A PRELIMINARY STUDY ON FACTORS AFFECTING KNOWLEDGE MANAGEMENT PRACTICING IN PUBLIC SECTOR IN LIBYA

KHAIRI KHALIFA GHASHOUT

UNIVERSITI UTARA MALAYSIA
2011
A Preliminary Study on Factors Affecting Knowledge Management Practicing in Public Sector in Libya.

A thesis submitted to the College of Business in partial fulfillment of the requirements of the degree Masters of Science Management
Universiti Utara Malaysia

By
Khairi Khalifa Ghashout

copyright@khairi
DECLARATION

I certify that the substance of this thesis has not already been submitted for any degree and is not currently being submitted for another degree or qualification.

I certify that any help received in preparing this thesis and all sources used have been acknowledged through this thesis.

Khairi Khalifa Ghashout
807936
Faculty of Science Management
Universiti Utara Malaysia
06010 Sintok
Kedah Darul Aman
February, 2010
PERMISSION TO USE

In presenting this thesis as a partial fulfillment of the requirements for masters' degree from Universiti Utara Malaysia, Sintok, I agree that the libraries of this university may make it freely available for inspection. I also agree that permission to copy this thesis in any manner, in whole or in parts, for scholarly purpose may be granted by the lecturer or lecturers who had supervised this thesis, or in their absence, by the Dean of faculty of science management to which this thesis is submitted. It is understood that any copying or publication or use of this thesis or parts for financial gains shall not be allowed without my written permission. Furthermore, it is understood that due recognition shall be given to me and to the Universiti Utara Malaysia for any scholarly use which may be made of any of the material presented in this thesis.

Request for permission to copy or make use of material in this thesis in whole or parts should be addressed to:

Dean of Research and Post Graduate Studies

College of Business

Universiti Utara Malaysia

06010 Sintok,

Kedah Darulaman, Malaysia
ABSTRACT

Relatively little study has been performed on knowledge management and knowledge transfer in the public sector in Libya. This project paper investigates the relationship between organizational elements and the performance of knowledge transfer. Five main independent variables were identified – organizational culture, organizational structure, technology, and people/human resources. These variables were tested against creation of knowledge assets and knowledge transfer performance. Tacit and explicit knowledge were also tested against knowledge transfer performance. To achieve an in-depth empirical study, the telecommunication industry of Libya was chosen for a case study. The findings are based on replies to a questionnaire survey done from September 2010 to January 2011. The results reveal that there are significant relationships between some of the variables and either the creation of knowledge assets or the performance of knowledge transfer. Therefore, it is necessary for organizations to consider some of the elements that show a relationship between the tested variables in implementing a knowledge management strategy in an organization. However, certain variables that did not show any relationship should not be ignored totally, as they are still very important for some organizations.
ACKNOWLEDGEMENT

Firstly I thank ALLAH for the power, incredible support, and guidance given to me. The mental task and a high-patience demand of completing this research report can seem devastating at times. A willingness and support group can be so much contributing and helpful in completing this report. Thus I am filled with huge appreciation for my support group that consisted of the lecturers, family, colleagues and friends.

I would like to thank my supervisor, Mr. ABDUL MANAF BIN BOHARI for his knowledgeable supervision. I value his sharp intellect in helping me completing this project paper. A very special thank are extended to my mother and my brother Naser for their understanding, sacrifices and supports throughout the duration of my study. And to my brothers and sisters who have brought me such joy and encouragements.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abstract</td>
<td>iii</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>iv</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>v</td>
</tr>
<tr>
<td>List of Tables</td>
<td>viii</td>
</tr>
<tr>
<td>List of Figures</td>
<td>ix</td>
</tr>
<tr>
<td>List of Appendices</td>
<td>x</td>
</tr>
</tbody>
</table>

## CHAPTER 1: BACKGROUND OF THE STUDY

1.1 Introduction                               | 1    |
1.2 Problem statement                          | 3    |
1.3 Research questions                         | 4    |
1.4 Research objectives                        | 5    |
1.5 Significant of the study                   | 6    |
1.6 Conclusion                                 | 6    |

## CHAPTER 2: LITRITURE REVIEW

2.1 Introduction                               | 7    |
2.2 Conceptual definitions                     | 7    |
  2.2.1 Performance of knowledge transfer       | 7    |
  2.2.2 Knowledge assets                        | 9    |
  2.2.3 Organizational culture                  | 10   |
    2.2.3.1 Sharing culture                      | 10   |
    2.2.3.2 Individualism                        | 11   |
  2.2.4 Organizational structure                | 12   |
    2.2.4.1 Document confidentiality status       | 12   |
    2.2.4.2 Communication flows                  | 12   |
  2.2.5 Technology                              | 13   |
4.2.2 Gender of respondents..................................................29
4.2.3 Age of respondents......................................................30
4.2.4 Length of service of respondents.................................31
4.3 Hypothesis testing............................................................32
  4.3.1 Organizational culture positively relates to knowledge transfer........32
  4.3.2 Organizational structure negatively related to knowledge transfer........33
  Performance or knowledge assets.
  4.3.3 Technology positively related to knowledge transfer performance and....33
  knowledge assets.
  4.3.4 People positively related to knowledge transfer performance and knowledge assets..........................................................34

4.4 Conclusion........................................................................34

CHAPTER 5: CONCLUSION AND RECOMMENDATION

5.1 Introduction.........................................................................35
5.2 Discussion...........................................................................35
  5.2.1 Knowledge assets.........................................................35
  5.2.2 Organizational culture...................................................35
  5.2.3 Organizational structure.................................................36
  5.2.4 Technology.................................................................37
  5.2.5 People/human resources...............................................38
5.3 Recommendation for Future Research..................................39
5.4 Conclusion..........................................................................39

References
Appendices
LIST OF TABLES

Table 3.1: Questionnaire design.................................................................19
Table 3.2: Dimensions and items of organizational culture..........................20
Table 3.3 shows all the items measuring organizational structure..................21
Table 3.4 shows all the items measuring technology..................................22
Table 3.5 shows all the items measuring people and human resources..........24
Table 4.1 Percentage of survey responses.................................................29
Table 4.4 presents the distribution of length of service of respondents..........31
LIST OF FIGURES

Figure 3.1 research framework......................................................17

Figure 4.1 frequency distribution of female and male respondents.........30

Figure 4.2 frequency distribution of age.........................................31

Figure 4.3 frequency distribution of length of service.......................32
LIST OF APPENDICES

Appendix A: Questionnaire Set English Language
The contents of the thesis is for internal user only
References


Shields, R., Holden, T., Schmidt, R.A. (2000), "A critical analysis of knowledge management initiatives in the Canadian public service: the impact of a knowledge-based economy on work in the public service, the virtual organisation of expertise and knowledge".