

UNIVERSITI TEKNOLOGI MARA

**A 4-QUADRANT FRAMEWORK
ON STRATEGY, COMMUNITY,
LEARNING AND INNOVATION FOR
THE APPLICATION OF
KNOWLEDGE MANAGEMENT IN
PUBLIC SECTOR ORGANISATIONS
IN CONSTRUCTION**

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Thesis submitted in fulfilment
of the requirements for the degree of
Doctor of Philosophy

Faculty of Architecture, Planning and Surveying

June 2017

ABSTRACT

Recognising the pivotal role played by knowledge management in today's challenging environment, many public organisations have begun to embrace the discipline as part of their key strategic management tools in pursuit of attaining high performance and organisational excellence. Nevertheless, despite the emerging interest from various public organisations, coupled with concerted efforts by the government to encourage the application of knowledge management in the public sector, the uptake is still relatively low and most concernedly, the success rate is very minimal. Research reveals that this is largely attributed to the inherent characteristics that are highly unique to public organisations which are extremely rigid and hierarchical in structure and further aggravated by their bureaucratic-laden procedures. As such, the process of formally managing knowledge can be a very challenging endeavour for the public sector. The research aims to develop a knowledge management framework to aid effective knowledge management implementation in Malaysian's public sector organisations involved in construction towards providing outstanding services to their stakeholders in terms of project delivery and project management services. In operationalising the research process, an embedded mixed method research design was adopted, spread into three main phases. The first phase consisted of four main activities; literature review, pilot interview, the establishment of research aim and the development of the research objectives while the second phase involved six main activities including the development of the conceptual framework, identification and establishment of research methodology, data collection 1 (quantitative - self-administered online questionnaire survey), data analysis 1 (quantitative), data collection 2 (qualitative - semi-structured interview) and data analysis 2 (qualitative). As for the final phase of the research, it comprised of summary of the findings and the preparation of the final research report. Findings from the research reveal that knowledge management is quintessentially multifaceted, encompassing various key organisational elements which can be categorised into six primary categories; Strategy and Governance, Community, Learning, Innovation, Information Technology and Common Shared Values. Following this, a conceptual knowledge management framework which dynamically integrates all the critical organisational elements was developed, deliberately intended to serve as a sound basis for public sector organisations involved in construction in implementing effective knowledge management initiatives. These findings add to a growing body of literature on knowledge management in public sector. In addition, the proposed framework offers a viable solution for public sector organisations involved in construction in better managing their organisational and technical knowledge systematically.

ACKNOWLEDGEMENT

Praise be to Allah the Almighty God of the Universe from whom I came and belong, for leading me to this path of self-discovery and humbling experience.

First and foremost, I would like to express my heartfelt gratitude and appreciation to my supervisor, Associate Professor Sr Dr Padzil @ Fadzil Hassan for his utmost patience, warmth, kindness, endless motivation and enthusiasm throughout my entire PhD journey. His invaluable insights, critical feedback and exceptional guidance have brought out the researcher in me which I have never known to exist. My deepest thanks go to my co-supervisor, Associate Professor Dr Roshana Takim. I would always cherish your words of wisdom and inspirational quotes. Special acknowledgement is extended to Professor Charles Egbu for his unreserved support and insightful comments during my research attachment at the University of Salford.

I am eternally grateful to my sponsors, Jabatan Perkhidmatan Awam (JPA) and also my employers, Jabatan Kerja Raya (JKR) for giving me the opportunities to further my study, without which this PhD dream would not be a reality. My appreciation goes to my research colleagues for their continued encouragement throughout my research work, particularly, Dr Haryanti Mohd Affandi, Dr Mohd Firdaus Mustaffa Kamal, Sr Kamarul Azhar Mahmood, Sr Muhamad Rosdi Senam and Mohd Sallehuddin Mat Noor.

Grateful thanks go to Sr Roznita Othman and Dr Ida Md. Yasin for sharing their expertise and wisdom. I would also like to extend my gratitude to all the survey respondents and interview participants. Without their input and feedback, I would not have been able to complete my research as planned.

To my beloved parents Abah, Hj. Md Khuzaimah Hashim and Mak, Hajjah Hasnah Hakim; both of you have been my pillar of strengths and inspirations. Thank you for all your endless love, prayers, encouragement and support throughout my life.

To my wonderful daughter, Khairina Atiqah dan son, Khalish Aqif, thank you for being the stars that always brightens my world. Your laughter and smile reminds me everyday how truly blessed I am.

Lastly, my special thanks to my beloved wife, Ayu, your love, patience, kindness and support have been unending. Forever shall I remain indebted to you.

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