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**“KNOWLEDGE MANAGEMENT PRACTICES  
AMONG WORKERS  
IN YAYASAN SARAWAK, KUCHING”**

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**Supervisor's Comments**

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## ABSTRACT

*This is a research of a case study of knowledge management practices among workers in Yayasan Sarawak, Kuching. The main objectives of this case study is to determine the level of knowledge management practices in the organization, to examine the influence of gender on perception towards Knowledge Management practices, to determine the effectiveness of Knowledge Management practices, to identify the barriers in practicing Knowledge Management and also to determine the relationship between Knowledge Management and overall organization effectiveness. For this case study, a random sample of 100 respondents was been distributed in a questionnaire method. After doing the test, the finding for the level of knowledge management practices in the organization is high. Moreover, the staffs in Yayasan Sarawak effectively implement knowledge management in their organization. Most of the respondents agree that one of the barriers in practicing knowledge management is lack of time or resources to concretely share knowledge on day-to-day basis. It is also said that there is relationship between Knowledge Management and overall organization effectiveness. Moreover, they should and must practice knowledge management and make it as a tool for better improvement in their organizations. Furthermore, promising and dedicated workers in implementing knowledge sharing should also be rewarded.*

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# CHAPTER 1

## INTRODUCTION

### 1.1 INTRODUCTION

#### 1.1.1 COMPANY'S BACKGROUND

The Sarawak Foundation was established under the Sarawak Foundation Ordinance as a Statutory Body on 27 May 1971. The chairman is YB Dato Sri Haji Adenan Bin Haji Satem. Where as the Deputy Chairman is YBhg. Datu Haji Abdul Rashid Bin Haji Aziz. The current director is YBhg. Encik Mohamad Abu Bakar Bin Marzuki. Their objectives are to grant scholarships or to provide financial assistance of any form to any person born in Sarawak, in particular, and to any Malaysian citizen, in general, to pursue their education in schools, colleges, universities or institutions of higher learning within Malaysia or abroad on such terms and conditions as the Board deems fit or proper. Yayasan Sarawak also provide assistance, by way of loans, grants or otherwise, to organizations or institutions which are organized and governed for scientific, medical, educational, welfare, social or charitable purposes.

## **1.1.2 VISION AND MISSION**

### **Vision**

To be the best organization in providing services in the development of quality human capital towards a developed nation.

### **Mission**

We are committed to be dynamic, progressive and innovative organization in providing services in the development of quality human capital towards achieving a developed nation.

In doing so, we pledge to meet the stakeholders' expectations through excellent service quality, prudent and sustainable management of resources with emphasis on integrity.

### **1.1.3 INTRODUCTION TO THE STUDY**

Through this research, it shows that in the last few years have seen a rapidly growing interest in the topic of knowledge management. In 1995, Leveraging Knowledge for Sustainable Advantage was the title of one of the first conferences that brought Knowledge Management onto the management agenda. From 1997 a surge of books, magazines and websites have come onto the scene. In the year 2003, most large organizations have some form of Knowledge Management initiative. Many companies have created knowledge teams and appointed Chief Knowledge Officers.

In Malaysia, most of the organizations start to show their interest in this topic of Knowledge Management as the preparation for them toward K-economy, the management in the new era and technology. Most of the innovative organization seen this Knowledge Management as the major value in producing goods and services respectively especially in the new era. Knowledge Management is very important and this study focuses on how some of the most advanced early knowledge management adopters implement a knowledge management practices.

## **1.2 BACKGROUND OF THE STUDY**

Simply put, Knowledge Management is about developing and harnessing the organization's collective brainpower. This brainpower for example could relate to knowledge that employees have about production processes, customers, and ideas for new products or services. In this sense, people truly are the most important assets of an organization. One can identify three phases of Knowledge Management. First is knowledge acquisition, second knowledge dissemination, and the third one is knowledge utilization. In practice, these phases do not necessarily follow in an orderly linear style.

In this research, a study will be done on Yayasan Sarawak on knowledge management practices in their organization. As far as concerned, knowledge management can change the reputation of certain organization if they implement it effectively. Besides that, we would like to determine how far the effectiveness of knowledge management practices in their organization. By doing this, the influence of gender on perception towards knowledge management practices can be examined.

### **1.3 PROBLEM STATEMENT**

Yayasan Sarawak is known Knowledge is increasingly being recognized as an important resource. The problem is the organizations are not following the correct steps to manage it. Knowledge sharing in a distributed international environment is becoming an essential part of Knowledge Management. In this research, Knowledge Management deals with hard knowledge and emphasizes capture-codify-store was found.

This paper focuses on surveying knowledge management practices among the workers in Yayasan Sarawak. By doing this research, the successful of knowledge management among them will be able to be identify.

This case study can be seen from both theory and practices side. It proved that organization did not give reward and proper incentive for those workers who share knowledge.

Supposed, there must be such a way that makes the people to knowledge sharing for example giving more incentives in form of reward, individual employees' performance reviews and so forth in order to encourage them to share knowledge. Barrier such as lack of time or resources to concretely share knowledge on day-to-day basis also need to be taken care of.

## **1.4 RESEARCH QUESTIONS**

In this study, the main question is to find the answer for is what the worker's perception towards Knowledge Management. The research questions are as follow:

RQ 1: How is it possible for gender in influencing the perception towards knowledge management?

RQ 2: Are the barriers existed affect Knowledge Management Practices?

## **1.5 RESEARCH OBJECTIVES**

The objectives are to:

RO 1: Determine the level of Knowledge Management Practices.

RO 2: Examine the influence of gender on perception towards Knowledge Management Practices.

RO 3: Determine the effectiveness of Knowledge Management Practices.

RO 4: Identify the barriers of Knowledge Management Practices.

RO 5: Determine the relationship between KM and overall organization effectiveness.

## 1.6 SIGNIFICANCE OF THE STUDY

The finding of this research study may be applied as a guideline to assist firm's management team in formulating strategy in making decision and enhancing the company performance. The firms' management can evaluate their level of achievement after knowing the finding of this study.

Knowledge management plays important roles in the organization. This is due to the reason that knowledge management can create the knowledge sharing between the horizontal department and vertical department. The study is significant for the organization itself where they can make some improvement in their organization through practicing the knowledge management way.

Understanding may be the most important benefit, followed by commitment. Nowadays, managers and employers become more creative and innovative when they understand and support a firm's or company's mission, objectives and strategies. The marketing channels and strategies embody this approach to decision making. Apart from that, it may provide a greater overview and valuable knowledge for the researcher pertaining to the capital structure and firms performance in Malaysia. To the public and reader, this research will provide a valuable preference and guideline.



## **1.7 DEFINITION OF TERMS**

The terms used in this study are defined for ease understanding.

### **1.7.1 INFORMATION**

Fact or detail about the data or information that gathered for the purpose of study. It is considered as a source of information.

### **1.7.2 KNOWLEDGE**

The information, understanding, and skills that you gain through education or experiences. This information can be considered as tools that change something or somebody become grounds for actions.

### **1.7.3 KNOWLEDGE MANAGEMENT**

The name of a concept in which an enterprise consciously and comprehensively gathers, organizes, share and analyzes its knowledge in terms of resource, documents, and people skills.

### **1.7.4 KNOWLEDGE MANAGEMENT STRATEGY**

The strategy that should identifies the key needs and issues within the organization, and provides a framework to address it.

### **1.7.5 KNOWLEDGE MANAGEMENT PRACTICE**

The action of doing something regularly as a part of normal behavior. In the organization, knowledge management practices are something that they know and have experience in order to perform better in the future.

#### **1.7.6 KNOWLEDGE SHARING**

Disseminating and making available what is already known.

#### **1.7.7 CHIEF KNOWLEDGE OFFICERS**

The Chief Knowledge Officer is responsible for creating the vision of what is possible and designing the framework for realizing the results.

#### **1.7.8 TACIT KNOWLEDGE**

Tacit Knowledge is personal, context-specific knowledge that is difficult to formalize, record or articulate, it is stored in the heads of people.

#### **1.7.9 EXPLICIT KNOWLEDGE**

Explicit Knowledge is that component of knowledge that can be codified and transmitted in a systematic and formal language such as documents, databases and webs.

## **1.8 LIMITATIONS**

During completing this research, there are few limitations, barriers and difficulties that we have to encounter. Firstly, it is difficult to get feedback from the staffs. This is due to public holiday during Hari Raya Aidilfitri on the 20<sup>th</sup> September 2009. That is why some of the questionnaire had not been given back.

Futhermore, time constraint due to handling five(5) Kembara Pendidikan Yayasan Sarawak 2009 had cause very little time to get this case study done.

## CHAPTER 2

### LITERATURE REVIEW & THEORETICAL FRAMEWORK

#### 2.1 LITERATURE REVIEW

##### 2.1.1 INTRODUCTION

Knowledge Management is a proven strategy of using systematic approaches to create an environment where knowledge can be easily stored, and to making the knowledge easy to get to the people who need it when action needs to be taken. The creation and flow of knowledge is a dynamic chain of events where it consists of the ability to create, identify, collect, review, share, use.

However, if a link is broken, the chain is ineffective. When the flow is managed well, individual knowledge will become a community knowledge, which then becomes enterprise knowledge. As a result of this collaboration and validation, the enterprise has actionable knowledge. Many experts say that in order to implement knowledge management in the organization, the main important thing is we need to change the culture first, but culture change is a result of knowledge sharing, not an antecedent. However, knowledge can be shared with others without diminishing one's own stock of it.

Simply put, Knowledge Management is about developing and harnessing the organization's collective brain power. This brainpower for example could relate to knowledge that employees have about production processes, customers, and ideas for new products or services. In this sense, people truly are the most important assets of an organization. One can identify three phases of Knowledge Management.

First is knowledge acquisition, second knowledge dissemination, and the third one is knowledge utilization. In practice, these phases do not necessarily follow in an orderly linear style.

Knowledge Management has to be linked to overall strategy if knowledge is like any other asset, where it is to be leveraged and turned into competitive advantage. All three phases of Knowledge Management mentioned above consume resources and therefore these resources have to be allocated keeping in mind the connection to corporate objectives. How this connection is established differ from company to company.

**R. Nat Natarajan and Cass L. Larson** has given an example of how this connection can be differed one company to others. For instance, Sony maintains a rather loose coupling between directing the knowledge gathering efforts of its R&D staff and corporate objectives; whereas 3M has a well-defined process by which its scientists, acting as entrepreneurs, may develop and propose complete business plans based on their own research ideas. Sometimes relevant knowledge exists in outside the organization's boundaries, for example with customers, suppliers and in the best practices of other times.

Besides that, **R. Nat Natarajan and Cass L. Larson** said knowledge also must be systematically acquired and put to use in the organization. For example, benchmarking the best practices of other companies will help to close performance gaps in benchmarking processes are linked to goals and strategies of the knowledge-seeking firm. All of these are about the first phase that knowledge management needs to be acquired.

Second phase of Knowledge Management is considered as disseminating and sharing the knowledge. Through dissemination and sharing, individual knowledge is transformed into system-wide knowledge. All employees in an organization possess knowledge about problems and solutions, and best practices. As long as this information stays solely with these individuals, there is little benefit to the overall organization. If key knowledge of each worker could be captured and shared for the use of all other employees, the benefit to the organization would compound.

When knowledge is shared, organizations save time and resources in duplication. This sharing process is enabled in two important ways. It may be either in high technology such as information technology and high touch like organization culture.

With the advances in communication and information technologies, costs of copy and transmission of the information component of knowledge have been significantly reduced. Therefore, improvements in personal productivity achieved through computers for example, could be turned into improvements in organizational productivity through networking. Easy sharing of knowledge also raises an interesting inconsistency knowledge that can be shared easily cannot be permanently captured by the organization. The benefits of such knowledge can be captured by other organizations as well. However, it has an implication if knowledge can be captured. The implication is that to build its core competencies the company should invest in those kinds of knowledge or knowledge combinations that cannot be easily duplicated by competing organizations.

Most firms and consultants focus on information systems as the means to share knowledge. However in many companies, informal sharing is more important.

Some of the researchers found that informal communication was very effective tool for sharing knowledge, one that was discouraged only a few years ago. A sharing culture provides the medium for knowledge to move through the organization.

Knowledge Management in most organizations is about building an environment that allows easy knowledge flow. This environment is often the type found in firms with quality management and learning environment approaches. Effective organizations have processes that break down barriers between individuals for many reasons, including good knowledge flow. Organizational form will have direct impact on Knowledge Management techniques. Teams provide a basis for problem solving, organizational learning and Knowledge Management. Companies that build teamwork more readily convert individual knowledge to system knowledge.

The build phase of Knowledge Management is knowledge utilization. It depends on a number of organization-related factors such as job design, autonomy, performance measures and incentives. Technology can help but a lot more depends on whether teams and individuals feel motivated and appreciated enough to apply the knowledge they have to their work.

Recognizing this, companies are increasingly focused on education and empowerment to increase the competence and commitment of their workforce and turn them into true knowledge workers.

## **2.1.2 KNOWLEDGE AND INFORMATION**

It is important to distinguish between knowledge and information. The reason is to ensure that the understanding of both term knowledge and information is clearly defined. As we know, information can be considered as the codified and formal part of knowledge. Knowledge also consists of a tacit component where the procedures and rules that are not codified or articulated. It is also including the experience that can be building up by individuals through observation and learning-by-doing.

## **2.1.3 TYPES OF KNOWLEDGE**

The literature in Knowledge Management distinguishes different types of knowledge in order to be able to propose its management. There are basically two kinds of knowledge. It consists of tacit knowledge and explicit knowledge.

### **2.1.3.1 EXPLICIT KNOWLEDGE**

Explicit knowledge is knowledge that can be captured, explained in words, measured, documented, and archived.

On other words, explicit knowledge can be formalized and represented, and thus articulated in formal languages. This is type of knowledge that most critiques of Knowledge Management that similar to information. As information, explicit



knowledge can be easily stored, retrieved, shared, and disseminated within organizations.

*Srikantaiah & Koenig, 2000; pp.11* has found Commercial publication, email, internet, intranets, database, organizational business records and self-study material as the example of explicit. The management of explicit knowledge usually includes the creation, generation or acquisition of that knowledge and should be supported by a number of information and communication technologies (ICT).

### **2.1.3.2 TACIT KNOWLEDGE**

According to *Ryle (1984; pp.5-61)*, the distinction between tacit knowledge and explicit has sometimes been expressed in term of knowing-how and knowing-that respectively. This tacit knowledge can be described as experience that embedded in an individual such as their perspective and inferential knowledge.

This knowledge is basically hard to be communicated or shared with other. It includes insights, hunches, intuitions, and skills that are highly personal and difficult to formalize. No matter how hard we try to share this knowledge, it is not easily codified and thus is not readily transferrable from one person to another.

As to summarize both types of knowledge above, explicit knowledge is relatively uncomplicated; therefore, it is with tacit knowledge that Knowledge Management enters into a new and unexploited field. Again, according to *Srikantaiah & Koenig*

(2000; pp.11) and (1991) explicit and tacit knowledge have a symbolic relationship where each of them contribute or benefit from one another. In order for Knowledge Management to be effective, it is important that both explicit and knowledge and tacit knowledge are present in an organization's infrastructure. This infrastructure may include benchmarking, training, complicated information technology and a basis of trust and will be different depending on the difficulty of the organization and its goals and objectives.

#### **2.1.4 KNOWLEDGE MANAGEMENT PRACTICES**

The aim of knowledge management practices is to minimize organizational and individual knowledge by taking out tacit and implicit knowledge and translating these into explicit knowledge, which then can be interpreted, represented, codified, stored, retrieved, shared, and disseminated.

In general Knowledge Management in organizations should be seen as the process of critically managing knowledge to meet existing needs, to identify and exploit existing and acquired knowledge assets and artifacts and to develop new knowledge in order to take advantage of new opportunities and challenges. This was stated by *Quintas et al., 1997*. In holistic terms, knowledge management must be seen as a strategy to manage organizational knowledge assets to support management decision making to enhance competitiveness, and to increase capacity for creativity and innovation (*Zyngier, 2004*).

Meanwhile, **Newman, 1991** has defined knowledge management as a collection of processes that govern by the creation, dissemination, and utilization of knowledge in an organization.

Knowledge Management is the explicit and systematic management of vital knowledge and its associated processes of creating, gathering, organizing, diffusion, use and exploitation.

#### **2.1.5 BENEFITS OF PRACTISING KNOWLEDGE MANAGEMENT**

In knowledge management, we need to decide on investing in a new, programs, process or project in order to make sure that it is really worth investing and value adding. There is also need to analyze the cost benefits of such investment and the return or value that will get from that investment. Whether to minimize loss and risk improve organizational efficiency or embrace innovation, knowledge management efforts and initiatives add great value to an organization.

Among the benefits of knowledge management are facilitates better and more informed decisions. Moreover it will contribute to the intellectual capital of an organization. Intellectual capital referred to the companies with high levels of market valuation and more often companies with high levels of intangible assets. Intellectual capital might be any asset that cannot be measured but can be used by the organization to its advantage.

It will also encourage the free flow of ideas which leads to insight and innovation. This means that, knowledge management provides the 'window' to see opportunity coming and act it by applying knowledge that is otherwise idle. This also can be done through knowledge sharing

whereby in this style the employees in the organization can share the ideas, knowledge and information that they know.

Not just that, it will also eliminate redundant processes, streamlining operations and enhances employee retention rates. We will remove this entire heap and overload knowledge and information by practicing knowledge management in an organization. Furthermore, it will improve customer service and efficiency. Because of cutting down the task of the employees, we can improve the competence and the effectiveness of the customer satisfaction. Last but not least, it can lead to greater productivity. Due to the improvement of the customer service and efficiency, it can be said that more output can be produce and it will be in mass. Same goes to the service.

## **2.1.6 RESEARCH OF KNOWLEDGE MANAGEMENT IN OTHER INDUSTRIES**

### **2.1.6.1 KNOWLEDGE MANAGEMENT IN BANKING**

This study is done by Hafizi M. Ali and Zawiyah M. Yusof from Universiti Kebangsaan Malaysia (UKM). The title of this study is 'Knowledge Management in Malaysia Banking: A study of Causes and Effects'.

In their study they found that, knowledge management is able to address complex issues, give quick responses and facilitate well-informed and timely decisions. Factors that need to be taken into consideration to make sure success in knowledge management is that the organization's objectives need to be relevant to the initiatives, the willingness of the human resource

department to shift into a knowledge based organization and lastly information technologies structure need to be firm and strongly built. In their surveys, they can find that initiative of knowledge management can increased the capability and endurance to compete in their industry. Furthermore, knowledge management can helps to increase information sharing, efficiency and knowledge transfer. Not just that, it protects an organization from losing knowledge due to retrenchment.

Fourthly, they agreed that knowledge management helps to increase workers' acceptance of innovations and improves the capabilities and competencies of the staff. Moreover, it assists in working by physically separated teams, and encourages knowledge sharing with customers. Besides, knowledge management also effectively increased flexibility in production and innovation and also increases the level of knowledge from other sources. Last but not least, it increases staff participation in activities at the workplace.

#### **2.1.6.2 KNOWLEDGE MANAGEMENT IN SMALL MEDIUM**

##### **INDUSTRIES**

This study is done by Mohammad Nazir Ahmad Sharif, Nor Hidayati Zakaria, Nazmona Mat Ali, and Mohd Zaidi Abd Rozan from Universiti Teknologi Malaysia (UTM). The title of this study is 'Preliminary Study: Knowledge Management Practices In The Small Medium Software Companies'.

Normally software developers and vendors do not provide knowledge management solutions in smaller sized companies. Small sized companies are less saturated and ready for change as compare to the large companies. But, for them Small Medium Companies also need knowledge management. In Small Medium Software Companies (SMSCs), it is not a new concept. In the emerging of knowledge management, most of the larger companies or organization considers knowledge management as a vital tool for managing organizational knowledge.

In order to understand more the typical key processes in software companies, they applied an improved Capable Maturity Model (CMM) for software or CMMsm. In their study, they find that most of people and learning issues are central to knowledge management. It covers two related issues usually in an organizational context and covering both theory and practice. Thus, knowledge management does not combining theory and practices but also is multidisciplinary.

Moreover is that, knowledge management is not situated in the technology domain. Even the advance in technology will lead to faster data transfer, but it will remain a useful enabler rather than a central facet at the heart of knowledge management.

The relevancy of knowledge management solution is not to be taken as the fix for the problem which for example

development of Knowledge Based System (KBS) was to tackle the knowledge management problem.

In their study also, it state very clear that the success of knowledge management practice in the small medium software companies are integrated knowledge management practices with influenced of factors such as organizational environment for instance the notably leadership and culture, secondly is that technology infrastructures for instance the information and communication resources and lastly is the knowledge process for example the creation, transfer and utilization. Finally, this will incorporates a feedback loop to suggest the need for continuous knowledge measurement and potential adjustment of strategies over time.

### **2.1.7 KNOWLEDGE MANAGEMENT STRATEGY**

A Knowledge Management strategy is only a plan that explains on how an organization will manage its knowledge better. And same goes to the benefit of the organization and its stakeholders. A good Knowledge Management strategy is closely aligned with the organization's overall strategy and objectives.

#### **2.1.7.1 COMBINATIONS: KNOWLEDGE MANAGEMENT STRATEGY**

Knowledge management strategy is not always effective in the organizations; it was also rarely comprehensive in addressing the related issues of building relationships for influence, bringing in expertise outside of the organizations and

strengthening communications for broader knowledge dissemination. A more realistic practice may be the use of four strategies that are related, but are not dependent on the others for their success.

First is an internal communications strategy, where it is about the strengthening the tools for internal communications. Second is influencing strategies, which are about how to identify and maintain the relationship the organization needs to have with the experts to reinforce the quality of the organization's knowledge and with those in positions to make change which is bridging research and action. Third are communication strategies, where it is about how to flow the knowledge of the organization out to broader audiences, to build awareness of issues and receptivity to changes necessary in order to address issues. The fourth are administrative strategies for supporting the infrastructure for knowledge management. It is about information technology and human resource such as staff time available, the tasks and training.

#### **2.1.7.2 BENEFIT: KNOWLEDGE MANAGEMENT STRATEGY**

There are several benefits that organization can get from clearing about knowledge management strategy. Whereby, through this knowledge management strategy, it may help to increase awareness and understanding of knowledge management in the organization. Apart from that, it will gain senior management commitment. Meaning to say, when senior management gives full commitment in the organization, the



potential for the organization to improve in term of Knowledge Management is high. By having a Knowledge Management strategy, it will make the workers clear, the communicable plan about where they are now, where they want to go, and how to plan to get there. Besides that, this may help to ensure that communication between people in the organization is good Knowledge Management practice.

### **2.1.8 SUCCESS FACTOR IN GOOD KNOWLEDGE PRACTICES**

Knowledge management practices can be reduced by using their two elements, good use of e-mail functions, add good design of web site. Then it should be combines with people learning how to plan and maintain interaction with each other. A success factor in good Knowledge Management practice is the existence of strategies and tools to facilitate the internal and external knowledge management.

Internal knowledge management is about how an organization manages internal communications among its different parts in order to strengthen its knowledge base. Besides that, it is also about how it manages the archiving and sharing knowledge products developed by its staff and partners. In some organizations, the focus has been on the formation of structured communities of practice or thematic knowledge networks, supported by web site for exchanging information on their area of interest. In research community, less attention has been paid to introducing such communities because informal channels for discussion already exist. Membership organizations such as APC and Taking IT Global (TIG) strongly emphasized creating the space for dialogue among their members, but capturing that dialogue electronically so that it could

be mined for ideas later. What is important here is not the specific modality for internal communications, but rather a combination of the recognition that internal communications across the whole organization are necessary. Beside that, it is about the combination of the existence of tools actively deployed to support communications and the storage and retrieval of knowledge product, and; it is also a combination of the regular examination of the sufficiency of these efforts and experimentation with new ways to improve communications.

External knowledge management is about how an organization flow its knowledge into the hands of the people it most wants to use it. Other than that, it is about how it strengthens its interaction with external experts and decision-makers and how it knows whether its insights made a difference. Again, what is important here is not the specific modality for external knowledge management, but whether there is a consideration of different modalities for collaboration and communication required, and selection of those that may be the most appropriate for the task at hand.

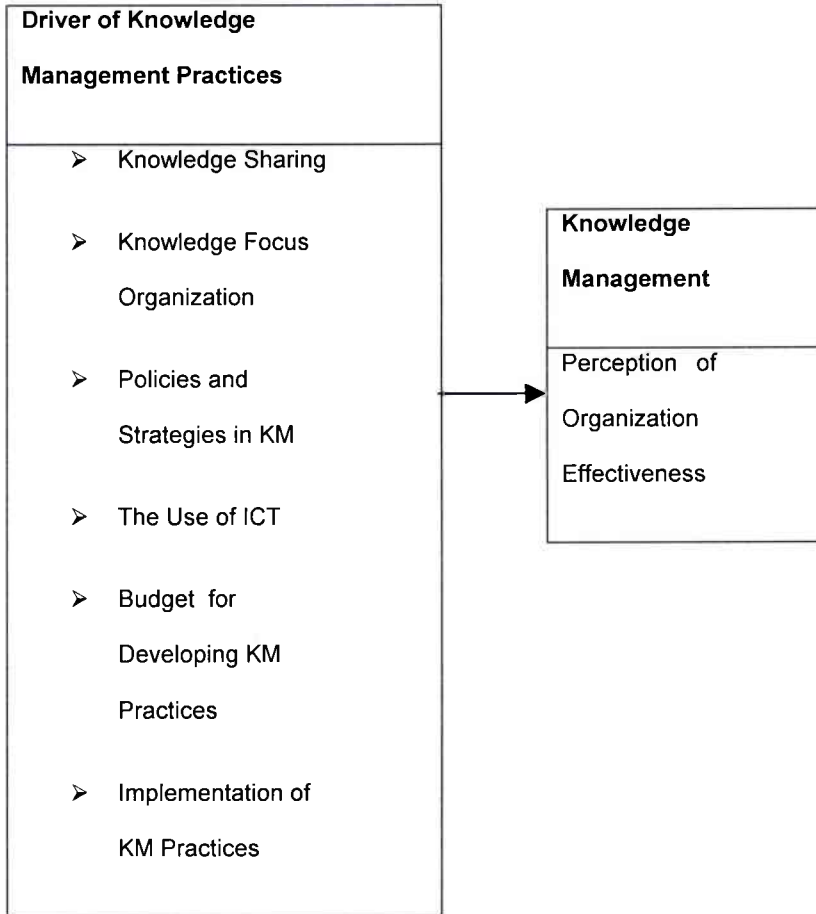
#### **2.1.9 MANAGING KNOWLEDGE – THE ISSUES AND CHALLENGE**

There are three major issues that the organizations will face. It consists of globalization, downsizing, and outsourcing means a reduction in personnel. It refer to the situation when people leave the organization have to realize that they take with them valuable knowledge.

Globalization is a separate issue. It effects most organization in the same form. As we can see, many organizations now are undergoing some form of structural change. The change means that information and knowledge have to be share between individual's and company who are unexpected to work together.

## FIGURE 2.1 THEORETICAL FRAMEWORK

*Theoretical Framework (Figure)*



## **2.2.1 INDEPENDENT VARIABLES: DRIVER OF KNOWLEDGE MANAGEMENT PRACTICES**

The drivers are variable that indicate the importance of knowledge management practices in the organization.

### **2.2.1.1 KNOWLEDGE SHARING**

The most effective way to create a knowledge sharing culture in the organization is first to start to practice it at any level in the organization. Second, put in place the knowledge sharing technology and train and educate people in its effective use. The two together can be used by the people with the appropriate knowledge sharing mindset and the appropriate knowledge sharing technology to support them will rapidly about a knowledge sharing culture that helps them better meet their business objectives.

### **2.2.1.2 KNOWLEDGE FOCUS ORGANIZATION**

In knowledge focus organization; there are a few groups that have the responsibility for knowledge management practices in the organization. The groups are for instance the Human Resource Management team, the information technology team, special knowledge management unit, the top managers and so forth. In this knowledge focus organization also, we focus more on the knowledge sharing as a criterion for the assessment of employees' performance.

### **2.2.1.3 POLICIES AND STRATEGIES IN KNOWLEDGE MANAGEMENT**

The goal of knowledge work is to create the unique deliverable appropriate to a particular customer and context, not to copy the same deliverable we created the last time. Knowledge management is about making it easier to create that deliverable by taking better advantage of what has been done before. Whether the organization is being smart or stupid about knowledge management, they need to be thinking about a strategy for becoming a more effective knowledge worker.

### **2.2.1.4 THE USE OF ICT**

The use of Information and Communication Technology is as important as the human in practicing of knowledge management. There are some ways that ICT is only 30% in knowledge management. In this section, we want to see either this drivers, which has several elements such as the intranets, local area networks, extranet, common database and internet as a support for research and knowledge sharing in the organization. Technology is about knowledge sharing.

### **2.2.1.5 BUDGET FOR DEVELOPING KNOWLEDGE MANAGEMENT PRACTICES**

In public sector organizations, the relative level of budget for knowledge management is particularly important in terms of signaling to the organization's employee the importance that the organization attaches to knowledge management.

### **2.2.1.6 IMPLEMENTATION OF KNOWLEDGE MANAGEMENT**

There is no specific implementation of knowledge management in the industry as far as been seek and explore. But there is a study of the implementation of knowledge management in other industries for example in the banking, educational institution and in healthcare.

As this is the driver of knowledge management, we want to make sure the gist of knowledge management for example knowledge sharing been practices.

### **2.2.2 DEPENDENT VARIABLE: PERCEPTION OF ORGANIZATION EFFECTIVENESS**

The dependent variable of this research is the perception of organization effectiveness. The drivers of this perception of organization which are knowledge sharing, knowledge focus organization, policies and strategies in knowledge management, the use of information and communication technology (ICT), budget for developing knowledge management practices and implementation of knowledge management will help in evaluating the perception of organization effectiveness. What is important in this matters is to see how far the integration of the drivers of knowledge management been taken in the perception of knowledge management.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 RESEARCH DESIGN**

Regarding to this research study, the cross-functional survey is chosen in order to design the research. All information will be base on the various section and target group within the organization. Questionnaire form will be used as an approach to complete this research.

#### **3.2 DATA PREPARATION AND ANALYSIS**

After collecting the data, a plan of data analysis will be developed. For the purpose of this research also, both primary and secondary data will be used to complete this study. Evaluation is done based on the respondent's feedback. By using this program, the data can be easily analyzed in order to identify the relationship between the dependent variables and the independent variable.

#### **3.3 SAMPLING**

In this research, a non-probability sampling has been chosen. Convenience sampling method will be used. Convenience sampling technique is an attempt to randomly pick the respondents among the staff. Often, respondents are selected because they happen to be in the right place at the right time. The significance of using convenience sampling is the sampling units are accessible, easy to measure and cooperative. Other than that, convenience sampling is less expensive and less time consuming.



**TABLE 3.1 INSTRUMENTATION AND MEASUREMENT**

NO	MANAGING A KNOWLEDGE-FOCUSED ORGANIZATION	Sources
1	<p>1.1 In your opinion, which is the following groups has the overall responsibility for knowledge management practices in your organization?</p> <ul style="list-style-type: none"> <li>a) Human resources management team</li> <li>b) Information technology team</li> <li>c) Special knowledge management unit (knowledge officer)</li> <li>d) Top Managers</li> <li>e) Other, please specify _____</li> </ul> <p>1.2 Please indicate your level of agreement with the proposals listed below:</p> <ul style="list-style-type: none"> <li>a) Managers spend more time disseminating information to their staff</li> <li>b) Managers spend more time facilitating the horizontal flow of information between their staff</li> <li>c) Managers are more frequently required to devolve authority to lower levels</li> <li>d) Managers spend more time building project team rather than managing projects directly</li> </ul> <p>1.3 In your organization, knowledge sharing is a criterion for the assessment of staff performance. (Yes/No)</p> <p>1.4 In your organization, workers are rewarded for knowledge sharing:</p> <ul style="list-style-type: none"> <li>a) Monetary incentive</li> <li>b) Prizes / Rewards</li> <li>c) Promotion</li> <li>d) Peer recognition</li> <li>e) Individual employee performance review</li> <li>f) Informal encouragement</li> <li>g) Others, please specify _____</li> </ul>	<p><i>Efthimia Tsakidou, Christina Boutsouki and Yorgos Zotos, Kostantinos Mattas (2003)</i></p>

NO	INFORMATION AND COMMUNICATION TECHNOLOGIES AND INTERNAL KNOWLEGDE	Sources
2	<p>2.1.a In your organization, one or several of these elements are used or will be used to support knowledge transfer or information sharing:</p> <ul style="list-style-type: none"> <li>a) Intranets</li> <li>b) Local area networks</li> <li>c) Extranet</li> <li>d) Common databases</li> <li>e) Internet (as a support for research and knowledge sharing your work, not the Internet site of your organization)</li> </ul> <p>2.1.b Has the percentage of employees have access to the Internet increased in the last 3 years? (Yes/No)</p>	

	<p>2.1.c In your organization, what percentages of employees has e-mail address?  a) Below 10%  b) 10 – 25%  c) 26 – 50%  d) 51 – 75%  e) 76 – 100%</p> <p>2.1.d Has this percentage increased in the last 3 years? (Yes/No)</p> <p>2.2.a Your organization has an Internet site:  a) Yes  b) No, but your organization plan to have a Internet site in the next 3 years  c) No, your organization does not plan to have an Internet site  d) Others, please specify _____</p> <p>2.2.b On your organization's Internet site, it is possible to:  a) Access administrative information  b) Access information about current events related to your organization  c) Download publications, reports from your organization  d) Download administrative forms or applications  e) Make certain payments (taxes, public fees, etc..)</p> <p>2.2.c Please indicate your level of agreement with the following statements, concerning the Internet site of your organization:  a) Your organization delivers on its Internet site all important documents and information  b) Information delivered on your Internet site is well-package (clear, understandable, etc..)  c) Information delivered on your Internet site is updated on a regular basis.</p> <p>2.2.d Contact e-mail addresses for employee on the Internet site of your organization:  a) There is a single e-mail address for the whole organizations that allows customers to contact directly the organization via e-mail.  b) All senior management has a personal e-mail address visible on the web site of the organization, and can be contacted by customers directly via e-mail.</p>	<p><i>Efthimia Tsakidou, Christina Boutsouki and Yorgos Zotos, Kostantinos Mattas (2003)</i></p>
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NO	<b>BUDGET FOR DEVELOPING KNOWLEDGE MANAGEMENT PRACTICES</b>	Sources
3	<p>3.1 Do you expect the budget for all the knowledge management Practices that you are currently using to proportionally increase, to decrease or stay at the same in the 3 years?  a) Increase by 100% or more  b) Stay the same  c) Decrease</p> <p>3.2 Your organization have budget to promote knowledge management practices? (Yes/No)</p>	<p><i>Efthimia Tsakidou, Christina Boutsouki and Yorgos Zotos, Kostantinos Mattas (2003)</i></p>

NO	<b>ASSESSMENT OF IMPLEMENTING OF KNOWLEDGE MANAGEMENT PRACTICES IN YOUR ORGANIZATION</b>	Sources (Author, Year)
4	<p>4.1.a For each of the following factors, please indicate how Important it is for the improvement of knowledge sharing and Knowledge transfer practices or the good implementation of a</p>	

5	<p style="text-align: center;">Knowledge management strategy in your organization:</p> <ul style="list-style-type: none"> <li>a) Strong involvement of staff</li> <li>b) Establishment of incentives to share knowledge</li> <li>c) Allocation of sufficient financial resources</li> </ul> <p>4.2.b In implementing knowledge and information management practices, do you consider that your organization has been:</p> <ul style="list-style-type: none"> <li>a) Very successful</li> <li>b) Fairly successful</li> <li>c) Not very successful</li> <li>d) Not successful at all</li> </ul> <p><b>4.3 REASONS FOR THE SHORTCOMING IN THE IMPLEMENTING OF KNOWLEDGE MANAGEMENT PRACTICES</b></p> <p>4.3.a Has your organization met difficulties in implementing knowledge management practices, because of the following factors?</p> <ul style="list-style-type: none"> <li>a) Your organization has put a strong focus on information and communication technology, rather than on people or organizational matters</li> <li>b) Lack of time or resources to concretely share knowledge on day-to-day basis</li> <li>c) Resistance of certain groups of staff</li> <li>d) Lack of commitment of senior management</li> <li>e) Difficulty in capturing employee's undocumented knowledge</li> <li>f) Knowledge management is not a top priority within the modernization programme of your organization</li> </ul> <p>4.3.b What groups have related the implementation of knowledge sharing or knowledge transfer practices currently in use?</p> <ul style="list-style-type: none"> <li>a) Senior Management</li> <li>b) Middle Management</li> <li>c) Non-Management Employees</li> <li>d) Union/Staff Associations</li> <li>e) Other, please specify</li> </ul> <p><b>Overall Organizational Effectiveness</b></p> <p>Please rate your organization overall effectiveness on a scale of 1 until 10. Please circle your choice.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><b>Very Ineffective</b></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;"><b>Very Effective</b></td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> <td style="text-align: center;">10</td> <td></td> <td></td> </tr> </table>	<b>Very Ineffective</b>											<b>Very Effective</b>	1	2	3	4	5	6	7	8	9	10			<p><i>Efthimia Tsakidou, Christina Boutsouki and Yorgos Zotos, Kostantinos Mattas (2003)</i></p>
	<b>Very Ineffective</b>											<b>Very Effective</b>														
1	2	3	4	5	6	7	8	9	10																	

### **3.4 DATA COLLECTION**

There are two types of data collection that will be used for this research. The entire information gather for this research study were based on both types of data. It was consists of primary data and secondary data.

#### **3.4.1 PRIMARY DATA**

This type of data is the main source of data that is used in order to complete this research. Primary data is referring to the information that obtain first hand and also through observation or recorded by others researcher for the time on the variable of interest for the specific purpose of the study. The collection of data will be collected through questionnaire. The questionnaire will be collected after two week.

#### **3.4.2 SECONDARY DATA**

In our research, information that had been collected previously and reported by some individuals or organizations will be gathered. Internal data generated from any others sources outside the organization record. The source data obtain from books, magazine and newspapers relate to our topic study. However, most of the data and information had been gathered for this research were obtained from Internet especially website and also journal that are related.

**TABLE 3.2 DATA ANALYSIS**

<b>Objective</b>	<b>Variable/s</b>	<b>Measurement</b>	<b>Scale</b>
To determine the level of KM Practices or KM Sharing	The collections of process that govern the creation disseminate utilization of knowledge	Level of capability in organizing knowledge sharing	Nominal
To examine the influence of gender on perception towards KM	Gender is the fact that influence the perception	To get the level of perception among male and female	Gender: Nominal  Perception: Ratio
To determine the effectiveness of KM Practices	The result or intended that we want from the practices of knowledge management	The use of knowledge management practices through the application of knowledge strategy plan	Ordinal
To identify the barriers of implementing KM Practices	The problem or situation that prevents to practice the knowledge management and make it impossible to be implemented.	The adoption of the employees towards the knowledge management practices	Nominal
To determine the relationship between KM and overall organization effectiveness	Ensuring whether KM and overall organization effectiveness have relationship	The average scale of KM and overall organization effectiveness	Level:  Nominal  Effectiveness:

## **CHAPTER 4**

### **FINDINGS**

#### **4.1 INTRODUCTION**

This chapter discusses on the results of the data analysis and interpretation of the data. The data has also been evaluated according to the stated objectives and research problems. After conducting the research, the data the researcher collected was analyzed by using Statistical Package of Social Science application (SPSS).

There are two section in the finding chapter which consist of Section A and Section B. Section A describe on the demographic profile of the respondents and indicate the percentage distribution of the respondent profile by using frequency table. In Section B, it represents the findings of knowledge management practices by staff In Yayasan Sarawak.

## 4.2 PROFILE DESCRIPTION

In the finding, it indicates that the respondents are female where the percentage is 69.6%. The rest of 30.4% of respondent is male. 73.2% of the respondents' age is between 21 to 30 years old and only 2 of the respondents age is between 51 and above. More than 50% of the respondents are Malays. While for Chinese, Iban and Others, their race is 1.8%, 19.6%, and 21.5% respectively.

Most of the respondents had been working with Yayasan Sarawak less than 3 years, which is 35.7%. And 33.9% of the respondents work with Yayasan Sarawak for more than 10 years. Most of the respondents are supporting staff, which is 71.4%. While Management Level and Technicians, the respondents are 21.4% and 7.14% respectively. There are only 17.9% respondents with salary is less than RM1000, and 3.7% of them have more than RM5000.

**Table 4.1 Demographic Profile**

<b>No</b>	<b>Profile</b>	<b>Frequencies</b>	<b>% Percentage</b>
1	<b>Gender</b>		
	Male	17	30.4
	Female	39	69.9
2	<b>Age Group</b>		
	21 – 30	32	73.2
	31 – 40	14	25
	41 – 50	8	14.3
	51 and above	2	3.6
3	<b>Race</b>		
	Malay	32	57.1
	Chinese	1	1.8
	Iban	11	19.6
	Others	12	21.5
4	<b>Job</b>		
	Management Level	12	21.4
	Supporting Staff	40	71.4
	Technician	4	7.14
5	<b>Length of Service</b>		
	Less than 3 years	20	35.7
	3 – 6 years	9	16.1
	7 – 10 years	8	14.3
	More than 10 years	19	33.9
6	<b>Income</b>		
	Less than RM1000	10	17.9
	RM1001 – RM2000	19	33.9
	RM2001 – RM3000	13	23.2
	RM3001 – RM4000	8	14.3
	RM4001 – RM5000	4	7.14
	More than RM5000	2	3.57



### 4.3 FINDINGS BY OBJECTIVES

#### Objectives 1: Determine the level of Knowledge Management Practices

From the study, we found that the level of knowledge management practices in Yayasan Sarawak is slightly high. Table below shows that the mean result is 2.3705.

**TABLE 4.2 The level of Knowledge Management Practices**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Dev</b>
LevelKM	56	1.25	3.75	2.3705	.75977
Valid N	56				

**Objective 2: To examine the influence of gender on perception towards Knowledge Management Practices**

The result found that both side of gender has a big gap. It shows in Table 4.3 where mean for female is 2.2051 and for male is 3.2353. This means the involvement of female employees in this company is higher compare to the female. Thus, gender does influence the perception towards knowledge management practices.

**TABLE 4.3 The influence of gender on perception towards KM Practices**

**Group Statistics**

Gender		N	Mean	Std. Dev	Std. Error Mean
Perception	Female	39	2.2051	1.65719	.26536
	Male	17	3.2353	1.25149	.30353

**Objective 3: To determine the effectiveness of Knowledge Management Practices**

Looking at the Table 4.4 below, it proves that Knowledge Management Practices in Yayasan Sarawak is very effective. This can be seen by the most percentage of successfulness, which is around 95%. Only three respondent states that their organization didn't achieve the effectiveness level of implementing Knowledge Management Practices.

**TABLE 4.4 The effectiveness of Knowledge Management Practices**

		<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Very Successful	35.7	35.7	35.7
	Fairly Successful	58.9	58.9	94.6
	Not Very Successful	5.4	5.4	100.0
	Total	100.0	100.0	

#### **Objective 4: To identify the barriers of Knowledge Management Practices**

Table 4.5 below shows that 66.1% agree that their organization has put a strong focus on information and communication technology, rather on people or organizational matters. Meaning that, they gain more from Explicit Knowledge where they can store, retrieve, share and disseminate it within the organizations anytime.

The same percentage as above also says that the staffs have difficulties in implementing Knowledge Management practice is lack of time or resources to concretely share on day-to-day basis.

This table also indicates that only 64.3% of the respondents do not have any problem with the resistance of certain groups of staff occurs in their organization. The rest of the respondents do have problem with this barrier in implementing knowledge management practices but it doesn't really affect the effectiveness level.

The forth barrier represents equal result regarding on difficulties in implementing knowledge management practices in their organization. The staffs neither agree nor disagree towards the obstacle that there is lack of commitment from senior management because the result of this test is 50% equal.

Only 11 out of the entire staffs have difficulties in capturing the employee's undocumented knowledge. This again had proven that the level of KM practices in this organization is successful.

66.1% of the staffs agree that knowledge is a top priority within the modernization program of their organization. However, the rest of them simply concur that in modernization of their organization, knowledge management is not a top priority that they should be considered.

**TABLE 4.5 Barriers of Knowledge Management Practices**

<b>Item</b>	<b>Yes (%)</b>	<b>No (%)</b>
Put a strong focus on ICT	<b>66.1</b>	<b>33.9</b>
Lack of time or resources to share knowledge	<b>66.1</b>	<b>33.9</b>
Resistance of certain group	<b>35.7</b>	<b>64.3</b>
Lack of commitment of senior management	<b>50</b>	<b>50</b>
Difficulty in capturing employee's know-how	<b>38.7</b>	<b>61.3</b>
KM is not a top priority in the organization's modernization	<b>33.9</b>	<b>66.1</b>
	<b>100</b>	<b>100</b>

**Objective 5: To determine the relationship between Knowledge Management and overall organization effectiveness**

According to the table below, it shows that there is a positive relationship between Knowledge Management and overall organization effectiveness because it is more than 0.05. Referring to table 4.6, the output shows that a significant positive relationship does exist between Knowledge Management and overall organization effectiveness.

**TABLE 4.6 The relationship between Knowledge Management and overall organization effectiveness**

**Correlations**

		<b>Effectiveness</b>	<b>LevelKM</b>
<b>Effectiveness</b>	Pearson Correlation	1	.158
	Sig. (2-tailed)	.	.244
	N	56	56
<b>Level KM</b>	Pearson Correlation	.158	1
	Sig. (2-tailed)	.244	.
	N	56	56

## CHAPTER 5

### CONCLUSION AND RECOMMENDATION

#### 5.1 CONCLUSION

In this chapter, we found that the level of KM practices in Yayasan Sarawak is slightly high. It is also found that gender does influence the perception towards knowledge management practices. The result for this case study shows that the Knowledge Management Practices is very effective. As the result said that they implement it effectively.

The barrier of implementing Knowledge Management practice is lack of resources and resources to concretely share on day-to-day basis is the barrier in implementing Knowledge Management practice. The organization did not give reward and proper incentive for those workers who share knowledge – this is actually important because it actually can encourage them to share knowledge more with other workers.

Based on the study, they also should look more on the knowledge management and take it as tool for better improvement in their organization. Moreover, promising and dedicated workers in implementing knowledge sharing should also be rewarded.

## **5.2 RECOMMENDATION**

Yayasan Sarawak can make and use knowledge management as a tool for further improvement and development in their organization. They must try to figure out things that can encourage in level of KM practices to increase in order to make the organization stand still and move forward as the new world trading changes need to be identified. Incentives, Bonus, Promotion are examples of how the reward should be given.

As for future research in this field, there should be more research in the knowledge management practices. The research should include every field and every aspect. It can be done in new areas of knowledge management practices. For example, knowledge management practices in family business. From this new exploration, we can see how they share knowledge and how the organization structure on their family business.



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# Appendixes



**UNIVERSITI TEKNOLOGI MARA**  
**BACHELOR IN BUSINESS ADMINISTRATION (Hons.) (MARKETING)**  
**Faculty of Business Management**

**TOPIC:**  
**KNOWLEDGE MANAGEMENT PRACTICES AMONG WORKERS**  
**IN YAYASAN SARAWAK, KUCHING**

Dear Respondent,

You are kindly requested to fill up this survey. The main objective is to identify the Level of Knowledge Management Practice within your organization. Your information will be kept confidential and will only be used for academic purposes. Your participation, cooperation and time in completing this survey are very much appreciated.

Thank you.

IDA ROYANEE BINTI ROSLI  
BBA (Hons.) (Marketing)

**SECTION A : BACKGROUND**

**Please tick ( ✓ ) in the box below.**

- |                       |                          |                       |                          |
|-----------------------|--------------------------|-----------------------|--------------------------|
| 1. Gender             |                          |                       |                          |
| a) Male               | <input type="checkbox"/> | b) Female             | <input type="checkbox"/> |
| 2. Age                |                          |                       |                          |
| a) 21 – 30            | <input type="checkbox"/> |                       |                          |
| b) 31 – 40            | <input type="checkbox"/> |                       |                          |
| c) 41 – 50            | <input type="checkbox"/> |                       |                          |
| d) 51 – above         | <input type="checkbox"/> |                       |                          |
| 3. Race               |                          |                       |                          |
| a) Malay              | <input type="checkbox"/> | b) Iban               | <input type="checkbox"/> |
| c) Chinese            | <input type="checkbox"/> | d) Others             | <input type="checkbox"/> |
| 4. Job                |                          |                       |                          |
| a) Management Level   | <input type="checkbox"/> | b) Supporting Staff   | <input type="checkbox"/> |
| c) Technician         | <input type="checkbox"/> | d) Others             | <input type="checkbox"/> |
| 5. Length of Services |                          |                       |                          |
| a) Less than 3 years  | <input type="checkbox"/> | b) 3 – 6 years        | <input type="checkbox"/> |
| c) 7 – 10 years       | <input type="checkbox"/> | d) More than 10 years | <input type="checkbox"/> |
| 6. Income             |                          |                       |                          |
| a) Less than RM1000   | <input type="checkbox"/> | b) RM1001 – RM2000    | <input type="checkbox"/> |
| c) RM2001 – RM3000    | <input type="checkbox"/> | d) RM3001 – RM4000    | <input type="checkbox"/> |
| e) RM4001 – RM5000    | <input type="checkbox"/> | f) More than RM5000   | <input type="checkbox"/> |

**SECTION B :**

**1. MANAGING A KNOWLEDGE-FOCUSED ORGANIZATION**

**1.1 In your opinion, which of the following group has the overall responsibility for knowledge management practices in your organization?**

*(Tick only one answer)*

- 1 - Human resources management team
- 2 - Information technology team
- 3 - Special knowledge management unit (knowledge officer)
- 4 - Top managers
- 5 - Other, please specify \_\_\_\_\_


**1.2 Please indicate your level of agreement with the proposals listed below:**

*(Please circle the answer for each item)*

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly disagree
1	2	3	4	5

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. Managers spend more time disseminating information to their staff                            | 1 | 2 | 3 | 4 | 5 |
| 2. Managers spend more time facilitating the horizontal flow of information between their staff | 1 | 2 | 3 | 4 | 5 |
| 3. Managers are more frequently required to devolve authority to lower levels                   | 1 | 2 | 3 | 4 | 5 |
| 4. Managers spend more time building project team rather than managing projects directly        | 1 | 2 | 3 | 4 | 5 |

**1.3 In your organization, knowledge sharing is a criterion for the assessment of staff performance.**

- 1 – Yes
- 2 – No

**1.4 In your organization, workers are rewarded for knowledge sharing:**

- 1. Monetary incentive
- 2. Prizes / Rewards
- 3. Promotion
- 4. Peer recognition
- 5. Individual employee performance review
- 6. Informal encouragement
- 7. Others, please specify \_\_\_\_\_


**2. INFORMATION AND COMMUNICATION TECHNOLOGIES AND INTERNAL KNOWLEDGE SHARING**

**2.1.a** In your organization, one or several of these elements are used or will be used to support knowledge transfer or information sharing:  
*(Please circle only one answer per item)*

In use	Plan to use in the next 3 years	No plan to use
1	2	3

- |  |   |   |   |
|--|---|---|---|
| 1 – Intranets  | 1 | 2 | 3 |
| 2 – Local area networks  | 1 | 2 | 3 |
| 3 – Extranet   | 1 | 2 | 3 |
| 4 – Common databases   | 1 | 2 | 3 |
| 5 – Internet (as a support for research and knowledge sharing your work, not the Internet site of your organization) | 1 | 2 | 3 |

**2.1.b** Has the percentage of employees have access to the Internet increased in the last 3 years?

- 1 – Yes

- 2 – No

**2.1.c** In your organization, what percentages of employees has e-mail address?

- 1 – Below 10%
- 2 – 10 – 25%
- 3 – 26 – 50%
- 4 – 51 – 75%
- 5 – 76 – 100%

**2.1.d** Has this percentage increased in the last 3 years?

- 1 – Yes
- 2 – No

**2.2.a** Your organization has an Internet site:

*(Only one answer. If Yes, proceed to question 2.2.b, 2.2.c, and 2.2.d)*

- 1 – Yes
- 2 – No, but your organization plan to have a Internet site in the next 3 years
- 3 – No, your organization does not plan to have an Internet site
- 4 – Other, please specify \_\_\_\_\_


**2.2.b** On your organization's Internet site, it is possible to:

*(Please answer only one for each item)*

No

Yes

- 1 – Access administrative information
- 2 - Access information about current events related to your organization
- 3 – Download publications, reports from your organization
- 4 – Download administrative forms or applications
- 5 – Make certain payments (taxes, public fees, etc...) online

**2.2.c Please indicate your level of agreement with the following statements, concerning the Internet site of your organization:  
(Please circle the answer for each item)**

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly disagree
1	2	3	4	5

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 – Your organization delivers on its Internet site all important documents and information   | 1 | 2 | 3 | 4 | 5 |
| 2 – Information delivered on your Internet site is well-package (clear, understandable, etc.) | 1 | 2 | 3 | 4 | 5 |
| 3 – Information delivered on your Internet site is updated on a regular basis.                | 1 | 2 | 3 | 4 | 5 |

**2.2.d Contact e-mail addresses for employee on the Internet site of your organization:  
(Please answer only one for each item)**

- |  |                          |                          |
|--|--------------------------|--------------------------|
|  | <b>Yes</b>               | <b>No</b>                |
| 1. There is a single e-mail address for the whole organizations that allows customers to contact directly the organization via e-mail.                     | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. All senior management has a personal e-mail address visible on the web site of the organization, and can be contacted by customers directly via e-mail. | <input type="checkbox"/> | <input type="checkbox"/> |

**3 BUDGET FOR DEVELOPING KNOWLEDGE MANAGEMENT PRACTICES**

**3.1 Do you expect the budget for all the knowledge management practices that you are currently using to proportionally increase, to decrease or stay at the same in the 3 years?**

*(Tick only one answer)*

- |                              |  |
|------------------------------|--|
| 1 – Increase by 100% or more | <input type="checkbox"/><br><input type="checkbox"/><br><input type="checkbox"/> |
| 2 – Stay the same            |  |
| 3 – Decrease                 |  |

**3.2 Your organization have budget to promote knowledge management practices?**

- |         |                          |
|---------|--------------------------|
| 1 – Yes | <input type="checkbox"/> |
| 2 – No  | <input type="checkbox"/> |



**4 ASSESSMENT OF IMPLEMENTATION OF KNOWLEDGE MANAGEMENT PRACTICES IN YOUR ORGANISATION**

**4.1.a For each of the following factors, please indicate how important it is for the improvement of knowledge sharing and knowledge transfer practices or the good implementation of a knowledge management strategy in your organization:**

*(Please circle only one answer for each item)*

Very important	Important	Neither important nor Not important	Less important	Not Important at all
1	2	3	4	5

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1 – Strong involvement of staff                    | 1 | 2 | 3 | 4 | 5 |
| 2 – Establishment of incentives to share knowledge | 1 | 2 | 3 | 4 | 5 |
| 3 – Allocation of sufficient financial resources   | 1 | 2 | 3 | 4 | 5 |

**4.2.b In implementing knowledge and information management practices, do you consider that your organization has been:**

*(Tick only one answer)*

- |   |                       |                          |
|---|-----------------------|--------------------------|
| 1 | Very successful       | <input type="checkbox"/> |
| 2 | Fairly successful     | <input type="checkbox"/> |
| 3 | Not very successful   | <input type="checkbox"/> |
| 4 | Not successful at all | <input type="checkbox"/> |

**4.3 REASONS FOR THE SHORTCOMING IN THE IMPLEMENTING OF KNOWLEDGE MANAGEMENT PRACTICES**

**4.3.a Has your organization met difficulties in implementing knowledge management practices, because of the following factors?**

- |  | Yes                      | No                       |
|--|--------------------------|--------------------------|
| 1 – Your organization has put a strong focus on information and communication technology, rather than on people or organizational matters. | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 – Lack of time or resources to concretely share knowledge on day-to-day basis  | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 – Resistance of certain groups of staff  | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 – Lack of commitment of senior management  | <input type="checkbox"/> | <input type="checkbox"/> |
| 5 – Difficulty in capturing employee’s undocumented knowledge (know-how)   | <input type="checkbox"/> | <input type="checkbox"/> |
| 6 – Knowledge management is not a top priority within the modernization program of your organization                                       | <input type="checkbox"/> | <input type="checkbox"/> |
| 7 – Other, please specify _____  | <input type="checkbox"/> | <input type="checkbox"/> |

**4.3.b What groups have resisted the implementation of knowledge sharing or knowledge transfer practices currently in use?**

*(Several answer possible)*

- 1 – Senior management
- 2 – Middle management
- 3 – Non-management employees
- 4 – Union/Staff associations
- 5 – Other, please specify


**5 Overall Organizational Effectiveness**

Please rate your organization overall effectiveness on a scale of 1 until 10. Please circle your choice.

<b>Very</b>										<b>Very</b>
<b>Ineffective</b>										<b>Effective</b>
1	2	3	4	5	6	7	8	9	10	

~ Thank You for Your Cooperation ~

## Appendix B: Preparation Budget

<b>ITEMS</b>	<b>UNITS</b>	<b>RM/UNITS</b>	<b>TOTAL</b>
A4 Papers	1 Reams	RM 9.00	RM 9.00
Cartridge	1 Unit	RM 52.00	RM 52.00
Binding	1 Unit	RM 2.20	RM 2.20
Report Cover	2 Pieces	RM 0.50	RM 1.00
Photocopies			RM 7.00
Travel Expenses			RM 20.00
<b>GRAND TOTAL</b>			<b>RM 91.20</b>

## Appendix C: Schedule

### TIME SCHEDULE

NO.	MONTHS WEEK DESCRIPTION	Jul 2008				Aug 2008				Sept 2008				Oct 2008
		1	2	3	4	1	2	3	4	1	2	3	4	1
1.	Choose a topic													
2.	Discuss about the topic													
3.	Search for the topic information													
4.	Search for the information needed													
5.	Draft the proposal													
6.	Submit actual proposal													
7.	Distribute questionnaire													
8.	Data preparation and analysis													
9.	Report preparation													
10.	Report presentation													
11.	Submit report													