A comprehensive framework for strategic knowledge management in civil service organisations of Mauritius

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Abstract The acquisition and utilisation of knowledge possessed by employees within an organisation, particularly in the context of the Civil Service, can be a crucial asset in achieving the organization’s continuous business goals and objectives. This study investigates the methods and implementation of Knowledge Management (KM) in the public service organisations of Mauritius. The objective is to identify the attributes that contribute to the effectiveness of knowledge management (KM) and address significant obstacles in the KM process. The objective of this study is to increase awareness of Knowledge Management (KM) as a feasible option for enhancing the efficiency of civil service organisations. The study results imply that knowledge management in civil service organisations is still in its nascent phase, indicating a significant need for advancement in the whole knowledge management process. This study examines the present condition of knowledge management in the civil service organisations of Mauritius. The study primarily aimed to collect empirical data on the subjective impressions, attitudes, and perspectives of the respondents or interviewers regarding the investigated issues. The study use interpretive methodology rather than positive approaches. Nevertheless, this research solely concentrates on the 25 governmental ministries of the Republic of Mauritius. The proposed framework is anticipated to be easily implemented in para-statal entities and government-owned firms, necessitating only minimal adjustments. The objective of this project is to build an empirical basis for the creation of a knowledge management system tailored to the needs of Civil Service Organisations. This study focuses on analysing the mechanisms of Knowledge Management (KM) and their impact on productivity and efficiency in Mauritian Civil Service Organisations.

Keywords: Knowledge Management (KM), KM Processes, Mauritian Civil Service Organisations, and Productivity and Efficiency

1. Introduction

Knowledge management is a vital and indispensable element of an organisation, serving a critical role. As per Areed’s (2020) findings, knowledge is the foremost economic asset, exceeding money, natural resources, and labour. Knowledge is often regarded as an essential and greatly prized resource (Hegazy & Ghorab, 2014). The recognition of knowledge ownership and utilisation as a crucial economic asset has emerged due to the significance of communication and the ubiquitous accessibility of information. Knowledge management (KM) is a strategic approach that empowers firms to sustain a competitive edge over an extended duration. The present study aims to assess the preparedness of public sector organisations in Mauritius to initiate the knowledge management process. Implementing knowledge management inside the public service may pose challenges. Most civil service organisations in Mauritius do not have adequate infrastructure to successfully implement knowledge management. Conversely, there is a growing demand for the civil service sector, accompanied with escalating expectations from the inhabitants of Mauritius. However, a knowledge-based economy, like the one in Mauritius, faces considerable obstacles.

Mauritius is presently prioritising the reformation of its public service with the aim of enhancing service delivery and attaining optimal levels of customer satisfaction. Nevertheless, the existing study does not include a framework that effectively demonstrates a tangible instance of the “knowledge process” in relation to the public sector in Mauritius. The Mauritius Civil Service faces numerous challenges, including inadequate service delivery, a centralised hierarchical management approach, limited transparency and accountability, low productivity, decreased motivation, resistance to change implementation, unclear roles and responsibilities, inadequate coordination, excessive formalisation, insufficient professional expertise, and limited financial resources. Moreover, the effectiveness of knowledge management in the public sector is constrained by the political nature of governmental decision-making. The primary issue that necessitates attention is "How can Mauritian Civil Service
Organisations facilitate the acquisition and utilisation of knowledge to enhance productivity and foster favourable outcomes?" The primary objective of this study is to ascertain the conceptualization of knowledge management within public service organisations. Implementing this technique will allow for the development of a tailored knowledge management framework specifically designed for the Mauritian Civil Service Organisation. The research inquiries are outlined as follows: -

1. What specific operational methods does the Civil Service employ to effectively organise and facilitate the transfer of knowledge?
2. To what degree do the current practices demonstrate effectiveness in the field of Knowledge Management?
3. How widely is technology utilised in the administration of knowledge within the Civil Service?
4. What valuable information may be obtained from implementing Knowledge Management in Civil Service organisations?
5. What are the recommended strategies that can enhance the operational efficiency and effectiveness within the Civil Service?

2. Materials and Methods

This section offers a thorough examination of the current body of literature pertaining to the selected subject.

2.1. Reviews on Knowledge Management

Knowledge management (KM) refers to the process of acquiring skills, factual knowledge, and understanding that individuals get through education or practical experience. By doing so, individuals are able to enhance their ability to make informed decisions, evaluate the surrounding circumstances, and implement suitable measures (Awad and Ghaziri, 2004). Knowledge Management (KM) encompasses a variety of interconnected tasks related to the creation, acquisition, arrangement, protection, retrieval, and dissemination of knowledge. Gradually disseminating information across multiple projects can lead to the attainment of a competitive advantage. According to Davenport and Prusack (1998), knowledge management (KM) is a resource present in organisations, similar to human resource management, information systems, and organisational management. The term in question has its roots in the convergence of human resource management and information systems. Grey's (2019) study demonstrated that knowledge management (KM) focuses on the efficient utilisation of internal knowledge resources by organisations to sustain innovation, particularly during periods of market uncertainty. Furthermore, O'Brien (2015) proposed that knowledge management (KM) involves the systematic and explicit management of knowledge to effectively achieve organisational objectives through activities such as organisation, creation, dissemination, exploitation, and utilisation.

2.2. Reviews on Knowledge Management Processes

Given the lack of consensus among academics over a specific definition of knowledge management (KM), it is essential to examine the approaches proposed in the empirical literature. This is especially crucial during the period when KM had significant rise in popularity among the construction sector and academic communities. Hegazy and Ghorab (2014) provide a definition of knowledge management as a complete range of operations encompassing the generation, preservation, dissemination, and retrieval of knowledge. Multiple fields commonly exhibit a distinct prevalence of overlapping terminology. The terms "using" and "sharing" knowledge were employed, but Tiwana (2002) utilised the terms "utilisation" and "sharing." Davenport (1994) provided a definition of knowledge management (KM) that encompasses the activities of acquiring, distributing, and efficiently leveraging knowledge. In order to break down KM, it is necessary to identify specific essential components. Primarily, individuals have a crucial role in both generating and receiving knowledge. Moreover, content serves as the tangible components that convey the required information. Furthermore, routines and procedures serve to specify the specific guidelines for the gathering, access, and delivery of information. Moreover, technology facilitates the procedures of creating, conserving, disseminating, and retrieving information. Ultimately, the organisation establishes the fundamental framework for the harmonious coexistence of individuals, technology, content, and procedures. Applying internal knowledge resources is crucial for sustaining innovation, particularly during periods of market uncertainty. Furthermore, O'Brien (2015) proposed that knowledge management (KM) involves the systematic and explicit management of knowledge to effectively achieve organisational objectives through activities such as organisation, creation, dissemination, exploitation, and utilisation.

2.3. Reviews on Knowledge Management Practises in Public Sector Organisations

The presence of resources is a crucial factor that impacts the execution of knowledge management (KM). Nevertheless, the inadequate utilisation of these resources results in a detrimental effect on the return on investment for public sector organisations (Hegazy and Ghorab, 2014). Furthermore, Grey (2019) emphasises that around 50% of the resources at these institutions are not fully exploited, hence diminishing the potential benefits that could be derived from these resources. The Mauritian economy has successfully attracted experts and competent individuals from many parts of the world. However, it is crucial to recognise that these organisations may have a limited understanding of the most efficient strategies required to
effectively employ these resources (Hegazy and Ghorab, 2014). Government entities globally have initiated the use of information and communication technology (ICT) to enhance efficiency, enhance transparency, guarantee responsibility, and execute reforms in the public domain. Government entities in Mauritius, irrespective of their jurisdictional level, whether it is municipal, regional, or national, heavily rely on expertise. Hence, it is imperative for these institutions to give priority to the implementation of knowledge management (KM). Knowledge management (KM) is widely acknowledged as a crucial component of e-Government Plans in most nations. The primary benefit of knowledge management (KM) is in its ability to enhance productivity in the public sector, while simultaneously improving the delivery of public services.

2.4. Reviews on the importance of knowledge management for civil sector organisations: An international perspectives

The government of China implemented initiatives aimed at modernising the industrial sector through the promotion of a novel economic framework known as the knowledge economy. This new approach emphasises the promotion of technology and knowledge, research and development, and the creation of value-added products. The fundamental elements of production for firms according to conventional economic principles encompass machines, capital, raw materials, and labour. In an information-based economy, the significance of knowledge is paramount. Knowledge management (KM) has been recognised as a strategy for expediting the process of change. Knowledge management (KM) has witnessed widespread adoption and implementation across various sectors, including government, industry, corporations, and academia, over the past decade. To foster the development of a knowledge-based economy, the government implements policies that mandate government staff to actively pursue knowledge management (KM) objectives. In 2001, President Chen Shui Bian officially designated it as the inaugural year for the Republic of China’s pursuit of a knowledge-based economic society.

The establishment of the National Knowledge Commission was initiated by the Indian government with the primary objective of fostering the development and dissemination of knowledge management (KM). The commission aimed to achieve the following objectives:

i. It is imperative to implement measures aimed at securing India’s “knowledge advantage” in the forthcoming decades, whereby the nation attains a prominent position in the domains of knowledge creation, utilisation, and distribution.

ii. To foster the advancement of knowledge, it is imperative to enhance educational systems, promote domestic research and innovation at both laboratory and grassroots levels, and capitalise on foreign reservoirs of knowledge through the implementation of more open trading schemes, foreign investments, and technological licencing.

iii. The sectors that will be focused on include health, agriculture, government, and industry. This involves the use of conventional agricultural knowledge, the promotion of industrial and agricultural advancements, and the implementation of a strong e-governance structure for public administration.

The Malaysian government initiated the Multimedia Super Corridor (MSC) in 1996 with the aim of accelerating the country’s progress by establishing an optimal multimedia ecosystem that would attract leading international companies to utilise it as a regional hub. This initiative marked the initial phase in the promotion of knowledge management (KM) in Malaysia. The establishment of the MSC aimed to explore the limits of information and multimedia technology, showcasing its complete capabilities by enacting and enforcing cyber laws, utilising advanced technologies, and developing exceptional infrastructure (MDC, 2005). The Multimedia Development Corporation (MDC) is responsible for overseeing the Multimedia Super Corridor (MSC). The Multimedia Super Corridor (MSC) is a notable Malaysian endeavour in the Information Age. The subsequent examples represent the most notable applications:

i. The concept of electronic government, often known as e-government, refers to the utilisation of information and communication technologies (ICTs) in the delivery of government services.

ii. The multi-purpose card is a versatile tool that serves multiple functions.

iii. Intelligent Educational Institutions.

iv. Telehealth. Telehealth refers to the use of telecommunications technology to provide healthcare services remotely.

v. The topic of discussion is research and development (R&D) clusters.

vi. The topic of discussion is electronic business, sometimes referred to as e-business.

Mauritius is actively attempting to develop a society that is founded on information. The primary rationale for selecting public sector enterprises to spearhead the development and execution of knowledge management strategies is this. Furthermore, there are other generic challenges associated with functionality, operations, and administration that serve as incentives for implementing Knowledge administration (KM) in the public sector. A populace that is becoming more educated necessitates that the public sector possess the most up-to-date and pertinent expertise, given the rapid expansion of their knowledge and the rise of powerful individuals within the sector. Knowledge Management (KM) is based on the premise that the most valuable resource of an organisation is the knowledge possessed by its employees (Layne and Lee, 2015). This emphasis is reinforced by the current rapid pace of change observed in both the corporate sector and society as a whole. Layne and Lee (2015) have observed that knowledge management (KM) has acknowledged the presence of “knowledge work” in virtually all job categories. Consequently, there is a suggestion to classify staff as “knowledge workers.” This signifies a shift in which the conventional dependence on the physical aptitude of employees is being substituted by the recognition and appreciation of their cognitive capacity. Therefore, personnel in any institution or organisation primarily prioritise the efficient
utilisation of information, the process of growth, and generating important contributions. Knowledge management (KM) may augment and strengthen the efficacy and significance of government activities in contemporary times. The public sector and non-governmental organisations (NGOs) face challenges and opportunities resulting from the knowledge-based economy, globalisation, and advancements in information and communication technology (Bhutto, 2022).

2.5. Methodology for Conducting Research

Rajasekar et al. (2018) define research design as a methodical process used to collect knowledge and construct the structure for undertaking research. The study predominantly utilised a quantitative methodology to evaluate and improve the conceptual research framework. The study also conducted a comprehensive analysis from the standpoint of both users and management through the use of focus groups and interviews. Furthermore, it was determined that a qualitative methodology was appropriate for investigating the subjective components of this study. Considering the reasons described previously, it was found that a mixed-method approach, which incorporates both quantitative and qualitative components, is the most suited methodology for fulfilling the research objectives. According to Grey (2019), the questionnaire is a commonly employed instrument for data collection and is regarded as the most effective choice for efficiently surveying a large number of respondents within a limited timeframe. The questionnaire design employed in this study was deemed appropriate and readily comprehensible by the survey participants. According to Denscombe (2010), an interview is a research instrument employed to assess an individual’s knowledge, personal values, preferences, worries, experiences, attitudes, and beliefs. In order to optimise the efficiency of the questionnaire, a set of semi-structured interview questions was specifically tailored for this study. The primary objective of employing semi-structured interview questions was to verify and address any analytical deficiencies identified in the data gathered through the questionnaire.

A compilation of Ministries was built using the 2019 edition of the Public Sector Services Guide directory. A complete dataset was obtained, which identified a total of 25 Ministries. Hence, the survey included individuals from 25 ministries, namely Assistant/Permanent Secretaries, ICT Managers, HR Managers, Finance Managers, Directors, and Procurement and Supply Managers. The purpose of including these individuals was to gather pertinent data on managerial participation in Knowledge Management. There are a total of 172 members in the staff population. The qualitative study employed purposive sampling, employing interviews and focus groups. The survey employed the stratified random sample methodology to pick workers from various ministries. The Rasoft online sample size calculator was utilised in this specific study to determine the appropriate sample size. A sample size of 120 staff members was calculated by using a 5% margin of error and a 95% confidence level. The researcher choose to utilise SPSS (version 21) as the major analytical tool due to its widespread use as a statistical software capable of conducting intricate data manipulation and analysis. The study employed inferential statistics, such as chi-square, correlation, regression, and ANOVA techniques, to assess any associations or disparities between the variables under investigation. Furthermore, the study employed significance testing and hypothesis testing, with the p-value serving as a criteria. A p-value below 0.05 was considered to indicate statistical significance. To ensure the research’s dependability, a sample size of 10% (n=120) was selected and a preliminary study was conducted. Data dependability is commonly evaluated using Cronbach’s alpha, a statistical metric. A Cronbach’s alpha score of 0.7 or greater is usually accepted as an indicator of reliability (Sullivan, 2011). The statistical analysis of reliability yielded a Cronbach’s alpha coefficient of 0.8, surpassing the threshold of 0.7. The finding suggests that the acquired data demonstrates a substantial level of internal coherence and can be judged trustworthy.

3. Results

The researcher is highly confident in the potential of developing and implementing a Knowledge Management Strategic Framework to improve efficiency and productivity in the Mauritian Civil Service. To address the constant requirement for the Civil Service to attain and maintain a competitive advantage, several knowledge management (KM) models have been developed to aid companies in discovering opportunities to decrease expenses and improve quality. The main variables of this proposed framework are:

- **Culture** encompasses the collective beliefs, values, customs, habits, and artefacts that define a particular group or society.
- The term "strategy" pertains to a methodical and intentional technique utilised by individuals, businesses, or organisations.
- **Change management** is the methodical strategy used by businesses to efficiently plan, execute, and oversee modifications to their operations.
- **A learning organisation** is characterised by an organisational framework and culture that places a high emphasis on ongoing learning and growth. It entails the establishment of a conducive setting.
- **KM Networking** is the act of creating and sustaining relationships between people and organisations to enable the sharing of knowledge and information.
The study suggests that if these attributes are properly managed, the result will be a Mauritian Civil Service Organisation that is dynamic, innovative, efficient, productive, and provides high-quality service. Below, you will find a detailed explanation of each parameter.

3.1. Cultural Aspects

Culture plays a crucial role in various academic disciplines and fields of study. Culture refers to the shared perspectives and principles that are embraced by a community. The recognition of corporate culture as a major hindrance to effectively harnessing intellectual skills is increasingly popular. inside the domain of knowledge management, culture is defined as the collective array of values, beliefs, and practices that are widely shared among personnel inside a firm. It is commonly acknowledged as a significant impediment to the effective dissemination of knowledge. The prevailing culture within the public sector continues to be influenced by traditional bureaucratic principles. Moreover, a recent study has unveiled notable distinctions between public-sector organisations and private-sector organisations in relation to their objectives, accessible resources, and organisational constraints. According to Layne and Lee (2015, p. 123), enterprises that do not have a clear competitive environment are not motivated to improve their operational efficiency. Additionally, public sector organisations may not always make good use of human skills. The argument is likely to be valid as the hierarchical structures and processes within the public sector's culture may not adequately facilitate individual endeavours in knowledge acquisition or fostering creativity. During the recent "ACTKM" seminar, delegates from public sector organisations voiced apprehensions over the notion that the public sector has historically hindered the dissemination of knowledge and innovation. The thesis posits that the public sector, in contrast to the private sector, exhibits asymmetrical incentives that lead to more severe repercussions for unsuccessful innovations compared to successful ones. This situation is exacerbated by a lack of venture investment to encourage the development of innovative solutions to complex problems. Knowledge management (KM) specialists argue that the sharing of information is a crucial element in effectively implementing knowledge management. Nevertheless, in traditional domains of the public sector, this methodology is frequently not fully employed.

3.2. Strategy Formation Process

Incorporating a Knowledge Management programme into an organization's strategy framework is essential to ensure its effective execution and sustained prosperity. Knowledge management, although not inherently a separate strategic undertaking, should be initiated by top-level management and incorporated into the overarching organisational culture. Integrating an organization's most precious asset, knowledge, is crucial for achieving strategic goals in several areas such as technology, human resources, and customer service, while also optimising its efficient utilisation. This subsection analyses the process of creating Statements of Strategy documents for government agencies, as well as the effort to establish a competitive advantage. This study examines the impact of organisational characteristics on the process of strategy development, with a particular focus on the importance of e-Government as a strategic undertaking. In summary, it is crucial to highlight the necessity of integrating Knowledge Management (KM) inside an organization's current strategic framework, rather than regarding it as a distinct strategic undertaking. Civil Service Organisations acknowledge the importance of regularly reviewing and adjusting certain aspects of their plan. As a result, they issue an updated Statement of plan every two years. The Department's Statement of Strategy provides a concise summary of each strategic aim and its corresponding objectives. Subsequently, a comprehensive aggregation of "indicators of progress" is presented. These indicators are numerical standards that assess the actual accomplishment of each priority. Civil Service Organisations must possess the capability to supervise the progress of their strategic efforts, detect any deficiencies that may have arisen, and reevaluate their objectives in response to social and economic transformations. This can be achieved by utilising explicitly defined goals and measurable indicators of performance. In order to foster a cohesive and synchronised approach among the various organisations within the Mauritian Civil Service, it is imperative to take into account the following principles and suggestions:

The initial phase of the strategy formulation process involves conducting a comprehensive Strategic Review & Analysis. This entails evaluating the internal and external factors that impact an organisation, along with doing a thorough SWOT analysis to determine the department's strengths, weaknesses, opportunities, and threats. Moreover, it is crucial to consider the preferences of the department's customers throughout this period.

The Department is required to generate a concise objective statement, which serves as a formal articulation of the organization's mission. Furthermore, the Department should establish ambitious overall objectives in order to effectively fulfil its role.

The user's text is a checkmark symbol. Developing accurate strategies to address strategic difficulties and subsequently making informed decisions is of utmost importance. It is essential to select and execute an action plan for each strategy, while also establishing explicit objectives and performance targets.

E-Government as a Strategic Initiative in the Mauritian Civil Service
The Mauritian Civil Service, a non-profit organisation, incorporates e-commerce into the e-Government system, which is in line with the goals and objectives of e-Commerce. This involves the online provision of goods and services. It is essential to highlight that this applies not only to external consumers and taxpayers, but also to internal delivery.

When considering the implementation of e-Governance practices, it is essential to analyse the integration of a Knowledge Management System. According to Layne and Lee (2015), electronic government (e-government) refers to the utilisation of technology, particularly web-based Internet applications, by the government to improve the accessibility and delivery of government information and services to various stakeholders, such as citizens, business partners, employees, other agencies, and government agencies. The authors propose that e-government can augment the efficiency and efficacy of exchanges between the government and the people, resulting in streamlined, simplified, and more empathetic engagement. In the context of this study, the term "customers" refers to individuals who interact with different parts of a Department, including employees within the Department, officials from other Departments, and citizens of Mauritius (Layne & Lee, 2015, p. 123).

3.3. Change Management

An effective execution of a Change Management Programme is essential due to the significant likelihood of encountering various challenges pertaining to Organisational Culture throughout the restructuring of procedures and processes. Many personnel, particularly those in the public sector, have a strong desire to fully understand their job responsibilities and often show reluctance to embrace new methods. Diverse tactics are utilised to foster employee motivation in embracing change and facilitating the implementation of novel working practices. These strategies entail implementing team building initiatives and providing personnel the responsibility of implementing changes.

According to Chang (2015), the library and information services sectors have been at the forefront of utilising knowledge sharing systems, particularly WIKIS, in the public sector. These systems serve several purposes, such as improving the abilities and knowledge of employees in the United States and promoting a collective recollection among staff members. Despite encountering several challenges in its implementation and acceptance on a large scale, the primary objective is to ensure that all team members possess a comprehensive comprehension of ongoing activities and to promote transparency within the department. This entails not only documenting events but also gathering information that may be valuable to others, such as snippets of code (Chang, 2015). In order to facilitate the widespread sharing of knowledge at this level, a significant cultural transformation is necessary.

Fostering a Culture of Cultural Transformation in the Mauritian Civil Service

A Mauritian public service organisation could utilise multiple variables to efficiently facilitate a transformation in management and culture.

In order to foster a cultural revolution, the civil service organisation needs to efficiently convey to its staff the advantages of sharing knowledge, both in terms of individual rewards and their professional status within the organisation. Acquiring a robust understanding of "Personal Mastery" (Senge, 1999) is essential for employees to enhance their capacity to make informed decisions and attain desired outcomes. This can be achieved by combining an individual's personal vision with a pragmatic evaluation of their current circumstances, as elaborated upon thereafter. Promoting the voluntary disclosure of individuals' information, which they deem significant and relevant to their position and role in an organisation, is likely to foster a culture of knowledge hoarding. On the other hand, when individuals are shown that engaging in sharing practices is equally advantageous to their own interests, it fosters a sense of openness.

Foster a favourable attitude towards the sharing of knowledge within the Mauritian Civil Service organisation.

Facilitate the spread of information by leveraging the previously described Communities of Practise. Designate specific time for employees to participate in professional development activities that they find pleasurable (cf. www.google.com). The goal is to extract implicit knowledge and expertise that may be restricted to the mental capacities of personnel. Executives should consider this perspective on information as equally important to the organisation as its regular operational tasks.

Establishing a collective vision inside the Mauritian Civil Service organisation.

Projects should be strategically connected with a unified objective that encompasses the entire organisation, rather than being implemented in a disorganised manner through a top-down approach. A collective agreement was established, ensuring that all members would readily adjust to any changes. Achieving this purpose is challenging; but, by establishing a knowledge management (KM) strategy through education and communication within the firm, and sustaining these efforts, a sense of inclusivity may be fostered and dedication towards the overall goals can be cultivated.

Create a "Learning Organisation"
Individuals take on the responsibility of creating information, integrating it into the larger context, understanding its ramifications, and deciding on suitable actions (Senge, 1999, p. 444). The shift from a traditional, command-driven workforce to a self-directed workforce marked by the creation, documentation, and distribution of knowledge. Encourage the use of many channels to share information within the Mauritian Civil Service organisation.

3.4. Organisational Learning

Organisational learning is crucial for cultivating a workforce that is receptive to change, flexible, and proficient in assimilating new information. It enables firms to precisely perceive and respond to changes in both their internal and external environments. Organisations can enhance the generation, acquisition, transmission, retention, and efficient utilisation of information inside their internal systems through the implementation of information management practices. Organisations must exhibit adaptability in response to technical advancements and the evolving environment of business operations, which includes the rise of E-Business. Consequently, organisational structures may have transitioned to a knowledge-intensive framework, characterised by the exchange and dissemination of information across various organisational and geographical boundaries.

Each worker fulfils a vital function as a team member, contributing their specialised knowledge to a shared repository of information. Internal communication within the organisation has evolved into a bilateral process, frequently with diminished barriers between different departments. Nonaka (1995) highlighted the importance of teams gathering shared knowledge. In order to ensure a smooth and effective transition, businesses should prioritise the development of their culture and the talents of their employees, while also providing support for organisational learning. O’Brien (2012) emphasises the vital importance of individuals, both on their own and as a collective, in achieving this transformative effectiveness (p. 443).

In order to enhance employees’ personal development and satisfaction, it is crucial for the business to prioritise addressing their basic needs and desires. This involves fostering the development of interpersonal and ethical skills, while also promoting emotional awareness and control. According to Maslow’s 1943 paradigm, individuals are likely to exhibit self-motivation and proficiency in handling relationships and emotions once their fundamental needs have been satisfied. Witnessing the advantages encountered by others has an additional impact on the attainment of self-actualization.

In every business, particularly in the Civil Services, it is essential to create innovative methods to enhance the transfer of information and skills. This entails developing innovative initiatives, posing relevant queries, and fostering active engagement among team members and executives. Leaders must refrain from solely generating ideas in a traditional hierarchical fashion, as this is quite significant. Instead, individuals should perceive their role as fostering and guiding ambition, enthusiasm, and commitment, while also promoting the necessary collaboration.

According to O’Brien (2015), a management style that emphasises personalisation fosters varied perspectives and empowers individuals to autonomously explore their own ideas. As a result, employees perceive management’s perspective as being more inclined to assign a positive importance to their aims and objectives. Consequently, this perspective increases the likelihood of employees’ continued dedication and engagement in the job (p. 452).

The employees of a firm are considered valuable resources, and fostering engagement and involvement is regarded as the most efficient approach for management to gain support and carry out reforms.

3.5. The Development of the Mauritian Civil Service Network

This study investigates the advantages of collaborative efforts and consensus building among Civil Service Network groups concerning fundamental group concepts and issues. The essay examines the concept of Knowledge Management from the perspective of Social Constructionist theory. In addition, it specifies the creation of an Electronic Resource Centre (ERC) for these networks, utilising the Open Source technology MOODLE. Civil Service Networks refer to the integrated systems and structures inside a government bureaucracy that facilitate the operation and coordination of various civil service units and divisions. The Civil Service Training and Development Centre (CSTDC) operates as a subordinate department within the jurisdiction of the Department of Finance. The primary objective of this programme is to provide civil officials with training and growth prospects. Furthermore, the CSTDC plays a crucial role in providing support and coordinating many networks that span the whole Civil Service. These networks primarily consist of middle and senior managers who have specific roles within their respective departments, such as personnel officers or training officers. An executive committee with governing authority oversees the activities of these networks, overseeing meetings and determining the subjects for discussion. The network members, hailing from many business sectors within the Civil Service, bear the duty of upholding standards, implementing regulations, and making informed decisions regarding business procedures. Furthermore, they bear the duty of establishing regulations that promote the most effective approaches within their respective domains. The CSTDC now provides support for the following primary networks:

- The network of Departmental Training Officers (DTO) refers to a group of individuals who are responsible for overseeing and coordinating training activities within their respective departments.
The Women Managers Network (WMN) is a specialised association committed to providing assistance and empowerment to women in positions of leadership.

The Pensions Network is a consortium or company that has the responsibility of supervising and managing pension programmes.

The Personnel Officers Network (PON) is an organisation dedicated to facilitating connections and providing support to professionals in the field of personnel management.

The individuals responsible for overseeing the Performance Management & Development System (PMDS) are referred to as PMDS Officers.

The Project Managers Network is a prestigious network that promotes the sharing of knowledge and collaboration among project managers.

The present study aims to examine the relationship between the usage of the Moodle learning management system and the implementation of knowledge management practices in the Civil Service sector.

Moodle was chosen as the most suitable solution for establishing CSTDC's Electronic Resource Centre because of its capacity to improve learning and training inside the organisation. Moreover, it provides a diverse array of functionalities and has the capacity to integrate employment and career advancement elements. By using the suitable features of MOODLE, users/participants can augment their expertise and make significant contributions to the collective knowledge within their departments and the civil service or public sector in general. This is accomplished by granting users access to virtual workspaces that enable them to participate in online discussions, evaluate their peers, and collaborate on creating documents. These activities should be readily classifiable and easily searchable. The implementation of a collaboration tool within CSTDC aimed to streamline the exchange of knowledge and documents, improve communication among participants from other government agencies in similar fields, and foster the creation of collaborative papers from a Knowledge Management standpoint. The ERC aims to create new, shared knowledge by utilising the skills and knowledge of various participants, in line with the Social Constructionist ideology outlined above.

3.6. The Significance of Continuous Learning in the Mauritian Civil Service Organisation

The utilisation of MOODLE by CSTDC showcases the benefits of cooperation and represents a significant advancement in incorporating knowledge management techniques into users' daily activities. Furthermore, the decision to designate the tool as an Electronic Resource Centre, rather than solely as a Knowledge Management or Training tool, indicates a deliberate effort to change how it is perceived as a collaborative space for ongoing learning and professional development. O'Brien (2002, p. 444) emphasises the significance of empowerment, transparent communication, a cooperative culture, ongoing learning, and enabling ownership of change processes and outcomes as essential elements for an organisation's growth.

- The Mauritian Civil Service organisation comprises certain domains of particular significance.
- CSTDC's implementation of MOODLE is a significant advancement in integrating KM practices into users' daily tasks, as it effectively showcases the practical benefits of collaboration. By labelling the tool as an Electronic Resource Centre instead of a Knowledge Management or Training tool, there is a deliberate attempt to shift the perception of the tool from being solely a training or KM tool to being a collaborative environment for continuous learning and professional growth throughout one's career. O'Brien (2002, p. 444) advocates for the principles of "empowerment, transparent communication, a cooperative culture, fostering ongoing learning, and enabling individuals to take ownership of change processes and results" in relation to organisational growth. Users have the ability to label certain sections of the site or their personal preferences under their profile (such as papers, forum posts, pages, etc.). This feature enables users to interact with other users who share the same tag outside of their own workspace, either through an internal messaging system or email. It may be beneficial to join other workspaces where users with similar tagged interests are engaged. Additionally, tagging has the potential to be a potent method for discovering individuals with similar interests throughout the Civil Service.

- Workshops are provided by the Mauritian Civil Service agency.
- Workshops serve as virtual meetings when Network members convene to engage in peer evaluation of a specific piece of work submitted by an individual to the collaborative workspace. Every participant is encouraged to offer comments and additions, with the goal of collaboratively creating an authoritative model related to a specific issue. Novel policies and legislation have the potential to be evaluated through online peer assessment. Although policy papers may be lengthy and factual, the combined expertise of civil servants and policy implementers is often essential and extremely important. Incorporating advice from informed colleagues enhances comprehension of legislation and business protocols.

- The implemented knowledge management (KM) architecture for Mauritian civil service organisations has numerous benefits.

The recently devised strategic framework for Knowledge Management (KM) seeks to optimise the execution, usage, and improvement of KM practices within construction firms. This paradigm provides a systematic, comprehensive, and intuitive approach to knowledge management. This overcomes the constraints and deficiencies of current knowledge management.
systems, while highlighting the importance of the knowledge management team and end-users. The subsequent benefits of this innovative knowledge management approach are as follows:

- The newly implemented Strategic Knowledge Management (KM) Framework serves as a comprehensive classification system for all KM content resources that are essential for the efficient implementation and utilisation of KM procedures.
- The proposed framework has the capacity to enhance the creation of more effective methods and protocols for handling and processing diverse forms of knowledge. The framework highlights the significance of building, acquiring, and sharing various procedures, processes, roles, and technology to showcase the interdependence among diverse knowledge management resources.
- The Strategic Knowledge Management (KM) architecture offers a clearly defined procedure for collecting data and transforming it into information and knowledge.
- The suggested Strategic Knowledge Management (KM) framework aims to establish a methodical way to monitor and evaluate KM practices in Civil Service Organisations in Mauritius. This methodology offers a methodical strategy for collecting feedback from end-users regarding the efficacy, user-friendliness, and utility of knowledge management (KM) initiatives. The KM model functions as a perpetual monitoring tool that assists firms in identifying potential chances for obtaining and distributing new KM resources.
- The proposed Strategic Knowledge Management (KM) framework encompasses many tasks related to the planning and implementation of KM, the utilisation of KM technology components, and the management of environmental factors that impact the effectiveness and importance of KM.
- The proposed Strategic Knowledge Management (KM) paradigm facilitates the seamless implementation of ongoing operational processes and enables the concurrent execution of many tasks.
- The proposed Strategic Knowledge Management (KM) framework is comprehensive enough to effectively support the implementation and use of Knowledge Management Systems (KMSs).
- To ensure successful implementation of knowledge management (KM) in an organisational setting, it is crucial for management to furnish the necessary tools and technology, establish a performance evaluation system that recognises and rewards KM efforts, and incorporate KM activities and procedures into employees' work processes and tasks. Yet, the ever-changing nature of knowledge and construction domains presents difficulties in creating a complete knowledge management system (KMS) for building projects. Therefore, this research provides a fundamental groundwork for future improvements and modifications of the KM framework, with the goal of maximising its practical efficiency and effectiveness.

4. Discussion

Proposed Comprehensive Framework for Strategic Knowledge Management in Civil Service Organisations of Mauritius.

The survey results clearly indicate that most participants believe that significant challenges faced by public sector organisations are the most effective way to acquire, organise, distribute, and utilise participant data, thereby creating value. This statement emphasises the importance of implementing an effective knowledge management (KM) framework to constantly tackle the issues encountered in public sector interactions. An ideal knowledge management organisation that is highly suitable for equipping associations with the essential resources to develop, collect, arrange, distribute, and exploit collaborative information in order to question assumptions through common data gateways. Through the analysis of review information and evaluation of existing literature, several opportunities for improvement were identified with the aim of assisting Civil Service sector administrations in enhancing their knowledge management practices. This has prompted the researcher to develop a comprehensive knowledge management framework specifically tailored for Civil Services Organisations in Mauritius.

Stakeholders’ Perspectives

The senior managers in Civil servise organisations in Mauritius need to understand the benefits that Knowledge management will bring to the organisation (the cultural and reputational benefits as well as the financial benefits), and need to be reassured that KM will work, is doable, and will not cost more than the value it delivers. Civil servise organisations need to make the business case for KM, and show that KM will deliver greater efficiency, greater effectiveness, faster growth, bigger market share, faster time to market, and happier customers.

Mid-level managers often create a barrier that is extremely difficult to overcome when it comes to knowledge management in many businesses. These are the people who have tough choices to make. They have demanding customers, tight budgets, and tighter deadlines, and you are asking to divert the attention of their people away from what they see as the Day Job, and onto KM. Every penny they spend on KM is a penny less to spend on operational issues. KM, for them, is two steps away from operations (the first step is that operations requires knowledge, the second is that knowledge requires management). The result is that these are the people for whom KM is the toughest sell - the people who won't be swayed by
high level arguments or appeals to emotion. Civil servise organisations in Mauritius must plan to clearly addresses the middle managers as a core group, and that you have a well worked business case that addresses their concerns. In the absence of this, they have the potential to disrupt the entire programme, so it is crucial to persuade them that KM is designed to enhance the efficiency of the knowledge workers in their teams and projects.

The experts form one of core stakeholder groups in KM, and change management approach needs to explicitly address these people. For many years they may have acted as sole sources of much of the knowledge, and their personal status may be tied up with their own knowledge. They may be the people with the most to lose through KM. KM needs to offer them a new role, which can be seen as an opportunity rather than a threat. They will take leading roles in the management of knowledge in their areas of expertise, becoming the stewards and custodians of knowledge rather than the sole holders. Make sure these new roles are clear, made explicit and built into their job descriptions. There are other stakeholder groups in some organisations - Research and Development, for example, may need consideration, also HR, also the customer service agents, sales staff and so on.

![Figure 1 Proposed KM Framework](image)

The chief components of this proposed KM Framework are:
- Culture
- Strategy
- Change Administration
- Organisation Learning
- KM network

Limitations of the proposed Framework

- Knowledge Silos

Civil Services Organisations in Mauritius might even have their preferred ways of sharing data, such as Google Drive, Dropbox, or specialized platforms tailored to their needs. While these choices may provide convenience within individual teams, it becomes frustrating when they need to work together. Additionally, with no clear rules for naming and organizing documents, finding what the organisations need can feel like looking for a needle in a haystack. The main reason for this challenge is that many Civil Services Organisations in Mauritius still use clunky and outdated systems to store all their knowledge. These systems are often hard to maintain, have scattered knowledge storage and no indexing capabilities. This means that, even if valuable information is there, due to silos, it can be hard to find or locate, leading to frustration and wasting employees’ time.
Inaccurate or Outdated Content

In the dynamic realm of business, obsolete or erroneous content can surreptitiously hinder achievement. Outdated knowledge can result in suboptimal decision-making, dissatisfied customers, and reduced efficiency. Unfortunately, numerous Civil Services Organisations in Mauritius view knowledge management as a singular event. A common method involves generating information, uploading it to the company's knowledge base, and leaving it unaltered for extended periods of time. However, the audience, regardless of whether they are customers, clients, or internal team members, anticipates precise and prompt information. If the system fails to meet this expectation, it can prompt users to look for other options, eroding their trust in the system and causing them to be reluctant to use it consistently.

Inaccessible or Overload Information

The biggest challenge in knowledge management is finding the right information when an organisation needs it most. And, this is something that customer service agents face every day. While the information is somewhere in the organization, finding it feels like a never-ending quest. Representative delves into folders, navigates shared drives, and searches through various tools. Minutes slip away, turning into hours, and this inefficient information retrieval process leads to frustration for both the employee and the customer. The primary reason behind this challenge is the presence of organizational silos, coupled with an unintuitive structure and a deficient search function. These create inconsistencies in how data is organized, named, and tagged and make it hard to access. Moreover, as Civil Services Organisations in Mauritius expand and accumulate more information, it becomes increasingly challenging for employees to locate what they need. This issue is particularly true if Civil Services Organisations in Mauritius system relies on folder-based structures, such as Google Drive or SharePoint.

Resistance to Change

Employees frequently view new information sharing techniques as time-consuming and detracting from their primary duties. This fear of adjusting to new methods and the time commitment involved can result in resistance. In addition to time constraints, employees may feel uncomfortable about sharing their opinions, knowledge, and experiences. This can be due to reasons like job security, the fear of being replaced by more collaborative colleagues, a lack of clear incentives for sharing, or perhaps they've done so in the past, but their knowledge wasn't used properly.

Complex Knowledge Base Content Hindering Troubleshooting

One of the biggest knowledge management challenges faced by organizations is the presence of lengthy, complex, and disorganized knowledge content, especially in the form of Standard Operating Procedures (SOPs) or articles. For instance, take a scenario where your customer rep needs to assist customers promptly, but the required knowledge is scattered across lengthy documents. This overwhelming content makes knowledge retrieval difficult and time-consuming. Consequently, service agents are compelled to place consumers on hold in order to obtain advice from colleagues or supervisors. This delay can have negative consequences, as studies suggest that customers are prone to terminating the call after only one minute of being put on hold, resulting in customer discontent and potentially even client attrition.

5. Conclusions

In summary, the findings of this inquiry validate the Research Questions and provide evidence for the proposed research topic. The participants were interviewed and requested to provide their viewpoints on the importance of efficient knowledge management (KM) in achieving optimal outcomes in their ministry. The majority of participants reached a consensus that the framework will be exceedingly comprehensive, encompassing a broad spectrum of categories. The framework exhibits a profound level of knowledge management considerations. Furthermore, the participants were asked whether they considered that the implementation activities would assist their businesses in efficiently managing knowledge. All respondents provided really positive feedback. The majority of participants expressed that using such a framework would be advantageous in efficiently handling information and improving the competitiveness of the business. By conducting testing of the framework in different business and academic settings, it is possible to make improvements and improve its effectiveness. The scope of this research is only restricted to civil service entities in Mauritius. Hence, after the effectiveness of the Strategic Knowledge Management Framework has been demonstrated in the Civil Service, it is expected that other government departments, offices, parastatal organisations, and government-owned enterprises may also choose to use it. A comprehensive investigation could be conducted in the Mauritian public sector with the objective of improving economic growth and development.

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Ethical considerations
Prior to conducting the survey, ethical considerations such as fairness, plagiarism, accurate representation of information, honesty, confidentiality, support, privacy, respect for respondents' privacy, professionalism, and informing participants about potential study complexities will be taken into account. Throughout the procedure, consent was obtained from the participants and measures were taken to guarantee their privacy. The participants were informed of the various aspects of the study. Participants were also informed about the need of providing thoughtful and unique responses prior to the administration of the questionnaires. During the course of the study, diligent efforts were made to ensure that participants were contacted in a manner that minimised the risk of causing physical or emotional harm. This was achieved by employing language that was both harmless and polite, while avoiding any kind of coercion, discrimination, or unfair treatment. The researcher took measures to ensure that his own thoughts on the subject did not impact either the responses or the final results. The selection of the interview sample population for this study was based on its significance to the research subject matter, rather than its accessibility. I confirm that I have obtained all consent required by the applicable law to publish any personal details or images of patients, research subjects, or other individuals used.

Conflict of Interest
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