



Factor that Influence Knowledge Sharing Capabilities in International College

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Abstract Knowledge sharing usually used by individual in an organization such as meeting, training, community of practice and brainstorming session for making knowledge available to others within the organization. It is a voluntary, conscious act between two or more individuals resulting to joint ownership of the knowledge between the sender and the receiver. Besides that, the major factors influencing knowledge sharing is Individual, Organizational Culture, Organizational Structure, and Technology used as the medium of knowledge sharing. In the process of sharing, knowledge is not only distributed but also transformed in the act of articulation, interpretation and absorption. Ultimately the purpose of develop this research is to find out the factor that influence knowledge sharing capabilities among employees in International College.

Keywords Knowledge Sharing, Knowledge Sharing Capabilities

Introduction

Generally, knowledge sharing is activities occur between employees within organization in process of exchanging idea, experience, skills, insight, techniques, and knowledge. Knowledge sharing refers to the dissemination or exchange of explicit or tacit knowledge, idea, experiences or even skills from one individual to another individual. Besides of that, by execute knowledge sharing activities in organization could foster innovation by encouraging the free flow of ideas. Moreover, support from top management will also enhanced employees to share between another staff within or across the organization. In addition, knowledge sharing brings benefit to the organization in terms of the development of products and services as well as the development of both vision and strategies. Furthermore, knowledge sharing would contribute in building competencies and improving customer service by providing an efficient and effective services toward users [1]. In this research, International College has been chosen as the location for this research. Briefly, International College is one of higher institution that establishment of is traceable to the Az-Zahrah Islamic Medical Centre located in Bandar BaruBangi, Selangor. Murni was officially formed on 1 July 2003 by its founder RidzwanShoib and Abdul Rahman Mt Dali. As the organization grows, In a society and a business environment that operates at a rapid rate and where every conceivable competitive advantage is potentially valuable, focusing on knowledge sharing mechanisms can result in a more adaptive organization with the ability to change at an accelerated pace.

Literature Review

With the advent of knowledge management in today's knowledge-based economy era, knowledge sharing (KS) may become one of the most effective approaches in assisting individuals and organizations to update or enhance knowledge, skills and competency [2]. In any workplace it is very important to determine how to share knowledge with colleagues and coworkers, in order to make good use of available knowledge. Effective knowledge sharing has been shown to lead to an institution's ability to retain the knowledge created by its



members as well as their talent and expertise [3]. Knowledge sharing plays an essential role in the organizational process because it helps an organization to transfer new ideas or solutions [4]. Davenport and Prusak [5] defined knowledge as a fluid mix of framed experiences, values, contextual information, and expert insight that provide a framework for evaluating and incorporating new experiences and information. It is also can be refers as an activity where individuals, communities or organizations exchange their information, skills or expertise with each other. Those information exchange activity from a person to another in an organization [6] is fundamentally useful in generate new ideas and develop new business opportunities through socialization and learning process of knowledge workers [7].

Kim [8] opined KSC as the ability to share work-related experience, expertise, know-how, and contextual information with others through informal and formal interactions within or across team or work units. Senge [9] in his book tells readers that “*Sharing of knowledge is not about giving people something or getting from them but sharing occurs when people are genuinely interested in helping one another develop new capacities for action*”.

On the basis of a review study, Hislop [10] concluded that the most significant factor influencing knowledge sharing is the employee attitude. In some instances, employee attitudes may impede knowledge sharing behavior [11]. Because knowledge sharing behavior is regarded as an individualistic behavior [12], it is important to understand how the individual attitudinal and behavioral outcomes may have a differential impact on employees’ knowledge sharing behaviors. In addition, people tend to share their knowledge with others because they feel it is their responsibilities, part of helping others as well as love to share anything in meeting, informal conversation or through social networking without asked for external rewards. Through appreciation, motivation, recognition and acknowledgement are part of the intrinsic rewards whereby individual willing to provide any part of their knowledge to another, whether it is achieved directly through communication or indirectly through mechanisms such as the use of a knowledge archive, they are engaging in knowledge sharing [13]. Cress et al. [14] investigated whether creating awareness about the usefulness of one’s knowledge to others would positively affect contributions to a shared database. The results of their experimental study support the notion that a person not only considers his or her own payoff, but also the usefulness of their knowledge to the whole collective when deciding to share knowledge. According to Cabrera et al. [15], individual characteristics such as personal traits explain why some individuals are motivated to share knowledge while other are not. A few studies have examined the relationship between personality traits and motivation to share knowledge and found that personality traits’ influence on knowledge sharing intention varies. Of the five personality traits, openness to experience was the strongest predictor of knowledge. However, in organizations that evaluate employees on knowledge sharing and reward them for it (as compared to organizational contexts where knowledge sharing is simply encouraged but not rewarded), individuals with higher level of openness were less likely to engage in knowledge sharing behaviors [16]. In order to facilitate KSC better in organization, organizations must develop a comprehensive infrastructure that facilitates various types of knowledge. Accordingly, sufficient information systems need to be provided to support the sharing of knowledge throughout the Murni. This will, in turn, support the simulation, prediction and acceleration of decision-making processes. Although Murni is equipped with information technologies that provide a formal knowledge-sharing facility, such as an intranet, website and electronic document storage, the potential and benefits of these functions are not being fully exploited.

Research Methodology

Research context to this study by introducing the literature pertaining factors that influencing knowledge sharing capabilities among employees. The chapter describes the hypotheses formulated as the basis of inquiry for the thesis. As to concludes, the chosen methodology was described to test the relationships hypothesized.

Conceptual Framework

Factors Influencing Knowledge Sharing Capabilities (KSC) in International College (MIC)



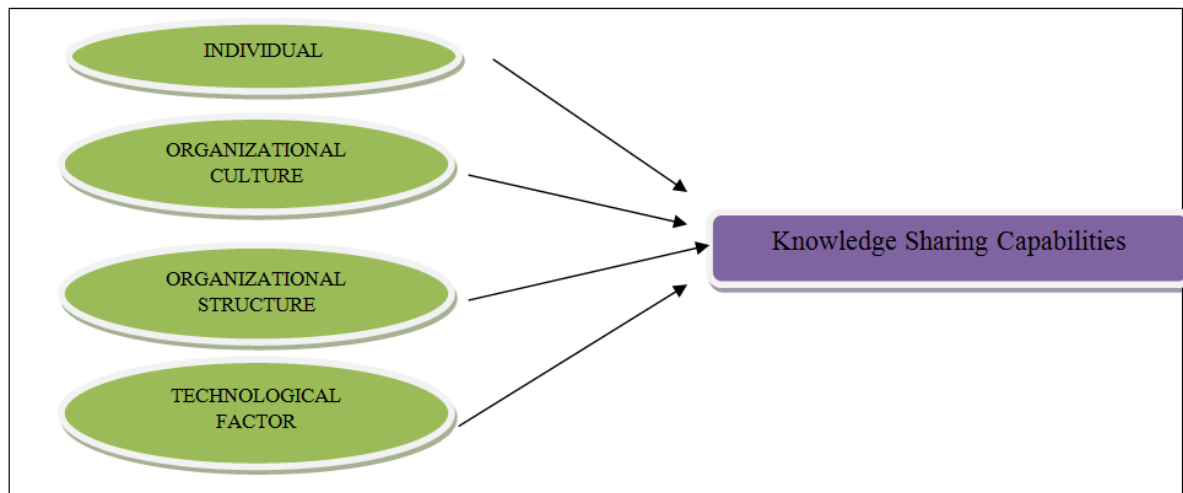


Figure 1: Conceptual framework on the factors influencing knowledge sharing capabilities

Based on Fig 1, the framework for this study is derived from knowledge sharing capabilities as the dependent variable. It refers to the one's ability in sharing their work-related experience, expertise, know-how and contextual information with others through informal and formal interactions within or across team or work units [7-8]. In this study, there are four factors influencing knowledge sharing capabilities in MIC. First is individual factor, which can be seen through employee attitudes towards sharing and their awareness on how important is to share knowledge. In organizational culture, two components are selected; social network [7, 17-18] and trust [7, 18-21]. Meanwhile, organizational structure comprised of two elements; office layout [7, 21-22], and incentive and reward system [7,-8, 22].

Hypotheses Statement

In this study there are three (3) hypotheses have been stated by the author. Knowledge sharing capabilities is a process that is mainly used to generate new knowledge where people gather either through informal or formal way to exchange idea. Motivation such as intrinsic and extrinsic are recognized as a key factor in successful knowledge flow in organizations [23-26]. Intrinsic motivation is one of the key for people to share as well as recognition from top management helps to nurturing individual knowledge sharing motivation in the right places as well as aids them in problem solving skill and decision making. This leads to the following hypothesis.

Knowledge Sharing Capabilities (KSC)

Knowledge Sharing Capabilities (KSC) in this study is treated as the dependent variable. KSC in this study is defined as the ability of employees to share their work-related experience, expertise, know-how, and contextual information with other employee through informal and formal interactions within or across team or work units [8]. The importance of KSC can be viewed from the dimension of Individual, Organizational Culture, Organizational Structure, and Technological Factor.

From the variable of Individual, KSC can be recognized as vital in situation that employee aware that adopting KSC can positively influence their awareness and personality. It is believe that the first step of developing knowledge sharing is to have everyone aware about it. In an organization context, awareness were recognized as the degree to which an employee aware of the importance of knowledge sharing and benefits that they could gain from it. Personality can be defined as employees' attitude that usually can be viewed through his values, attitude, mood and emotion. Desire in knowledge sharing is a strong feeling or wanting to share their past experiences, insights, beliefs, values and "know how" towards other people. The desire of an individual consists of feeling such as fun to share their knowledge, always volunteer in share knowledge, feel good when helping others in sharing knowledge, enjoy sharing knowledge with members of the organization and love to help members of organization in solve problem, decision making and exchange idea.



Finding and Analysis

The researcher will show and explain the results of the survey based on the data's collected. The main contents are the basic descriptive data analysis, which includes distribution and cross tabulation. The description of the respondents characteristics are the aim of this Chapter. Cross-tabulation will be used to illustrate the relationship between two or more variables when necessary. The researcher will present the findings using appropriate tables and graphs. First of all the results of the general data are analyzed, and then part two of the questionnaire results is interpreted. For each field the results are discussed and compared with any previous similar results that may be obtained through any previous studies. For each field the results drawn through the analysis will be compared with the results of other researchers and conclusions will be pointed out for each field if possible.

Factors Affecting Knowledge Sharing

Table 1: Results for The awareness among individuals on sharing knowledge positively influences employee KSC

S. No.	Item	Mean	Std. Deviation	N
1	The importance of sharing knowledge with other department members is clear to me.	4.17	1.177	30
2	The benefits behinds sharing knowledge with others are valuable compared with the amount of effort exerted.	3.90	1.155	30
3	I only share my knowledge if I think my knowledge is important.	4.10	1.155	30
4	I only share my knowledge if people ask me for it.	4.07	1.048	30

- The mean of item #1 "The importance of sharing knowledge with other department members is clear to me" equals to 4.17. Based on the result, the researcher concludes that the respondents agreed to this.
- The mean of item #2 "The benefits behinds sharing knowledge with others are valuable compared with the amount of effort exerted" equals to 3.90. Based on the result, the researcher concludes that the respondents disagreed to this.
- The mean of the field "Individual Awareness" equals to 4.06 and therefore the researcher concludes that the respondents agreed to this field.

The results of the analysis of this individual factor which is awareness show that individual awareness plays a significant role in motivating knowledge sharing. Through the table above it stated that respondents aware the importance of sharing knowledge with other department members is clear to them, however they are not realize the benefits behind sharing knowledge with others are valuable compared with the amount of effort exerted. This reflects a high level of awareness at the respondents with regard to the importance and benefit of sharing knowledge with other people.

These results agree with the results reached by Bakhari and Yusof [21] in their study, where they found that Individual factors (awareness, trust and personality) correlate significantly with knowledge sharing quality. And they suggested that Continuous awareness programs could help to change worker's personality, increase their awareness and build trust among themselves.

Organizational Culture

Table 2: Results for the high level of social networks among employees positively influences employee KSC

S. No.	Item	Mean	Std. Deviation	N
1	Employees communicate with each other through informal meetings within the organization.	4.40	0.498	30
2	Employees interact and communicate with other people or groups outside the organization.	4.20	0.484	30
3	My knowledge sharing with other department members is an enjoyable experience.	4.37	0.490	30



- The mean of item #1 “Employees communicate with each other through informal meetings within the organization.” equals to 4.40. Based on the result, the researcher concludes that the respondents agreed to this.
- The mean of item #2 “Employees interact and communicate with other people or groups outside the organization.” equals to 4.20. Based on the result, the researcher concludes that the respondents disagreed to this.
- The mean of the field “Social Network in Organizational Culture” equals to 4.32 and therefore the researcher concludes that the respondents agreed to this field better than Trust within the organization.

Based on the analysis above, it is stated that employees communicate with each other through informal meetings within the organization and most of them stated that it was an enjoyable experience.

Trust

Table 3: Results for the high level of trust among employees positively influences employee KSC

S. No.	Item	Mean	Std. Deviation	N
1	I know that my department members will always try and help me out if I need to know something.	4.13	0.571	30
2	I can always trust my department members to lend me a hand if I need it.	4.10	0.607	30
3	I can always rely on my department members to make my job easier by sharing their knowledge.	4.17	0.791	30
4	I can talk freely to my department members about my personal knowledge.	4.07	0.944	30
5	I believe that knowledge sharing with other department members is a wise move.	4.27	0.640	30
6	Employees have full confidence in the skills of their co-workers.	4.27	0.691	30
7	If employees got into difficulties at work, they know their co-workers would try and help them out.	4.07	0.691	30

- The mean of item #5 “I believe that knowledge sharing with other department members is a wise move” equals to 4.27. Which also the same with the item #6 “Employees have full confidence in the skills of their co-workers” with the same mean, 4.27. Therefore it can be conclude that respondents agreed with two items in this variable.
- The mean of the field “Trust” equals to 4.15 and therefore the researcher conclude that the respondents agreed to this field.

The analyses show that individual’s trust is a very important factor that affects positively the knowledge sharing intention among the employees. It is also seen that the level of trust among the employees in the network operations directorate is high, and that of course encourages the knowledge sharing activities. Some item which is, “I can talk freely to my department members about my personal knowledge” and “If employees got into difficulties at work, they know their co-workers would try and help them out” has the lowest mean among the others which means that employees don’t always feel free to talk about their experience, and this gives indication that the top management in Murni needs to create the suitable environment that guarantees a higher area of freedom to the employees. The importance of individual trust has been highlighted in the study of Abili et al [27], where they pointed out that by increasing the trust and commitment between individuals, the amount of knowledge sharing is also increased. Those results also agree with the finding of Awang et al (2011), where he found that the key to enabling knowledge sharing was through informal interactions and trust between members of the organization. The study of also showed that to improve the relationship between the employee and colleagues and between the employee and the organization there is a need to establish unhindered communication channels as a platform for mutual trust.



Technological Factors

ICT Application Usage

Table 4: Results for the ICT application usage in the organization positively influence employee KSC

S. No.	Item	Mean	Std. Deviation	N
1	I am familiar with all the ICT tools available at the company	4.30	0.466	30
2	I know how to use the ICT tools available efficiently to share knowledge with other colleges.	4.17	0.648	30
3	Employees in my company are given adequate training internally to use ICT tools.	4.23	0.626	30
4	The ICT tools available are user friendly and help me accomplish my tasks.	4.00	0.525	30

- The mean of item #1 “I am familiar with all the ICT tools available at the company” equals to 4.30. Based on the result, the researcher concludes that the respondents agreed to this.
- The mean of item #4 “The ICT tools available are user friendly and help me accomplish my tasks.” equals to 4.00. Based on the result, the researcher concludes that the respondents disagreed to this.
- The mean of the field “ICT Application Usage in Technological Factor” equals to 4.17 and therefore the researcher concludes that the respondents agreed.

As to conclude this field, the results show that the availability of the ICT tools and the ability to use those tools are of great importance to the knowledge sharing process. The results show that they needs to have effective ICT tools to be available for all its employees and should pay more attention to teach its employees to effectively use such tools through continuous training programs.

Conclusions

The main objectives of this study were to find out how individual as one aspect of the knowledge sharing capability affects the knowledge sharing process. As we all know, individual is the most effective factors that influence the knowledge sharing. One person starts sharing, and others respond and sharing too. The goal of this research is to enhance the overall performance and output of the company through getting full use of the individual knowledge that the employees can possess, and to create the culture that make the sharing of knowledge a common practice. Social network and trust is the main dimension that were use to prove the relevancy of this variables. Employees are almost sure that their colleagues will give them the help they may need and will make their job easier through sharing knowledge with them. This is a good indication of the high level of cooperation among the employees which helps and accomplish its objectives easily. Although it is clear that employees need to understand the goals of the way and the top management needs to exert more effort in this regard. As to concludes, the last factor, which is the technological factor also plays big roles in enhancing the knowledge sharing process better as the respondents agreed that the ICT tools are very important in the sharing of knowledge with others .The ICT tools available and quite enough to facilitate the knowledge sharing among employees and to make it easier to cooperate with other either within or outside the department. Another thing is, there are no differences among respondents due to age with regard to the affecting factors of knowledge sharing. Although the direct financial rewards do not play clear and big role in simulating the knowledge sharing performance among employees, still some other extrinsic motivators are very important since person’s behaviour is provoked by values and the perceived benefits. Organizational rewards are useful for encouraging people to do the expected behaviours. Organizational rewards can be put into categorize ranging from financial rewards including raise in salary and benefits to nonfinancial rewards such as promotion and job safety. In the light of the results of the analysis carried out, the researcher concludes that the main objectives of this study have been achieved, and the main question of this study was answered.

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