Strategic Knowledge-Oriented Leadership of Land Administrators through Knowledge Management Innovation

Information Technology (IT) application is becoming one of the way for the government agencies to outreach their dedicated users and public in general. One of the common things is to have a website of the agencies being accessible, acknowledgeable and informative at anytime and anywhere. The official portal of Department of Director General of Lands and Mines (JKPTG) under Ministry of Natural Resources and Environment provides a very reliable information and links such as the profile, guideline and FAQs for their users. By educating the users to find and explore the information they want by themselves, it can reduce the burden of the users to travel to the respective JKPTG agencies around the countries. They can reduce the processing time when they come to meet the right officers to submit their complete proposals or applications. This is fulfilling the *Bahagian 33 Penyampaian Dan Penyiaran Notis - Seksyen 431* and *433* where enabling service of notices under National Land Code (NLC) is done through electronic media and computer technology as it thinks fit or appropriate by State Authority (Pihak Berkuasa Negeri (PBN)) through the State Land Rules (Kaedah-Kaedah Tanah Negeri) (Ganeson, 2015).

Knowledge workers are needed to support the IT application in the JKPTG. Since knowledge resides within the brain of employees, firms develop various strategies to create organizational knowledge through leveraging employees' knowledge

(Birasnav, 2014). Based on the principles of Knowledge Management (KM), organizations worldwide develop and implement KM initiatives to improve the efficiency of business processes, increase the productivity and quality of their services, and find new solutions and products for their customers (Nguyen & Mohamed, 2011).

Ricketts (2009) believes management as an activity that exercises executive, administrative, and supervisory direction of a group or organization; whereas leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Kouzes and Postner (2002) also understand both disciplines as different; management is more analytical activity focused on objectives, leadership is more creative activity focused on visions in their opinion. The writer also believes that management and leadership are different disciplines where leadership methods used in everyday management bring great results, especially when used with knowledge workers. Managers of organisations are often appointed to their functions for different reasons than their skills and personality whom opposite to natural leaders who emerge in critical situations because personal relationships and power games are important. Hence, they do not need to be leaders to become managers.

Managers should establish the ideal contextual conditions to propel and optimize the organization's use of KM practices and initiatives through the design of tools such as human resource management practices (Chen & Huang, 2009; Lin, 2011), setting well defined corporate culture (Donate & Guadamillas, 2010; Nguyen & Mohamed,

2011), the implementation of technology systems (King & Marks, 2008; Lai, Wang, & Chou, 2009) and the establishment of organizational structures (Singh & Kant, 2009). No doubt, human resource managers are get involved in the activities of finding suitable leadership style that supports implementation of KM programmes to augment organizational performance. Identification of suitable leadership style is essential in this turbulent environment since researchers have reported that different leadership styles have varying impacts on implementation of KM process (Birasnav, 2014).

Therefore, KM needs to have knowledge workers. Peter Drucker coins the term knowledge worker for the first time in 1954. He refers knowledge worker as person who has knowledge that important for the organisation and often is the only person who has it, a person who can use the knowledge in work and whose knowledge is partly subconscious. The worker may not know about it or may not understand its importance and other employees of the organisation have a limited approach to this knowledge or they cannot or are not allowed to use it (knowledge is linked to some certificate or diploma) (Drucker, 1954). Even though Lowe (2002) limits knowledge workers to those with university degree, Davenport (2005) sees knowledge workers as people with high degrees of expertise, education, or experience because the primary purpose of knowledge workers' job involves the creation, distribution, or application of knowledge. Knowledge workers often work intellectually (Drucker, 1954) and think for a living (Davenport, 2005). The keys to these workers' success include creativity and innovation, and incorporate occupations ranging from lawyers to bankers to researchers to consultants (Brinkley, Fauth, Mahdon &

Theodoropoulou, 2009) and a scientists, an engineer or a person who operates sophisticated technology that able to create and improve his technological knowledge or manage technological knowledge of co-workers (Toffler, 1990). All the attributes of knowledge workers mentioned are suitable for land administrators in JKPTG.

With respond to *Jadual Ke Empat Belas Sistem Pendaftaran Tanah Berkomputer (SPTB)* - coordinate and allow existing SPTB function provides services and access to information through new applications of web-based (pending implementation of the Electronic Land Administration System in full) such as Online Title Search, Online Access Statutory Form and Online Payment, and *Jadual Ke Enam Belas Sistem Pentadbrian Tanah Elektronik* - expanding the scope of the law for the implementation of the Electronic Land Administration System more holistic encompassing new applications in the future such as e-Business applications (including e-Forms, ePenyaksian, e-Presentation & e-Ownership), e-stratum, Ownership Plan 3D applications, and the application of e-auction (Ganeson, 2015), apparently shows that knowledge workers especially in land administration cannot be avoided in JKPTG.

Furthermore, the effect of KM storage and transfer practices on innovation for example *Jadual Ke Empat Belas Sistem Pendaftaran Tanah Berkomputer (SPTB)* and *Jadual Ke Enam Belas Sistem Pentadbrian Tanah Elektronik* would have a higher impact on processes through gaining efficiency by recycling existing knowledge. As a result, innovation is arise in the process of implementing these KM

practices when routines and technologies improve as a consequence of non-deliberate learning, knowledge articulation, and codification (Donate & de Pablo, 2015). Hence, developing an environment that encourages the use of both exploration and exploitation practices – through strategic knowledge-oriented leadership – is an essential condition for land administrators to improve the JKPTG's innovation capacity. Even teams that are specialists in knowledge creation need some degree of support from reward and monitoring schemes, as they have to produce tangible results at some point and identify unresolved errors when they arise (Rosing, Frese, & Bausch, 2011).

When an organization like JKPTG has a greater tendency toward a strategic knowledge-oriented leadership position, it develops and supports a larger volume of KM initiatives, which, in turn, positively affect its innovation performance. This strategic knowledge-oriented leadership integrates elements of disparate styles, such as strategic eco-innovators, along with motivation and communication elements, which appear to be necessary to develop and propel KM initiatives for further product innovation (Donate & de Pablo, 2015). Moreover, teams that engage in knowledge exploitation may also need a knowledge vision of continuous improvement to boost commitments to innovation (Nonaka & Takeuchi, 2011). In any case, availability of and support for KM practices should exist for strategic knowledge-oriented leadership to be effective regarding new product development.

This shows that the leadership of JKPTG must adapt to strategic knowledge-oriented leadership that merge IT innovation and knowledge workers together. With referring

to the *Kanun Tanah Negara*, *Bahagian 2 Pentadbiran - Seksyen 8*, a new scope of work of the Director General of Lands and Mines (KPTG) must be designed. He is acquire to lead the development of capabilities (capacity building) and coordinate the administrative relations between the Federal and State land, such as engineered processes and procedures in land administration to improve the efficiency of the delivery system. He should able to realize the successful development of electronic land administration system, and provide professional training and accreditation of administrators ground through regulatory Authority of Land Administration (Land Administration Board) towards continuing capacity building development and administrative expertise and sustainable soil quality (Ganeson, 2015).

Birasnav (2014) suggests that managers who are responsible for human resource management in JKPTG should provide training to managerial employees especially the land administrators on exhibiting strategic knowledge-oriented leadership behaviours that can functional under any uncertain environment and economic situations. They can take efforts to create KM department that may function under the purview of human resource management or operations management (Birasnav, 2014). KM department shall be assigned responsibility of suggesting acquisition of missing knowledge to the human resource department, listing relevant workshops or conferences, identifying employees to participate in these workshops, implementing techniques and necessary facilities to transfer the acquired knowledge, and importantly, suggesting and monitoring the application process of knowledge in other department by integrating all the departments together to share the job problems (Birasnav, 2014). As the result, KPTG can increase the performance level of JKPTG

if he involves in exercising strategic knowledge-oriented leadership behaviours apart from traditional leadership style. Thus, he believes that land administrators should engage in development of goals, use different techniques to improve subordinates' knowledge, and create trust among subordinates (Birasnav, 2014). Eventually, the contents related to knowledge acquisition, transfer, and application shall be included in the annual performance appraisal process by human resource managers, and this will emphasize the importance given to prevalence of KM process by the organizations (Birasnav, 2014)

As the conclusion, land administrators in JKPTG need to be exposed to strategic knowledge-oriented leadership through the process of knowledge management innovation. Consequently, through them JKPTG will benefit because this type of land administrators are effective at strategic level that contingent to cultures (Wang, Waldman, & Zhang, 2012). Thus, strategic knowledge-oriented leadership land administrators should adjust their leadership behaviours and styles when exposed to different cultural backgrounds of races in Malaysia.

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