



**A STUDY ON  
ANTECEDENTS OF KNOWLEDGE SHARING  
AMONG EMPLOYEES IN  
HRM DIVISION, UPSTREAM BUSINESS,  
PETROLIAM NASIONAL BERHAD**

**MOHAMAD FAHIM AZMAN BIN AB JALAL  
2013515571**

**BACHELOR OF BUSINESS ADMINISTRATION  
WITH HONOURS  
(HUMAN RESOURCE MANAGEMENT)  
FACULTY OF BUSINESS MANAGEMENT  
UNIVERSITY TEKNOLOGI MARA  
PERLIS  
JANUARY 2016**



اَوْنِيُوْرُ سِيْتِي تِي كُوْلُو كِي مَبَارَا  
UNIVERSITI  
TEKNOLOGI  
MARA

**BACHELOR OF BUSINESS ADMINISTRATION WITH HONOURS**

**HUMAN RESOURCE MANAGEMENT**

**FACULTY OF BUSINESS MANAGEMENT**

**UNIVERSITI TEKNOLOGI MARA**

**PERLIS**

**DECLARATION OF ORIGINAL WORK**

**I, (MOHAMAD FAHIM AZMAN BIN AB JALAL),**

Hereby declared that:

- This work has not previously been accepted in substance for any degree, locally or overseas, and is not being concurrently submitted for these degrees or any other degrees.
- This project-paper is the result of my independent work and investigation, except where otherwise stated.
- All verbatim extracts have been distinguished by quotation marks and sources of my information have been specifically acknowledged.

Signature: \_\_\_\_\_

Date: 1 JANUARY 2016

## **TABLE OF CONTENTS**

### **CONTENTS**

#### **PAGE**

<b>TITLE PAGE</b>	<b>i</b>
<b>LETTER OF DECLARATION</b>	<b>ii</b>
<b>LETTER OF SUBMISSION</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT</b>	<b>iv</b>
<b>LIST OF TABLES</b>	<b>v</b>
<b>LIST OF FIGURES</b>	<b>vi</b>
<b>ABSTRACT</b>	<b>vii</b>
<b>Chapter 1 - Introduction</b>	
1.0 Introduction	1
1.1 Background of The Study	1-2
1.2 Background of Organization	3
1.3 Problem Statement	4-5
1.4 Research Questions	6
1.5 Research Objectives	7
1.6 Significance of The Study	8-9
1.7 Scope of Study	10
1.8 Limitation of study	11-12
1.9 Definition of term	13-14

## **Chapter 2 - Literature Review**

2.0	Literature Review	15
2.1	Introduction	15
2.2	Dependent variable	15
2.3	Independent variable	16-17
2.4	Theoretical Framework	18
2.5	Research Hypotheses	19
2.6	Conclusion	19

## **Chapter 3 - Methodology**

3.0	Methodology	20
3.1	Introduction	20
3.2	Research Design	20-22
3.3	Questionnaire design	23
3.4	Sampling design	24
3.5	Data collection method	25-27
3.6	Data analysis	28-30

## **Chapter 4 - Result And Findings**

4.0	Result and Findings	31
4.1	Introduction	31
4.2	Frequency Analysis	32-35
4.3	Reliability Analysis	36-37
4.4	Descriptive Analysis	37-38
4.5	Pearson Correlation Analysis	39-41
4.6	Multiple Regression Analysis	42-44
4.7	Hypotheses Testing	45-46

## ABSTRACT

The purpose of this study is to examine the relationship between trust, empowering leadership, formalization and motivation with attitude towards knowledge sharing among employees in HRM Division, Upstream Business, Pertamina Nasional Berhad. Therefore this study could make important contribution to extant research in management and organizational behaviour. In the beginning of this study, the purpose, research question, and the need for the study is given. Then, literature is discussed about trust, empowering leadership, formalization and motivation with knowledge sharing that focusing on the relationship between them. The study generated a 64.7 percent response rate from 218 respondents. There are several problem and limitation during conducting this research. Researcher has discovered several constraints that are lack of experience in terms of conducting a research, collecting data and gathered information from the employees, financial constraints and time constraints because the duration of time are very limited. There are much research conducted on the factor that contribute to knowledge sharing.