

**THE EFFECT OF TRUST AND  
KNOWLEDGE SHARING ON TEAM  
EFFECTIVENESS ON A VIRTUAL TEAM: A  
CASE STUDY IN ADVANTER (M) SDN BHD  
– FROM THE INDIVIDUAL PERSPECTIVE**

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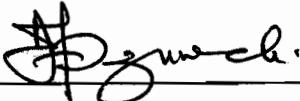
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## **Abstrak**

Kajian ini mempunyai dua objektif. Pertama, kajian ini adalah untuk menentukan hubungan antara keyakinan dan keberkesanan di dalam pasukan pekerja-pekerja yang bekerja secara virtual atau jarang bertemu antara satu sama lain. Kedua, ia bertujuan untuk memastikan sama ada perkongsian pengetahuan memainkan peranan pengantaraan dalam hubungan ini. Sejumlah 318 borang soal-selidik telah diagihkan kepada pekerja-pekerja yang bekerja secara virtual dengan sejabat-sejabat di Advanter (M) Sdn Bhd. Namun, hanya 167 soal-selidik yang dikembalikan dan 106 sahaja yang boleh digunakan untuk dianalisis. Hasil dari analisis korelasi digunakan untuk menguji pengaitan antara pembolehubah-pembolehubah. Keputusan korelasi menunjukkan bahawa tiga dimensi keyakinan, iaitu kepercayaan berasaskan keperibadian; kepercayaan berasaskan kognitif dan kepercayaan berasaskan institusi, berkaitan dengan keberkesanan pasukan pekerja-pekerja. Analisis regresi hirarkis dilakukan untuk menguji hipotesis kajian. Keputusan kajian menunjukkan bahawa keberkesanan pasukan berkaitan secara positif dengan keyakinan dan perkongsian pengetahuan. Sementaranya, perkongsian pengetahuan didapati berfungsi sebagai faktor pengantara dalam hubungan antara kepercayaan dan keberkesanan pasukan virtual.

## **Abstract**

The objective of this study was twofold. First, the study was to examine the relationship between trust and team effectiveness in the virtual team environment. Second, it was to determine whether knowledge sharing plays a mediating role in this relationship. A total of 318 questionnaires were distributed to virtual team employees in Advanter(M) Sdn Bhd. However, only 167 questionnaires were returned and 106 were usable for analysis. Correlation analysis was used to test the inter-correlation between the variables. Correlation result shows that the three dimensions of trust, i.e personality based trust; cognitive base trust and institutional base trust, are correlated with team effectiveness. Hierarchical regression analyses were performed to tests the hypotheses of the study. The results indicated that team effectiveness is positively associated with trust and knowledge sharing and knowledge sharing was found to be a mediator in the relationship between trust and virtual team effectiveness.

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction to the Study

Information Technology (IT) is providing the necessary infrastructure to support the development of new organizational forms. Virtual teams represent one form of organization structure that revolutionize the workplace and provide organizations with unprecedented levels of flexibility and responsiveness (Powell, Piccoli, & Ives, 2004). Corresponding to the growing of global economy, the work teams that work across geographical boundaries increased in numbers. Tele-commuting continues to be one of the fastest growing options being made available to employees, the numbers were growing from 30% of US companies and 25% of Canadian in 2007 to 42% and 40% respectively in 2008 (World at Work Salary Budget Survey, 2008-2009).

Reasons that companies chosen to adopt Virtual Team (VT) is to enable the hiring of the best employees which may be located anywhere in the world; or the needs to increase global workday to 24 versus 8 hours; or to provide flexibility to support the globalization of trade and corporate activity in order to be more competitive and responsive to the marketplace. A continued shift from production to service/knowledge work environments and increasing geographically distributed human resources is another reason for the rise of virtual team. In the wake of global expansion and outsourcing, organizations seek to cut the cost and working hard to minimize the hassle of bringing team

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