2015)** *Knowledge Management*. In *Organisation development and transition in South Africa*. (Eds, Meyer, M. and Botha, e.)
- [23] **UNDP. (2022).** *FUTURE OF KNOWLEDGE A FORESIGHT REPORT*. Al Ghurair Printing and Publishing, Dubai. doi: knowledge4all.org and arabstates.undp.org
- [24] **Wigg, K. (2004).** *Knowledge management foundations*. Arlington, TX: Schema Press.