

**THE KNOWLEDGE MANAHEMENT PRACTICES IN ORGANIZATIONS: THE
CASE STUDY APPROACH**

**A thesis submitted to the Graduate School in partial
fulfillment of the requirement for the degree
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By

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ABSTRAK

Dalam era baru, *knowledge management* menjadi sebahagian yang penting dalam organisasi. Demi bersaing dalam persekitaran yang penuh persaingan, organisasi hendaklah innovasi, cepat bertindak, dan *smart* terhadap pengetahuan *knowledge* dalam organisasi mereka. Keupayaan sesebuah organisasi kekal dalam era baru ini adalah bergantung kepada kebolehan sesebuah organisasi, mencipta nilai tambah dan menukar nilai dari pengetahuan *knowledge asset* di dalam organisasi mereka. Tiga buah organisasi dari sektor perkilangan dan satu organisasi dari sektor perkhidmatan dipilih dalam kajian ini. Tiga wakil kumpulan pekerja dari peringkat pengurusan yang berbeza dipilih untuk mengikuti kajian ini. Mereka adalah pengurusan atasan, pengurusan pertengahan, dan pengurusan bawahan. Dalam kajian ini, kesemua responden memberi maklum balas yang positif. Di antara empat buah syarikat, Syarikat C dan Syarikat D lebih melaksanakan *knowledge management* dalam organisasi mereka. Sebaliknya Syarikat B tidak melaksanakan *knowledge management* sepenuhnya dalam organisasi mereka. Didapati bahawa, Syarikat B lebih melaksanakan *knowledge acquisition* dalam organisasi mereka, dan tahapnya adalah sederhana. Bagi Syarikat A, tahap pelaksanaan *knowledge management* dalam organisasi mereka adalah sederhana. Pengetahuan *knowledge* menjadi semakin penting dalam sesebuah organisasi. Oleh itu, lebih banyak penyelidikan berkaitan dengan *knowledge management* harus dilakukan ke atas syarikat milik rakyat Malaysia pada masa akan datang demi meningkatkan daya saing mereka untuk bersaing dengan syarikat dari luar negeri.

Abstract

In the new millennium, knowledge management becomes important part for organization. In order to compete in the competitive environments, organizations must be more innovative, more agile, and smarter. The organizations can survive in this new millennium must be able to created added value and generates value from knowledge assets in their organizations. In this exploratory study, conveniences sampling method is used in this study to get the respondent participated in this study. Three manufacturing and one servicing companies were studied in this research. Three representatives from difference managerial levels respondents are invited to participate in this study. All of the respondents gave the positive feedback in this study. Among the four companies, only Company C and Company D are more fully practiced knowledge management in their organizations. Company B is not fully practiced all knowledge management in their organization. The knowledge acquisition found in practiced in company B and the extent of this knowledge practices is moderate, but the less knowledge practices are or not fully practiced at all in Company B. On the other hand, the extent of knowledge management practices for Company A is moderate. Since knowledge become important in organization, more study on knowledge management should be done on Malaysian based companies for future research in order to help them to increase their competitiveness to compete with foreign companies.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the problem

In the new millennium, organizations begin to pay attention in knowledge management and how a knowledge-based organization can gain competitive advantages in the competitive environment. Organizations must be more innovative, more agile, and smarter in order to compete in this twenty-first century world. Those organizations cannot learn, adapt, and change will not survive in this new millennium. So the leaders of the organizations must progressive to create added value and generate value from knowledge assets in their organizations.

Company assets can categorize into tangible assets and intangible assets. Tangible assets such as property, equipment, plant, inventory, and financial capital were considered most fundamental company assets. Intangible assets are knowledge, brand, and relationship with the customer. Most of the organizations still focus on their tangible assets because tangible assets can be evaluated easily. Such as financial statement can reflect whether the company makes profit in their business or not. But without related knowledge and skill on that field company won't make a lot of profit in their business. According to Zelenny (2001), knowledge is the primary form of capital for organizations. All other forms are dependent derived, only secondary to

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