THE EFFECTS OF ORGANIZATIONAL FACTORS ON KNOWLEDGE MANAGEMENT EFFECTIVENESS TOWARDS ORGANIZATIONAL PERFORMANCE IN MALAYSIA

By

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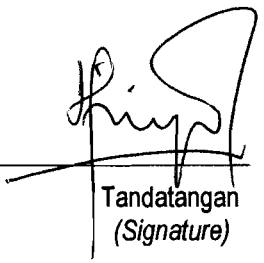

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ABSTRACT

Knowledge Management (KM) has become the centre of attention in most organization lately. Not to be left out, Malaysian Government has also structured their KM Blueprint in guiding the Malaysian Public Sectors for managing their organizational knowledge. This is to improve their service delivery and decision making process through an informed knowledge environment. Nevertheless, the study that has been done by MAMPU showed that the application of KM in the public sector was not fully optimised, due to the lack of the sharing culture and the differences in the understanding of its concept. Although organizations are implementing the KM, however the effectiveness of this process is questionable. Knowledge is seen, not to have been managed effectively and efficiently as well as not been proportionately distributed within an organization. The thesis of this study is looking at the organizational factors that will influence the knowledge management's effectiveness that would provide an impact on the organizational performance. Therefore, this study seeks to deal with the following research questions: i) What are the factors that will affect KM's effectiveness?, ii) Is there any relationship between KM's effectiveness and organizational performance? and iii) Does KM's effectiveness mediate the relationship between knowledge management practices and organizational performance?

An integrative theoretical model of KM's effectiveness and OP was developed. The hypotheses were examined by means of questionnaire surveys to address the research questions and the results were significant. Therefore, the empirical evidence has proven that this model is applicable in the Malaysian contexts. The findings confirmed that organizational factors, KW, OC, KMP and IT do affect the effectiveness of KM. These have provided an impact on OC. It was also proven that KME mediates the effect of KMP towards OP. This study has shed some lights in the area of KM. It is high time for the Malaysian Public Sectors to pay attention on the importance of managing organizational knowledge in order to be able to fulfill the commitments in the service delivery process through an informed knowledge environment.

Keywords: knowledge management effectiveness, organizational performance, organizational factors

ABSTRAK

Sejak akhir-akhir ini, pengurusan pengetahuan (KM) telah menarik perhatian kebanyakan organisasi. Begitu juga kerajaan Malaysia yang telah menstruktur rangka tindakan KM dalam membimbing sektor awam bagi pengurusan pengetahuan organisasi dalam penambahbaikan mutu perkhidmatan dan penyampaian sektor awam, serta mempercepatkan proses membuat keputusan melalui persekitaran berasaskan pengetahuan. Walau bagaimanapun, kajian yang dilakukan oleh MAMPU menunjukkan bahawa penggunaan KM dalam sektor awam tidak dioptimumkan sepenuhnya kerana kekurangan budaya perkongsian dan pemahaman tentang konsep KM. Hal ini menunjukkan bahawa organisasi sememangnya melaksanakan KM, namun keberkesanannya masih dipersoalkan. Pengurusan pengetahuan didapati tidak diuruskan dengan berkesan dan cekap serta pengedaran dan penggunaan pengetahuan tidak secara menyeluruh. Kajian ini dilakukan adalah untuk mengkaji faktor-faktor organisasi yang akan mempengaruhi keberkesanan pengurusan pengetahuan dan secara langsung akan memberi kesan kepada prestasi organisasi. Kajian ini bertujuan untuk menangani persoalan berikut: i) apakah faktor-faktor organisasi yang memberi kesan terhadap keberkesanan KM?; ii) adakah terdapat sebarang hubungan di antara keberkesanan KM dan prestasi organisasi?; dan iii) adakah keberkesanan KM merupakan pengantara hubungan antara amalan pengurusan pengetahuan dan prestasi organisasi?

Untuk tujuan kajian ini, satu model integratif teori keberkesanan KM dan OP telah dibangunkan. Kajian ini telah menggunakan kaedah penyebaran dan pengisian borang soal selidik bagi menguji hipotesis dan hasil analisis telah menjawab persoalan dalam kajian ini. Oleh sedemikian, bukti-bukti empirikal menunjukkan bahawa model ini boleh diaplikasikan dalam konteks Malaysia. Penemuan ini mengesahkan bahawa faktor-faktor organisasi, pekerja berpengetahuan (KW), budaya organisasi (OC), amalan pengurusan pengetahuan (KMP) dan teknologi maklumat (IT) memberi kesan kepada keberkesanan KM yang memberi impak ke atas OC. Ia juga membuktikan bahawa keberkesanan pengurusan pengetahuan (KME) memainkan peranan sebagai pengantara di antara KMP dan OP. Bagi sektor awam di Malaysia, adalah disyorkan untuk memberi perhatian kepada kepentingan pengurusan pengetahuan dalam organisasi bagi memenuhi penyampaian perkhidmatan yang komited melalui persekitaran berasaskan pengetahuan.

Kata kunci : keberkesanan pengurusan pengetahuan, prestasi organisasi , faktor organisasi

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ABBREVIATION

CFA	-	Confirmatory Factor Analysis
CFI	-	Comparative Fit Index
CMV	-	Common Method Variance
EM	-	Expectation Maximization
HSF	-	Harman's single factor
IC	-	Intellectual Capital
ICT	-	Information & Communication Technology
IT	-	Technology
KA	-	Knowledge Application
KC	-	Knowledge Creation
KE	-	Knowledge Management Effectiveness
KLVP	-	Kuala Lumpur / Klang Valley / Putrajaya
KM	-	Knowledge Management
KMP	-	Knowledge Management Practices
KS	-	Knowledge Sharing
K-S	-	Kolmogorov-Smirnov
KW	-	Knowledge Workers
MAMPU	-	Malaysian Administrative Modernization and Management Planning Unit
MAR	-	Missing At Random
MCAR	-	Missing Completely At Random
MDEC	-	Malaysian Development Corporation
NMAR	-	Not Missing At Random
OC	-	Organizational Culture
OP	-	Organizational Performance
PA	-	Public Administration

PCA	-	Principal Component Analysis
PEOU	-	Perceived Ease Of use
PU	-	Perceived Usefulness
RMSEA	-	Root Mean Square Error Of Approximation
SRS	-	Simple Random Sampling
SEM	-	Structural Equation Modelling
SPSS	-	Statistical Package for Social Science
SRMR	-	Standardized Root Mean Residual
TLI	-	Tucker Lewis Index

Chapter ONE
Background of the Study

1.1 Introduction

Chapter ONE provides an overview of extensive study's framework and followed by other thesis chapters. Research background overview and importance of this study are explained in this chapter. In the subsequent section, research problems, research questions, research objective and research scope are offered. This chapter also discusses the significance of the study. Figure 1.1 presents the outline of Chapter ONE.

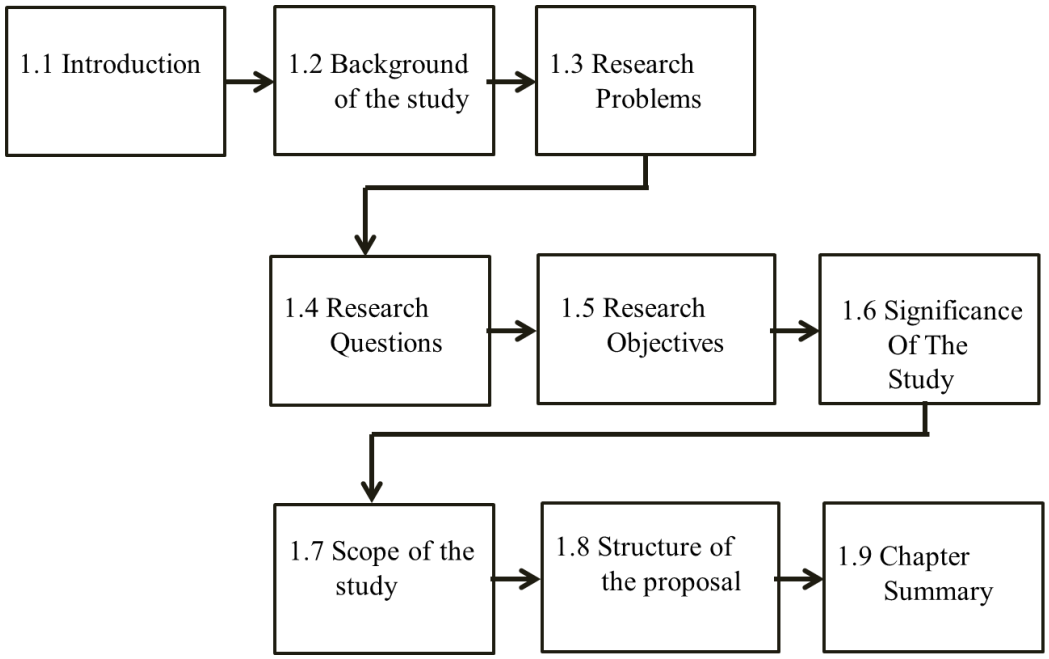

Figure 1.1
Chapter One Outline

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