

Knowledge Sharing and Service Delivery of Nepal

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Abstract

Service delivery is the main issue in public sectors in many countries. The public sector or government entities deliver the public sector. Public service delivery has to be efficient and effective. To enhance public service delivery, the government of Nepal seeks to ensure that public complaints are managed effectively. In this regard, knowledge sharing is essential in attaining efficient and effective public services. Based on the literature review, this paper discusses existing knowledge sharing in Nepal. The main objectives are to identify the relationship between knowledge sharing and service delivery using qualitative and quantitative analysis. The study found that on use of ICT, a well-defined job, stakeholder's participation, ICT infrastructure, and IT knowledge are significant for better knowledge sharing. Similarly, training is significant for working properly; training and working behavior, training, and good performance are significantly correlated to customer satisfaction. Thus, policymakers should consider those areas for better service delivery and customer satisfaction in the Nepalese public sector.

Keywords: Knowledge sharing, Employee's performance, Service Delivery

1. Introduction

Service Delivery is the primary function of the public sector or government everywhere. However, the term 'service' has divergent meanings, thus posing problems, particularly to researchers in the area. Despite the vast array of meanings, the ultimate goal of public service is to deliver quality services to satisfy the customers. Government effectiveness is based on the efficiency of service delivery. It isn't easy to define the specific tools for measuring the service delivery and effectiveness; however, some authors are using some tools. It depends on the context as well as people and the people's expectations. On the other hand, the government cannot deliver the service per the people's expectations due to capacity and financial limitations. Effective service delivery depends on many contextual phenomena. Such as employee's behaviours, employee's performance, organizational culture as well as office layout, technology adopted, knowledge transformation systems, training, and motivation of employees are significant contextual phenomena regarding effective service delivery.

Since knowledge sharing is dependent on the behaviour of an employee. It has to be studied in the context of human performance. Bureaucratic organizations are impeding the knowledge transfer

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among employees both vertically and horizontally. It plays an essential role in organizations. When people share the knowledge in their working culture and environment, it becomes a collective resource and creates new knowledge (Van den Hoof, 2003). This new knowledge enables the public sector organizations to respond to the forces of change and transform into a knowledge-based environment to develop more creative and innovative public services in promoting positive perception and fulfilling the public's expectations. Studies on knowledge sharing and its impact on public sector service delivery, particularly in Nepal, are still scarce.

Employee's performance depends on knowledge, skills, and attitude, for which education, training, and work experiences are crucially important. Once they gain the knowledge, whether they use that knowledge properly or not is an essential issue in the public sector. If they are delighted with their work, they will be fully motivated and use their knowledge correctly. Conversely, those employees know but do not share their knowledge with their peers, subordinates, and supervisor. If they shared their knowledge, their organizational performance obviously would be better. So, knowledge-sharing culture is also crucial for employee's performance enhancement. Hence, it is important to analyze the relationship between knowledge sharing and service delivery in the public sector to bring a healthy and productive working environment to the organizations to ensure its effectiveness and efficiency; it might be a new area of study in the Nepalese public sector.

2. Literature Review

Zawiyah M. et al. (2012) conducted a study on "Knowledge sharing in the public sector in Malaysia: a proposed holistic model". This study was to develop a holistic knowledge-sharing model of the public sector in Malaysia that is based on an integrated approach. It combines factors that influence knowledge management (input), knowledge sharing quality (process), and workers' performance and service delivery (output) that encompasses the individual, organization, and technology. Such a holistic model is deemed appropriate and necessary to steer knowledge-sharing initiatives in tandem with forming the base for policy-making of such initiatives.

Mohd & Zawiyah Yusof (2009) research "the relationship between Knowledge sharing, Employee Performance and Service delivery in Public sector organization: A Theoretical Framework". The main objective of this study was to find out the role of knowledge sharing in attaining employee's performance and service delivery. Since knowledge sharing is human behaviour, it has to be studied in the context of human performance. The result shows a positive relationship between knowledge sharing and service delivery. The authors assert that the more an individual employee in the organization is involved in the knowledge-sharing process; the better is his/her performance. Improved performance will thus lead to enhanced service delivery.

Salem. & et al. (2020) researched "Impact of Availability of Knowledge Management Infrastructure on Improving the Performance of The Education Sector Staff in Libya: Organizational Loyalty as a Mediating Variable". The study used a descriptive-analytical method. The result shows a direct and statistically significant positive relationship between the availability of the knowledge management infrastructure and raising the efficiency of the performance of the education sector staff and positive direct statistical significance between the availability of knowledge management infrastructure and organizational loyalty. Similarly, there is a significant relationship between organizational loyalty and improvement in performance efficiency. There is an indirect statistical significance between the availability of knowledge management infrastructure and raising the efficiency of the performance of the education sector employees in Libya through organizational loyalty.

Al-Salti and Hackney (2011) the study that Knowledge transfer and sharing usually occur in organizations when the individuals and groups combine external knowledge with the internal one to improve their decisions to resolve problems. The success of knowledge transfer and sharing depends on the characteristic of the knowledge itself and the ability of the receiver to absorb and utilize it. Different cultures, structures, and goals between the source and the recipient of knowledge can prevent knowledge transfer.

Based on the literature review, there is no more study on the topic in the context of the Nepalese public sector. So, this study seeks to identify the relationship between knowledge sharing and service delivery in the Nepalese public sector. In this context, this study focuses on the cause and effect of knowledge sharing on service delivery in the Nepalese public sector.

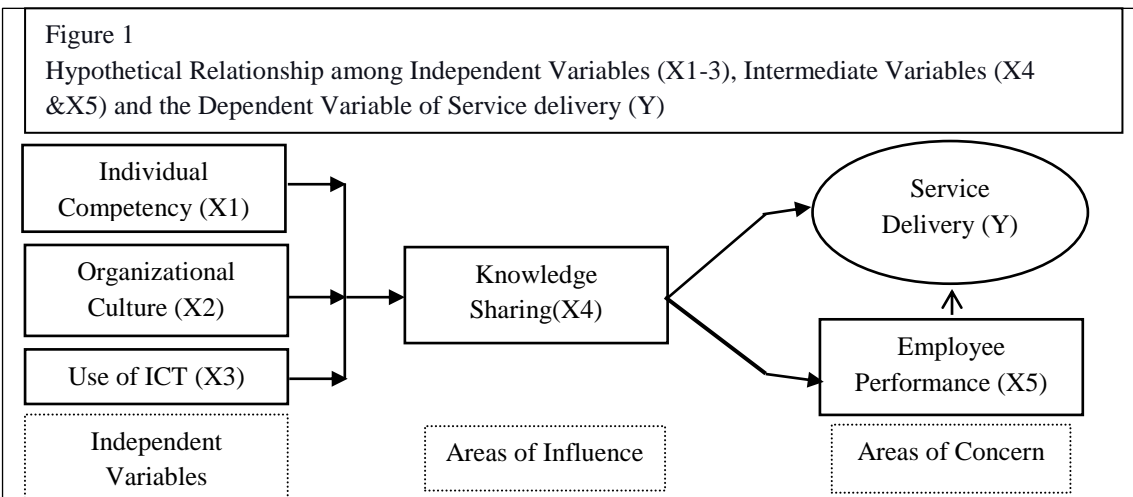
Based on the literature review, knowledge sharing is essential for effective service delivery. Several studies show a significant positive relationship between knowledge sharing and effective public service delivery in different countries. There is a drier need for the study in the area to find out is it applicable or not in Nepal. To fulfilling that need, this study is focused on knowledge sharing and the service delivery in the Nepalese public sector with the main objectives as follows:

- To identify the relationship between the individual competency, organizational culture, use of ICT, and Knowledge Sharing in the Nepalese public sector.
- To find the relationship between Employee performance and Knowledge sharing in the Nepalese public sector.
- To identify the relationship between Knowledge sharing and Service delivery in the Nepalese public sector.

To identify the relationship between knowledge sharing and Nepalese public sector service delivery.

3. Conceptual Framework

As shown in figure 1, a hypothetical relationship between independent variables and dependent variables has been taken for analysis. The relationship between the dependent and independent variables framework goes from the left of the figure to the right, just like peeling away the layers of covering the relation between dependent and independent variables. Therefore; the figure is designed to be read from left to right.



From the right of the figure are listed for analysis as individual competency (X1), organization culture (X2), ICT used condition (X3) as independent variables, Knowledge sharing (X4) as an area of influence, Employee performance (X5) as intermediate variable and Service delivery (Y) as dependent variable and area of concern.

This figure clearly shows that there are hypothesized significant relationships between independent variables and intermediate knowledge sharing and employee performance variable with Service delivery. For the analysis of knowledge sharing and service delivery in the Nepalese public sector hypothesis is adopted as follows:

H₀: There is no significant relationship between Knowledge sharing and Service delivery in the Nepalese public sector.

H₁: There is a significant relationship between Knowledge sharing and Service delivery in the Nepalese public sector.

4. Methodology

This study has used the primary data collected through the questionnaire from Nepalese public sector employees and service recipients. One hundred respondents are involved in the interview based on the questionnaire, which is quite enough for analysis.

Qualitative as well as quantitative analysis methods are used in this study. In the quantitative method, we used correlation analysis to find the relationship between the variables.

The variables of interest in this study are individual competency (X1), organization culture (X2), ICT used condition (X3), Knowledge sharing (X4), Employee performance (X5), and the dependent variable is Service delivery (Y).

Pearson Correlation analysis methods have been used for analysis. For the analysis, infrastructures have been used as an explanatory variable. The linear correlation is used to identify the relationship. For instance, the following equation has been used.

$$\text{Correlation (r)} = \frac{\sum (X_1 - \bar{X})(Y_1 - \bar{Y})}{\sqrt{\sum (X_1 - \bar{X})^2} \sqrt{\sum (Y_1 - \bar{Y})^2}} \quad (1.1).$$

Where: Y = Service delivery X₅ = Employee performance

X₍₁₋₅₎ (X₁, X₂, X₃, X₄ & X₅) = Individual competency, Organizational culture, & ICT Uses, Knowledge Sharing & Employee performance.

5. Discussion of Results

5.1 The Relationship between Individual Competency, Organizational Culture, ICT, and Knowledge Sharing

According to Model Equations 1.1, we used seven independent and one dependent variable for identifying the relationship of an internal factor of the organization to knowledge sharing, which is significant (See Table 1) at the 10% confidence level. Hence, the Null hypothesis is rejected, and the

alternative hypothesis is accepted, meaning there is a significant correlation between the dependent and independent variables.

Firstly, Informed work (PJF) and Training (KT) are positively correlated with each other whereas ($r=-.430$, $p\leq 0.06$). It means that those who have training are more informed about their duty and work. It shows higher the training, higher information of their duty.

The knowledge-sharing system in the organization and participation in decision-making positively affect each other's, whereas ($r=0.327$, $p\leq 0.04$). It means that if the organization has well enough employees' participating in decision-making, they will be more contact. Employees will share more knowledge if there is good enough participation in the decision system.

Currently, most organizations are using ICT in their work; however, some organizations are not using it enough. In this study, we found that knowledge sharing (KS) and the use of ICT (IST) are significantly related to each other where ($r=0.438$, $p\leq 0.005$) at the 5% confidence level. It shows they can use more ICT if the organization has a higher knowledge-sharing system.

Infrastructure is fundamental for ICT used in the organization, and if there is good enough infrastructure; employees have more interest in learning ICT. This also has been shown in this study; the result shows that IT infrastructure (IFC), and Interest in learning (KSI) have a significantly positive correlation ($r=0.335$, $p\leq 0.035$) at the 5% confidence level. This finding is normal; if there is a good enough ICT infrastructure, then every employee is more interested to learn the system in the Nepalese public sector.

There is a positive correlation between IT-friendly employees and training programs ($r=0.361$, $p\leq 0.022$) at the 5% confidence level. Similarly, knowledge sharing and IT-informed employees also have significant positive relation ($r=0.404$, $p\leq 0.010$) at a 10% significant level. IT informed employee also has a significant relationship with employee's interest to learn at a 10% confidence level ($r=0.335$, $p\leq 0.035$).

Table 1: Correlation Analysis

	Training (KT)	Knowledge sharing (KS)	Interest to learn (KSI)
Informed work (PJF)	.430**	0.232	0.188
	0.006	0.149	0.245
Participation (ODP)	-0.118	.327*	0.198
	0.467	0.04	0.221
Used of ICT (IST)	0.102	.438**	0.284
	0.532	0.005	0.076
IT infrastructure (IFC)	0.05	0.173	.335*
	0.758	0.285	0.035

	Training (KT)	Knowledge sharing (KS)	Interest to learn (KSI)
IT informed (II)	.361* 0.022	.404** 0.01	.403** 0.01
IT training (IT)	0.24 0.136	.450** 0.004	.526** 0

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

5.2. The Relationship between the Employee Performance and Knowledge Sharing

Table 2 shows the relationship between some variables. There are four variables, within the employee performance dimension, and the knowledge sharing dimension has only three variables. It has calculated the correlation within those variables at the 10% significance level. We found that training and personal competency only are significantly associated at a 5% confidence level ($r=0.560$, $p\leq 0.001$). It shows that employee training positively correlates with the competency of the employee. Hence, the Null hypothesis is rejected, and the alternative hypothesis is accepted, meaning that there is an association between the dependent and independent variables.

Table 2: Correlations between employee performance and Knowledge sharing

	KT	KS	KSI	PC	PI	PH
Training (KT)	1	0.295 0.065	0.281 0.079	.560** 0.001	-0.122 0.452	0.031 0.852
Knowledge sharing (KS)	0.295 0.065	1	.647** 0	0.175 0.281	-0.161 0.32	-0.161 0.32
Interest to learn (KSI)	0.281 0.079	.647** 0	1	0.284 0.076	-0.055 0.737	0.102 0.531
Personal competency (PC)	.560** 0	0.175 0.281	0.284 0.076	1	-0.009 0.955	.359* 0.023
Legal information (PI)	-0.122 0.452	-0.161 0.32	-0.055 0.737	-0.009 0.955	1	.412** 0.008
Personal interest (PH)	0.031 0.852	-0.161 0.32	0.102 0.531	.359* 0.023	.412** 0.008	1

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

5.3 The Relationship between the Knowledge Sharing and Service Delivery

The results found that training is a vital issue in the organization. Data shows that training for an employee is associated with employee behaviors ($r=0.480$, $p\leq 0.002$) at the 5% significance level. Here, the Null hypothesis is rejected; it means that there is a significant correlation between the

dependent and independent variables. It means that training for an employee is more important for employee behavior change and compatible with customer friendly environment.

Table 3: Correlations of Knowledge Sharing and Service Delivery

	KT	KS	KSI	(SCS)	(SBS)	(STE)	(SEE)	(SCG)
Training (KT)	1	.34*	0.30	0.242	.480**	.462**	.664**	.587**
		0.03	0.05	0.132	0.002	0.003	0.001	0.001
Knowledge sharing (KS)	.34*	1	.65**	0.306	-0.017	-0.029	0.175	0.1
	0.03		0	0.055	0.919	0.859	0.281	0.539
Interest to learn (KSI)	0.31	.65**	1	0.136	0.019	-0.17	0.136	0.168
	0.05	0		0.402	0.909	0.319	0.402	0.3

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Similarly, training is essential for timely service also. There is a significant relationship between training and timely service with a correlation coefficient of $r=0.462$, $p \leq 0.002$. It means that if the organization has trained human resources, they will provide timely service. The result shows that training and sufficient employee are significantly related. They can train human resources for better service delivery if there are sufficient employees.

Finally, grievance handling and training are significantly associated with each other at a 5% confidence level ($r=0.587$, $p \leq 0.001$). It is a normal finding; when we have more trained human resources in the organization, they can easily handle the customer grievance immediately.

5.4. The Relationship between Knowledge Sharing and Service Delivery

Within this heading, we have only four variables for finding the relationship between knowledge sharing and service delivery. We found that only one variable, personal competency (PC) and Satisfaction of service delivery (SCS), has significant relation at the 5% significant level ($r=0.646$, $p \leq 0.001$).

It shows that a competent employee is necessary for better service delivery which helps satisfy the customer. It means that the Null hypothesis is rejected, and there is a correlation between knowledge sharing and service delivery in the Nepalese public sector.

Table 4: Correlations with Employee Performance and Service Delivery

	SCS	PT	PC	PI	PH
Satisfaction of service (SCS)	1	.646** 0.001	0.066 0.687	-0.009 0.955	-0.009 0.955
Personal competency (PC)	0.066 0.687	-0.192 0.234	1	.327* 0.04	.793** 0
Legal information (PI)	-0.009 0.955	0.081 0.62	.327* 0.04	1	.412** 0.008
Personal interest (PH)	-0.009 0.955	-0.243 0.132	.793** 0	.412** 0.008	1

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

6. Conclusion

We conclude that Training (KT) and being informed in his duty, knowledge sharing system in the organization, and participation in decision-making positively affect each other. It means that if the organization has well enough, employees' participation in the decision process will lead to increased decision-making. Knowledge sharing (KS) and ICT (IST) have a significant relationship. It shows they can use more ICT if their organization has a higher knowledge-sharing system. Infrastructure is fundamental for ICT use in the organization, and if there is good enough infrastructure; employees will be more interested to learn ICT. These everyday phenomena, if there are good enough ICT infrastructures, then every employee will be more interested in learning the system in Nepalese public sector organization. IT-friendly employee and training, knowledge sharing, and informed employee and informed employee also has a significant relation with interest in learning. Those variables positively relate to each other, with knowledge sharing as the dependent variable.

The correlation analysis with employee's performance and Knowledge sharing data shows that only training from the knowledge sharing dimension and personal competency from the employee performance dimension significantly correlate. Training increases personal competency, which is a common finding. It is pretty standard in the Nepalese public organization.

Training and employee's behaviors are significantly associated with each other. It means that training for an employee is more important for employee's behavior change. Moreover, training is essential for timely service delivery; it has a significant relationship with a positive correlation coefficient between training and timely service. If the organization has trained human resources, they will provide the service on time. In addition, there are both side relationships between serving on time and highly trained human resources in the organization. Training and sufficient employee also have significant relationships with each other. Similarly, grievance handling and training are significantly associated with each other. It is expected that when we have more trained human resources in the organization, they can easily handle the customer grievances.

Within the employee performance and service delivery dimension, personal competency (PC) and Satisfaction with service delivery (SCS) have positively correlated. It shows us that a competent

employee is necessary for better service delivery which helps satisfy the customer. Based on the result, policymakers should focus on ICT use, well-defined jobs, and participation in the decision process, ICT infrastructure, and IT knowledge which is a precondition for better knowledge sharing. The training is necessary for working correctly and changing employee's working behavior. Similarly, the training culture of an organization helps for better service delivery, so these are the areas for consideration for better service delivery in the Nepalese public sector.

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