

# THE IMPACT OF PERSONAL KNOWLEDGE MANAGEMENT ON EMPLOYEES' PERFORMANCE AMONG PUBLIC SERVICE ORGANIZATION

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**Abstract:** *This study explores the impact of personal knowledge management (PKM) practices—specifically, the processes of retrieving, evaluating, organizing, collaborating, analyzing, presenting, and securing information—on employee performance in public service organizations. Employing a quantitative research methodology, data were collected through structured questionnaires, resulting in 108 valid responses for analysis using IBM SPSS Version 22.0. The findings reveal that PKM practices significantly impact employee performance. Notably, among the analyzed PKM practices, the processes of evaluating, organizing, analyzing and presenting information demonstrate a statistically significant impact on employee performance. In contrast, the other dimensions of PKM—retrieving, collaborating, and securing information—exhibit no substantial impact on performance outcomes. This study contributes valuable insights into the essential role of PKM within the public service sector and outlines significant implications for future research in this field.*

**Keywords:** *Personal Knowledge Management, Retrieving Information, Evaluating Information, Organizing Information, Collaborating Information, Analyzing Information, Presenting Information, Securing Information, Employees' Performance.*

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## Introduction

In recent years, the performance of employees in the Malaysian public sector has garnered significant attention, particularly in relation to knowledge management practices. Organizations increasingly recognize knowledge management (KM) as a critical factor influencing employee performance, as it facilitates the effective sharing and utilization of knowledge. The Malaysian public sector often views the quality of services as a reflection of employee performance and organizational effectiveness, making this particularly pertinent (Ahmad et al., 2020; Prasodjo, 2020).

The integration of KM practices can improve performance by fostering a culture of continuous learning and knowledge sharing. For instance, structured KM initiatives can improve the competencies of human resources, thereby leading to better public service delivery (Prasodjo, 2020). As an example, the Malaysian public sector has faced challenges in performance, with many organizations struggling to meet the expectations of the public (Zulkeflee et al., 2022). The Government Transformation Program (GTP) was introduced to address these issues, aiming to enhance accountability and performance through various initiatives, including the promotion of KM practices (Zulkeflee et al., 2022). Despite these efforts, studies reveal that the overall performance of the public sector remains suboptimal, suggesting that there is still significant room for improvement through effective KM (Zulkeflee et al., 2022). This discrepancy highlights the need for a deeper understanding of the factors influencing employee performance, particularly in the context of personal knowledge management (PKM).

There is a notable gap in the literature regarding the relationship between PKM and employee performance within public organizations. PKM is essential for employees to effectively manage information and enhance their problem-solving capabilities (Waheed et al., 2019). Liu et al. (2017) emphasize that PKM enables individuals to evaluate the quality of information and its relevance to their tasks, thereby improving job performance. Jain (2016) further argues that integrating PKM into employee development programs is vital for fostering a knowledgeable workforce capable of sharing insights and collaborating effectively (Waheed et al., 2019). This knowledge-sharing culture is crucial, as strong social capital derived from high knowledge flows among employees can significantly elevate organizational productivity (Harjanti et al., 2021). Therefore, the main objective of this study is to investigate the relationship between PKM and employees' performance in the public service sector in Malaysia.

### **Personal Knowledge Management (PKM) and Employees' Performance**

Personal Knowledge Management (PKM) emerges as a vital aspect of KM, focusing on individual effectiveness in both professional and social contexts. PKM emphasizes the importance of personal knowledge accessibility and usability, positioning it as an ongoing activity that contributes to organizational productivity (Alibegović & Mešanović, 2022). The characteristics of PKM highlight its role in enabling individuals to manage their knowledge processes more effectively. This approach allows for a greater emphasis on personal knowledge rather than solely on organizational knowledge, fostering an environment where individuals can thrive (Pereira et al., 2021). PKM encourages individuals to engage in knowledge sharing, which is often motivated by personal confidence and enjoyment in sharing knowledge with peers (Sampaio et al., 2019). This intrinsic motivation is crucial for creating a culture of knowledge sharing within organizations, ultimately enhancing collective intelligence and innovation (Lee et al., 2020).

Moreover, the integration of PKM into organizational practices can lead to improved performance outcomes. Knowledge management strategies that incorporate PKM principles can facilitate better knowledge creation, dissemination, and application, which are essential for maintaining a competitive edge in today's dynamic business environment (Bahrun et al., 2021). The alignment of individual knowledge management practices with organizational goals can enhance overall effectiveness, as individuals become more adept at leveraging their knowledge in ways that benefit both themselves and their organizations (Serua & Ameer, 2019).

Avery et al. (2001) and Barth (2005) have both articulated frameworks for Personal Knowledge Management (PKM) that encompass a range of skills essential for effective knowledge work. Avery et al. identified skills such as retrieving, evaluating, organizing, collaborating, analyzing, presenting, and securing information, which collectively enhance problem-solving and decision-making capabilities in knowledge-intensive environments (Li et al., 2021). Similarly, Barth delineated a set of seven PKM skills that includes accessing, evaluating, organizing, analyzing, conveying, collaborating, and securing information, emphasizing the importance of these competencies in managing knowledge effectively (Seo et al., 2014). These frameworks underscore the critical role of PKM skills in fostering improved productivity and decision-making in various professional contexts. Therefore, the researchers hypothesize:

***H<sup>1</sup> There is a significant relationship between personal knowledge management and employee performance.***

This study adopted seven dimensions of personal knowledge management from Avery et al. (2001): retrieving information, evaluating information, organizing information, collaborating information, analyzing information, presenting information and securing information. A review of the dimensions is presented in the following discussion:

### **Retrieving Information and Employee Performance**

Retrieving information is the process of acquiring new knowledge from a variety of resources. The development of information retrieval has significantly transformed with the arrival of computer technology and the internet, making it increasingly relevant and researchable. Ren and Bracewell (2009) emphasize that the ability to store, search, and retrieve information upon request is crucial in today's digital landscape. This capability encompasses a spectrum of skills, from basic interpersonal skills such as asking questions and listening to more advanced competencies involving the use of digital search tools and effective note-taking strategies (Wiwin et al., 2020). The integration of technology has optimized the retrieval process and improved information accessibility, thereby facilitating knowledge acquisition.

Caroline et al. (2015) have substantiated the relationship between knowledge storage, retrieval, and employee performance. Their findings indicate a positive correlation between effective knowledge storage and retrieval practices and enhanced employee performance. In addition, Kawiana et al. (2020) advocate for the establishment of accessible repositories to store organizational knowledge, ensuring that all employees can benefit from shared information. This aligns with the broader understanding that knowledge management practices, including effective information retrieval, are integral to fostering a culture of continuous improvement and high performance within organizations. Therefore, the researchers hypothesize:

***H<sup>2</sup> There is a significant relationship between retrieving information and employee performance.***

### **Evaluating Information and Employee Performance**

Evaluation of information is a competency that requires a thorough understanding of the subject matter and sensitivity to the value of the available information. Evaluating information is a critical capability that involves selecting relevant data and assessing the quality of the information collected. This process is essential for ensuring the accuracy and completeness of information, as it allows individuals to confirm whether the information is valid, current, and derived from credible sources. In an era characterized by information overload, as noted by Hjørland (2012), the ability to evaluate information becomes even more crucial. The proliferation of digital content can overwhelm individuals, making it imperative to discern which information is reliable and suitable for sharing. This concept is supported by Cheong (2011), who posits that the alignment of information with existent issues is facilitated by effective information evaluation, which in turn improves decision-making processes. This is particularly relevant in contexts where individuals must navigate vast amounts of information to find solutions to specific issues.

Moreover, the evaluation of information is not only beneficial for individual decision-making but also enhances organizational capabilities. Cheong and Tsui (2010) discovered a link between skills related to evaluating information and various competencies such as creativity, problem-solving, and analytical thinking, which benefits both individuals and organizations. Therefore, the researchers hypothesize:

***H<sup>3</sup> There is a significant positive relationship between evaluating information and employee performance.***

### **Organizing Information and Employee Performance**

Organizing information is the ability to organize information and develop strategies consistent with the nature of work, learning styles, and collaborative relationships. To effectively organize information within organizations, it is essential to implement strategies that align with the various phases of knowledge development, including knowledge creation, adoption, distribution, and review. The integration of electronic technologies, such as databases, web pages, and digital folders, plays a crucial role in enhancing organizational efficiency. Shankar et al. (2019) contend that these technologies enhance information organization, thereby supporting knowledge management practices. Furthermore, Panduro (2023) emphasizes that adopting new technology is critical for improving information management processes, which may lead to higher productivity and competitiveness within organizations.

Effective organization necessitates the capacity to integrate and connect information. Alamen and Tasir (2016) discovered that technological skills are necessary for utilizing tools like folders and databases, which are essential for maintaining an organized information system. This is consistent with the results of Windle et al. (2021), who underscore the significance of organizational capacity in effectively management of information and evidence. As a result, the organization of information within organizations requires a multifaceted approach that integrates technological tools, emotional awareness, and continuous adaptation to new information. Organizations can establish a more effective and resilient information management system by utilizing electronic technologies and cultivating personal knowledge management skills. Therefore, the researchers hypothesize:

***H<sup>4</sup> There is a significant positive relationship between organizing information and employee performance.***

### **Collaborating Information and Employee Performance**

The purpose of information collaboration is to determine the ways in which information technology can facilitate the process of working smarter. It necessitates the use of a variety of technologies, such as email, instant messaging, conferencing systems, groupware, and many more. In contemporary organizational settings, it is essential for individual employees to have strong information support skills in order to promote collaboration and networking. These skills are critical for the development of strategic frameworks and the execution of management processes that are consistent with the organization's requirements (Hwang et al., 2018). Effective collaboration not only improves internal communication but also enhance to external interactions, thereby enriching creativity and problem-solving capabilities within teams (Jarrahi et al., 2020). This is particularly relevant in environments where knowledge sharing is critical for overcoming technical challenges and expediting problem resolution (Liu, 2023).

The concept of PKM has emerged as a vital component in facilitating knowledge processes, interaction, and collaboration among employees. Numerous technological tools, including metasearch and collaboration platforms, are instrumental in enhancing PKM practices within organizations (Wu, 2022). These technologies facilitate information exchange and provide a collaborative environment that can lead to improved organizational performance (Matheis et al., 2021). Therefore, the researchers hypothesize:

***H<sup>5</sup> There is a significant positive relationship between collaborating information and employee performance.***

### **Analysing Information and Employee Performance**

Analyzing information is the capacity to interpret and comprehend data via the use of human experience and knowledge. The process of converting information into knowledge is fundamentally dependent on its analysis, which necessitates specific skills, electronic tools, and statistical software. This analytical process is essential for deriving meaning from data, as highlighted by Dost et al. (2019), who emphasize the importance of integrating local ideas with external knowledge to enhance innovation and create value from information. Furthermore, the interpretation of analyzed information adds significant value, thereby facilitating the generation of new knowledge that can be effectively utilized within organizational tasks (Asimakopoulos et al., 2019).

Moreover, the role of analytical skills in transforming data into meaningful knowledge underscores that both individual intelligence and technological tools are crucial in this conversion process (Corredor et al., 2020). According to Ismail and Ahmad (2012), employees frequently rely on external knowledge sources or experts to verify new information rather than exclusively relying on internal information. This reliance on external expertise underscores the collaborative nature of knowledge creation within organizations. Employees with analytical skills can effectively dissect problems using analytical tools and methods, resulting in viable solutions (Chen et al., 2022). This aligns with the assertion that the analytical process is not merely about data manipulation but also involves critical thinking and problem-solving capabilities that are essential for informed decision-making in organizational contexts. Therefore, the researchers hypothesize:

***H<sup>6</sup> There is a significant positive relationship between analysing information and employee performance.***



### **Presenting Information and Employee Performance**

Presenting information is the ability to deliver and interpret information in a way that makes the audience understand it. Various factors influence the presentation of information, such as the format, the specific task at hand, the audience's characteristics, and the evolving technological landscape. As technology advances, new methods for information presentation have emerged, necessitating ongoing research to identify the most effective strategies for different contexts. For instance, research has shown that integrating electronic tools like computer-based presentation instruments and websites enhances information dissemination within organizations (Kassim et al., 2018). These tools not only facilitate the presentation process but also allow for greater engagement and interaction with the audience, which is crucial for effective communication (Nowakowski, 2020).

Employees equipped with strong PKM capabilities can curate, organize, and present information in a way that is not only accurate but also of high quality (Kamimura, 2018). This is particularly important in situations where team members are required to communicate knowledge that is continuously changing. The tangible presentation of information allows for its reuse and adaptation, further contributing to the creation of knowledge within the organization (Shao et al., 2021). Consequently, it is imperative to cultivate PKM skills among employees in order to enhance organizational learning and enhance the overall quality of information presentation. Therefore, the researchers hypothesize:

*H<sup>7</sup> There is a significant positive relationship between presenting information and employee performance.*

### **Securing Information and Employee Performance**

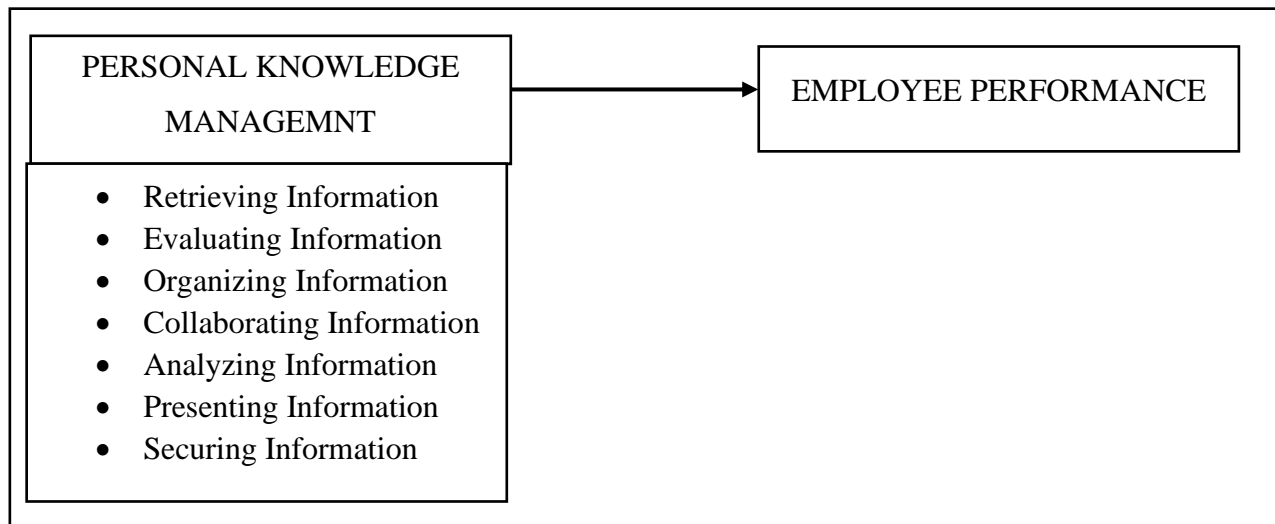
Securing information is the capacity to safeguard information, including intellectual property, copyright, and patents. It is essential to prioritize the security of information in order to cultivate a collaborative working environment, as individuals may hesitate to share critical information due to concerns about privacy and security. Mutimukwe et al. (2020) emphasize that a lack of trust in the security measures of information systems can lead to reluctance among employees to disclose necessary data, ultimately hindering teamwork and collaboration. More recent studies, like Yun et al. (2019), reinforce this sentiment by emphasizing the crucial role of organizational privacy assurances in reducing individual privacy concerns and enhancing trust in information sharing. Furthermore, Cheng et al. (2022) provide a comprehensive analysis of personal information privacy concerns, underscoring that the context of information sharing significantly influences individuals' willingness to disclose personal data.

To effectively secure information, organizations must implement robust practices that ensure the integrity, confidentiality, and validity of data. Wu (2024) suggests that a data classification program, which classifies data according to its sensitivity, can establish a secure organization. Such classification not only aids in prioritizing security efforts but also enhances the overall management of information assets, as supported by the work that discusses the effectiveness of data classification algorithms in safeguarding sensitive information (Li, 2024). Ensuring information security is crucial for promoting a collaborative working environment since it directly influences individuals' willingness to share data. Organizations must prioritize the development and implementation of effective security measures, including data classification and the use of advanced technological tools, to safeguard the integrity and confidentiality of information. Therefore, the researchers hypothesize:

*H<sup>8</sup> There is a significant positive relationship between securing information and employee performance.*

### Conceptual Framework

The following framework, a visual representation of the conceptual framework, underpins the present study:



### Methodology

This paper collected data to test the relationship between personal knowledge management and employees' performance. The study sample consisted of government servants from Malaysian public organizations. The researchers collected and analyzed a total of 108 self-administered questionnaires for the data outputs.

The questionnaires were meticulously designed with validated instruments from previous studies. The personal knowledge management and employees' performance measures were adapted from Cheong (2011). It consisted of items for each PKM skills, namely analyzing information, collaborating information, evaluation information, organizing information, presenting information, retrieving information and securing, and seven items for employees' performance. The primary method of evaluating all items involved scoring the structural response using a five-point Likert scale. with 1 denoting strongly disagree and 5 denoting strongly agree. In determining the relationship between personal knowledge management and employees' performance, the data were analyzed using IBM SPSS version 22.0.

## Findings

### Respondents

**Table 1: Demographic Characteristics**

	Item	Frequency	Percentage
Gender	Male	72	66.7
	Female	36	33.3
Age	20-29	16	14.8
	30-49	72	66.7
	50-60	20	18.5
Education background	SPM	42	38.9
	Diploma	46	42.6
	Degree	20	18.5

Table 1 above exhibits the gender distribution of respondents. It was revealed that the majority of the respondents were males, about 72 percent representing a bigger part of the sample group. Yet, about 36 percent were females. Regarding the age distribution of the respondents, the majority, approximately 72 percent, fall into the 30–49-year age group, followed by the 50–60-year age group, which account for 20 percent. Only a small percentage, 16 percent, belong to the 20–29-year age group. For the educational background of the respondents, about 20 percent had degree qualification, 42 percent had SPM qualification and 46 percent, representing the majority of the respondents, had diploma qualification in various fields of study.

**Table 2: Direct Relationship Result**

Hypotheses	Pearson	P values	Result
H1: Personal Knowledge Management -> Employee performance	0.336	0.000	Significant H1 Accepted
H2: Retrieving Information -> Employee performance	0.074	0.444	Not significant H2 Rejected
H3: Evaluating Information -> Employee performance	0.219	0.023	Significant H3 Accepted
H4: Organizing Information -> Employee performance	0.289	0.002	Significant H4 Accepted
H5: Collaborating Information -> Employee performance	0.152	0.115	Not significant H5 Rejected
H6: Analysing Information -> Employee performance	0.189	0.050	Significant H6 Accepted
H7: Presenting Information -> Employee performance	0.335	0.000	Significant H7 Accepted
H8: Securing Information -> Employee performance	0.070	0.470	Not significant H8 Rejected

\*\* significant  $p < 0.05$

Table 2 illustrates the relationship between personal knowledge management and employees' performance. The Pearson product-moment correlation coefficient was used to determine the relationship between both variables. The results show that there is a significant positive



relationship between personal knowledge management and employees' performance ( $r = .336$ ,  $p < .05$ ). Therefore, H1 is accepted. The results indicate that there are no significant relationship between retrieving information ( $r = .074$ ,  $p > .05$ ), collaborating information ( $r = .152$ ,  $p > .05$ ), securing information ( $r = .070$ ,  $p > .05$ ) and employees' performance. Therefore, H2, H5 and H8 are rejected. This indicates that while KM is crucial, specific aspect such as retrieval, collaboration, and security of information may not directly impact performance. Next, the result show there are significant positive relationship between evaluating information ( $r = .219$ ,  $p < .05$ ), organizing information ( $r = .289$ ,  $p < .05$ ), analyzing information ( $r = .189$ ,  $p < .05$ ), presenting information ( $r = .335$ ,  $p < .05$ ), and employees' performance. Therefore, H3, H4, H6 and H7 are accepted.

### Conclusion and Recommendations

Personal knowledge management (PKM) plays a crucial role in enhancing individual effectiveness, goal achievement, and knowledge generation within organizations. PKM encompasses the processes through which individuals manage their knowledge, enabling them to filter relevant information and share it meaningfully. Effective knowledge management practices can lead to enhanced employee productivity and engagement, thereby improving organizational performance (Diamantidis & Chatzoglou, 2019). Recent studies have underscored the significance of presentation skills, evaluation and collaborating information, which are essential for employees to convey ideas effectively in professional settings.

Despite the positive implications of PKM on organizational performance, certain limitations were identified in the current study. It suggested that, to optimize information retrieval systems, collaboration and securing information, the organizations should implement artificial intelligence (AI)-enabled tools to facilitate and encourages collaboration and knowledge sharing among employees. AI technologies provide valuable insights that enable organizations to adapt to unexpected changes, thereby enhancing employee competencies and performance.

This study's focus on a single public organization limits the generalizability of the findings for the recommendation. Future research should consider diverse organizational contexts, including manufacturing and service industries, to gain broader insights into the impact of PKM on performance across various sectors (Wijayati et al., 2022).

Although PKM's potential to improve employee performance and organizational results is acknowledged, the limitations of this study need more investigation. Utilizing various organizational contexts, future research may provide a more thorough comprehensive of the correlation between PKM and employee performance. This approach will not only validate existing findings but also contribute new insights that can inform best practices in knowledge management.

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