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## **Towards a Better Understanding on the Relationship between Knowledge Sharing and Public Service Motivation**

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### **ABSTRACT**

*Knowledge sharing has been acknowledged as the right mechanism for public servants to share best practices in performing work among workers. The sharing of best practices on learning by actions (doing) seems to enhance motivation among public servants to provide quality services. Thus, the purpose of this study is to examine the relationship between knowledge sharing and public service motivation among civil servants in the Department of Student Affairs, UiTM Merlimau and Public Works Department (JKR), Jasin, Malaysia. A total of 150 questionnaires were distributed but only 118 questionnaires were validly returned and used. The findings demonstrate that the level of knowledge sharing practices in both organisations is at moderate level. Pearson correlation analysis shows that policy making, commitment to public interests, social justice, civic duty, compassion and self-sacrifice*

*have significant relationships with knowledge sharing practices. Meanwhile, multiple regression analysis reveals that only commitment to public interests, social justice as well as civic duty significantly influence the practices of knowledge sharing. The findings conclude that knowledge sharing is key element used by civil servants in producing public service motivation.*

**Keywords:** *Knowledge Sharing, Public Service Motivation, Public Sector, Malaysia, Questionnaire*

## INTRODUCTION

The statistics of public servants released by Chief Secretary of Malaysia Government for 2019 is 1.7 million which consist of the highest group of management, professional management and supportive staff (New Straits Times 2019). The main challenge faced by the public servants currently is to use practical intelligence in problem solving to manage the demand for better service from the public. Public servants also need to respond to the needs and expectations of different interest groups; the citizenry, the private sector, politicians and other stakeholders. Numerous debates proposed that public servants should improve their competitiveness and efficiency in carrying out tasks (Manaf, Armstrong, Lawton & Harvey, 2018; Mihaela & Stefan, 2010).

The growing challenge for public servants is not only to deal with stakeholders, but also need to deal with the complexities of the job itself and coordination with other departments. To be a productive public servant, an employee must be actively involved in any program(s) conducted by a given organisation. Knowledge sharing practices in the public servants are essential to improve the quality and performance of the public service itself (Ahmed, Ahmad, Ahmad, & Zakaria, 2019). However, many of the workers still assume that knowledge is a competitive tool for self-interest. In fact, knowledge is also regarded as one of the most important assets in organisations. To maintain the competitive nature, every organisation must practise knowledge sharing. The knowledge that they gained should be shared among employees in the organisation. However, the process of knowledge sharing among employees is very challenging (Asrar-ul-Haq & Anwar, 2016; Ergün & Avcı, 2018).

Nowadays, the world economic revolution is moving towards a knowledge-based economy. The efficiency and effectiveness of public service has always

been an important issue in many countries including Malaysia. As reported in the Eleventh Malaysia Plan (RMK-11), in the making of Malaysia as an inclusive and sustainable developed country, it is important to aim at creating a more effective, transparent and performance-based incentive programme to attract investment and boost productivity (Eleventh Malaysia Plan 2016-2020, 2015). This has been emphasised in the past 10 Malaysia Plan, yet the desired result was not achieved. Considering the above discussion, the public servants must not only be knowledgeable but also be able to practise effective sharing of information and knowledge at their disposal. Consequently, knowledge sharing practice is viewed as an important asset that becomes major source of improving public service performance. According to Witherspoon et al. (2013), knowledge sharing can be categorised as one of the building blocks in achieving organisational success as well as acting as a survival strategy in this era of knowledge.

In organisations, there is a culture that supports the knowledge sharing as well as the culture that is contrary to it. High level of commitment is needed to implement knowledge sharing where the importance of the commitment from top management is the key to success (Davenport, De Long, & Beers, 1998; Singh, 2008; Yang, Huang, & Hsu, 2014). This is because the process of implementing knowledge sharing practices must be made on the ongoing basis. The leadership (top management) must provide conducive environment that brings about full cooperation in terms of encouragement, appropriate resources, recognition and rewards in assisting other employees to be more passionate in practising knowledge sharing. The support and involvement of top management will be the main catalyst for the success of a knowledgeable organisation (Shao, Feng, & Liu, 2012; Dong, Bartol, Zhang, & Li, 2017). Information delivery channels are also among one of the challenges in knowledge sharing. The process for implementing knowledge sharing and skills will be less effective without a good system of communication. Among the other channels in information delivery that are growing fast are the use of e-mail, social media tools and other electronic aspects (Schiuma, Vuori, & Okkonen, 2012; Ahmed, Ahmad, Ahmad, & Zakaria, 2019; Zhao et al., 2020). Social media can be used as an intermediate medium for sharing knowledge and information. However, not many are using the platform of electronic communication effectively as there are lacks of awareness on the importance of practising knowledge sharing (Yusof, Ismail, Ahmad, & Yusof, 2012).

In the information and technology age, knowledge sharing could be more effective in disseminating knowledge via technology tools. By sharing

knowledge and information using technology would increase effectiveness of service delivery in public agencies (Ahmed, Ahmad, Ahmad, & Zakaria, 2019). Furthermore, if government is able to disseminate information with fully digital services than it would probably reduce tendency of corruption among public servants. In Malaysia, the quality of public service has been criticized by various parties. It has been reported that 52.46% of civil servants involved in corruption have been recorded by the Malaysian Anti-Corruption Commission (MACC) for the period of 2018 (Malaysian Anti-Corruption Commission, 2019). The effectiveness of government service delivery can be measured through complaints received from the public through the Public Complaints Bureau. As recorded in the Public Complaints Bureau, the numbers of complaints received are high and not all issues can be resolved. According to the complaints received by the Public Complaints Bureau (2017), all states in Malaysia showed that there are still unresolved cases. A total of 4.5% of complaints received are still unresolved (Malaysian Anti-Corruption Commission, 2019) and this proves that the delivery of public services in Malaysia is still weak (Manaf et al., 2018). Among the factors identified in the delay of the action on complaints made by the public are due to the lack of knowledge sharing among agencies.

The positive impact of knowledge sharing is exchange best practices in producing work and services (Singh, Gupta, Busso, & Kamboj, 2019). This scenario will help newcomers to learn fast and minimise error that may occur in deliver work. Good working environment by sharing best practices would increase motivation among employees (Lam, & Lambermont-Ford, 2010), particularly among public servants. Public service motivation (PSM) is important and should be instilled in civil servants. As civil servants, they must have the characteristics of PSM that are nurtured and practised. There are handful of civil servants who are unconscious and do not have the characteristics of PSM as their main concern is work based on self-interest as life support (Chen, Hsieh, & Chen, 2014; Breugh, Ritz, & Alfes, 2018).

The enhancement of PSM does not only lies with employees (individuals) but also public organisations must be involved in providing support, encouragement and convenience to employees, even the individuals themselves must instil the love of the nation and abide by the work done in boosting organisational performance. This is because there is lack of value on public service motivation within themselves and knowledge sharing are not practised by the workers as well as within public organisations (Chen & Hsieh, 2015). Hence, little research has been conducted on the relationship

between knowledge sharing and the public service motivation (Kim, 2018; Chen & Hsieh, 2015). Therefore, this study was conducted to examine level of knowledge sharing practices, level of public service motivation and the relationship between knowledge sharing and motivation of public services. The linkages between knowledge sharing and public services motivation enable the civil servants to be more open and aware in sharing information and instilling the nature of PSM within employees.

## **LITERATURE REVIEW**

To achieve a developed nation, human resources serve as one of the most critical factors for organisational success, especially in the public sector. In other words, civil servants are one of the vehicles for delivery public goods and service, in that they play an optimum role in achieving organisational goals. Therefore, the elements that exist in an individual cannot be underestimated especially on the part of management because they are the ones that will play the important role in bringing public organisations to fruition or otherwise.

According to Article 132 of the Federal Constitution, the civil service consists of the General Public Service of the Federation, states, councils, education, judiciary or legislation, police force and armed forces (Federal Constitution, 2014). However, knowledge sharing may not be possible if public servants themselves are not willing to share their knowledge and expertise with others. Knowledge sharing is something that is difficult for individuals, particularly the tacit knowledge (Davenport & Prusak, 1998; Abdul Manaf, Harvey, Armstrong, and Lawton, 2020) and in most cases an individual cannot share knowledge unless it is useful and beneficial to them (Ryu, Hee, & Han, 2003). Knowledge sharing has been defined or rather conceived by various authors from different standpoints. Although the interpretations are given using different forms of texts, the key to share of knowledge is the same. The existence of knowledge sharing is when an individual has an interest in being open-minded to help other individuals to create or share a new knowledge among themselves. In terms of public service, knowledge sharing can be defined as the willingness of the employee in the organisation to disseminate 'own-knowledge' to other employees and their ability to receive knowledge from other employees in the organisation (Singh, Gupta, Busso, & Kamboj, 2019). The important motives of this knowledge sharing are to enable employees in the organisation to solve problems that arise, reduce overlapping or excessive costs and allow the creation of the innovation to thrive in the organisation.

In addition, knowledge sharing is also an individual's readiness to share their knowledge with other individuals as well as the individual's ability to receive knowledge or information from others. According to Sharratt and Usoro (2003), knowledge sharing is a process of information transmission between two parties: the sender and the receiver. However, knowledge sharing is influenced by many factors. Some of the factors are individuals, organisations and technologies. In fact, knowledge sharing consists of acquisition, dissemination, sharing and knowledge management. There are three things that need to be emphasised in the process of knowledge management such as developing or creating knowledge, storing knowledge and sharing knowledge (Bhatt, 2001; Dong, Bartol, Zhang, & Li, 2017). This knowledge includes the specific knowledge through learning, training, observation and work experience that are available to individuals. The process of managing knowledge is critical in developing individuals' knowledge in organisations.

Knowledge sharing should be imbibed and practiced by all individuals and organisations as it enhances organisational performance. Moreover, knowledge enables individuals to improve their skills and competence needed to advance professionalism. With knowledge, workers will be able to share the best way at work, increase the creativity and ingenuity in product and service aspects, and increase productivity within organisations by shortening the process for problem solving, especially when the solutions are the best solutions that can be employed by other employees (Zuliana Zookefli & Khalil Md. Nor, 2008; Singh, Gupta, Busso, & Kamboj, 2019).

In Malaysia, majority of the organisations, both public and private sectors, have started to emphasise the importance of knowledge sharing among employees. This practice is very important and should be imbibed by all parties. According to McDermott and O'Dell (2001), the existence of this knowledge-sharing practice breeds a healthy work culture and competition within organisations. To achieve vision 2020, various initiatives have been implemented by the Malaysian government to realise the dream by preparing all government apparatus to participate, contribute and cooperate. For example, the Malaysian Institute of Higher Learning has its own role to support the vision 2020 by turning out graduates to produce knowledgeable workforce in the country (Ministry of Finance, 2002).

It is evident that knowledge is the key to driving Malaysian economy in a more brilliant, glorious and distinguished direction. According to Alavi and Leidner (2001), knowledge management refers to a systematic way of sharing

and using knowledge by identifying, managing and sharing all information assets in the organisation where the assets mentioned include databases, policies, procedures, experience and expertise of workers. In addition, knowledge management is concerned with the human and processes used to share information and generate knowledge.

Generally, motivation is shown as an abstract and cannot be physically measured. According to Council Dictionary (2007), motivation is defined as a strong desire for oneself to try or do something with a goal to achieve success. Furthermore, motivation also plays an important role to ensure that organisational productivity and objectives can be achieved. The presence of motivational aspects in civil service is likely to influence the productivity of public servants in carrying out their respective duties.

In this study, one of the dimensions deals with motivation in public setting known as Public Service Motivation (Kim, 2018). In this dimension, there are some features and criteria that have been termed as motivating factors for individuals in the public sector. Evaluation or achievement by civil servants has an intrinsic factor in terms of motivation as it leads to job satisfaction. Public Service Motivation is believed to have certain characteristics that explain more about the motivation among civil servants. According to Kjeldsen and Hansen (2013), public service motivation has shown a positive impact on job satisfaction especially in the public sector.

Public service motivation (PSM) is perceived as a person's predisposition to yield to motives grounded primarily in public organisations (Perry & Wise 1990). The motive here connotes 'the psychological deficiency' in which a person feels compelled to address. In the conception of public service motivation, there are three main categories that have been distinguished by Knoke and Wright-Isak (1982) for the motive term; rational, normative, and affective. For rational motives, it involves actions based on maximum utilisation of utility for an individual. Motives based on norms refer to actions taken in compliance with given norms while affective motives refer to behavioural triggers based on emotional responses to various social contexts. PSM is grounded in six attributes which include; attraction to policy making, commitment to the public interests, social justice, civic duty, compassion and self-sacrifice. Kelman (1987) stressed that rational motives entail opportunities for civil servants to take part in the implementation or formulation of public policy. The attraction to public policy making can be exciting and dramatic which encourages and strengthens the image of a

civil servant to perform more productive tasks. In other words, policies are formulated to better living conditions of the citizenry.

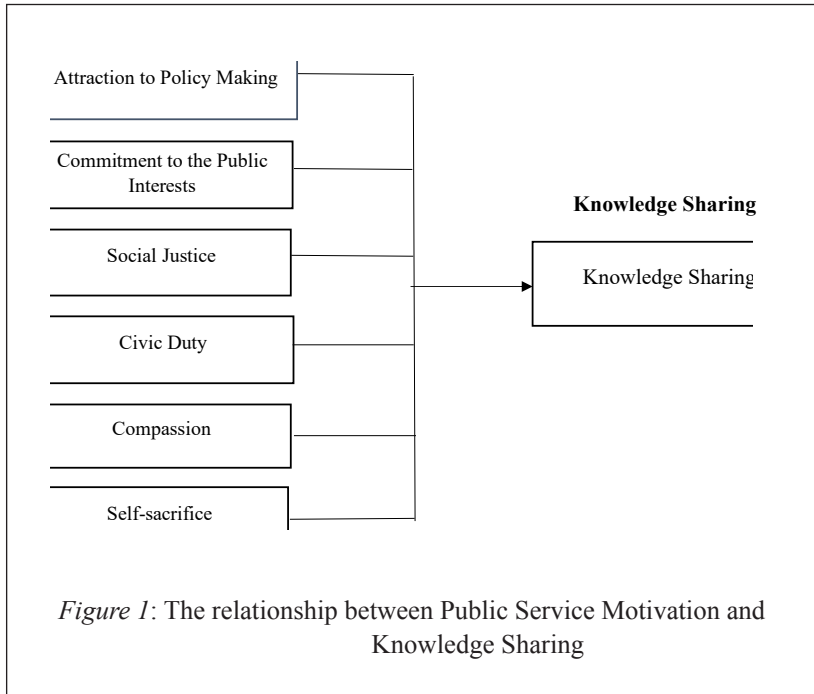
One of the usual normative foundations in the civil service is the commitment to public interest. Downs (1967) argues that the desire to serve the public interest is essentially altruistic, although public interest is understood as a relative term. In this connection, civil servants have been entrusted with the responsibilities and tasks of delivering public goods and services to the citizenry grounded in public interest.

PSM is a form of altruistic motivation that demonstrates a positive relationship with general knowledge sharing. This is evidenced by previous studies; Chen and Hsieh (2015), revealed four dimensions in PSM: attraction to policy making, commitment to the public interests, compassion and self-sacrifice; these have a very strong and positive relationship with knowledge sharing. Furthermore, PSM theory has increased the level of knowledge sharing among individuals (Bozeman & Su, 2015). In other words, PSM can improve the orientation of civil service, not just across public organisations, but also beyond. Therefore, further research should explore how PSM influences the sharing of external knowledge between civil servants and other stakeholders. Accordingly, Sangmook (2018) reported that the two dimensions of PSM (i.e. attraction to the policy making and the commitment to the public interest) are positively associated with the sharing of knowledge in the public sector of Korea.

The purpose of this study is to explore the relationship between the public service motivation and knowledge sharing in public organizations. In this study, the public service motivation is considered as the independent variable while knowledge sharing is considered as the dependent variable. Therefore, this is further elucidated in the following diagram:



## Public Service Motivation



## METHODOLOGY

The study employed quantitative design using questionnaire in gathering data. A total of 150 questionnaires have been distributed to civil servants working at the Department of Student Affairs, UiTM Merlimau and Public Works Department, Jasin. However, only 118 questionnaires were valid and used. For this study, the population is Malaysian civil servants, while the sampling of the survey is restricted to civil servants working at UiTM Merlimau and Public Works Department (JKR), Jasin. These two agencies chosen because of high number of employees and nature of work in these agencies similar with other government agencies. The total population of administrative staff from professional management groups and support groups for both organisations is 400. Selection techniques were conducted based on simple random sampling and stratified random sampling.

The sampling method used in this study was a random sampling method (probability sampling). Using this simple random sampling method, all the population included in this study had the same opportunity to be selected. According to Bailey (1984), the advantage of this method is that it reduces the biasness in a research. In this study, the sample of the study was 150 respondents who fill out the questionnaire on the timeframe given.

Table 1.

*Population and Sampling*

Organization	Population	Sampling
• UiTM Merlimau (HEP)	280	58
• Public Works Department, Jasin	120	60
Total	400	118

The main instrument used to collect the data for this study was the questionnaire distribution method. A total of 150 staff from UiTM Merlimau and Jasin Public Works Department (JKR), Jasin completed the survey questionnaires for this study. The questionnaire was composed in Bahasa Melayu because it is the national language of the study area and easy to understand by most respondents among civil servants (Malays). The questionnaire consists of three main parts with 57 questions to be completed by the target respondents. The three sections mentioned above are: Part A, Part B and Part C as shown in Table 2.

Table 2.

*Parts of Questionnaires*

Part	Variables	Total of Questions
A	Respondent Demographic	8
B	Knowledge Sharing	19
C	Public Service Motivation	30

Based on Table 2 above, Part A contains items related to the respondents' demographic factors comprising eight questions concerning gender, age, education level, service period (current position), service period (last post), post and grade, organisation and department. Part B contains 19 items related to the sharing of knowledge. While in Part C, there are 30 questions related to public service motivation. Part C was broken down into six subdivisions from C1 to C6. This breakdown is based on six dimensions/components of public service motivation (i.e. attraction to policy making, commitment to public interests, social justice, civic duty, compassion and self-sacrifice). Likert scale was deployed in measuring the items in Part B and Part C respectively, in which the respondents were given four choices of response (4 Likert scale); '1' Strongly Disagree, '2' Disagree, '3' Agree and '4' Strongly Agree.

## **RESULTS AND FINDINGS**

The analysis and interpretation of the results were conducted statistically. The data collected were analysed using the Statistical Packages for Social Science (SPSS) Version 25. In the descriptive analysis, demographics and respondents' information were analysed in percentage and frequency. Additionally, the analysis associated with both variables was also conducted to determine the level of achievement of the respondents by using the minimum test, standard deviation, minimum and maximum marks. Then, the inferential analysis was conducted to find out the influence of independent variables, namely public service motivation in terms of its dimensions (attraction to policy making, commitment to public interest, social justice, civic duty, compassion and self-sacrifice) on dependent variables namely knowledge sharing practice by using Pearson correlation technique as well as regression.

Subsequently, mean and standard deviation were used to show the comparison between the respondents' groups or categories to ascertain how knowledge sharing practices in public organisations are influenced by the dimensions of public service motivation.

### ***Research Demographics***

The demographics in this study are gender, age, education level, service period (current position), service period (past job) and organisation. Based on Table 3 below, it shows the analysis of respondents' information by category using frequency analysis and percentage of 118 respondents.

Table 3.

#### ***Respondent Demographic***

<b>No</b>	<b>Features</b>	<b>Frequency (n=118)</b>	<b>Percentage (%)</b>
<b>1</b>	<b>Gender</b>		
	• Men	72	61.0
	• Women	46	39.0
<b>2</b>	<b>Age</b>		
	• 21-30 years	23	19.5
	• 31-40 years	62	52.5
	• 41-50 years	26	22.0
	• More than 50 years	7	5.9
<b>3</b>	<b>Level of Education</b>		
	• SPM/SPMV	71	60.2
	• STPM	2	1.7
	• Diploma	21	17.8
	• Degree	18	15.3
	• Others	6	5.1

No	Features	Frequency (n=118)	Percentage (%)
4	Service Period (Current Position)		
	• 1-5 years	36	30.5
	• 5-10 years	21	17.8
	• 10-15 years	28	23.7
	• 15-20 years	17	14.4
	• 20 years and above	16	13.6
5	Service Period (Past Position)		
	• 1-5 years	51	43.2
	• 5-10 years	28	23.7
	• 10-15 years	18	15.3
	• 15-20 years	9	7.6
	• 20 years and above	12	10.2
6	Organization		
	• UiTM Merlimau	58	49.2
	• Jabatan Kerja Raya, Jasin	60	50.8

Table 3 above contains the analysis of respondents' information in the form of frequency and percentage. Most of the respondents were men, consisting of 72 persons (61 percent) and the rest were female respondents with 46 respondents representing 39 percent. In the age category, most of the respondents were in the age range of 31-40 years, with 62 respondents representing 52.5%. Furthermore, 26 respondents representing 22.0% were in the range of 41-50 years and 23 respondents representing 19.5% were in the age bracket of 21-30 years known as young workers and only a handful of respondents were within 50 and above years category with 7 persons representing 5.9% of the total valid respondents.

On level of education, 71 respondents representing 60.2% were SPM / SPMV students, followed by diploma graduates with 21 persons representing 17.8%. In addition, 18 persons possess degrees representing 15.3%, 6 respondents representing 5.1% possess other forms of qualification and lastly the STPM leavers were only 2 respondents representing 1.7%. For length of service (current position), most of the respondents, that is 36 persons representing 30.5% have 1-5 years of working experience on their current position, while the smallest portion of the respondents, that is 16 persons representing 13.6% have 20 and above years of working experience on their current position. In addition, 28 persons representing 23.7% have 10-15 years' experience, 21 persons (17.8%) for 5-10 years' experience and 17 respondents (14.4%) for 15-20 years' experience. It is, therefore, evident that most respondents have not spent much time at work in their current organisation namely Student Affairs Department, UiTM Merlimau and Public Works Department, Jasin.

Furthermore, for the length of service (last position held), most of the respondents, that is 51 respondents representing 43.2% have 1-5 years of working experience on their last position held, while the smallest portion of the respondents, that is 9 persons representing 7.6% have 15-20 years of working experience on their last position. In addition, 28 persons representing 23.7% have 5-10 years' experience, 18 persons (15.3%) for 10-15 years' experience and 12 respondents (10.2%) for 20 and above years' experience on their last position held.

Lastly, for the organisation type/ section, the majority of the respondents, that is, 60 persons representing 50.8% were working under the Public Works Department Jasin, while 58 respondents representing 49.2% were working in the UiTM Merlimau organisation.

### ***Public Servants' Perception on Knowledge Sharing and Public Service Motivation***

The descriptive analysis was conducted to gain mean, standard deviation, minimum and maximum for knowledge sharing (dependent variable) and public service motivation (independent variables). The findings from the analysis were used to examine the level of respondents' attitudes towards knowledge sharing practices as influenced by the dimensions of public service motivation characteristics such as 'attraction to policy making, commitment to public interests, social justice, civic duty, compassion and self-sacrifice'. According to Hair et al. (2007), the mean value has been classified into three levels starting from the value of 1.00-2.25 (low level), 2.26-3.75 (moderate level) and 3.76-5.00 (high level).

Table 4.

*Mean, Standard Deviation, Minimum and Maximum for Knowledge Sharing and Public Service Motivation*

	Mean	Standard Deviation	Minimum	Maximum
Knowledge Sharing	3.28	0.35	2.37	4.00
Attraction to Policy Making	3.18	0.34	2.60	4.00
Commitment to Public Interest	3.28	0.37	2.00	4.00
Social Justice	3.23	0.36	2.40	4.00
Civic Duty	3.33	0.35	2.60	4.00
Compassion	3.22	0.36	2.20	4.00
Self-Sacrifice	3.22	0.36	2.00	4.00

Based on Table 4, the mean value of dependent variable which is knowledge sharing practices is at moderate level of 3.28, followed by the standard deviation of 0.35, minimum of 2.37 and maximum of 4.00. This demonstrates that the level of awareness of knowledge sharing practices in public organisations is at a moderate level.

For independent variables, the mean values of the dimensions of public service motivation which include; attraction to policy making is at a moderate level of 3.18, followed by a standard deviation of 0.34, a minimum of 2.60 and a maximum of 4.00. This suggests that awareness for attraction to policy making is at a moderate level. Secondly, the commitment to the public interest with a mean value of 3.28 also shows that the mean value is at moderate level, in which the standard deviation is 0.37, the minimum is 2.00 and the maximum is 4.00. Furthermore, for the third independent variable and the rest, the mean values are at moderate level of 3.23 for social justice, 3.33 for civic duty, 3.22 for compassion and 3.22 for self-sacrifice. Thus, respondents' awareness of the six independent variables is at the same level as the dependent variable (moderate level).

***The Relationship between Knowledge Sharing and Sub-dimension of Public Service Motivation***

Table 5 shows the results of the correlation test for the relationship between the two variables. The result of the analysis conducted by using Pearson correlation technique proved that all independent variables have significant relationship with the dependent variable (knowledge sharing) at a significant level of  $p = 0.01$ . Based on the results recorded, all independent variables have strong positive relationships with dependent variable. The highest correlation value is  $r = 0.745$ ,  $p < 0.01$  which is between knowledge sharing practice and social justice, while the lowest correlation value is  $r = 0.417$  which is among commitment to public interests by attracting the policy making. The correlation value of the relationship between the dependent variable and the independent variable is between  $r = 0.571$  and  $r = 0.745$ .

Table 5.

*Pearson Correlation for Sub-dimension of Public Service Motivation and Knowledge Sharing*

Variables	1	2	3	4	5	6	7
Attraction to Policy Making	1						
Commitment to Public Interest	0.417**	1					
Social Justice	0.645**	0.644**	1				
Civic Duty	0.549**	0.575**	0.677**	1			
Compassion	0.599**	0.618**	0.694**	0.665**	1		
Self-Sacrifice	0.549**	0.645**	0.668**	0.535**	0.663**	1	
Knowledge Sharing	0.571**	0.700**	0.745**	0.680**	0.626**	0.659**	1

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



***The Impact of Sub-Dimension of Public Service Motivation on Knowledge Sharing***

Based on Table 6, the dependent variable has shown 68.3% variance. The value of R squared indicates that independent variables can influence the knowledge sharing practices. The significant value is ( $p < 0.05$ ) with F value of 39.933.

Table 6.

***Regression Analysis Result on Sub-Dimension of Public Service Motivation on Knowledge Sharing***

Model	R	R Square		Adjusted R Square	
1	.827	.683		.666	
Sum of Squares		Df	Mean Square	F	Sig.
Regression	9.904	6	1.651	39.933	.000
Residual	4.588	111	.041		
Total	14.493	117			

Based on Table 7, only three independent variables show a significant value ( $p < 0.05$ ); commitment to public interests, social justice and the duty of a citizen to influence the practice of knowledge sharing. The commitment factor to the public interest has the smallest significance of 0.000, followed by the social justice factor of 0.003 and the duty factor as a citizen has the most significant value of 0.005. On the other hand, three other independent variables showed a significant value ( $p > 0.05$ ) which include; attraction to policymaking (0.213), compassionate behaviour (0.556) and self-sacrifice (0.077) in influencing knowledge sharing practices. Therefore, these three factors were not be considered in the regression model construction. In addition, social justice has the strongest influence on knowledge sharing practices for civil servants with a beta value of 0.285, while the weakest influence is the task of being a citizen with a beta value of 0.229.

Table 7.

*Multiple Regression Result on Sub-Dimension of Public Service Motivation on Knowledge Sharing*

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.129	.214		.604	.547
Attraction to Policy Making	.096	.076	.093	1.254	.213
Commitment to Public Interest	.272	.076	.283	3.596	.000
Social Justice	.279	.091	.285	3.072	.003
(Civic Duty)	.229	.080	.229	2.877	.005
Compassion	-.050	.085	-.052	-.590	.556
Self-Sacrifice	.142	.080	.146	1.783	.077

Dependent Variable: Knowledge Sharing

## DISCUSSION

The purpose of this study is to reveal the effect of public service motivation by using six dimensions (attraction to policymaking, commitment to public interests, social justice, civic duty, compassion and self-sacrifice) on knowledge sharing. The detailed discussion of the findings is based on the objectives. There are three objectives as stated below:

*Objective 1: To identify the level of knowledge sharing practices among civil servants.*

In this section, to test the level of knowledge sharing practices among civil servants at UiTM Merlimau and Public Works Department, Jasin, a descriptive test was carried out by knowing the minimum mean, standard deviation, minimum and maximum for the dependent variable. It can be observed that the level of knowledge sharing practice is at a moderate level of 3.28 mean, followed by a standard deviation of 0.35, a minimum of 2.37 and a maximum of 4.00. In conclusion, the level of awareness of civil servants

is still at a moderate level. Knowledge sharing has been linked with many positive results in the past as organisational effectiveness (Yang, 2007), organisational innovation capabilities (Yesil & Dereli, 2013), increased productivity (Noaman & Fouad, 2014) and team performance (Cheng & Li, 2011). In fact, knowledge sharing also benefits the individual himself. This shows they are aware of the importance of knowledge sharing and they practice it even though it is not totally. Most of them have past working experience in the organisation and are aware of the importance of knowledge sharing. They share the opinions or information they get from the courses or seminars they attend. If they continue to practice sharing of knowledge, then moderate levels can turn out to be high and they would appreciate more the importance of knowledge sharing within organisations.

*Objective 2: To identify the level of public service motivation among civil servants.*

The second objective was also analysed using the descriptive test by reviewing the mean value, standard deviation, minimum and maximum for identifying the level of public service motivation among public servants of UiTM Merlimau and Public Works Department, Jasin. Based on the findings, the level of public service motivation is at moderate level for the six dimensions, with the highest mean value of 3.33 for 'civic duty', while the lowest mean value of 3.18 is for 'attraction to policy making'. According to Tuan (2015), PSM can improve the orientation of civil servants, not just across public organisations, but also beyond. Therefore, the level of PSM in organisation(s) is at a moderate level. Although PSM levels are moderate, civil servants still have the motivation of public service within themselves. If they continue to apply self-motivated values, the PSM level may change from moderate to high.

*Objective 3: To find out the relationship between knowledge sharing and motivation of public services.*

To study the relationship between knowledge sharing practices and public service motivation, inferential testing was conducted using the Pearson correlation technique. The findings show that the practice of knowledge sharing has a significant and positive relationship with the motivation of public service. Additionally, all the dimensions of PSM have strong positive relationships with knowledge sharing practices with the highest correlation value being  $r = 0.745$ ,  $p < 0.01$  which is between knowledge sharing practices

and social justice while the lowest correlation value is  $r = 0.417$ , between the commitment to public interest and knowledge sharing practices. According to Ford et al. (2015), to inculcate knowledge sharing practices in public organisations, individuals involved must activate public service teams or PSM among civil servants. In view of this, PSM can influence the sharing of knowledge for civil servants and this is further reinforced with the above correlation test results. Overall, it can be concluded that these two variables have positively related/connected.

## **CONCLUSION**

Overall, the main goal of this study is to look at the relationship (influence) between the PSM through six dimensions which are; attraction to policymaking, commitment to public interests, social justice, civic duty, compassion and self-sacrifice with knowledge sharing practices. The findings show that all independent variables have positive and significant relationships with knowledge sharing. This study also proves that only a commitment factor to the interests of society, social justice and civic duty can influence the knowledge sharing practices. Therefore, it is hoped that the findings would serve as a guide to enhance the knowledge sharing practices among civil servants. Perhaps, human resource department at government agencies able to provide knowledge sharing module or guideline for public servants to practice it in daily work.

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