

THE IMPACTS OF ENABLERS TOWARD
CULTIVATION IN KNOWLEDGE WORKER
THROUGH KNOWLEDGE SHARING PROCESSES
IN SME MELAKA, MALAYISA

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“I hereby declare that this thesis entitle
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ABSTRACT

The purpose of the research is to indicate the effect of enablers of knowledge sharing to the cultivation of knowledge worker in SMEs. The enablers involve in the research included individual enabler, organizational enabler, and technological enabler. Data was collected from SMEs in Melaka, Malaysia. Questionnaire was use as survey tools to collect the data and information. A total of 260 units of SMEs in Melaka, Malaysia were randomly selected as survey target. All the data and information collected were interpreted through SPSS software. Regression analysis were conducted to determine the relationship between knowledge sharing and cultivation of knowledge worker with the present of enablers. The results of the study highlight the importance of enablers in enhancing knowledge sharing processes that assist organization in cultivation of knowledge worker. Results of the research also identified the most significant enablers that strongly influence the knowledge sharing processes that assist in cultivation of knowledge worker within organization. The framework was developed by researcher.

ABSTRAK

Tujuan kajian ini adalah untuk menyiasat kesan pemboleh perkongsian pengetahuan dalam menyelidik pekerja berpengetahuan dalam bidang SME. Pemboleh terlibat dalam penyelidikan termasuk pemboleh individu, pemboleh organisasi, dan pemboleh teknologi. Data yang dikumpulkan adalah daripada SMEs di Melaka, Malaysia. Soal selidik telah digunakan sebagai alat kajian untuk mengumpul data dan maklumat. Sebanyak 260 unit SME di Melaka, Malaysia telah dipilih sebagai sasaran kajian dengan secara rawak. Semua data dan maklumat yang dikumpul telah ditafsirkan melalui SPSS. Analisis regresi telah dijalankan untuk menentukan hubungan antara perkongsian pengetahuan dan penyelidikan pekerja berpengetahuan dengan wujudnya pemboleh. Keputusan kajian ini menekankan kepentingan pemboleh dalam meningkatkan proses perkongsian pengetahuan yang membantu organisasi dalam penyelidikan pekerja berpengetahuan. Hasil kajian juga mengenal pasti pemboleh yang paling kuat mempengaruhi proses perkongsian pengetahuan yang membantu dalam menyelidik pekerja berpengetahuan. Rangka kerja ini telah dibangunkan oleh penyelidik.

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LIST OF SYMBOL

B	=	Beta
H ₀	=	Null Hypothesis
H ₁	=	Alternative Hypothesis
p	=	Sig. value
r	=	Pearson Correlation
N	=	Total Number of Respondent
%	=	Percentage

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CHAPTER 1

INTRODUCTION

1.1 Background of the research

Nowadays, business are more focusing on how to train and keep more ‘useful’ workers in the company to sustain the competitive power. Company need knowledge worker. A knowledge worker owns the knowledge and have very high performance and productivity. They always a key role in the organization who help to perform and manage specific tasks or projects.

Knowledge worker is valuable to a company. Technology marketers need them. Human Resources departments want them. Management consultants focus and emphasis them. A lot of company are searching them. Thus, in order to train more knowledge worker, company must have a way or technique. One of the ways suggested is encourage workers to perform ‘knowledge sharing’ in company (Cavaliere et al., 2015).

Knowledge sharing can be defines as the process of exchange of knowledge between or among individuals, or teams, or organizational units, or organizations (Paulin & Suneson). Besides, according Gurteen (1999), the creation and application of new knowledge is one of the key to the survival of almost all businesses. Thus, it is interesting to know the impact of applicate knowledge sharing to the training of knowledge worker.

Thus, for this reason, researcher study the knowledge sharing and found out three enablers, individuals, organization, and technological which is encouraging knowledge sharing. Researcher tends to identify the impacts of these enablers in cultivation of knowledge worker in small medium-sized enterprises. Researcher is developed a survey in small medium-sized enterprises in Melaka, Malaysia. The research will start with an overview of the research background, research question, research objective, and the scope of studies.

1.2 Problem Statement

According to survey by Dymock and McCarthy (2006), not every employee especially 'low levels' in organization interest in learning. Knowledge sharing enablers are very important to assist to form a knowledge sharing environment which allow the transfer of knowledge. It is important to train knowledge worker in a company. However, it is very difficult to create a knowledge sharing environment due to the complexities of diverse aspects of the workplace (Hernaus and Mikulic, 2014).

The researcher fined a research in Melaka, Malaysia about the impacts of enablers toward cultivation in knowledge worker through knowledge sharing process. Based on The Government of Malaysia's Official Portal, Malaysia has a multi-ethnic, multicultural, and multilingual society. Thus, it increases further complexities to implement knowledge sharing. It is very interesting that to identify the most significant enabler that assist company to cultivate knowledge worker that help company to be more competitive.

1.3 Research Questions

Regarding to this research, to see the impacts of enablers toward cultivation in knowledge worker through knowledge sharing processes, the researcher come out with research question as below:

- 1) What is the impact of individual, organization, and technological enablers of knowledge sharing toward cultivating knowledge worker?
- 2) What is the most significant enabler of knowledge sharing that impacts the cultivating of knowledge worker?

1.4 Research Objectives

The research objective of this research is to identify the impacts of enablers toward knowledge sharing. Thus, the objectives of this research are as below:

- 1) To identify the impact of individuals, organization, and technological enablers of knowledge sharing toward cultivating knowledge worker.
- 2) To investigate the most significant impacts of enabler to the cultivating knowledge worker in SME.

1.5 Research hypotheses

The following alternative hypothesis will be tested for the purpose of the research:

Hypotheses One

H₀: There is no statistically significant relationship between knowledge sharing and the cultivation in knowledge worker.

H₁: There is a statistically significant relationship between knowledge sharing and the cultivation in knowledge worker.

Hypotheses Two

H₀: There is no statistically significant relationship between knowledge sharing and the cultivation in knowledge worker, while with the individual enablers.

H₁: There is a statistically significant relationship between knowledge sharing and the cultivation in knowledge worker, while with the individual enablers.

Hypotheses Three

H₀: There is no statistically significant relationship between knowledge sharing and the cultivation in knowledge worker, while with the organizational enablers.

H₁: There is a statistically significant relationship between knowledge sharing and the cultivation in knowledge worker, while with the organizational enablers.

Hypotheses Four

H₀: There is no statistically significant relationship between knowledge sharing and the cultivation in knowledge worker, while with the technological enablers.

H₁: There is a statistically significant relationship between knowledge sharing and the cultivation in knowledge worker, while with the technological enablers.

1.6 Scope, Limitations and Key Assumption of the Research

The scope of this research focuses on the impact of the enablers of knowledge sharing toward cultivation in knowledge worker. The enablers researcher focuses include individual enablers, organization enablers, and technological enablers. To smaller the scope of research and finding, the researcher conducts research in SME Melaka, Malaysia. From the research, researcher studies only the impact of selected enablers toward knowledge sharing.

However, there are several limitations in this research. The coverage of this research is in in Melaka, Malaysia only. The result can be more reliable if larger location and coverage are select. Besides, the time is constraint for this research. The

research is conduct within 12 months. Information, data, and result will be more precise and reliable if the time frame to conduct research is longer.

Besides, to answer the research question, the researcher assumes that all the respondents are honest especially in answering the questionnaire. The research is requires high cooperation from respondent to ensure all the data collect are valid.

1.7 Important of Research

Significant of this research is to understand the impact of enablers such as individual enablers, organization organizations, and technological enablers of knowledge sharing toward cultivation in knowledge worker. The purpose of research is to help organization to create knowledge sharing environment which lead to increase knowledge worker and improve the sustainability in this competitive market.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter clearly defined all the important element of this study. The important keywords reviewed are: Knowledge Worker, Knowledge Sharing, Individual Enablers, Organization Enablers, and Technological Enablers. This chapter clearly defined and showed findings of the past research, and brought out the acknowledgements, works, and thoughts of the experts in this subject fields.

2.1 Dependent Variable (Y)

2.1.1 Knowledge Worker

Based on CA4IT.com (2013), the term ‘knowledge worker’ was introduce by Peter F. Drucker who was an American management consultant in 1959. He defined knowledge worker as anyone who works on a tasks by using knowledge. Knowledge worker can efficiently applied their knowledges or skills in the tasks or jobs. This term was introduced since five decades ago. Drucker predicted knowledge worker

will be the main cog and he also proposed that knowledge is the more crucial economic resource in the industries today's.

However, definition of 'knowledge worker' change with time. Knowledge workers in today's workforce described as individuals who are valued for their ability in an organization to assist in interpret information within a specific subject area (Tripathi, 2010). Besides, knowledge workers also defined as employees who donate their valuable knowledge and skills (developed through experience) to complex, novel and abstract issues and problems in environments that consists rich collective knowledge and relational resources. They used and applied the knowledge professionally. They perform very well in the area they expert. Knowledge worker might be anyone who expert in planning, acquiring, prospecting, managing, analyzing, searching, distributing, organizing, or others that applying the knowledge in tasks.

Knowledge worker become more and more importance because knowledge nowadays is already considered as an organizational resource and assets. Problems faced by organization need a person who are capable to provide solution and alternative. Knowledge worker acquired specific experience, skill, and knowledge to handle the tasks, problems, or issues. Knowledge worker help company achieve competitive advantages (Reinhardt et al., 2011). They perform professionally which lead company achieve high productivity and performance in the tasks or projects assigned. They also assisted company in decisions making processes. Knowledge worker acted as consultant in the area they expert which provide information, alternatives, and suggestions to company. Knowledge workers are unlike any of the traditional key assets such as land, labor and capital. They occupied the knowledge or skills which is transnational, moveable and can be donate and collect everywhere, fast and cheap. They can share knowledge and skill to others.

According Tripathi (2010),

“Knowledge is forever changing and makes itself obsolete within a short period of time. The only thing that can be predicted about a competitive advantage of

a country, an industry, an institution, or an individual, based on knowledge, is that the advantage will soon be challenged, possibly by a total newcomer.”

Acquisition of knowledge is a continuous process through life. The learning process especially during one's working life will increasingly be a requirement for all knowledge workers. Thus, organizations want to maintain positions in the economy and the technology which is emerging need to emphasize the social position of the knowledge professionals and their values.

2.2 Independent Variable (X)

2.2.1 Knowledge Sharing

Knowledge sharing is a processes involve transferring knowledge from a party to another party. It is a process of exchanging knowledge. According Lin (2007), knowledge sharing explain as a social interaction culture. It explained the processes of exchange the knowledge, experiences, and skills among employees within the department or organization. Besides, Lileoere & Hansen (2011) indicated that knowledge sharing is a process to describe and ensure the existing knowledge is effectively distributed within or across the departments or organizations. According Cavaliere et al. (2015), knowledge sharing involve at least two parties, who play as role of “sources” and/or ‘recipients’. The knowledge sharing need a party who provide, donate, or share the information, knowledge, technique, or experiences to another party who accept, learn, listen, or receive. Through knowledge sharing process, it leads employees to share and exchange work-related knowledges, experiences, and skills within organization.

Knowledge sharing process involving two processes, knowledge donating and knowledge collecting (Lin, 2007). Knowledge donating is explained as the