

DYNAMIC HUMAN CAPITAL MANAGEMENT IN MALAYSIAN PUBLIC SECTOR ORGANISATION

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Abstract: *This study investigates the dynamics of human capital management (HCM) within Malaysian public sector organisations, emphasizing its critical role in knowledge transfer behaviour (KTB). As the public sector faces increasing challenges, effective HCM strategies are essential for sustaining knowledge flow and enhancing organisational performance. Utilizing a sample of 173 employees from various levels within the Malaysian public sector employees, the research employs WarpPLS software and PLSSEM analysis to explore the relationship between HCM and KTB. The findings reveal a significant positive correlation, with a beta value of 0.28 and an R-squared value of 0.210, indicating that enhanced human capital positively influences knowledge transfer behaviour. The results support hypothesis, confirming that as human capital value increases, so does the effectiveness of knowledge transfer among employees. This study underscores the importance of fostering an inclusive organisational culture that leverages generational creativity to optimize human capital resources, ultimately improving public sector performance in Malaysia.*

Keywords: *Human Capital Management, Knowledge Transfer, Intellectual Capital Management, Knowledge Transfer Behavior*

Introduction

In the current climate, managing human capital within Malaysian organisations appears to be essential. The association between comprehending human capital management in Malaysian organisations was examined in this study. For the public sector to maintain the flow of knowledge, human capital management appears to be a key area of concentration (Goldin & Claudia, 2016; Eva et al., 2024; Hairulniza, 2023; Gangeswary et al., 2016; Abeysekara, 2011; Ramirez, 2010). As the current environment grew more difficult, the rapid evolution of trends in the Malaysian public sector significantly improved human capital management. The various generational groups in the workforce today frequently differ from their predecessors in terms of their beliefs, behaviours, and characteristics (Cecilia et al., 2022; Dunn-Cane et al., 1999). Accordingly, each generation should be given the freedom and drive to manage their human capital (Serenko, 2024). To facilitate human capital management, organisations need to tap generations' creativity by building an institutional knowledge transfer behaviour that welcomes values so that each generation is capable of making contributions to knowledge transfer activities (O'Bannon, 2001). Therefore, this paper discusses the relationship between human capital management and knowledge transfer behaviours in the Malaysian public sector.

Literature Review

This literature review focuses on two key aspects: the development of hypotheses based on previous empirical studies and the proposed conceptual framework that supports these hypotheses. A person's education, experience, attitude, and other personal qualities that are used and add value to the organisation are all considered part of their human capital (Joshi et al., 2018). This kind of capital is left in the night's elevator, according to the industry leader (Baker, 2008). A person's attitude, education, experience, management team, talents, and capacities are all considered components of human capital (Murale, 2014; Curado et al., 2011; Sanchez et al., 2000; Abhayawansa et al., 2014). Employees' professional knowledge, skills, and abilities to improve organisational performance are also considered part of this capital (Rehman et al., 2018). Human capital is the economic value of what employees can generate and represents their individual and collective ability based on a study done by Kim & Kumar (2009). Additionally, a study on human capital management should be done to understand dynamic human capital management in an organisation. As scholars mention, human capital is an organisation's ability to capture and leverage tacit knowledge (Goldin & Claudia, 2016; Miller, 1999). Besides, the OECD (2010) reported that a firm's intangible assets, or intellectual capital, are accountable for expansion in labour productivity in any nation. Human capital is recognised as one of the subsets of intellectual capital management (Kardina, 2012). Ali et al. (2023) and Lynn (1998) defined intellectual capital management as proactive involvement that identifies and audits the organization's intangible assets. This interpretation is supported by the finding that intellectual capital management plays a vital role in managing various activities relating to the collection of intangibles within the organisation. The findings support this interpretation (Aino et al., 2013; Edvinsson & Sullivan, 1996).

The public sector has recognised the benefits of using its knowledge to perform public services, even though the private sector is very active in identifying its human capital management (Salina & Fadzilah, 2008; Mura et al., 2012; Matos, 2013; Pilkova et al., 2013; Tayles et al., 2007; Saari & Abbas, 2011; Wang et al., 2014; and Bramhandkar et al., 2007). An organisation can derive ongoing value from intellectual capital management (Roslener & Fincham, 2004). Many academics concurred that maintaining competitive advantages and performance in public sector organisations requires the effective management of intellectual capital (Kardina, 2012; Ramezan, 2011; Lu et al., 2010; Bozbura & Beskee, 2007; Kim & Kumar, 2009; Montequin et

al., 2006; Wall, 2005; Peppard & Rylander, 2001; Bontis, 1998). The components of human capital contribute to an organization's uniqueness compared to its competitors (Salina & Fadzilah, 2008). Ramirez (2010) stated that it is vital to develop an intellectual capital management model specific to the public sector. This is echoed by other researchers investigating intellectual capital management in the public sector (Wiig, 1997; Lonnqvist & Kujansvu, 2007; Bueno et al., 2003; Cinca et al., 2003; Kardina, 2012). Regardless, intellectual capital has been conceptualized as having three dimensions: (i) knowledge of employees (human capital), (ii) knowledge of customers (external capital), and (iii) knowledge of organizational structure (internal capital). Intellectual capital management is elaborately illustrated in Table 1.

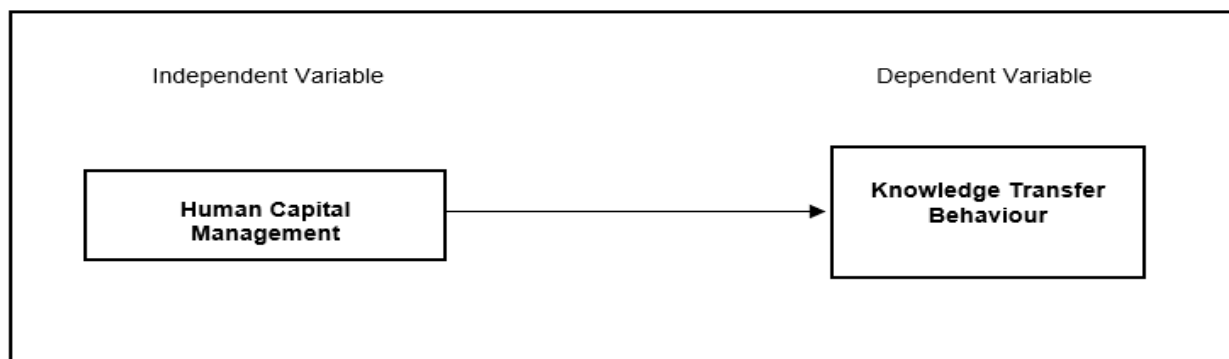
Table 1: List of ICM Elements (Identified from Literature); Adopted from Schneider & Samkin, 2008

Human Capital	Internal Capital	External Capital
Know-how employees	Brands	Intellectual property
Education	Ratepayers database	Management Philosophy
Vocational Qualification	Ratepayers' demographic	Management Process
Work related Knowledge	Ratepayers' satisfaction	Corporate Culture/Value
Cultural Diversity	Backlog work	Networking system Financial
Entrepreneur Innovative	Distribution Channel	Relations Promotion Tools
Employment Opportunity		
Compensation Plan		
Training Program		
Union Activity		

The knowledge-conflict gap was supplied during the exploration of KTB among Malaysian public sector employees, which impacted the public sector's performance (Hairulniza, 2023). As is well-known, public-sector organisations being the backbone of Malaysian citizens' lives. Responding as a prime employer in the services, dynamic human capital management and ensuring the knowledge transfer to transpire is vital. Subsequently, research on the knowledge transfers behaviour in Malaysia is scarce. A few seminal works include Syed et al. (2009), Syajurratuddur (2017), Fahteha et al. (2016), and Hairulniza & Kardina (2023). Apart from Hairulniza & Kardina (2023), much of the research did not concentrate on the public sector, especially in the Malaysian context. Instead, they pinpoint ways in which private organisations share knowledge. Despite this, the knowledge transfer issue has been attracting significant attention from the academic community (Marta et al., 2024). Therefore, the author is motivated to investigate more dynamic human capital management and knowledge transfer behaviour issues, particularly in the Malaysian public sector environment. Notwithstanding these variations, it can be concluded that knowledge transfer behaviour is applied oppositely, depending on the situation. Understanding the many components of knowledge transfer behaviour in a new work setting is essential, according to Ryan & Kristof-Brown (2003). The act of someone who tends to share knowledge with others in the organisation is known as knowledge-transfer behaviour (Aktharsha, Anisa, & Ali, 2012; Mladkova, 2012). A brilliant step should be implemented to encourage positive behaviour that meets the challenges of the career path of public sector employees apart from benefits and incentives (Ho & Kuvaas, 2019).

Conceptual Framework

The relationship between employee human capital management (HCM) and knowledge transfer behaviour (KTB) is the focus of this research. Effective knowledge transfer within organisation has important allegation for organisation improvement (Linda, et al., 2021). Managing the organisation's knowledge, both overtly and implicitly, is the definition of human capital management, which is an independent variable in this study. In addition to the dependent variable (KTB). The variable of interest in this study is explained clearly by the explanation given above. The model is shown in Figure 1 below.



Chapter 1 Figure 1: Conceptual Framework

Knowledge-Based View Theory (KBV) serves as the basis for this study. The knowledge-based view, according to Prusak (1996), is manageable knowledge that can result in intellectual, social, and economic performance for an organisation. Companies that can deploy resources and manage transfers are referred to as industry leaders (Chong et al., 2017), and transfer and sharing culture is the transformation in organisation. KBV is an extension of RBV (Resource-Based View Theory) in which knowledge can be used as the basis for organisation competitive advantage (Barney, 1991). RBV describes the assumption of knowledge as resource heterogeneity and immobility of organisation performance (Wernerfelt, 1984).

There are, nevertheless, some ways in which KBV differs from RBV. The primary difference between RBV and KBV within the company lies in this aspect. In contrast, KBV views knowledge as the company's most strategic resource, and RBV views knowledge as a generic resource that, to some extent, can give the company a competitive performance (Barney, 1991; Penrose, 1959; Grant, 1996). Some people who support the KBV say that knowledge-based resources are important for long-term competitive advantage because they are hard to copy, socially complex, immobile, and varied (Penrose, 1959). The fact that KBV mainly consists of immobile and intangible resources is another way that it differs from RBV. Path dependency serves as the foundation for the creation of economic rent, while causal ambiguity generates implicit knowledge (Fenwick, 2006). RBV of the firm sees the choice of resources as the primary mechanism for rent creation (Makadok, 2001).

This concept, therefore, explains the heterogeneity of firms, as resources are used differently. Contrarily, using KBV, the firm can create a productive arrangement, which the market itself cannot produce (Demsetz, 1991). The KBV of firms gives logic to the creation of a dynamic process for capability building. The extension of KBV from RBV is due to some limitations in RBV, namely internal limitations, weakness in respective resources and external limitation, as a threat towards law, economy, policy, culture, and competition (Grant, 1996). Hence, the paper underlines the human capital management as the resource remark in KBV theory that could

affect the employees' knowledge transfer behaviour in Malaysia public sector.

Methodology

Individuals employed by the Malaysian public sector at all levels serve as the units of analysis for this individual-level study. Clerical, technical, administrative, assistant director and director levels are among the staff levels used in this study. In accordance with Khulida et al. (2015), the study was conducted with employees from all levels of the Malaysia public sector to obtain a precise picture of how employees behave in organisations. To obtain better results, Mazni et al. (2020) and Kardina (2012) included personnel at all levels of the public sector in their study. The preference of employees to have worked for a public sector organisation for more than five years is another characteristic of the respondents in this study (Razana et al., 2020; Kardina, 2012). Consequently, in the Knowledge-Based View (KBV) philosophy, the factors being studied are under the individual's control.

An online survey questionnaire was used to gather data in the study. By pilot testing the survey questions with a sample of public sector officials, the questionnaire's validity and reliability were confirmed. Those Malaysian public officials who satisfied specific requirements were given the questionnaire. The study's final sample size of 173 respondents was more than sufficient to use WarpPLS-SEM software analysis to examine the association between human capital management and knowledge transfer behaviour components.

The aim of this study is to find the connection between human capital management and knowledge transfer practices in the Malaysian public sector. Employees in the public sector who engage in knowledge transfer behaviour inside their organisations serve as the study's empirical foundation. Thus, research hypotheses are developed: it was hypothesised that knowledge transfer behaviour and human capital are related. While knowledge transfer behaviour is defined as an individual's sharing of information and work-related experiences within the organisation (Davenport & Prusak, 1998; Zhang et al., 2014), human capital management is defined as managing various knowledge relating to the collection of tangible and intangibles in an organisation (Sullivan, 1999). The theory looks at how much human capital there has significant influence on knowledge transfer behaviour.

Findings

The standard deviation measures the degree of data scatter around the mean value and the degree of variation in respondents' responses. The study variables' mean, and standard deviation are shown in Table 2. All factors have mean scores above the midpoint of 4. To put it simply, the standard deviation figures showed that the scores were not very near to the mean. In the range of 1.0 to 1.09, the mean score of the variables in this study varied from 5.8 to 5.9 standard deviations. A low standard deviation also means data are clustered around the mean, and when the standard deviation is close to zero, it indicates that data points are close to the mean.

Table 2: The Descriptive Statistics Analysis Results

Variable	Mean (M) Indicator	Mean (M) Variable	Standard Deviation (SD)
Human Capital Management	5.95	5.79	1.001
Knowledge transfer Behaviour	5.85	5.69	1.099

Table 2 shows that respondents had a high opinion of the human capital variable ($M=5.95$, $SD=1.001$), one of the variables of intellectual capital management (ICM). This indicates that the study's public sector participants understood the value of human capital as a tool for managing an organisation's intellectual capital. The KTB measure showed high levels of acceptance among respondents ($M=5.85$, $SD=1.099$). Every item related to the study variables was answered using a 7-point Likert scale, where 1 represented "strongly disagree" and 7 represented "strongly agree." Total item tested for HCM are 13 and 36 items for KTB. In summary, the study's variables' mean, and standard deviation scores reflect the population of Malaysian public sector workers. The hypothesis examines the substantial impact of the link between HCM and KTB. Table 1.2 presents the corresponding results for the beta, R-square, p-value, and t-value.

Every observed variable in human capital management in relation to knowledge transfer behaviour is associated with Hypothesis 1. Investigations into the connections between HCM and KTB were conducted. The WarpPLS 8.0 SEM analysis software was used to evaluate hypothesis 1. The beta value was shown to have a positive influence ($\beta = 0.28$, positive) on the link between human capital management and knowledge transfer behaviour. HCM and the KTB relationship are strongly correlated, as seen by the r-squared value ($r^2 = 0.210$) for this H1. The results also explore the relevance of the association between human capital management and KTB, with p-values less than 0.01. Thus, the findings recognise that human capital management (HCM) and knowledge transfer behaviour (KTB) have a positive and significant association in the Malaysian public sector.

Additionally, as the t-value of 6.402 is greater than the t-ratio of 1.96, Hypothesis 1 was determined to be supported. This clarified how variable knowledge transfer behaviour (KTB) was influenced by variable human capital (HCM). This outcome is consistent with a study by Baldini et al. (2017) that discovered that human capital influenced organisational transfer efforts. Therefore, the level of knowledge transfer behaviour of Malaysian public sector employees will be influenced by the growing value of their human capital management. This was further explained by saying that the performance of the public sector will improve if the organisation uses the human capital resources of employees effectively. Since knowledge transfer behaviour and human capital have a favourable and significant link, hypothesis is accepted and supported. This is aligned with the KBV theory that emphasize on resource or knowledge inside organisation as imperative element in cultivating employees' performance.

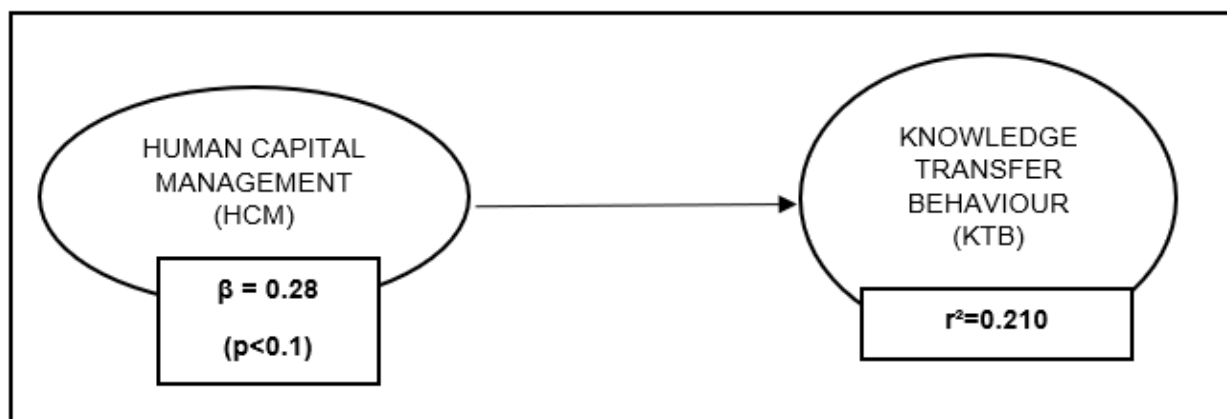


Figure 1.2: Finding Diagram

Conclusion

Two factors made Malaysia an appealing candidate for this study as a rising economy. First, the literature on knowledge transfer practices and human capital management in public sector organisations in emerging economies is noticeably lacking. Additionally, knowledge transfer (KT) was discussed as being more suitable for assessing formal and structured actions among employees of the public sector (Hairulniza & Kardina, 2024). Second, the responsibilities and work practices of public officials, as well as how they manage their human resources, have been impacted by the transformation process that the Malaysian government has implemented through EMP 11 and EMP 12.

Thus, the study's framework might be a helpful tool for academics or managers in the public sector to gauge and comprehend how much an organisation is using its human capital management to enhance employee knowledge transfer practices. The suggested approach can also be utilised to gather information to understand better how much managing human capital from the viewpoints of many generations will help public sector organisations. Managers in the public sector may also find the framework helpful as a tool to gather data on the quality of human capital practices in their companies. Managers in the public sector might then use the data to plan and incorporate human capital for learning, evaluation, and organisational growth.

In conclusion, by bridging the gap between theory and practice, the study advances the conversation on knowledge transfer behaviour and human resource management. Researchers can refine their models to investigate internal capital and external capital in relation to KTB based on the framework. The current framework recognises situation-specific aspects in human capital management rather than attempting to create a model that fits the requirements of diverse organisations and managerial scenarios.

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