Psycho-Social Perspectives Of Knowledge Sharing And Job Performance In Malaysia: Conceptual Articulation

S. M. Ferdous Azam, Jacqueline, Tham, Albattat, Ahmad

Abstract: The aim of this paper is to examine the psycho-social viewpoint of knowledge sharing and job performance in Malaysia. Since this is a theoretical review, this article relies only on the literature analysis and logical explanation based on the facts that have been addressed. The results stress many issues such as expertise in information management, knowledge engineering, and architecture of knowledge as well as community of knowledge. Findings show that skill loss can result in duplication of research, costly skills and information reviews, and non-experienced employees training. Not all information in institutions is of critical value, so it is not essential to collect and preserve it, but it is important to acquire critical knowledge at risk of loss. In addition, awareness of the loss of knowledge through employee attrition prompts companies to institutionalize certain processes in order to capture their employees’ tacit knowledge as much as possible. The most interesting observation, however, is that some companies do not have strategies in place to capture and retain their knowledge and, instead, continue to lose their workforce knowledge. In fact, skill acquisition by experienced workers is a critical resource and a key element for the business to gain a major competitive advantage.

Keywords: Knowledge sharing, Job performance, Psycho-social perspectives, Malaysia

1 INTRODUCTION

Knowledge exchange has been accounted for to be influenced by different institutional as well as leadership style and human influences that either promote or hinder the implementation of the existence-based system. Institutional considerations involve organizational structure and procedures, alignment and pecking orders, primary goal of the group, resource and time allocations, structured structures, and planning and development. The project demonstrates that the founders are promoting the information sharing cycle by serving as a good example of how training is communicated, establishing criteria of sharing information, and supplying the community with a network of educated individuals. Finally, individual elements consist of personal experiences, motivation, and the basis of individuals and experts. The most important factor shaping knowledge sharing is employee attitudes, according to Hislop (2003); Jolae, A., Md Nor, K., Khani, N., & Md Yusoff, R. (2014), so it is important to understand how individual attitudes and behaviours may affect knowledge sharing behaviour between employees (The & Sun, 2012; Zhang & Jiang, 2015). Focusing on Malaysia, it may be proposed that knowledge management is mainly about developing, delivering, energizing and promoting an organization's correct information ecosystems, empowering and encouraging experienced individuals to use and share their knowledge and create new knowledge (Bultrini, McGallum, Newman & Sempère, (Eds.). (2015).

The knowledge-based view, however, places great emphasis on human capital, such as the skills, knowledge, skills, attitudes, and motivation of people working for an organization, and how they use these skills for the organization’s benefit. In Malaysia’s situation, however, information management needs to understand its importance for effective job results as this is not fully or adequately grasped, the whole process emerges as a question (Golding & Murdock, 2018). In addition, information sharing has been recorded to be affected by numerous institutional, management, and individual variables that either hinder or promote the process’s success depending on the extent of its life (Cvitancovic, McDonald & Hobday, 2016). Malaysia needs to take the idea and resourcefully implement it. To do this, there is a shortage of academic research that can provide some insights. Research has shown that not only do organizations create new knowledge, they also forget or lose track of the knowledge they have acquired. At the same time, in some countries’ general economy, government service providers are now playing an increasingly important role (Peng, Qin, Chen, Cannice & Yang, 2017). Competition demands global rendering and retaining market share for high-quality service. Maintaining job performance by achieving high efficiency is essential for survival and growth. In addition to job performance, the common interpretation of multiple organizational performance measures is the triple bottom line referring to financial, social, and environmental performance indicators as outlined in the previous section (Ağan, Kuzey, Acar & Açıkgoz, 2016). The insistence on various performance measurement was due to the fact that companies have obligations to specific investors other than shareholders and therefore these commitments should be taken into account when approaching performance measurement.

2 CRITICAL LITERATURE REVIEW

The advent of information-based economies put priority on active knowledge management. Strategic use and information development as a key element for companies is targeted at achieving a sustainable competitive advantage (Omotayo, 2015). Knowledge is an amazing and dynamic term, usually separated from data and information in the development of a...
knowledge description. Knowledge is therefore more than data, and it is closer to practice. It is a synthesis of knowledge structured and converted, combined with the set of rules, procedures and activities that have been developed from experience and practice (Kalkan, 2008; Argote & Guo, 2016). There is also a need for an empirical analysis that can better explain Malaysia, and this report would address the current situation's existing research void. Upon the analysis of the data collected, the research will provide recommendations for the policy makers, academicians, practitioners as well as decision makers and other stakeholders (Mo & Hong, 2018).

The term knowledge has been used in various settings, including the importance and benefits of creating new knowledge, using existing knowledge, systems and methods to facilitate the use of knowledge and the importance of both individuals and the group to protect it in organizations (Gareth & Svetlana, 2016). Alavi and Leidner (2001) claimed that awareness is characterized as justified beliefs about relationships among concepts related to a particular knowledge field. Knowledge varies from information and data (Rosman, Peter, Mayer & Krampen, 2018). In other words, it is information that people use their abilities to collect and then apply to their daily lives. Alavi and Leidner (2001) discuss the creation of knowledge, the storage or retrieval of knowledge, and knowledge transfer and application of knowledge. Generally, the literature describes four to six cycles of information that are interrelated cyclically (Ganesh & Kumar, 2017; Nonaka and Takeuchi, 1995; Demarest, 1997; Alavi and Leidner, 2001). Similar to these views, this paper suggests that processes of knowledge management can be divided into five main types: knowledge acquisition, knowledge sharing, knowledge creation, knowledge retention as well as knowledge transfer. Although these forms are interrelated and similar to some degree, and are interrelated cyclically, they can be differentiated separately due to their different focal points. Furthermore, there were two forms of information listed by Polanyi (1966), such as tacit and explicit. These are the two forms of information that are widely recognized. Tacit information is characterized as abstract (Nonaka and Takeuchi, 1995), inexpressible (Polanyi, 1966), and qualitative in nature, evolving with the accumulated experience of an individual over time (Dooley et al., 1998). It is difficult to communicate and connect with others, embedded in the beliefs or feelings or ideals of a person (Debowski, 2006). Though implicit information is challenging to register, categorize and communicate, rational decisions and successful decision-making is considered vital for an enterprise (Baumard, 1999). Studies reveal that successful business owners have accumulated experience before starting their own businesses (Luk, 1996); especially in small businesses, such experience becomes a key source of tacit knowledge. Outside competence compensates for the comparative lack of skills and abilities of the founders in other situations (McAulay et al., 1997). By contrast, explicit knowledge is objective in nature, which is communicable in formal, systematic language, according to Polanyi (1966) and Nonaka and Takeuchi (1995). Several researchers have identified this knowledge as the awareness based on facts and hypotheses (Berman et al., 2002; Grant, 1996), can be clearly articulated (McAulay et al., 1997) and can be codified, repeated and conveyed as data to others (Debowski, 2006). Also known as objective knowledge or declarative knowledge (Kogut and Zander, 1992), it is preserved in past records and can be held in libraries, archives and directories, represented in words and numbers, and exchanged in the form of data, mathematical method, requirements, manuals, etc. Knowledge thus generated from the acquisition and use of data relating to the market share of a company, market opportunities and economic projections from various sources—internal and external are critical to its growth potential (Caldwell, Lowood & Wardrip-Fruin, 2015; Johnson & Kuehn, 1987).

2.1 Psychosocial Dimension of Knowledge Management

The word psychosocial aspect has turned out to be narrower concepts, psychological well-being through caring offices to the point that it directly points toward wider social and social impacts on wellbeing (Attah, Barca, Kardan, MacAuslan, Merttens & Pellerano, 2016). Three center spaces represent an individual's psychosocial dimension: cognitive potential, social environment, and culture and values. These areas delineate human, social and social capital that is accessible to individuals who react to the difficulties of winning living conditions and complex opportunities and conditions of crisis (Korsgaard, Anderson & Gaddefors, 2016). Clearly, different issues impact this stability, which is open to workers of companies that can influence job performance. The study aims to see how the exchange of information and social capital is tied to centralized system management. In view of the study context, analysts believe that distinctive aspects of social capital that require different forms of development efforts in information management and social capital enhancement in job performance (Hollenbeck & Jamieson, 2015). Research has shown that distinctive system sorts have different kinds of knowledge sharing needs, and to some extent comparable and diverse knowledge sharing influences or obstructions. The adequacy of these motivating actors in the structures could be improved by improving the relevant aspects of social capital. A pictorial description of the process is as follows:

![Figure 1: Psychosocial Dimension of Knowledge Management](image-url)

The effectiveness of information management relies on how knowledge management systems integrate with the structures and procedures of an enterprise in a way that supports the accomplishment of the objectives of a company. There are several categorizations of information processes and behaviors in the literature on skill management (Lee, Shiue & Chen, 2016). Nonaka and Takeuchi (1995), for example, divide knowledge management practices into the creation, incorporation and dissemination of knowledge. Demarest (1997) suggests four cycles for information management: creating awareness, embodying, disseminating and using knowledge.
2.2 Meta-Analysis on Knowledge Management

Knowledge is a strategic advantage that lets companies sustain their profitability on the business as well as reduce it. Knowledge has emerged as one of the organizations’ key strategic tools (Lopes et al., 2017; Phuoc, 2019; Raisal et al., 2019; Salem et al., 2019; Tarofder et al., 2019; Ulfah et al., 2019). Wenger (1998) recommended developing the requisite policies and structures for organizations to handle information effectively. Given a multitude of papers in the existing literature concentrating on different dimensions of knowledge management, there is a general lack of consistency with regard to the concept of knowledge management (Theurer, Tumasjan, Welpe & Lievens, 2018; Earl and Scott, 1999). With its origin firmly embedded in the study of knowledge, an issue of paramount concern itself that dates back to prehistoric times (Drucker, 1993; Turban and Aronson, 2001), knowledge management is rather an emerging discipline area that began to emerge in the early 1990s (Metaxiotis, et al., 2005; Prusak, 2001). Although this has culminated in a layer of definition and characteristics of the dimensions of information management, a somewhat divergent image of this field has also been generated (Kakabadse et al., 2003). A variety of literature-related concepts of information management are listed in Table 1.

<table>
<thead>
<tr>
<th>Author (Year)</th>
<th>Definition of Knowledge Management</th>
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<tr>
<td>Quintaset al. (1997); Tarofder et al. (2019)</td>
<td>Knowledge management is to discover, develop, utilize, deliver, and absorb knowledge inside and outside the organization through an appropriate management process to meet current and future needs</td>
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<td>Allee (1997); Davenport et al. (1998); Alavi and Leidner (2001); Raisal et al., (2019)</td>
<td>Knowledge management is managing the corporation's knowledge through a systematically and organizationally specified process for acquiring, organizing, sustaining, applying, sharing and renewing both the tacit and explicit knowledge of employees to enhance organizational performance and create value</td>
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<td>Holm (2001); Ulfah et al., (2019); Pathiratne et al., (2019)</td>
<td>Knowledge management is getting the right information to the right people at the right time, helping people create knowledge and sharing and acting on information</td>
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<td>Bhatt (2001)</td>
<td>Knowledge management is a process of knowledge creation, validation, presentation, distribution and application</td>
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<tr>
<td>Gupta et al. (2000)</td>
<td>Knowledge management is a process that helps organizations find, select, organize, disseminate, and transfer important information and expertise necessary for activities</td>
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<td>Malhotra (1998)</td>
<td>Knowledge management caters to the critical issues of organizational adaptation, survival and competence in face of increasingly discontinuous environmental change; it embodies organizational processes that seek synergistic combination of data and information processing capacity of information technologies and the innovative capacity of human beings</td>
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<tr>
<td>Horwitch and Armacost (2002)</td>
<td>Knowledge management is the creation, extraction, transformation and storage of the correct knowledge and information in order to design better policy, modify action and deliver results</td>
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<tr>
<td>Gareth &amp; Testa, 2009</td>
<td>Knowledge management is a systematic management endeavour to use resources and methods to identify, optimize, pass and implement the organization's knowledge and experience</td>
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<tr>
<td>James, 2005</td>
<td>Knowledge management is identifying, acquiring, using, supporting, maintaining and disposing of knowledge assets to add value and benefit all stakeholders.</td>
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<tr>
<td>Svetlana, 2016</td>
<td>Knowledge management can be characterized as the institutional ability which understands, locates, passes, transforms and spreads information into a competitive advantage.</td>
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<tr>
<td>Muhammad, 2014</td>
<td>Knowledge management is one of the organizations' tools to effectively implement systems that have the ability to improve the processes, shape the structure, and create a culture that facilitates better results for the organization's employees.</td>
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<tr>
<td>Mansour &amp; Mahin, 2014</td>
<td>Knowledge management is a management feature which defines, locates and controls the distribution of information within organisations to ensure that knowledge is used efficiently and effectively for operational purposes.</td>
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<tr>
<td>Nguyen, 2010</td>
<td>Knowledge management can also be defined as a set of processes for the transfer of intellectual capital to value such as innovation and knowledge creation, knowledge acquisition, knowledge organization, application of knowledge, knowledge sharing and knowledge replenishment.</td>
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</table>

When introduced, developments in information management typically go through an early stage phase of impressive performance, accompanied by a lean era with a steady recovery and higher growth to be seen in the following times (eGain Communications Corporation, 2004). In these days of intense competition, companies are struggling to meet the challenges raised by different forces, ranging from globalization to the proliferation of technology innovation to information formation, acceptance and distribution (Hitt, et al., 1998). The outcome of such tumultuous changes has caused a paradigm shift in setting firm priorities that place more emphasis on the use of its knowledge base than on the available physical resources (Wong and Aspinwall, 2005). Accordingly, conventional business strategies need to adjust to the dynamics of the evolving business landscape by using knowledge-based resources to gain a sustained competitive advantage (Grover and Davenport, 2001; Jackson et al., 2003; Sharkie, 2003). Therefore, companies involved in such information creation and distribution are ready to harvest the windfalls of accelerated technology development in these days. Therefore, it is no wonder that different aspects of knowledge management have received considerable attention from both academics and industry players, with the latter beginning to consider managing their knowledge base as part of their overall strategic initiatives (Hung et al., 2005). Knowledge management literature is widely available in previous studies, but the concept of knowledge management is not universally accepted and is defined differently in...
previous studies. Defining knowledge management could be a real challenge as it is a highly interdisciplinary field that attracts, among others, practitioners and scholars from various fields such as information science, philosophy, economics, library science, sociology, management, and engineering (Omotayo, 2015).

3 FINDINGS OF CONCEPTUAL ARTICULATION

Information exchange potential consists of two important areas: one is capacity for information networks, and the other is capacity for knowledge processes. Knowledge infrastructure capabilities include primarily technology, structure, and culture, while knowledge sharing process capabilities include knowledge acquisition, storage, application, and protection organizational capabilities (Tseng, 2016).

3.1 Knowledge Infrastructure Capabilities

Knowledge sharing infrastructure variables refer to organizational designs that enable the sharing of knowledge and infrastructure capabilities of an organization that comprise culture, structure, and IT infrastructure play an important role in improving the effectiveness of organizations, resulting primarily in enhanced collaboration, better communication, better decision-making, better employee skills (Sangeeta et al., 2015).

3.2 Knowledge Technology

Information sharing potential is the cumulative institutional practices that can facilitate the mechanism of knowledge sharing. The cycle of knowledge sharing involves knowledge development, knowledge learning, knowledge sharing, and implementation of knowledge, which preserves institutional awareness (Ute, 2008). Nikolaos et al. (2011) described information sharing enablers as the organization's framework for improving its knowledge and promoting the creation of new knowledge within the organization, as well as its sharing and security. Activities such as organizational development and technology, the development of systematic organizational structure, and an employee performance compensation system should be encouraged to effectively use knowledge assets in an organization (Sayed et al., 2011). In summary, the design of incentives and the role of information technology against the backdrop of organizational culture has been explicitly studied only by little prior research. Nevertheless, this work explores these important issues by expanding the idea of knowledge sharing between employees in depth on Malaysian Municipal Council for effective job performance from a psychological perspective. The design of this study opportunities and information technology in general to promote the exchange and development of expertise, thereby enhancing the output division of a business. The firm is therefore seeking the best incentive design and information technology support to leverage knowledge assets within organizations to enhance organizational cultural fitness, maximizing organizational benefit.

3.3 Knowledge Structure

Knowledge is a vital market tool in modern globalization. Knowledge viewed as a competitive advantage for surviving and keeping in the competition of company. Knowledge is essentially related to a worker of knowledge. They are individuals who possess the business knowledge, high skill, caliber, and highly talented. Business experience worker positions promote business decision taking, strategize business management and increase competition among other firms. In order to survive and maintain their competitive advantages in their business, knowledge structure has been recognized as important components. Through gaining expertise and using information, workers can be used for business strategy. Knowledge sharing enablers consisting of structure, culture and technology together with knowledge sharing practices are an organization’s crucial capabilities for effective knowledge sharing implementation (Allameh et al., 2011). Knowledge Sharing consists of two dimensions called knowledge processes knowledge and knowledge acquired to support these processes and also argues that Knowledge Sharing enablers consist of organizational culture, structure, people, and information technology support (Lee & Lee, 2011).

3.4 Knowledge Culture

Organizations consist of two or more individuals, each with unique values, norms and behaviors of their own (Robbins & Coutler, 2010). In other words, organizational culture is a collection of shared understandings of at the same time and place of knowledge, explanations, beliefs, values, communication and behaviors of large groups of people (Fakhare et al., 2012). The literature includes several interpretations of organizational culture of different bases, such as anthropological and sociological frameworks (Shakil, 2012). Robbins & Coutler (2010) defined organizational culture as "the shared values, principles, traditions and ways of doing things that influence how members of the organization act." Schein (2004) argues that culture, called artifacts, exposed values, and basic underlying assumptions, is visible to the observer at three basic levels. The basic assumptions of the last level refer to the unconscious, which includes thoughts, perceptions, beliefs, and feelings that are in the deeper level of culture. The term organizational culture is difficult to define, understand and manage; efforts to understand it are useful because most of the organizations ‘ mysterious and complex issues suddenly come to light when their employees understand the culture. Robbins & Coutler (2010) argues that the way employees act and interact with others is influenced by culture. Despite claiming to link organizational culture with corporate performance, previous studies have actually examined the existence and nature of this relationship due to its strong relevance to organizational action (Patrick et al., 2013). A good organizational culture that allows its members to participate and collaborate seems to be its most important asset (Mariama et al., 2013). According to Fakhare et al., (2012) it is their duty to incorporate their employees’ organizational culture and help them familiarize themselves with the organizational structure which lies with management and they must also try to maintain the learning environment within the group. Better understanding of society helps to improve the quality of the corporate workers. Employee performance considered the organizations as a backbone when it comes to their industry development. So it's important to get their employees' loyalty to the organization for all organizations. Organizational culture is an important aspect of companies, because it influences workers' attitudes, morale and beliefs. Strong culture could inspire an average employee to work well and achieve better results, while a poor culture can demotivate an excellent employee to struggle and end up with no accomplishment (Shakil, 2012). Culture is often viewed as abstract, hard to understand, and deserving of emphasis. However, in order to achieve better performance, the ability to
identify and understand the organizational culture traits provides a better understanding of operations (Mariama et al., 2013). Gerald et al. (2006) identified five organizational components such as teamwork, training, management, shared faith, opportunities and bonuses. He also suggested that cultural factors play an important role in determining the outcome of Knowledge Sharing efforts and therefore organizations intending to practice Knowledge Sharing activities require adequate attention and consideration for their culture. Degree of creativity, mission orientation, group orientation, degree of humanism and degree of aid are prevailing trends in organizational cultures, according to Lee & Yu, (2004). Robbins and Judge (2013) outlines organizational culture's roles as the development of corporate environment and institutionalization. Culture can be defined in general as the socialization of new members in the organization, establishing the difference between company and the sense of identity between staff and contribution to the organization. Culture affects activities that are essential to information formation, distribution, and use in several respects, according to Nguyen (2010). Starting by forming perceptions about what information is and what awareness in an enterprise is worth handling. Organizational culture defines the relationships between organizational and individual knowledge, determining who is responsible to control knowledge, as well as who is to share it and who can store it. Culture creates the environment or situation for social interaction that governs the use of knowledge in particular situations. Eventually, culture shapes the organizational process by which new knowledge is created, stored, and shared within the organisations. To promote the creation and implementation of expertise within an enterprise, a culture of integrity and respect is needed (Moffett et al., 2002). Similarly, in an atmosphere where continuous training and study is highly appreciated, accepted and encouraged. Martin (2000) suggests that a community of confidence and transparency is the key elements of an information culture. Strong cultures are useful only if they demonstrate adaptive and learning characteristics, but because of their many intertwining attributes, it is very difficult to mimic productive cultures (Lee & Yu, 2004). Explicitly advocated information exchange and skill aggregation through corporate culture that encourages discussion and discourse in encouraging individual contributions at multiple levels of the organisation (Davenport & Prusak 1998). According to O’Dell & Grayson (1998), workplace dialog is the foundation of creating new concepts and can be seen as having the potential to create new insights. An organizational culture that encourages collaboration and interaction among employees, particularly those who do not work in the same area, needs to transfer their tacit knowledge to explicit knowledge. However, culture is different only if it has unusual or uncommon qualities or features to other firms’ cultures.

4 DISCUSSION
Quality evaluation is the foundation of formulating plans and meeting corporate objectives in the future and is one of the most critical leadership roles in an organisation because it can take the company's mission and strategic goals to all the organization's workers and serve a position that allows internal business operations more effective. While a company's valuation is created by intangible assets such as information and product, financial calculation designed to measure performance takes a serious view; internal growth is still used widely to evaluate a company's performance in knowledge sharing as well as knowledge workers' efficiency. Financial reporting as a method of conventional performance measurement provides the organization with comparative objective performance results. Intangible assets such as information used instead of tangible financial assets to calculate the interests of the business. Accordingly, many scholars have made various attempts to measure job performance in knowledge sharing (Arora, 2002). There is a positive link between the ability of knowledge sharing to create competitive advantage and job performance (Schultz and Jobe, 2001). The degree to which managers are able to mobilize all the information assets held by individuals and groups to transform these tools into value-creating practices could contribute to an organization’s overall performance growth (Castanias and Helfat, 1991). Although there is substantial debate regarding developing more effective quality measurement systems for hospitality organisations, Al Ain Municipality continues to focus on a greater extent on conventional, easily quantifiable and limited types of performance measures (Brotherton and Shaw, 1996). Al Ain Municipality used numerous ways to calculate their performance; these are financial metrics of nature in particular. It means existing knowledge in organizations about performance measurement. However, it is more important for Al Ain Municipality operators to measure the financial aspect of their business than to measure any other dimension in detail, because financial controllers are responsible for making performance measurement decisions and these managers are likely to consider measures to help them in their work, thus focusing on financial measures. Previous studies used various dimensions to measure the performance of dependent variable work. Information generation is the use of an organization's internal and external tools to generate new information to accomplish the organizational objectives. Analysis and brainstorming approaches to make the best use of the information capital of staff, clients and vendors are techniques used in many effective knowledge-building companies (Moodysson, 2008; Gholamiet al., 2013). One of the critical elements for promoting organizational performance is knowledge creation that influences job performance significantly and positively by increasing employee performance, work relationships, innovation, productivity, customer satisfaction, and financial performance. Improved performance can therefore be one of the strategic and long-term benefits of achieving knowledge-building practices (Gholamiet al., 2013). Creation of information plays an important role in development. Organizational workers with rich knowledge-building experience should be implemented to enhance job performance on training commitment, open-mindedness and mutual dream and knowledge-building to boost organizational development and creativity (Kambiz & Aslan, 2015). Significant and positive relationships exist between knowledge creation and job performance (Mukhtar et al., 2015). Knowledge-building activities contribute significantly and favorably to overall business success, which is a blend of operational excellence, client understanding, brand management, and financial performance (Wasim et al., 2015).

5 CONCLUSION
The main focus of knowledge acquisition is the identification and search for new knowledge and the recognition of existing knowledge (Farizaet et al., 2015). The acquisition of new
knowledge depends on improving existing knowledge and skills (Kim and Lee, 2010; Liao et al., 2010). With the extension of the company's knowledge base, the company can offer new market solutions, thereby adding to the success and growth of the enterprise. Despite the fact that learning is an important process for knowledge sharing (Farizaet al., 2015), acquisition of knowledge allows companies acquire knowledge that is most important to support the firm's profitability and sustainability (Chen et al., 2010). According to Salina and Wan (2010), as contrasted with information transfer and application of expertise, knowledge acquisition is the main contributor to firm success. Companies collect and produce information and knowledge regarding their clients, rivals and suppliers through knowledge acquisition. Through acquiring new expertise, an organization can upgrade its information portfolio and compete better on the market. Companies find that their performance is directly improved by updated knowledge. The acquisition of knowledge is one of the critical elements for fostering organizational success. Increasing work relationships, employee performance, efficiency, financial performance, creativity, and customer satisfaction positively influence job performance. Improved organizational performance can therefore be one of the strategic and long-term advantages of achieving knowledge acquisition practices (Gholamiet al., 2013). Acquisition of knowledge is one of the ways in which companies may enhance their success goals (Bashir et al., 2014). In fact, the preservation of information is one of the critical elements for fostering organizational success. Knowledge management helps improve efficiency, financial performance, performance of workers, creativity, working partnerships, and customer satisfaction. Therefore, the improved performance is represented by the long-term and strategic benefits of fulfilling knowledge application practices (Gholamiet al., 2013). Storage of knowledge plays an important role in the innovation of the organization. Members of knowledge-rich organizations can enhance job performance on learning devotion, open-mindedness and shared vision (Kambiz & Aslan, 2015). Collection of information is an essential process of knowledge sharing which lets companies achieve their performance goals (Bashir et al., 2014). Knowledge storage practices contribute significantly and positively to overall business performance combining operational excellence, customer intimacy, product leadership and financial performance (Wasim et al., 2015). Development of information is one of the areas that organisations could enhance their success metrics (Bashir et al., 2014). Skill use and job performance have a positive relationship (Mukhtar et al., 2015). Invention is one of the main outcomes of an organization’s skill process. Employees with sound experience in knowledge application may improve the performance of the firm by means of learning, open-mindedness and joint vision and improvement in knowledge application practices can considerably improve innovation as well as learning (Kambiz & Aslan, 2015). Upon entering the company, workers’ skills and abilities should be maintained. Companies sacrifice tacit knowledge as employees leave for other companies, and businesses need to establish skill management plans because of other types of turnover. We continue to play a competitive position by effective communication, engagement and decision making as long as workers remain with the business. Knowledge is also left in their minds if employees leave and resign from the company (Thalmann & Manhart, 2013). Knowledge retention challenges exist in the form of resignations, retirements, and deaths, according to Wamundilla & Ngulube (2011). Mentoring and succession planning for Laaha (2005) is common in knowledge transfer organizations which promote the preservation of expertise. It is said that little has been achieved to preserve the history of workers’ tacit knowledge and archive organisation. Organizational leaders’ expertise is a vital strategic resource to be handled and maintained for good corporate financial and non-financial results. The turnover of workers, Dewah (2011) observed that organisations continued to lose abilities, skills and knowledge. Employees leave due to age, and in most instances they remain subject matter experts who need to collect valuable information (Kim, 2005). Knowledge loss can lead to duplication of work, costly searches for expertise and knowledge, and employees who do not learn from the experienced. If senior managers leave without providing instructions, the replacements’ job performance is often not equivalent to that of the retiring or moved individual leading to poor job performance (Dewah, 2011). Not all information in organisations is of critical value, so it is not essential to collect and preserve it, but it is important to catch critical knowledge at risk of loss. The perception of information erosion by workplace retention drives organizations to institutionalize those processes in order to retain their workers’ tacit knowledge as much as possible. The most interesting observation, though, is that some businesses do not have strategies in place to catch or maintain their expertise and, rather, continue to lose their staff information. Retention of knowledge from knowledgeable employees is a critical resource and a core element for the firm to achieve a significant competitive advantage (Grant and Grant, 2008). The organization’s scope for information acquisition encompasses people, processes, organizational culture, and the workplace’s physical environment. Once senior executives exit the enterprise, they depart with knowledge of the company’s day-to-day activities, awareness of previous successes and failures, tactics used in those circumstances, and knowledge of organizational culture, making their subordinates vulnerable due to lack of basic information that negatively affects job performance.

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