

**THE PRACTICE OF KNOWLEDGE SHARING AMONG
ACADEMICIANS IN UiTM TERENGGANU**



**INSTITUT PENGURUSAN PENYELIDIKAN
UNIVERSITI TEKNOLOGI MARA
40450 SHAH ALAM, SELANGOR
MALAYSIA**

PREPARED BY :

**SABIROH BINTI MD.SABRI
SITI HAJAR BINTI WAN MOHAMMAD
ROZITA BINTI MENGEN**

DECEMBER 2012

ACKNOWLEDGEMENT

It is with a great relief that we finally finished this research and with a lot of gratitude to those who have helped us in any way to reach this point. Praise to Allah s.w.t. for His blessing and for giving us the strength to continue this journey until the end.

We would like to express our deepest gratitude to the following people who have directly or indirectly contributed towards the completion of this research.

Puan Siti Fatimah Mardiah binti Hamzah
Koordinator, Jabatan Pengurusan Gunaan, Fakulti Pengurusan Perniagaan,
UiTM Terengganu;

All lecturers of Universiti Teknologi MARA Terengganu campus Dungun who have participated in our survey;

Puan Siti Rapidah Omar Ali and Cik Fatanah Jislan, for your kind assistance in completing this research;

And last but not least, to our beloved family and fellow colleagues, thank you for all your supports.

ABSTRACT

For more than a decade, knowledge has been recognized as one of the important resources that contribute to the competitive advantage of an organization. Literature agreed that the sustainability of an organization is very much depending on how well knowledge in the organization is managed. The success of knowledge management relies on social interaction and organizational culture which encourage knowledge capture, sharing or transfer between individuals and reuse them. However, it is interesting to learn that, in higher learning institution where academicians hold some types of knowledge in high regards; academic knowledge significantly remains a “cottage industry” with both tacit and explicit knowledge kept isolated within the academician’s guilds. Knowledge generated by research activities always stay within the academic community, rarely crosses disciplinary boundaries and far away from reaching the industry community. True, there has always been academic collaboration among academicians, but there is little systematic sharing of learning content, context and supporting materials. Therefore, it is the challenge of institutional leadership to work on how knowledge can be understood and shared in different ways among the academicians inside and outside the organization. This research attempts to investigate the practice of knowledge sharing among academicians in Universiti Teknologi MARA Terengganu (UiTMT). Knowledge sharing has been identified as a part of Critical Success Factor in the implementation of knowledge management in an organization. The knowledge sharing practice was measured through the implementation of SECI model introduced by Nonaka and Takeuchi (1995) which facilitate the interaction of four knowledge-creating processes which also described the ways knowledge is generated, transferred and re-created in organizations. Data was collected through self-administered questionnaires distributed to 205 UiTMT’s lecturers selected using quota sampling. Data was analysed using descriptive statistics to determine the level of practice of knowledge sharing among academicians. Results shown that academicians in UiTMT practice knowledge sharing at moderate level. Furthermore, the results also shown that there is no significant difference in knowledge sharing practice between different position levels. The results of this study will be used to help the management of UiTMT strategize the knowledge management implementation in the future.

TABLE OF CONTENTS

TABLE OF CONTENTS	PAGE
TITLE PAGE	ii
LETTER OF RESEARCH APPROVAL	iii
LETTER OF RESEARCH SUBMISSION	v
PROJECT TEAM MEMBERS	vi
ACKNOWLEDGEMENTS	vii
TABLE OF CONTENT	viii
LIST OF TABLES	ix
LIST OF FIGURES	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION	
1.1 Overview	1
1.2 Research Problem	6
1.3 Research Questions	9
1.4 Research Objectives	10
1.5 Significance of the Research	10
1.6 Limitation of Research	11
1.7 Organization of the Report	12
CHAPTER TWO: LITERATURE REVIEW	
2.1 Overview	13
2.2 Definition within the Research Context	13
2.3 Malaysia's Transition into K-Economy Country	16
2.4 Knowledge Management (KM)	17
2.4.1 What is Knowledge Management (KM)?	17
2.4.2 Knowledge assets	18
2.4.3 Characteristics of Knowledge	18
2.4.4 The Importance of Knowledge Management	23
2.4.5 Knowledge Sharing Among Workers	28
2.5 SECI Model	29
CHAPTER THREE: RESEARCH METHODOLOGY	
3.1 Overview	35
3.2 Research Design	36
3.2.1 Research Model	40
3.2.2 Population	42

TABLE OF CONTENTS	PAGE	
3.2.3	Measurements and Constructs	42
3.2.4	Sampling Technique	46
3.2.5	Data Collection Method	48
3.3	Project Scheduling	52
CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION OF FINDINGS		
4.1	Overview	53
4.2	Analysis on Reliability of Measures of Internal Consistency	52
4.3	Finding and Analysis of Survey Questionnaires	
4.3.1	Demographic Profile of Respondents	57
4.3.2	The Practice of Knowledge Sharing	62
4.3.2.1	Analysis on Socialization Variable	64
4.3.2.2	Analysis on Externalization Variable	68
4.3.2.3	Analysis on Combination Variable	72
4.3.2.4	Analysis on Internalization Variable	76
4.3.3	Barriers to Knowledge Sharing	80
4.3.3.1	Internal (Individual) Factors	81
4.3.3.2	External (Organizational) Factors	85
4.3.4	Testing of Differences using One-way ANOVA	89
CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS		
5.1	Overview	91
5.2	Summary and Conclusion	91
5.3	Recommendation for Future Study	96
5.3.1	Research Limitations	96
5.3.2	Future Research	97
REFERENCES		
APPENDIX		