

IMPACTS OF KNOWLEDGE SHARING
AND KNOWLEDGE CREATION ON
EMPLOYEE ENGAGEMENT -
CASE STUDIES OF MALAYSIAN
UNIVERSITIES

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Master

UNIVERSITI MALAYSIA PAHANG



SUPERVISOR'S DECLARATION

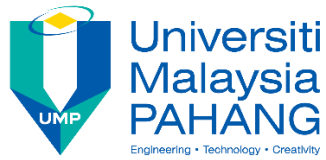
We hereby declare that we have checked this thesis and in our opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Master of Science.

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STUDENT'S DECLARATION

I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

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LIST OF ABBREVIATIONS

KM	Knowledge Management
KS	Knowledge Sharing
KC	Knowledge Creation
EE	Employee Engagement
KSS	Knowledge Sharing Structural Dimension
KSR	Knowledge Sharing Relational Dimension
KSC	Knowledge Sharing Cognitive Dimension
KCEA	Knowledge Creation Exploration Dimension
KCEI	Knowledge Creation Exploitation Dimension
IVs	Independent Variables
DV	Dependent Variable
CIPD	Chartered Institute of Personnel and Development
SPSS	Statistic Package for Social Science
P – P	Probability - Probability

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ABSTRAK

Komitmen pekerja adalah semakin penting dalam masyarakat yang kompetitif. Ini kerana daya saing organisasi memerlukan pengetahuan terutamanya pengetahuan tersirat dikalangan pekerja yang tidak mempuhuyai pengetahuan ini. Ini kecuali jika pekerja yang terlibat dalam proses pengurusan pengetahuan. Walau bagaimanapun, penyelidikan mengenai komitmen pekerja dari perspektif pengurusan pengetahuan jarang diamalkan. Tujuan utama kajian ini adalah untuk menilai impak di antara perkongsian ilmu dan penciptaan pengetahuan terhadap komitmen pekerja. Setelah mengenalpasti perkongsian ilmu dan penciptaan pengetahuan yang boleh menggalakkan komitmen pekerja, kajian ini telah menghasilkan model yang menunjukkan perkongsian ilmu dan penciptaan pengetahuan yang mempengaruhi terhadap komitmen pekerja. Kajian ini disesuaikan dengan kaedah penyelidikan kuantitatif yang menggunakan soal selidik untuk mengumpul data daripada kakitangan akademik dalam universiti awam dan swasta yang terletak di Malaysia. Sampel kajian terdiri daripada 1162 kakitangan akademik iaitu 303 kakitangan akademik telah dipilih dengan menggunakan kaedah persampelan berstrata. Data dianalisis dengan menggunakan kaedah SPSS. Analisis deskriptif, ujian untuk normal, ujian kebolehpercayaan, ujian kesahan, ujian-t dan analisis korelasi, serta analisis regresi linear telah digunakan dalam kajian ini. Hasil kajian ini telah menunjukkan bahawa tiga dimensi perkongsian ilmu (iaitu struktur, hubungan dan kognitif) mempunyai kesan positif dan signifikan ke atas komitmen pekerja; dan juga dua dimensi penciptaan pengetahuan (iaitu penerokaan dan eksploitasi) positif dan signifikan memberi kesan kepada komitmen pekerja. Dari perspektif sumbangan praktikal, amalan pengurusan pengetahuan dapat membantu universiti mencapai dan mengekalkan kelebihan daya saing. Model yang dihasilkan dalam kajian ini dicadangkan akan memperkayakan amalan pengurusan pengetahuan.

ABSTRACT

Employee engagement is increasingly important in this competitive society because organizational competitiveness requires knowledge especially the tacit knowledge which resides in employees and it cannot be achieved unless employees are engaged in the processes of managing knowledge. However, studies on employee engagement from the perspective of knowledge management practice are rare. The main purpose of this study is to assess the impacts of knowledge sharing and knowledge creation on employee engagement. After identifying knowledge sharing and knowledge creation could facilitate employee engagement, the study developed a model that presents knowledge sharing and knowledge creation towards employee engagement. This study adapted quantitative research method employing questionnaire to collect data from academic staff in a public and a private universities located in Malaysia. A sample of 303 academic staff were selected using stratified sampling method from a population of 1162. Data were analysed using SPSS. Descriptive analysis, testing for normality, reliability test, validity test, t-test and correlation analysis, as well as linear regression analysis were performed. The results show that three dimensions of knowledge sharing (i.e. structural, relational and cognitive) have positive and significant impact on employee engagement; and also two dimensions of knowledge creation (i.e. exploration and exploitation) positively and significantly affect employee engagement. From a practical contribution perspective, this could aid universities to better utilize the knowledge management practices to engage employees, so that to attain and sustain competitive advantage. It is recommended that the proposed model could be further enriched by adding other knowledge management practices.

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