



UNIVERSITI PUTRA MALAYSIA

**FACTORS AFFECTING KNOWLEDGE SHARING AMONG
ACADEMIC STAFF IN SELECTED MALAYSIAN HIGHER
EDUCATIONAL INSTITUTIONS AND THE EFFECT ON
PERFORMANCE**

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By

NORIZAH SUPAR

**Thesis Submitted to the Graduate School of Management,
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fulfillment of the requirement for the degree of Doctor of Philosophy

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Knowledge is an organization's best sustainable source of competitive advantage and knowledge management is considered a key part of the strategy of using expertise to create a sustainable competitive advantage. In order to transform knowledge into a valuable organizational asset, knowledge, experience and expertise must be formalized, distributed, shared and applied. Knowledge sharing is, therefore, one of the key processes in knowledge management.

The objective of this study is to expand our understanding of the factors that affect knowledge sharing among academic staff in Malaysian higher academic



institutions. Its relevance to higher academic institutions is important considering that being a center of learning, a higher level of knowledge sharing among the teaching staff could bring about an increased level of productivity or performance in the workplace. The outcome of this study will enable further understanding on knowledge sharing behavior of academic staff and may, therefore, contribute towards the successful implementation of knowledge sharing as part of organizational knowledge management initiatives.

Based on non-random, criterion, purposive sampling, three higher academic institutions from the Klang Valley area were selected to be included in the study. Findings from 194 respondents indicated that management support, solidarity, distributed model, knowledge sharing to be included in work process, presence of IT for the purpose of knowledge sharing and mentoring are positively related to knowledge sharing and that knowledge sharing is positively related to performance.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai
memenuhi keperluan untuk Ijazah Doktor Falsafah

**FAKTOR-FAKTOR YANG MEMPENGARUHI PERKONGSIAN ILMU
DALAM KALANGAN KAKITANGAN AKADEMIK DI INSTITUSI PENGAJIAN
TINGGI MALAYSIA YANG DIPILIH DAN KESANNYA TERHADAP MUTU
KERJA**

Oleh

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Ilmu ialah sumber terbaik kelebihan saingan bagi sesebuah organisasi dan pengurusan ilmu dianggap sebagai strategi penting untuk menggunakan kepakaran demi menjana kelebihan saingan yang berterusan. Dalam usaha menjadikan ilmu sebagai aset penting bagi sesebuah organisasi, ilmu,

pengalaman dan kepakaran mesti dirumus, disebar, dikongsi dan diaplikasi. Oleh itu, perkongsian ilmu ialah satu daripada proses penting dalam pengurusan ilmu.

Objektif kajian ini adalah untuk meningkatkan kefahaman tentang faktor-faktor yang mempengaruhi perkongsian ilmu dalam kalangan kakitangan akademik di institusi pengajian tinggi Malaysia. Hubungan perkongsian ilmu ini penting bagi institusi pengajian tinggi memandangkan sebagai pusat pembelajaran, tahap perkongsian ilmu yang lebih tinggi dalam kalangan kakitangan akademik boleh meningkatkan tahap produktiviti dan mutu kerja. Hasil kajian ini boleh memberi kefahaman yang lebih mendalam tentang perlakuan perkongsian ilmu dalam kalangan kakitangan akademik, seterusnya memberi sumbangan kepada usaha-usaha untuk menjayakan pelaksanaan perkongsian ilmu sebagai sebahagian daripada inisiatif pengurusan ilmu bagi sesebuah organisasi.

Berdasarkan kaedah persampelan, tiga institusi pengajian tinggi di Lembah Klang telah dipilih dalam kajian ini. Hasil kajian daripada 194 responden menunjukkan bahawa sokongan pengurusan, semangat kekitaan ('solidariti'), model rangkaian, perkongsian ilmu dijadikan sebagai sebahagian daripada proses kerja, kemudahan teknologi maklumat (IT) untuk tujuan perkongsian ilmu dan program mentor, mempunyai kaitan positif dengan perkongsian ilmu, begitu juga perkongsian ilmu mempunyai kaitan positif dengan mutu kerja.

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TABLE OF CONTENTS

	Page
ABSTRACT	ii
ABSTRAK	iv
ACKNOWLEDGEMENTS	vi
APPROVAL	ix
DECLARATION	xi
LIST OF TABLES	xix
LIST OF FIGURES	xxiv
LIST OF ABBREVIATIONS	xxv
CHAPTER 1 INTRODUCTION	
1.1 Introduction	1
1.2 Problem Statement.....	4
1.3 Objectives of Research.....	7
1.4 Research Questions.....	9
1.5 Justifications for the Study.....	9
1.6 Significance of the Study.....	13
1.7 Limitations of the Study.....	14
1.8 Definitions of Terms.....	15
1.9 Organization of the Thesis.....	18
1.10 Chapter Summary.....	19
CHAPTER 2 LITERATURE REVIEW	
2.1 Introduction.....	21
2.2 The Nature of Knowledge	21
2.2.1 Explicit and tacit knowledge.....	23
2.3 Knowledge Management and Knowledge Sharing.....	24
2.4 Knowledge Sharing.....	26
2.5 Knowledge Economy and the Importance of Knowledge Sharing in Higher Educational Institutions.....	29
2.6 Factors associated with knowledge sharing.....	31
2.6.1 Culture and Knowledge Sharing	31
2.6.2 Technology and Knowledge Sharing	38
2.6.3 Communication and Knowledge Sharing	49
2.6.4 Organizational Support and Knowledge Sharing.....	56
2.6.5 Knowledge Sharing and Performance.....	62
2.6.6 Demographics.....	64
2.7 Summary of Past Research.....	65
2.8 The Two-Factor Theory of Motivation (Motivation-Hygiene Theory).....	73
2.9 Chapter Summary.....	74



CHAPTER 3	RESEARCH MODEL AND PROPOSITIONS	
3.1	Introduction.....	75
3.2	Rationale for Construction of the Research Model.....	75
3.2.1	Past research frameworks relating to knowledge sharing.....	76
	I) A model of organizational knowledge management by Arthur Andersen & APQC (1996).....	76
	II) Socio-Technical Perspective of Pan & Scarbrough (1998).....	77
	III)The Maintenance-Motivation Technology Implementation Model of Jones (2001).....	80
3.2.2	Justifications for Including the Individual Factors in the Research Model and Grouping into Larger Categories.....	83
	I) Culture	84
	II) Technology	86
	III) Communication	89
	IV) Organizational Support	94
	V) Knowledge Sharing and Performance.....	98
3.3	Research Model.....	99
3.4	Propositions	101
3.5	Chapter Summary.....	102

CHAPTER 4	RESEARCH METHODOLOGY	
4.1	Introduction.....	103
4.2	Research Design.....	103
4.2.1	Population and Sample.....	104
	I) Organization 1.....	105
	II) Organization 2.....	106
	III) Organization 3.....	107
4.2.2	Unit of Analysis.....	109
4.2.3	Methods of Analysis.....	110
4.2.4	Sampling Design.....	111
4.2.5	The Time Dimension.....	112
4.3	Questionnaire Design and Administration.....	113
4.3.1	Determining the Information Required.....	113
4.3.2	Data Collection Method.....	113
4.4	Preparation for Data Analysis.....	114
4.4.1	Data Editing.....	115
4.4.2	Handling Blank Responses.....	115
4.4.3	Data Coding.....	115
4.4.4	Categorization.....	116
4.4.5	Data Entry.....	116
4.5	Preliminary Checking of the Data.....	117
4.5.1	Outliers.....	117
4.5.2	Normality.....	119

4.5.3 Linearity.....	121
4.5.4 Homoscedasticity.....	122
4.5.5 Levene's Test for Homogeneity of Variances.....	123
4.6 Operational Definitions.....	124
4.7 Developing the Instrument.....	126
4.7.1 Culture.....	126
4.7.2 Technology.....	128
i) IT Infrastructure.....	128
ii) IT for Knowledge Sharing (Collaborative Technology).....	129
iii) Codification.....	129
iv) Expert (Hierarchical) System vs. Distributed (Networked) System.....	129
4.7.3 Communication.....	129
i) Trust.....	129
ii) Face-to-Face Interaction.....	130
iii) Reciprocity.....	130
iv) Repute.....	130
v) Altruism.....	130
vi) Acknowledgement.....	131
4.7.4 Organizational Support.....	131
i) Management Support.....	131
ii) Reward.....	132
iii) Mentoring.....	132
iv) Knowledge sharing included in work process.....	132
4.7.5 Knowledge Sharing.....	132
4.7.6 Performance.....	133
4.7.7 Pretesting the Questionnaire.....	136
4.7.8 Pilot Testing.....	137
4.8 Validation of the Instrument.....	138
4.8.1 Reliability.....	138
4.8.2 Validity.....	139
4.8.3 Principle Component Analysis (PCA).....	140
i) Culture Construct.....	141
ii) IT Construct.....	145
iii) Communication Construct.....	148
iv) Organizational Support Construct.....	152
v) Knowledge Sharing Construct.....	156
vi) Performance Construct.....	158
vii) Conclusion for Principle Component Analysis (PCA).....	160
4.9 Structural Equation Modeling (SEM).....	161
4.9.1 Step 1- Model Conceptualization.....	162
i) Structural Model.....	163
ii) Path Diagram.....	163
4.9.2 Step 2- Model Estimation.....	165
i) Method of Estimation.....	165
ii) Size of the Sample.....	165
iii) Data Input.....	166
iv) One or Two Stage Estimation Approach.....	166
v) Model Identification.....	167
vi) Measurement Model Evaluation.....	169
I) Unidimensionality.....	169

II) Measures of Fit.....	170
i) Likelihood-Ratio Chi-Square Statistic (χ^2).....	170
ii) Normed Chi-Square (χ^2/df).....	171
iii) Root Mean Squared Error of Approximation (RMSEA).....	172
iv) Root Mean Square Residual (RMR).....	173
v) Standardized Root Mean Square Residual (SRMR).....	173
vi) Goodnes of Fit Index (GFI).....	174
vii) Adjusted Goodness of Fit Index (AGFI).....	174
viii) Coefficient of Determination.....	175
4.10 Chapter Summary.....	177

CHAPTER 5 DATA ANALYSIS AND FINDINGS

5.1 Introduction.....	179
5.2 Descriptive Statistics.....	179
5.2.1 Organizations and Faculty Profile.....	179
5.2.2 Respondent Profile.....	180
i) Faculty.....	183
ii) Country of Study.....	184
5.2.3 Measures of Central Tendencies and Dispersions.....	185
5.3 Findings of Research Question One.....	187
5.3.1 What is the knowledge sharing level of the respondents?.....	187
5.3.2 Summary of Research Question One.....	187
5.4 Findings of Research Question Two.....	187
5.4.1 Are there any significant differences in knowledge sharing based on demographic variables?.....	187
i) Knowledge Sharing Between Gender.....	188
ii) Knowledge Sharing Among Different Nationalities.....	189
iii) Knowledge Sharing Among Different Ethnic Groups.....	190
iv) Knowledge Sharing Among Different Age Groups.....	191
v) Knowledge Sharing Among Different Groups of Highest Academic Qualification.....	192
vi) Knowledge Sharing Between Respondents Who Pursued Their Study Within and Outside of Malaysia.....	193
5.4.2 Summary of Research Question Two.....	195
5.5 Findings of Research Question Three.....	196
5.5.1 Are there any significant differences in knowledge sharing based on experience?.....	196
i) Knowledge Sharing Among Different Groups of Years of Working Experience.....	196
ii) Knowledge Sharing Among Different Groups of Years of Service in Current Organization.....	197
iii) Knowledge Sharing Among Different Groups of Years of Experience in Knowledge Management.....	198
5.5.2 Summary of Research Question Three.....	202
5.6 Findings of Research Question Four.....	203
5.6.1 Are there are any significant differences in knowledge sharing between organizations, positions, faculties, culture types and years of familiarity with IT?.....	203

i) Knowledge Sharing Among Different Organizations.....	203
ii) Knowledge Sharing Among Different Positions	204
iii) Knowledge Sharing Among Different Faculties.....	205
iv) Knowledge Sharing Among Different Culture Types	210
v) Knowledge Sharing Among Different Groups of Years of Familiarity with IT.....	214
5.6.2 Summary of Research Question Four.....	215
5.7 Findings of Research Question Five and Research Question Six Using Regression.....	216
5.7.1 i) What are the significant factors affecting knowledge sharing?	216
ii) What is the relationship between knowledge sharing and performance?.....	216
5.7.2 Correlations.....	216
5.7.3 The relationships between factors affecting knowledge sharing and knowledge sharing.....	219
i) Regression analysis.....	220
5.7.4 The relationship between knowledge sharing and performance.	224
i) Regression analysis.....	224
5.7.5 Summary of the Results.....	225
5.7.6 Summary of Research Question Five and Research Question Six Using Regression.....	228
5.8 Findings of Research Question Five and Research Question Six Using Structural Equation Modeling (SEM).....	229
5.8.1 i) What are the significant factors affecting knowledge sharing?.	229
ii) What is the relationship between knowledge sharing and performance?.....	229
5.8.2 Step 3: Testing the Measurement Model Fit.....	230
I) Measurement Model Estimation based on Individual Variables.....	230
II) Measurement Model Estimation in terms of Larger Categories.....	234
i) Measurement Model for Culture.....	234
ii) Measurement Model for IT.....	235
iii) Measurement Model for Communication.....	236
iv) Measurement Model for Organizational Support	237
5.8.3 Step4: Structural Model Evaluation.....	238
I) Proposed Model (1) in Terms of Individual Independent Variables...	240
II) Proposed Model (2) in Terms of Larger Categories of Independent Variables.....	245
5.8.4 Step 5: Modification.....	248
I) Competing Model (1) in Terms of Individual Independent Variables.	248
II) Competing Model (2) in Terms of Larger Categories of Independent Variables.....	251
III) Comparison of the Overall Model Fit Across the 4 Models.....	254
IV) Summary of the Competing Models.....	256
i) Individual Category of Independent Variables.....	256
ii) Larger Category of Independent Variables.....	257
5.8.5 Summary of Research Question Five and Research Question Six Using Structural Equation Modeling (SEM).....	257
5.9 Summary of Results	258
5.10 Chapter Summary.....	261

CHAPTER 6	DISCUSSION AND CONCLUSION	
6.1	Introduction.....	263
6.2	Summary and Discussion of Research Findings.....	264
6.2.1	Results of the Regression and SEM - Results which are Significant.....	270
	i) Management Support.....	270
	ii) Solidarity.....	271
	iii) Expert (Hierarchical) Model vs. Distributed (Networked) Model.....	272
	iv) Knowledge sharing included in work process.....	273
	v) IT for Knowledge Sharing (Collaborative Technology).....	273
	vi) Mentoring.....	274
	vii) Effect of Knowledge Sharing on Performance.....	274
6.2.2	Results of the Regression and SEM which are Not Significant.....	275
	i) Power Distance.....	275
	ii) Sociability.....	276
	iii) IT infrastructure.....	276
	iv) Codification.....	277
	v) Trust.....	278
	vi) Face-to-Face Interaction.....	279
	vii) Reciprocity.....	279
	viii) Repute.....	280
	ix) Altruism.....	280
	x) Acknowledgement.....	281
	xi) Reward.....	281
6.3	Recommended Model.....	282
6.4	Overall Overview on Research Findings.....	287
6.4.1	Overall Overview on the Results of this Study.....	287
6.4.2	Overall Overview on the Results of Some Previous Studies.....	288
6.4.3	Discussion on Overall Overview.....	289
6.5	Implications of the Study.....	293
6.5.1	Theoretical Implications.....	293
6.5.2	Practical Implications.....	295
6.6	Suggestions for Future Research.....	298
6.7	Conclusion.....	302

REFERENCES	304
LIST OF APPENDICES	322

- Appendix A: Survey Questionnaire:
Research Survey on Factors Influencing Knowledge Sharing
and the Effect on Performance
- Appendix B: Summary of Workshops on “Exploring Knowledge-Sharing
Culture” held by a Higher Educational Institution at Genting,
Malaysia in October, 2002

- Appendix C1: Mahalanobis Distance
- Appendix C2: Q-Q Plots of Variables
- Appendix C3: Mean Scores, Skewness and Kurtosis of Variables
- Appendix C4: Values of z skewness and z kurtosis of Variables
- Appendix C5: Scatterplots
- Appendix D : Multiple Comparisons for Faculty



LIST OF TABLES

<u>Table</u>	<u>Page</u>
1.1 Beckman's Eight-Stage Process for Knowledge Management.....	25
2.1 Summary of Past Research.....	67
4.1 Number of Academic Staff under Study for Organization 1.....	106
4.2 Number of Academic Staff under Study for Organization 2.....	107
4.3 Number of Academic Staff under Study for Organization 3.....	108
4.4 Total Number of Academic Staff under Study.....	109
4.5 Levene's Test for Homogeneity of Variances.....	123
4.6 Summary of Items for Each Construct.....	134
4.7 Factor Loading for Culture Construct Items, Anti image, Means and Standard Deviation.....	143
4.8 Correlation Matrix, Mean and Standard Deviation of the Culture Construct Items.....	144
4.9 Factor Loading for IT Construct Items, Anti image, Means and Standard Deviation.....	146
4.10 Correlation Matrix, Mean and Standard Deviation of the IT Construct Items.....	147
4.11 Factor loading for Communication Construct Items, Anti image, Means and Standard Deviations.....	149
4.12 4.12Correlation Matrix, Mean and Standard Deviation of the Communication Construct Items.....	151
4.13 Factor loading for Organizational Support Construct Items, Anti-image, Means and Standard Deviation.....	153
4.14 Correlation Matrix, Mean and Standard Deviation of the Organizational Support Construct Items.....	155



4.15	Factor Loading for Knowledge Sharing Construct Items, Anti-image, Means and Standard Deviation.....	157
4.16	Correlation Matrix, Means and Standard Deviation of Knowledge Sharing Construct Items.....	158
4.17	Factor Loading for Performance Construct Items, Anti image, Means and Standard Deviation.....	159
4.18	Correlation Matrix, Means and Standard Deviation of Performance Construct Items.....	160
4.19	Summary of the Measures of Fit, Reliability and Regression Weight.....	176
5.1	Names of Faculties and Number of Respondents According to Faculty.....	180
5.2	Respondent Profile.....	181
5.3	Number of Respondents According to Faculty.....	183
5.4	Country of Study.....	184
5.5	List of the Labels to Constructs/Variables.....	185
5.6	Descriptive Statistics of Independent and Dependent Variables	186
5.7	Group Statistics for Knowledge Sharing Between Gender.....	188
5.8	Levene's Test for Equality of Variances for Knowledge Sharing Between Gender.....	189
5.9	ANOVA for Knowledge Sharing Among Different Nationalities.....	190
5.10	ANOVA for Knowledge Sharing Among Different Ethnic Groups.....	191
5.11	ANOVA for Knowledge Sharing Among Different Age Groups.....	192
5.12	ANOVA for Knowledge Sharing Among Different Groups of Highest Academic Qualification.....	193
5.13	Group Statistics for Knowledge Sharing Between Respondents Who Pursued Their Study Within And Outside of Malaysia.....	194
5.14	Independent Samples Test for Knowledge Sharing Between Respondents Who Pursued Their Study Within And Outside of Malaysia.....	194
5.15	Summary of Analysis under Research Question Two.....	195

5.16	ANOVA for Knowledge Sharing Among Different Groups of Years of Working Experience.....	197
5.17	ANOVA for Knowledge Sharing Among Different Groups of Years of Service in Current Organization.....	198
5.18	ANOVA for Knowledge Sharing Among Different Groups of Years of Experience in Knowledge Management.....	199
5.19	Multiple Comparisons for Knowledge Sharing Among Different Groups of Years of Experience in Knowledge Management.....	199
5.20	Descriptives for Knowledge Sharing Based on Years of Experience in Knowledge Management.....	201
5.21	Summary of Analysis under Research Question Three.....	203
5.22	ANOVA for Knowledge Sharing Among Different Organizations.....	204
5.23	ANOVA for Knowledge Sharing Among Different Positions.....	204
5.24	ANOVA for Knowledge Sharing Among Different Faculties.....	205
5.25	Highlights of the Significant Mean Differences in Post Hoc Test using LSD for Knowledge Sharing Among Different Faculties.....	206
5.26	The Mean of Knowledge Sharing in the Faculties.....	208
5.27	Culture Type.....	210
5.28	Descriptives for Knowledge Sharing in Different Culture Types.....	211
5.29	ANOVA for Knowledge Sharing Among Different Culture Types.....	211
5.30	Multiple Comparisons for Knowledge Sharing Among Different Culture Types.....	212
5.31	ANOVA for Knowledge Sharing Among Different Groups of Years of Familiarity with IT.....	214
5.32	Summary of Analysis under Research Question Four.....	215
5.33	Correlation Matrix of Independent Variables and Knowledge Sharing.....	217
5.34	Model Summary for Relationships between Factors Affecting Knowledge Sharing and Knowledge Sharing.....	220
5.35	ANOVA for Relationships between Factors Affecting Knowledge Sharing and Knowledge Sharing.....	221

5.36	Coefficients for Relationships between Factors Affecting Knowledge Sharing and Knowledge Sharing.....	221
5.37	Model Summary for Relationship between Knowledge Sharing and Performance.....	224
5.38	ANOVA for Relationship between Knowledge Sharing and Performance.....	224
5.39	Coefficients for Relationship between Knowledge Sharing and Performance.....	225
5.40	Summary of Results.....	226
5.41	ANOVA for Solidarity.....	228
5.42	Summary for CFA Analysis of Individual Constructs.....	231
5.43	Goodness-of-fit statistics for the CFA model of Culture.....	235
5.44	Goodness-of-fit statistics for the CFA model of IT.....	236
5.45	Goodness-of-fit statistics for the CFA model of Communication.....	237
5.46	Goodness-of-fit statistics for the CFA model of Organizational Support.....	238
5.47	Structural Equation Model of Proposed Model (1)	244
5.48	SEM Goodness of Fit Statistics of Proposed Model (1).....	245
5.49	Proposed Structural Equation Model (2) under Larger Categories...	247
5.50	SEM Goodness of Fit Statistics of Proposed Model (2) under Larger Categories.....	247
5.51	Structural Equation Model of Competing Model (1)	250
5.52	SEM Goodness of Fit Statistics of Competing Model (1).....	250
5.53	Structural Equation Model of Competing Model (2) under Larger Categories.....	253
5.54	SEM Goodness of Fit Statistics of Competing Model (2) under Larger Categories.....	254
5.55	Summary of the Proposed and the Competing Models.....	255
5.56	Summary of Results.....	258

6.1	Summary of Results of t-Test and One-Way ANOVA for Knowledge Sharing Between Groups Within the Variables.....	264
6.2	Summary of Results of Multiple Linear Regression and SEM.....	265

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LIST OF FIGURES

<u>Figure</u>		<u>Page</u>
2.1	Two dimensions: four cultures	35
2.2	The Expert Model.....	47
2.3	The Expert Model.....	48
2.4	Transforming IBM.....	61
2.5	Maintenance-Motivation Technology Implementation Model.....	81
3.1	Research Model of Factors Affecting Knowledge Sharing.....	100
5.1	Means Plot for Knowledge Sharing and Years of Experience in Knowledge Management.....	202
5.2	Means Plot for Knowledge Sharing and Faculties.....	208
5.3	Means Plot for Knowledge Sharing and Culture Types.....	213
5.4	Path Diagram (in terms of individual independent variables affecting knowledge sharing) – Proposed Model (1).....	243
5.5	Path Diagram (in terms of the larger categories of independent variables affecting knowledge sharing) – Proposed Model (2).....	246
5.6	Path Diagram (in terms of the significant individual independent variables affecting knowledge sharing)- Competing Model (1).....	249
5.7	Path Diagram (in terms of the significant larger categories affecting knowledge sharing) – Competing Model (2).....	252
6.1	The Recommended Model of KS (in terms of the significant individual independent variables affecting knowledge sharing).....	283
6.2	The Recommended Model of KS (in terms of the significant larger categories affecting knowledge sharing).....	284

