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MASSEY UNIVERSITY

**EXPLORING EMPLOYEES' PERCEPTIONS OF THEIR CAPABILITY
AND SUCCESS OF SHARING KNOWLEDGE: IMPLICATIONS FOR
HUMAN RESOURCE MANAGEMENT (HRM)**

A dissertation presented in partial fulfilment of the requirement for the degree
of Doctor of Philosophy in Human Resource Management (HRM) at Massey
University, Palmerston North, New Zealand

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ABSTRACT

This thesis considers the relationships among knowledge sharing capability, organisational culture, and knowledge sharing success using employees' perceptions. By exploring these relationships, the thesis seeks to help HRM become a more robust tool for successful employee knowledge sharing within organisations. Human attributes, incorporating employee perceptions of ability, motivation and opportunity to share, describe the construct "knowledge sharing capability". The six perceptions of organisational cultural values examined include collaboration, innovativeness, formalisation, autonomy, expertise, and trust. Data were collected from knowledge workers of four MSC status Malaysian-owned Information Technology (IT) organisations in two states of Malaysia.

Using random sampling, 500 questionnaires were distributed to employees at all levels of these organisations. Of these, 270 questionnaires were useful for data analysis, a 52% valid response rate. The results of factor analyses, however, showed the emergence of unanticipated combinations of organisational culture questionnaire items. This resulted in the emergence of four new cultural values (i.e. formal collaboration, trustworthiness, expertise, and independence). Correlations and multiple regressions were employed to address the proposed research questions.

The results confirmed that: 1) knowledge sharing capability has a positive and significant relationship with knowledge sharing success; 2) knowledge sharing capability has a significant relationship with organisational culture; 3) organisational culture (as found in perceived values of formal collaboration, trustworthiness, and expertise) has a positive and significant relationship with knowledge sharing success; 4) perceived cultural values of formal collaboration, trustworthiness, and expertise perfectly mediated the relationship between knowledge sharing capability and knowledge sharing success; and 5) perceived cultural values of expertise and independence did

moderate the causal link of knowledge sharing capability and knowledge sharing success, but an increase in independence for employees' capability reduces the success of knowledge sharing.

The results suggest the importance of incorporating human attributes (that translate into capability to share knowledge) and organisational culture into the design of HRM practices. The outcome of re-orientating HRM practices to reflect cultural values so that knowledge sharing success is enhanced would be a valuable future investigation. These results show that the greatest potential for knowledge sharing success can be achieved when cultural values are integrated into HRM practices which are then implemented efficiently.

LIST OF PUBLICATIONS

The following publications have been produced from the research reported in this thesis:

- 1) Abdul Jalal, H., Toulson, P., & Tweed, D. (2009). Organisational culture, knowledge sharing capability and knowledge sharing success: A conceptual framework. Paper presented at the Fourth International Conference on Knowledge Management in Organisations: Knowledge Management and Service Science, Taipei, Taiwan held on 23-24 June 2009.
- 2) Abdul Jalal, H., Toulson, P., & Tweed, D. (2010). Organisational cultural values for successful knowledge sharing: The case of Malaysia. Paper presented at the ICICKM 2010: 7th International Conference on Intellectual Capital, Knowledge Management & Organisational Learning, Hong Kong held on 11 – 12 November 2010.
- 3) Abdul Jalal, H., Toulson, P., & Tweed, D. (2010). Human resource (HR) knowledge sharing capability, organisational culture and knowledge sharing success: Implications for HRM Practice. Paper presented at the HRINZ Research Forum University of Auckland, New Zealand held on 18 November 2010.
- 4) Abdul Jalal, H., Toulson, P., & Tweed, D. (2011). Employee knowledge sharing success: Does gender matter? Paper presented at the ICHRD 2011: International Conference Human Resource Development 2011, Johor Bahru, Malaysia held on 22-23 June 2011.
- 5) Abdul Jalal, H., Toulson, P., & Tweed, D. (2011). Exploring employee perceptions of the relationships among knowledge sharing capability, organisational culture and knowledge sharing success: Their implications for HRM practice. Paper presented at the ICICKM 2011: 8th International Conference on Intellectual Capital, Knowledge Management & Organisational Learning, Bangkok, Thailand held on 27 – 28 October 2011.
- 6) Iqbal, S., Abdul Jalal, H., Toulson, P., & Tweed, D. (2012). Knowledge Management (Knowledge friendly culture for successful knowledge sharing) In S. Bruggemann & C. d'Amato (Eds.), *Collaboration and the Semantic Web 2011* IGI Global.

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GLOSSARY OF TERMS

ANOVA	-	Analysis of Variance
HRM	-	Human Resource Management
EFA	-	Exploratory Factor Analysis
IT	-	Information Technology
KIFs	-	Knowledge Intensive Firms
KM	-	Knowledge Management
KSC	-	Knowledge Sharing Capability
KSS	-	Knowledge Sharing Success
MSC	-	Multimedia Super Corridor
OC	-	Organisational Culture
PASW	-	Predictive Analytics Software
PAF	-	Principal Axis Factoring
PCA	-	Principal Component Analysis
RBV	-	Resource-Based View
SHRM	-	Strategic Human Resource Management
VIF	-	Variance Inflation Factor

