

**KNOWLEDGE SHARING BEHAVIOR AMONG ACADEMIC STAFF  
OF UNIVERSITI UTARA MALAYSIA**

A research project submitted to the College of Business  
in partial fulfillment of the requirement for the degree  
Master of Science (Management)  
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By

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## **ABSTRACT**

This study was implementing Theory of Planned Behavior (TPB) to study knowledge sharing behavior among academic staffs of Universiti Utara Malaysia (UUM). The main objective of this study was threefold. First, the study was to examine the relationship between attitude, subjective norm and perceived behavioral control with knowledge sharing behavior. Second, it was to determine whether intention plays a mediating role in this relationship. Third, was to find out the relationship between intention and knowledge sharing behavior. A total of 250 questionnaires were distributed to academic staffs from three (3) academic colleges which are College of Business (COB), College of Arts and Sciences (CAS) and College of Law, Government and International Studies (COLGIS). However, only 98 were returned and usable for analysis. Hierarchical regression analysis was performed to tests the hypotheses of the study. The results indicated that of the three (3) components of TPB, only attitude and perceived behavioral control were positively and significantly related to knowledge sharing behavior. However, the regression analysis showed that only attitude was significant predictors of intention. It was found that, intention was not a mediator in the relationship between perceived behavioral control and knowledge sharing behavior. The findings were discussed and recommendations for the future research were also addressed.

## **ABSTRAK**

Kajian ini menggunakan Teori Gelagat Terancang (TPB) untuk menjalankan kajian terhadap gelagat perkongsian pengetahuan di antara staf akademik Universiti Utara Malaysia (UUM). Kajian ini mempunyai tiga (3) objektif utama. Pertama, untuk melihat hubungan antara sikap, norma subjektif dan kawalan gelagat dengan gelagat perkongsian pengetahuan. Kedua, untuk menentukan sama ada niat gelagat memainkan peranan sebagai agen pertengahan di dalam perhubungan tersebut. Tiga, untuk melihat hubungan di antara niat gelagat dan gelagat perkongsian pengetahuan. Sejumlah 250 soalan kajian selidik diedarkan kepada staf akademik dari tiga (3) kolej akademik iaitu Kolej Perniagaan (COB), Kolej Sastera dan Sains (CAS) dan Kolej Undang-undang, Kerajaan dan Pengajian Antarabangsa (COLGIS). Walaubagaimanapun, hanya sebanyak 98 soalan kajian soal selidik yang dipulangkan dan boleh digunakan untuk melaksanakan analisis kajian. Analisis Hierarki Regresi dilakukan untuk menguji semua hipotesis kajian. Hasil kajian menunjukkan, dari tiga (3) komponen teori (TPB), hanya sikap dan kawalan gelagat sahaja yang mempunyai hubungan positif dan signifikan dengan gelagat perkongsian pengetahuan. Walaubagaimanapun, analisis regresi menunjukkan hanya sikap yang mempunyai hubungan signifikan dengan niat gelagat. Analisis juga menunjukkan niat gelagat bukan merupakan pengantara bagi hubungan kawalan gelagat dan gelagat perkongsian pengetahuan. Perbincangan tentang dapatan kajian dan saranan untuk kajian yang akan datang juga diberikan.

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## LIST OF ABBREVIATIONS

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<b>KM</b>	Knowledge management
<b>KSB</b>	Knowledge sharing behavior
<b>TRA</b>	Theory of reasoned action
<b>TPB</b>	Theory of planned behavior
<b>SN</b>	Subjective norm
<b>PBC</b>	Perceived behavioral control
<b>UUM</b>	Universiti Utara Malaysia
<b>CAS</b>	College of Arts and Sciences
<b>COB</b>	College of Business
<b>COLGIS</b>	College of Law, Government and International Studies
<b>SPSS</b>	Statistical Package for Social Science
<b>IV</b>	Independent variable
<b>DV</b>	Dependent variable
<b>ANOVA</b>	Analysis of Variance

# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 Introduction**

Nowadays, the ability of individuals in organization to share knowledge within them is identifying as one of the critical contributing factors for organizational competitiveness. Due to this reason, there is a need to study the factors that influence individual knowledge sharing behaviors in organizations. The purpose of this chapter is to provide some basic information regarding this study. This chapter starts the discussion with background information surrounding the issue. Next, the needs for the study are present followed by the research problems, the research objectives, and the significance of the study. Finally, the definition of terms and the organization of the thesis are detail out.

Knowledge management (KM) is critical to the operation of modern organizations and has attracted much attention by the business world since the introduction of the concept by Davenport and Prusak on 1997 (Chatzoglou & Vraimaki, 2009). It can help businesses retain their valuable intangible assets that are keeping in the mind of their employees. Particularly, effective knowledge sharing among units of an organization has been one of the most important issues of KM. A survey in Financial Times revealed that 94 percent of 260 responses from multinational organizations in Europe believe that successful KM requires employees to share what they know with others in the organization (Gao, 2004)

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