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**THE IMPACT OF STRATEGIC KNOWLEDGE
MANAGEMENT PROCESSES ON SOCIAL INNOVATION
PRACTISES**

MUHAMAD NIZAM JALI



**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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**THE IMPACT OF STRATEGIC KNOWLEDGE MANAGEMENT PROCESSES ON
SOCIAL INNOVATION PRACTISES**

By

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UUM
Universiti Utara Malaysia

**Thesis Submitted to
Tunku Puteri Intan Safinaz School of Accountancy,
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In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**



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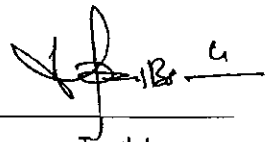
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ABSTRACT

Only recently, various developed countries had been chanting out social innovation as the new paradigm of innovation outcome strategy in addressing social, economic and technological issues in a concurrent way. Social innovation in the context of strategic knowledge management processes creates superior knowledge resource which regard as a new and novel solution that can be embedded into product, process and service which in turn leads to the outcome of improving the quality of people's life, stimulate economic growth and enhance technological aspect. However, social innovation is very much connected with pure social aspects. This study examine and explore the impact of strategic knowledge management processes on social innovation within the context of Malaysian university-industry-community partnership projects funded by the Knowledge Transfer Partnership (KTP) grant program. The main data for this study was collected through survey questionnaires via personnel administered and internet email from 218 project leaders of Malaysian university-industry-community partnership projects. The data for this study were also obtained through face-to-face interview sessions with the academic, industry and community actors within the partnership projects. These data were collected from the period of May 2016 till October 2016. The data was analysed by using Statistical Package for Social Science (SPSS) version 19 software and the content of the interviews data was validated by experience and expert qualitative researchers within the respective field. The findings of this study indicate a significant positive relationship between strategic knowledge management processes and social innovation. Further, hyphotheses testing results also demonstrated that socialization towards leveraging new knowledge resource, ability to transform and absorb new knowledge resource, ICT skills and knowledge and selection process of actors is somewhat needs serious improvements. Furthermore, synchronization of missions, objectives and priorities, high bureaucracy practices, business disclosures issues, innovation specification requirements issues, understanding and commitment issues and financial constraints issues must be dealt with accordingly so that can provide improvements and added value to the existing policy and procedures.

Keywords: social innovation, strategic knowledge management processes, knowledge resource.

ABSTRAK

Sejak akhir-akhir ini, pelbagai negara maju telah melaungkan inovasi sosial sebagai paradigma baharu bagi strategi hasil inovasi dalam menangani isu sosial, ekonomi dan teknologi secara serentak. Inovasi sosial dalam konteks proses pengurusan pengetahuan strategik mewujudkan sumber pengetahuan superior yang dianggap sebagai penyelesaian baharu (novel) yang boleh diterapkan ke dalam produk, proses dan perkhidmatan yang seterusnya membawa kepada hasil bagi meningkatkan kualiti hidup rakyat, merangsang pertumbuhan ekonomi dan meningkatkan aspek teknologi. Walaubagaimanapun, inovasi sosial hanya berkait rapat dengan aspek sosial semata-mata. Kajian ini meneliti dan meninjau kesan proses pengurusan pengetahuan strategik inovasi sosial dalam konteks kerjasama antara universiti, industri, dan komuniti di Malaysia yang dibiayai oleh geran program pemindahan ilmu (KTP). Data utama kajian diperolehi daripada soal selidik melalui kakitangan tertadbir dan email internet daripada 218 orang ketua projek kerjasama universiti, industri dan komuniti Malaysia. Data lain diperolehi melalui sesi temu bual bersemuka dengan ahli akademik dan industri serta para pelakon dalam projek kerjasama. Data-data ini dikumpulkan dalam tempoh Mei 2016 hingga Oktober 2016. Data yang diperolehi dianalisis dengan menggunakan perisian *Statistical Package for Social Science* (SPSS) versi 19, dan kandungan data temu bual disahkan berdasarkan pengalaman dan pakar pengkaji kualitatif bidang masing-masing. Dapatan kajian ini menunjukkan hubungan positif yang signifikan di antara proses pengurusan pengetahuan strategik dengan inovasi sosial. Selanjutnya, keputusan ujian hipotesis juga menunjukkan bahawa sosialisasi ke arah memanfaatkan sumber pengetahuan baharu, keupayaan untuk mengubah dan menyerap sumber pengetahuan baharu, pengetahuan dan kemahiran ICT serta proses pemilihan pelakon memerlukan peningkatan yang serius. Tambahan pula, penyegerakan (*synchronization*) misi, objektif dan keutamaan, amalan birokrasi yang tinggi, isu pendedahan perniagaan, isu keperluan inovasi tertentu, isu kefahaman dan komitmen serta isu kekangan kewangan perlu ditangani dengan sewajarnya supaya boleh memberikan penambahbaikan dan nilai tambah kepada dasar dan prosedur sedia ada.

Kata kunci: inovasi sosial, proses pengurusan pengetahuan strategik, sumber pengetahuan.

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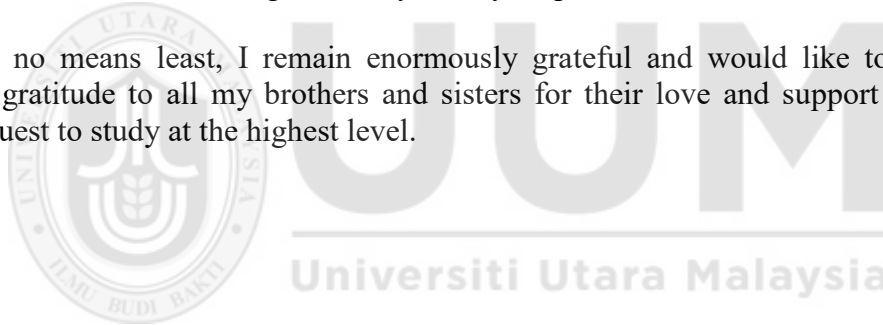


TABLE OF CONTENT

TITLE PAGE	i
CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE	iii
ABSTRACT	iv
ABSTRAK	v
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	vii-x
LIST OF TABLES	xi-xii
LIST OF FIGURES	xiii
LIST OF APPENDICES	xiv
 CHAPTER ONE INTRODUCTION	
1.0 Background of the Study	1
1.1 Problem Statement	11
1.2 Research Questions	19
1.3 Research Objectives	20
1.4 Scope of the Study	21
1.5 Significant of the Study	22
1.6 Outline of the Study	25
 CHAPTER TWO LITERATURE REVIEW	
2.0 Introduction	26
2.1 Social Innovation: Definition and concept	27
2.1.1 Previous studies on Social Innovation dimensions	40
2.1.1.1 Workplace Innovation	40
2.1.1.2 Organization Innovation	44
2.1.1.3 Social Capital	51
2.2 Strategic Knowledge Management	56
2.2.1 Previous studies on Strategic Knowledge Management Processes dimensions	69
2.2.1.1 Knowledge Creation	70
2.2.1.2 Knowledge Transfer	73
2.2.1.3 Knowledge Application	81
2.3 University-Industry-Community Partnerships	86
2.3.1 Actors in the University-Industry-Community Partnership	95
2.4 Summary of Literature Review	97
 CHAPTER THREE UNDERPINNING THEORY, HYPOTHESES DEVELOPMENT AND THEORETICAL FRAMEWORK	
3.0 Introduction	100
3.1 Underpinning Theory of the Study	100
3.1.1 Resource Based View Theory (RBV)	101
3.1.2 Knowledge Based View Theory (KBV)	106
3.2 Hypotheses Development	113
3.2.1 Knowledge Creation and Social Innovation	113

3.2.1.1 Hypothesis Operational Definition- Knowledge Creation and Social Innovation	117
3.2.2 Knowledge Transfer and Social Innovation	119
3.2.2.1 Hypothesis Operational Definition- Knowledge Transfer and Social Innovation	124
3.2.3 Knowledge Application and Social Innovation	125
3.2.3.1 Hypothesis Operational Definition- Knowledge Application and Social Innovation	128
3.3 Theoretical Framework	129
3.4 Summary of the Chapter	133

CHAPTER FOUR RESEARCH METHODOLOGY

4.0 Introduction	134
4.1 Research Design	134
4.2 Data Collection Method	135
4.3 Population and Sampling Method	137
4.4 Models and Measurement Methods of Dependent and Independent Variables and Control Variables of the Study	140
4.4.1 Models 1, Model 2 and Model 3	141
4.4.2 Questionnaires items for Dependent, Independent and Control Variables	143
4.4.3 Dependent Variable	154
4.4.3.1 Workplace Innovation	154
4.4.3.2 Organization Innovation	154
4.4.3.3 Social Capital	155
4.4.4 Independent Variables	155
4.4.4.1 Knowledge Creation (Socialization (IV1), Externalization (IV2), Combination (IV3), Internalization (IV4))	156
4.4.4.2 Knowledge Transfer (Communication (IV5), Transformation (IV6))	156
4.4.4.3 Knowledge Application (Exploration (IV7), Exploitation (IV8))	157
4.4.5 Control variables (Leadership, Organization structure, Human resource management, Trust and Social ties)	158
4.4.5.1 Leadership	158
4.4.5.2 Organization Structure	158
4.4.5.3 Human Resource Management	159
4.4.5.4 Trust	160
4.4.5.5 Social Ties	160
4.4.6 Predicted Sign	161
4.5 Semi-Structured Interview Protocol	162
4.6 Data Analysis Method	164
4.7 Pilot Study	165
4.7.1 Pilot Study: Quantitative method of analysis	166
4.7.1.1 Reliability Analysis	166
4.7.1.2 Validity Analysis	168
4.7.1.2.1 Social Innovation	170
4.7.1.2.2 Knowledge Creation	173
4.7.1.2.3 Knowledge Transfer	175
4.7.1.2.4 Knowledge Application	177
4.7.2 Pilot Study: Qualitative Method of Analysis-Rigorousness, Trustworthiness and Validation Procedures	178

4.7.2.1 Rigorous, Trustworthiness and Validation Procedures	179
4.8 Summary of the Chapter	198

CHAPTER FIVE ANALYSIS OF FINDINGS

5.0 Introduction	200
5.1 Analysis and Findings of Quantitative Method (Main findings)	200
5.1.1 Background of the Respondents	201
5.1.2 Data Screening Procedures	205
5.1.2.1 Detection of Missing Data	205
5.1.2.2 Outliers	205
5.1.2.3 Non-Response Bias	206
5.1.3 Descriptive Analysis	207
5.1.4 T-Test Analysis	217
5.1.4.1 Gender	217
5.1.4.2 Education Level	218
5.1.4.3 Type of Partnership	219
5.1.5 Reliability Analysis	220
5.1.6 Validity Analysis: Face or Content Validity and Construct Validity- Factor Analysis as shows in the Pilot Study	223
5.1.7 Assumption of Multiple Regressions	224
5.1.7.1 Normality Test	225
5.1.7.2 Linearity Test	226
5.1.7.3 Homoscedasticity Test	227
5.1.7.4 Multi-Collinearity Test	229
5.1.8 Correlation Analysis	230
5.1.9 Hypotheses Testing Analysis	239
5.1.9.1 Model 1: Workplace Innovation	240
5.1.9.2 Model 2: Organization Innovation	241
5.1.9.3 Model 3: Social Capital	243
5.1.9.4 Summary of Hypotheses Testing	245
5.2 Analysis and Findings of Qualitative Method (Supporting findings)	250
5.2.1 Brief description of Open Codes and Main Themes Process of the twelve (12) Interview Sessions	251
5.2.2 Coding and Demographic Profile of Interviewees	251
5.2.3 Findings of Open Codes and Main Themes derived from the twelve (12) Interview Sessions	255
5.2.3.1 Theme 1: Prior Knowledge	258
5.2.3.2 Theme 2: Knowledge Resource Outcome	263
5.2.3.3 Theme 3: Knowledge Resource Processes	266
5.2.3.4 Theme 4: Knowledge Resource Value	269
5.2.3.5 Theme 5: Type of Innovation Outcome	270
5.2.3.6 Theme 6: Roles	274
5.2.3.7 Theme 7: Challenges	276
5.2.3.8 Theme 8: Recommendations	279
5.3 Summary of the Findings: Quantitative and Qualitative Method (Sequential Explanatory Strategy)	280

CHAPTER SIX DISCUSSION AND CONCLUSIONS	
6.0 Introduction	283
6.1 Discussion on Overview of the Study	283
6.2 Addressing the Research Objectives and Questions	285
6.2.1 The Quantitative Research Objectives and Questions	286
6.2.1.1 To Examine the Relationship of Knowledge Creation Process with Social Innovation within the Context of Malaysian University-Industry- Community Partnership Ecosystem	286
6.2.1.1.1 Socialization and Social Innovation i.e. Workplace Innovation, Organization Innovation and Social Capital	287
6.2.1.1.2 Externalization and Social Innovation i.e. Workplace Innovation, Organization Innovation and Social Capital	290
6.2.1.1.3 Combination and Social Innovation i.e. Workplace Innovation, Organization Innovation and Social Capital	293
6.2.1.1.4 Internalization and Social Innovation i.e. Workplace Innovation, Organization Innovation and Social Capital	296
6.2.1.2 To Examine the Relationship of Knowledge Transfer Process with Social Innovation within the Context of Malaysian University- Industry- Community Partnership Ecosystem	301
6.2.1.2.1 Communication and Social Innovation i.e. Workplace Innovation, Organization Innovation and Social Capital	301
6.2.1.2.2 Transformation and Social Innovation i.e. Workplace Innovation, Organization Innovation and Social Capital	304
6.2.1.3 To Examine the Relationship of Knowledge Application Process With Social Innovation within the Context of Malaysian University- Industry- Community Partnership Ecosystem	309
6.2.1.3.1 Exploration and Social Innovation i.e. Workplace Innovation, Organization Innovation and Social Capital	309
6.2.1.3.2 Exploitation and Social Innovation i.e. Workplace Innovation, Organization Innovation and Social Capital	312
6.2.2 The Qualitative Research Objectives and Questions	316
6.3 Contribution of the Study	321
6.3.1 Theoretical Contribution	321
6.3.2 Practical Contribution	324
6.4 Limitation of the Study	328
6.5 Future Research Ideas	329
6.6 Concluding Remarks	330
REFERENCES	332

LIST OF TABLES

Table 1.0	Government funding on University-Industry-Community Partnership from 2013 to 2015 to promote Social Innovation	5
Table 2.0	Main elements of Social Innovation	35
Table 2.1	Organization Innovation Definition	46
Table 2.2	Tacit and Explicit Knowledge Resource	60
Table 2.3	Characteristics of Knowledge Resource	62
Table 3.0	Knowledge Resident in People, Products, Processes and Services	107
Table 4.0	Item measuring Workplace Innovation	144
Table 4.1	Item measuring Organization Innovation	145
Table 4.2	Item measuring Social Capital	146
Table 4.3	Item measuring Knowledge Creation, Knowledge Transfer and Knowledge Application for Model 1, Model 2 and Model 3	147
Table 4.4	Items for measuring Control Variables in Model 1 (Workplace Innovation) and Model 2 (Organization Innovation)	151
Table 4.5	Items for measuring Control Variables for Model 3 (Social Capital)	153
Table 4.6	Predicted sign of Independent and Control Variables with Dependent Variable for Model 1, Model 2 and Model 3	161
Table 4.7	Questions of Semi-Structured Interview Protocol	163
Table 4.8	Reliability Coefficients for Variables	167
Table 4.9	Factor Analysis for Social Innovation	171
Table 4.10	Factor Analysis for Knowledge Creation	173
Table 4.11	Factor Analysis for Knowledge Transfer	175
Table 4.12	Factor Analysis for Knowledge Application	177
Table 4.13	Rigorousness and Trustworthiness Procedure	182
Table 4.14	Validation Procedure	185
Table 4.15	Cohen Kappa Index of Analysis	197
Table 5.0	Background of the Respondents	202
Table 5.1	Independent sample T-test for Non-Response Bias Test	207
Table 5.2	Categorise Level of Mean Value	207
Table 5.3	Descriptive Analysis of the Variables	208

Table 5.4	Detail Means Score items of Dependent Variables, Independent Variables and Control Variables	209
Table 5.5	Differences in Social Innovation by Gender	218
Table 5.6	Differences in Social Innovation by Education Level	218
Table 5.7	Differences in Social Innovation by Type of Partnership	219
Table 5.8	Reliability Coefficients for Variables	221
Table 5.9	Skewness and Kurtosis for Variables Understudy	226
Table 5.10	Test of Multi-Collinearity	229
Table 5.11	Correlation Analysis of Social Innovation, Strategic Knowledge Management Processes and Control Variables	232
Table 5.12	Correlation Analysis of Workplace Innovation, Strategic Knowledge Management Processes and Control Variables	234
Table 5.13	Correlation Analysis of Organization Innovation, Strategic Knowledge Management Processes and Control Variables	236
Table 5.14	Correlation Analysis of Social Capital, Strategic Knowledge Management Processes and Control Variables	238
Table 5.15	Effect of Knowledge Creation, Knowledge Transfer and Knowledge Application and Control Variables i.e. Leadership, Organization Structure, HRM on Workplace Innovation	241
Table 5.16	Effect of Knowledge Creation, Knowledge Transfer and Knowledge Application and Control Variables i.e. Leadership, Organization Structure, HRM on Organization Innovation	242
Table 5.17	Effect of Knowledge Creation, Knowledge Transfer and Knowledge Application and Control Variables i.e. Trust, Social Ties on Social Capital	244
Table 5.18	Summary of Hypotheses Testing	245
Table 5.19	Coding and Demographic Profile of Interviewees	252
Table 6.0	Research Objective 1, Research Question 1 and Summary Results of Knowledge Creation and Social Innovation	300
Table 6.1	Research Objective 2, Research Question 2 and Summary Results of Knowledge Transfer and Social Innovation	308
Table 6.2	Research Objective 3, Research Question 3 and Summary Results of Knowledge Application and Social Innovation	314

LIST OF FIGURES

Figure 2.0	Hierarchy of Knowledge Resource	64
Figure 2.1	SECI Model	71
Figure 2.2	Generic Model of Knowledge Transfer Process	78
Figure 2.3	Framework of Knowledge Application Process	84
Figure 2.4	The Triple Helix Model (Interacting spheres)	88
Figure 3.0	Proposed Theoretical Framework	130
Figure 4.0	Model 1, Model 2 and Model 3	141
Figure 5.0	Distribution of Respondents by Age	203
Figure 5.1	Distribution of Respondents by Gender	203
Figure 5.2	Distribution of Respondents by Education Level	204
Figure 5.3	Distribution of Respondents by Type of Partnership	204
Figure 5.4	Scatterpolts of Standardized Residuals against the Predicted Values of Linearity Test	227
Figure 5.5	Scatterpolts of Studentized Residuals against the Predicted Values of Homoscedasticity Test	228
Figure 5.6	Workplace Innovation: Regression Model 1	247
Figure 5.7	Organization Innovation: Regression Model 2	248
Figure 5.8	Social Capital: Regression Model 3	249
Figure 5.9	To Explore the Level of Understanding of Association between Strategic Knowledge Management Processes and Social Innovation Among Actors within Malaysian University-Industry-Community Partnership Ecosystem	256
Figure 5.10	To Identify Actor's Roles and Key Factors that can potentially impede the Process of Knowledge Application within Malaysian University-Industry-Community Partnership Ecosystem in achieving Social Innovation	257

LIST OF APPENDICES

Appendix A Publications and Proceedings derived from the thesis

Appendix B Research Questionnaires and Semi-Structured Interview Protocol Questions



CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

In recent years, the issues of poor social health, poor standard of living, poor education system, public income inequality, massive unemployment and poor economic growth are being identified as the most crucial and long-standing social and economic problems faced by many developed and developing nations worldwide (Kanter, 2013). According to Krlev, et.al., (2014), innovation is the notion that is being regarded as the vital solution in addressing those issues mentioned above. However, the presence paradigm of innovation outcome that refers to technological innovation is perhaps no longer sufficient in dealing with the aforementioned issues (Doherty et.al., 2014). To elaborate further, Makimattila et.al., (2015), stressed that, technological innovation is very much inclined and focus towards private maximization that somehow gives a huge advantage to the commercial driven innovation. Furthermore, according to Lizuka (2013), when technological innovation is adopted within a particular organization, the aspect of social well-being is somewhat being neglected due to its nature that specifically focuses on satisfying private needs. Hence, there is a consensus worldwide on the urgency to find a new paradigm of innovation outcome strategy that can become a better solution in order to solve the pressing social, economic and technological issues in a concurrent way (Kanter, 2013).

Given that, social innovation has emerged as a new and outstanding solution that offers various concern stakeholders a better outcome in dealing with the social, economic and technological issues (Dawson & Daniel, 2010; Pue et.al., 2015). Social innovation can be define as new and novel solution embedded into products, processes and services in order to

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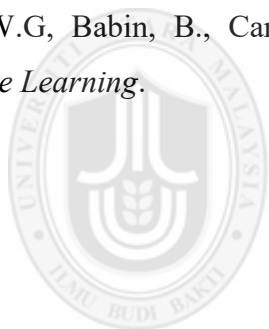
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APPENDIX B

Research Questionnaires and Semi-Structured Interview Protocol Questions





CRITICAL AGENDA PROJECT
KNOWLEDGE TRANSFER PROGRAMME – KTP
MINISTRY OF HIGHER EDUCATION MALAYSIA



Knowledge Transfer Programme - KTP

Survey on KTP Grant Scheme under RMK-10 (2011-2015)

“The Impact of Strategic Knowledge Management Processes on Social Innovation Practises”

Dear Participants,

I hope that you can spend some of your priceless time to answer the questionnaires given. The information that you provide will help us to gain a better insights and improved understanding on the situation concern with the study.

You will remain completely anonymous and the response is strictly confidential. Only members within the research team will have access to the information given. Thank you very much for your time and cooperation.

Your Sincerely,

Muhamad Nizam Jali

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SURVEY QUESTIONNAIRES

SECTION A: Demographic Characteristics

General Information

1. Age:
(*Umur*)
2. Jantina:
(*Gender*)
3. Education level:
(*Taraf Pendidikan*)
4. Number of years in service/ industry/ community:
(*Tahun dalam perkhidmatan/ industri/ komuniti*)
5. Name of KTP project:
(*Nama projek KTP*)
6. Name of university-industry/ university-community partnership:
(*Nama hubungan kerjasama universiti-industri/universiti-komuniti*)
7. Duration of university-industry/ university-community partnership:
(*Tempoh hubungan kerjasama universiti-industri/universiti-komuniti*)
8. Rolling Phase 1st/ 2nd / 3rd/ 4th/ 5th:
(*Fasa 1/2/3/4/5*)

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Tick (/) where appropriate.

PART A: Social Innovation	1	2	3	4	5
<u>Workplace innovation</u>					
1. Project management team allows work autonomy, empowerment and flexible working schedule.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Project actors frequently work through partnership forum and team work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Project management team constantly updating project process and allow job rotation among actors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Project management team concern on the welfare and social security of the actors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Project leader provide individual support in enhancing actors human resource value through training, sharing knowledge and stimulate learning culture among actors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The project outcome creates new solution, techniques and methods towards improving products, processes and services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Tick (/) where appropriate.

PART A: Social Innovation	1	2	3	4	5
<u>Organization innovation</u>					
7. The project management team allows decentralised decision making and flexible job responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The project management team constantly encourage actor's social relationship as a medium to enhance social value and propensity to innovate towards project objective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The project management team implement best practices and provide convenient environment throughout project duration to enhance actor's motivation, performance and participation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The project management team constantly emphasizes on actor's integration between each other and working as a unit throughout project duration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The project management team often restructure and redesign project process and structure to adapt to changes during the project duration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The project management team often implement new administrative system to make the project more efficient and effective throughout the duration of the project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Tick (/) where appropriate.

PART A: Social Innovation	1	2	3	4	5
<u>Social capital</u>					
13. All actors in the project shared the same belief, motives and goals towards the success of the project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. All actors in the project are highly trusted and have a high sense of trustworthiness in sharing knowledge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. All actors in the project have close social relationship (example: recreational activities, informal gathering) with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. All actors frequently shared any knowledge and information regarding project matters with each other's to improve skills and capabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. New solution that can be embedded into products, processes and services is created from shared resources of project actors relationships.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Tick (/) where appropriate.

PART B: Strategic knowledge management processes	1	2	3	4	5
<u>Knowledge Creation</u>					
1) <u>Socialization</u>					
18. All project actors spent a lot of time interacting through informal meeting and social activities in order to discuss and exchange ideas, experience and opinion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The project management team allows sharing experience, observation, imitation and mentoring activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Project leader always encourage, motivate and guiding other project actors to have a formal and informal joint activities i.e. open dialogue, spending time together to share experience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. The environment within the project, take place in a high level of trust, interpersonal relationship, openness and low level of cultural and language differences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) <u>Externalization</u>					
22. All project actors participate in open dialogue and community of practice with each other to structure and record knowledge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. All project actors have a high sense of trust, high degree of communication, social closeness and shared values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. The project leader/ project management team listens to all opinions and recommendations from every project actors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. All project actors keep new knowledge in documentation i.e. database, intranet files and other computer software, that are easy to understand and shared to others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) <u>Combination</u>					
26. All project actors know very well about their roles and responsibility and have a positive attitude towards ICT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. The project management team equip actors with good ICT facilities and allow actors to access other related facilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. All project actors are ICT literate in order to reconfigure, diffuse and systemize new knowledge.

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29. All project actors frequently used ICT facilities in order to communicate and disseminate new knowledge to other actors.

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4) Internalization

30. Project explicit knowledge is written in comprehensive and well-structured documents.

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31. The project always engages with practical activities such as learning by doing, experimenting, training and simulation.

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32. Project leader always tolerates failures and continuously encourage trial and error.

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33. Practical activities enhance all project actors tacit and personal knowledge.

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Knowledge Transfer

5) Communication

34. All project actors frequently communicate new knowledge with each other through verbal and non-verbal approach.

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35. All project actors regularly donating and collecting new knowledge with each other.

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36. All project actors can communicate with each other effectively and efficiently.

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37. All project actors can express new knowledge and ideas clearly.

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38. Project leader always play as a leading role in established a constructive communication climate throughout project duration.

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6) Transformation

39. All project actors have the ability to transform new knowledge into practical work.

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40. All project actor's record and store new knowledge for future reference.

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41. All project actors are capable to absorb new knowledge and prepare it for further purposes and to make it available.

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42. All project actors aware of their competencies to eliminate obsolete old knowledge and replace it with newly acquired knowledge for new innovation.

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43. All project actors regularly meet to discuss on the progress of transformation and utilisation of new acquired knowledge towards products, processes and services development.

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Knowledge Application

7) Exploration

44. The project invents and introduces new products, processes and services that are completely new.

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45. The project leader regularly organised special meeting with other actors to acquire new knowledge.

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46. All project actors accept instruction that go beyond existing policy and procedures to develop new products, processes and services.

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47. The project management team thoroughly observed technological trends and public demands throughout project duration.

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48. Project actors frequently utilised new knowledge opportunity throughout project duration.

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8) Exploitation

49. The project frequently implements adaption of new knowledge towards existing products, processes and services.

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50. The project improves existing products, processes and services within the project.

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51. Project leader regularly review the development of products, processes and services to exploit of new knowledge.

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52. All project actors are capable of recognising the usefulness of new knowledge to combine with existing knowledge within the project.

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53. All project actors are capable in sharing new knowledge to improve and refine existing products, processes and services.

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54. It is clearly known among actors how activities within the project should be performed.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Tick (/) where appropriate.

PART C: Control variables

Leadership

55. Project leader articulates clear project vision, mission and objectives to other actors.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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56. Project leader regularly help other actors to increase level of enthusiasm and intellectual stimulation.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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57. Project leader always capable in giving inspirational motivation and guiding other actors to perform related job.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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58. Project leader frequently initiate meeting and leading discussion on any particular issues arise in the project.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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59. Project leader always guide other actors to look at problems from many different angle.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Organization structure

60. Our project management team provides other actors with easy access to various sources of information.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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61. Our project management team allows decentralised decision making made by the project actors.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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62. Our project management team/ KTP project secretariat provides adequate resources (ex. financial and non-financial) for actors to think of creative solution and to explore innovative ideas.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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63. Our project management team/ KTP project secretariat holds innovative actors and projects in high regard.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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64. Our project management team/ KTP project secretariat is tolerant of mistakes.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Human resource management

65. Project actors were rigorously recruited by the project leader in hiring process.
66. The project management team frequently provide continuous developmental training opportunities for project actors.
67. Our project encourages empowerment and high participation among actors.
68. Our project activities involve a lot of teamwork rather than individual work.
69. Our project management team/ KTP project secretariat regularly rewards and appraised project actors when they perform excellently.

Trust

70. We strongly believed that every project actor would not try to take advantage with each another.
71. We strongly believed that every project actor keep their words and promises with regards to project matters.
72. We strongly believed that our welfare, desire and needs are priority to the project management team/ KTP project secretariat.
73. We feel very confident on every project team actor capabilities towards achieving project objectives.
74. All project actors have benefited from this partnership.

Social ties

75. Our project actors frequently having a formal and informal face to face meeting with each other.
76. We frequently discuss in person with other actors regarding project matters rather than looking at documents for information.
77. We frequently meet outside the project formal activities to socialise and discuss with each other.
78. Our project actors regularly used other method such as social media to interact with each other.



CRITICAL AGENDA PROJECT
KNOWLEDGE TRANSFER PROGRAMME – KTP
MINISTRY OF HIGHER EDUCATION MALAYSIA



Knowledge Transfer Programme - KTP

Survey on KTP Grant Scheme under RMK-10 (2010-2015)

“The Impact of Strategic Knowledge Management Processes on Social Innovation Practises”

Dear Participants,

I hope that you can spend some of your priceless time to do an interview session. The information that you provide will help us to gain a better insights and improved understanding on the situation concern with the study.

You will remain completely anonymous and the response is strictly confidential. Only members within the research team will have access to the information given. Thank you very much for your time and cooperation.

Your Sincerely,

Muhamad Nizam Jali

Pusat Pemindahan Ilmu (KTP)
Pejabat Pengurusan TORAY-USM KTC

Contact Number : +6 011-32947246
Email Address : mnj_jali@yahoo.com.my

KTP Community Chairman:

Prof.Dr. Zakaria Abas
Email: zakaria@uum.edu.my
Tel : +6 019 417 2466

SEMI STRUCTURED INTERVIEW

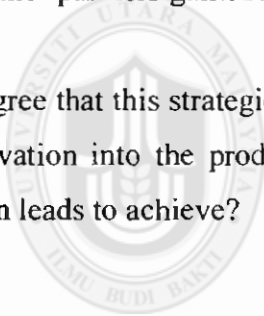
SECTION A: Demographic Characteristics

General Information

1. Age:
(*Umur*)
2. Jantina:
(*Gender*)
3. Education level:
(*Taraf Pendidikan*)
4. Number of years in service/ industry/ community:
(*Tahun dalam perkhidmatan/ industri/ komuniti*)
5. Name of KTP project:
(*Nama projek KTP*)
6. Name of university-industry/university-community partnership:
(*Nama hubungan kerjasama universiti-industry/universiti-komuniti*)
7. Duration of university-industry/ university-community partnership:
(*Tempoh hubungan kerjasama universiti-industry/universiti-komuniti*)
8. Rolling Phase 1st/ 2nd / 3rd/ 4th/ 5th:
(*Fasa 1/2/3/4/5*)
9. Interview date/time/venue:
10. Interview duration:

PART 1:

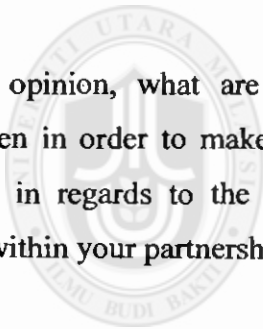
1. Could you tell me a bit about yourself i.e. background and experience?
2. Why do you interested to get involved in this partnership project?
3. Based on your knowledge, can you briefly explain about strategic knowledge management processes?
4. What contribution do you think that this strategic knowledge management partnership project contributes to?
5. Based on your involvement within this partnership project, what are the benefits that you and other partners gained?
6. Do you agree that this strategic knowledge management partnership project developed new innovation into the products, processes and services? If yes, what is this new innovation leads to achieve?



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PART 2:

7. Can you explain briefly about your roles and relationships in this partnership?
8. Do you think that you get involved in every processes of strategic knowledge management within this partnership project?
9. Have you ever been involved in commercializing the partnership project outcome i.e. products, processes and services?
10. What is this commercializing process leads to achieve?
11. Overall what have been your main challenges with regards to commercializing activities?
12. In your opinion, what are the improvement or any added value that must be undertaken in order to make sure that the commercialization activities can be fully achieved in regards to the new highly innovative products, processes or services created within your partnership project?



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