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The Influence of Trust, Information Technology and Communication Skill on
Knowledge Transfer in MADA (Muda Agricultural Development Authority)

By

SHARIFAH NUR ALIA SYED MANSOR



Thesis Submitted to
School of Business Management,
University Utara Malaysia in Partial Fulfilment of the Requirements for
Master of Human Resource Management

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Abstract

This study was conducted to investigate the influence of trust, information technology and communication skill on knowledge transfer among extension officer in Muda Agricultural Development Authority (MADA). The aim of this study is to identify the relationship of trust, information technology and communication skill towards knowledge transfer. The dependent variable used in this study is knowledge transfer, whereas the independent variables comprises of trust, information technology and communication skill. This study was done through quantitative approach in which questionnaires were used as a medium to collect data. The respondents for this study were MADA extension officer and 113 questionnaires were distributed. The results of the study showed positive significant relationship between information technology and knowledge transfer.

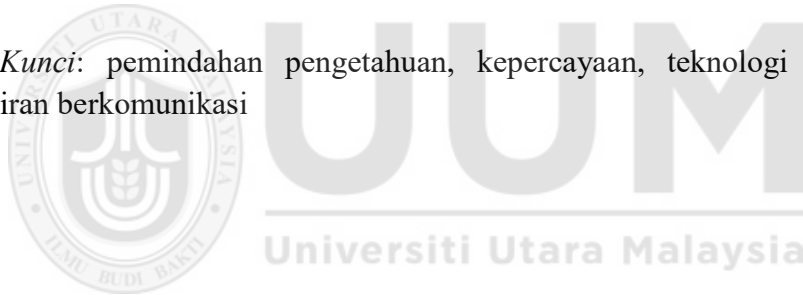
Keyword: knowledge transfer, trust, information technology and communication skill



Abstrak

Kajian ini dijalankan untuk mengkaji pengaruh kepercayaan, teknologi maklumat dan kemahiran berkomunikasi terhadap pemindahan pengetahuan di kalangan pegawai pengembangan di Lembaga Kemajuan Pertanian Muda (MADA). Matlamat kajian ini adalah untuk mengenalpasti hubungan di antara kepercayaan, teknologi maklumat dan kemahiran berkomunikasi terhadap pemindahan pengetahuan. Pembolehubah bersandar yang digunakan di dalam kajian ini adalah pemindahan pengetahuan manakala pembolehubah bebas terdiri daripada kepercayaan, teknologi maklumat dan kemahiran berkomunikasi. Kajian ini dilakukan melalui kaedah kuantitatif di mana borang soal selidik digunakan sebagai perantaraan untuk mengumpul data. Responden kajian ini adalah terdiri daripada pegawai pengembangan MADA dan sebanyak 113 borang soal selidik telah diedarkan. Keputusan analisis regresi menunjukkan teknologi maklumat merupakan faktor terbesar yang menyumbang terhadap pemindahan pengetahuan.

Kata Kunci: pemindahan pengetahuan, kepercayaan, teknologi maklumat dan kemahiran berkomunikasi



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Sharifah Nur Alia binti Syed Mansor
School of Business Management (SBM)
Universiti Utara Malaysia



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List of Abbreviations

MADA	Muda Agricultural Development Authority
SPSS	Statistical Package for the Social Science



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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Process of learning is life-long journeys that never stop and need to be replenished (Smith & Meaney, 2016). People learn and gain knowledge from past experience. For example, people learn how to crawl, later learn how to walk and then run. Transferring knowledge by upgrading skill from one situation to another situation can speed up the learning process (Chin, 2013). Thus, employees with a good knowledge and able to transfer knowledge are an advantage for an organization.

Knowledge is the most important key resources in organization (Jasimuddin, 2012) and Syed-Ikhsan and Rowland (2004) in their research clearly stated that organization's success and competitiveness are depending on the transfer of knowledge within the organization. In order to sustain especially in this borderless world, organization need to have a proper knowledge management system to cater clients' requirement.

Managing knowledge and information resources is essential and vital for organization to stay relevant in the industries. Many studies have been done by researchers regarding the importance and effectiveness of knowledge management in organization (Handzic, 2011). Organization that appreciates and committed towards knowledge transfer will sustain as knowledge is a prime commodity (Ferede & Mathew, 2015). Either private sector or public

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APPENDICES





Questionnaire

The Influence of Trust, Information Technology and Communication Skill on Knowledge Transfer in MADA (Muda Agricultural Development Authority)

Dear Sir/Madam,

I am a Master of Human Resources Management (MHRM) student from Universiti Utara Malaysia. This is a research I am conducting regarding the title above to fulfil my academic requirement for the final year's course. Thus, I would like to attain your kindness to fulfil this questionnaire. The questionnaire is divided into three (3) sections; A, B and C. I would be grateful if you could spend 5-7 minutes to complete the questionnaire. I assure you that your responses will be held in confidential and would only be used for the mean of this research.

Thank you for your cooperation.

Tuan/Puan,

Saya merupakan pelajar Sarjana Pengurusan Sumber Manusia (MHRM) dari Universiti Utara Malaysia. Saya kini sedang menjalankan kajian berkenaan tajuk seperti di atas untuk memenuhi syarat keperluan akademik bagi kursus tahun akhir. Justeru itu, saya ingin memohon jasa baik tuan/puan untuk mengisi boring soal selidik ini. Borang ini terdiri daripada tiga (3) bahagian iaitu bahagian A, B dan C. Saya amat berbesar hati sekiranya tuan/puan sudi meluangkan masa 5-7 minit untuk melengkapkan boring soal selidik ini. Segala maklumat yang pihak tuan/puan berikan akan dianggap sulit dan digunakan hanya untuk tujuan kajian sahaja. Segala kerjasama tuan/puan dalam membantu kajian ini saya dahului dengan ucapan terima kasih.

Sharifah Nur Alia binti Syed Mansor (820083)

Master in Human Resource Management

Othman Yeop Abdullah Graduate School of Business, UUM

SECTION A (DEMOGRAPHIC)

Please tick the relevant boxes.

1) **GENDER**

Male

Female

2) **AGE GROUP**

21-30

41 - 50

31-40

More than 51 years old

3) **LEVEL OF EDUCATION**

Master

Diploma

First Degree

Others

4) **POSITION GRADE**

27/29

36 / 38

32

41 / 44

5) **WORKING EXPERIENCE**

Less than 2 years

7-8 years

2-4 years

More than 8 years

5-6 years

SECTION B (KNOWLEDGE TRANSFER)

For each statement below, please circle the number that is the truest to you

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	Organization saves and renews important information onto the computer for easy and faster browsing.	1	2	3	4	5
2	Knowledge is categorized in the database for use by all employees.	1	2	3	4	5
3	Organization saves important information through report and pictures in the computer.	1	2	3	4	5
4	Employees use e-mail or internal network (eg.GOE EGDMS) to share knowledge with others.	1	2	3	4	5
5	Employees are willing to share experiences and knowledge with others.	1	2	3	4	5
6	Organization transfer employee experience to other employees.	1	2	3	4	5
7	Organization transfer effective knowledge to employees through training courses, presentation and internal magazine / bulletin.	1	2	3	4	5

SECTION C (FACTORS INFLUENCING)

For each statement below, please circle the number that is the truest to you

i. Trust

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	Organization appreciates employee's contribution and effort.	1	2	3	4	5
2	Superior / senior leader support employees when suggesting alternative perspectives.	1	2	3	4	5
3	Organization encourages employees to learn and tolerate employees' mistakes.	1	2	3	4	5
4	Superior / senior leader of my department trusts employees' capability.	1	2	3	4	5
5	The atmosphere in my organization helps employee to trust each other.	1	2	3	4	5
6	I feel a risk to transfer and share knowledge because I fear that I would become uncompetitive.	1	2	3	4	5

SECTION C (FACTORS INFLUENCING)

For each statement below, please circle the number that is the truest to you

ii. Technology

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	Our organization is good at using information technology to achieve success.	1	2	3	4	5
2	Through IT, the key capabilities of our organization is efficiently integrated.	1	2	3	4	5
3	The database in organization has provided support and improvement to employees skill	1	2	3	4	5
4	Superior are good at using IT to communicate with employees	1	2	3	4	5
5	Knowledge about the use of ICT tools can be retained through training session.	1	2	3	4	5
6	Ability to use ICT tools is important for knowledge transfer.	1	2	3	4	5

iii. Communication Skill

For each statement below, please circle the number that is the truest to you

In general, how often do you communicate with the following people on work-related matter?

		<i>Never</i>	<i>Rarely</i>	<i>Once in a While</i>	<i>Sometimes</i>	<i>Almost Always</i>
1	People with same competency.	1	2	3	4	5
2	People with another competency / more knowledge / experience.	1	2	3	4	5
3	Immediate superior or boss	1	2	3	4	5
4	Client (eg: farmere and entrepreneur)	1	2	3	4	5
5	Stakeholder (FAs board of director, supplier)	1	2	3	4	5
6	Partner agencies (under Ministry of Agriculture and Agro-Based)	1	2	3	4	5
7	People you know from the internet / social media	1	2	3	4	5