

UNIVERSITI TEKNOLOGI MARA

**INVESTIGATING THE IMPACT OF
LEADERSHIP STYLE ON
KNOWLEDGE MANAGEMENT
PROCESSES AMONG
TELECOMMUNICATION
INDUSTRY IN MALAYSIA**

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ABSTRACT

Prior to the advent of Knowledge Economy, Knowledge Management (KM) has emerged as one of the essential agendas in organizations due to the reliance upon the quality, availability, and accessibility of knowledge as valuable commodities, rather than physical or tangible inputs. Practitioners and academicians alike begin to acknowledge the potential of KM and its processes within organizational context which may contribute towards sustainable competitive advantages. The study identified these processes as the building blocks that determine the success of a KM program. The deliverance of KM Processes relies upon the capabilities of individual within organizational context. These capabilities are unique to individuals and it is paradoxical in nature which means that KM Processes is conducted privately and discreetly. However, the study believes that these capabilities towards KM Processes are influenced and determined by Leadership Style of individuals. This is the fundamental behind the proposed theoretical framework that is being introduced in the study. Furthermore, previous studies stressed that there are scarcity of research explaining Leadership Style and KM Processes. Hence, there are still very little empirical evidence to establish the influence of Leadership Style on KM Processes especially in Telecommunication organizations of Malaysia. Therefore, the proposed theoretical framework is developed in order to explore the relationship between these two main constructs among Telecommunications Industry in Malaysia. Furthermore, Organizational Settings comprising of Motivation and KM Technology are also employed to enhance the proposed framework in order to ascertain its role as moderators in influencing the relationship between Leadership Style and KM Processes. Samples comprised of 302 respondents from five (5) telecommunication organizations in Malaysia. Drawing from the results, the study disclosed that there is a high level of KM Processes among low to mid level managers of telecommunication organizations in Malaysia. Furthermore, Transformational Leadership Style and Transactional Leadership Style were found to be positively influencing KM Processes, but however, Passive Avoidant Leadership Style was revealed to be negatively influencing KM Processes. As for the moderating influence introduced in the framework of the study, it can be concluded that Motivation was discovered to be positively influencing the relationship between Leadership Style and KM Processes. On the other hand, the moderating influence of KM Technology was not found to be moderating the relationship between Leadership Style and KM Processes. Based on this, the study concludes that KM processes is impacted by Leadership Style to the extent of influencing the capability of employees towards their knowledge agenda.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter highlights the background of the study. There are sections reviewing the statement of problems, purpose of study, the research questions and research objectives. And to conclude the discussion, this chapter presents the significance of the study.

1.2 Research Background

In the 21st century globalization, liberalization and technological development have changed the world and Knowledge Management (KM) becomes an essential issue for the sustainable development of every organization (Gopinath, 2019; Mohajan, 2016). KM has been viewed as a crucial factor for sustaining a competitive advantage because it leads to an improved use of knowledge, contributes to the speed of decision-making and quality of services, and facilitates organizational capacity to innovate in the twenty-first century (Anand & Walsh, 2016; Desouza & Paquette, 2011; Roknuzzaman & Umemoto, 2009; van Rooi & Snyman, 2006). Furthermore, Singh et al. (2019) stressed that the practical value of KM is in what it is able to impact, how it impacts, and how well it impacts. KM's biggest impact on business may be in its ability to improve processes and their performance. Therefore, KM is imperative for the organizations to create a sustainable competitive advantage and improve business processes in the wake of K-Economy. Although, there is no conclusive definition for KM, Biggs and Tang (2011); Gopinath (2019); Lakshman (2007); Stamou (2017); and Townley (2001) described KM as the set of processes that create and share knowledge across an organization to optimize the use of judgment in the attainment of mission and goals. Moreover, KM processes within organizational context entails a series of processes such as identifying and creating knowledge, collecting and capturing knowledge, storing, sharing and applying knowledge in order to ensure the accomplishment of a KM program within organizations (Biggs & Tang, 2011; Gopinath, 2019; Liebowitz & Wilcox, 1997). As a result, these processes contribute to