

INCENTIVISING KNOWLEDGE SHARING BEHAVIOR AMONG JKR
PROFESIONAL

MOHAMAD ASHRULNIZAM BIN ABDUL RAHIM

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To Fahimahhaizom Muhamad Fauzi who stood beside her husband at every single step of the way, to Balqis, Aisyah and Faris who sacrificed precious time, attention and love with their father, and to people around me especially my parents who constantly encouraged, supported and committed to me. May Allah bless them.

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ABSTRACT

Informative employees are the main part for the effective performance of overall business and need to communicate proper information and knowledge from management as well as between employees to perform better task and to maintain a level of satisfaction and it is possibly through effective knowledge sharing system. Likewise JKR had developed two KM tools IT based initiatives to encourage JKR staff involved in Knowledge sharing. This paper presents a comprehensive study between incentivizing and knowledge sharing behaviors among JKR professionals. Hence, the aim of the study is to proposed incentive scheme in order to promote knowledge sharing behavior among JKR professional and to achieve the following objectives thorough statistical analysis: (1) To identify the level of knowledge sharing behaviors in JKR KM system (JPedia & JCoP) (2) To examine the factors that promotes sharing behaviors (3) To recommend suitable incentives to reinforced desired knowledge sharing behavior among JKR professional. A structured questionnaire will be distributed to various respondents within the JKR headquarters which focus among professional staff. Finally, these finding will highlight the type of incentives can be execute to produce better policy of knowledge sharing in JKR organisation.

ABSTRAK

Pekerja yang berpengetahuan adalah aset utama dalam pelaksanaan yang berkesan kepada organisasi secara keseluruhannya. Sistem penyampaian maklumat yang betul dan info pengetahuan daripada pihak pengurusan dan di antara pekerja dalam melaksanakan tugas dengan lebih baik dan mengekalkan tahap kepuasan dan ia adalah berasaskan kepada sistem perkongsian pengetahuan yang berkesan. Begitu juga JKR yang telah membangunkan dua inisiatif Pengurusan Pengetahuan berasaskan IT untuk menggalakkan kakitangan JKR terlibat dalam aktiviti perkongsian ilmu. Kertas kerja ini membentangkan kajian yang komprehensif antara pemberian insentif dan tingkah laku di kalangan profesional JKR dalam sesi perkongsian ilmu. Oleh itu, tujuan kajian ini adalah mencadangkan skim insentif bagi menggalakkan perkongsian ilmu di kalangan JKR professional dan untuk mencapai beberapa objektif menggunakan kaedah analisis statistik. Objektif berikut: (1) Untuk mengenal pasti tahap tingkah laku perkongsian ilmu dalam sistem JKR KM (JPedia & JCoP) (2) untuk mengkaji faktor-faktor yang menggalakkan perkongsian ilmu (3) untuk mencadangkan insentif yang sesuai untuk mengukuhkan pengetahuan diingini tingkah laku perkongsian antara JKR profesional. Soal selidik yang berstruktur akan diagihkan kepada responden dalam ibu pejabat JKR dan tumpuan utama adalah dari kalangan kakitangan profesional. Akhir sekali, hasil kajian ini akan memberikan panduan jenis insentif boleh laksana dan menambahbaik dasar insentif sedia seterusnya menggalakkan aktiviti perkongsian ilmu di dalam JKR.

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LIST OF ABBREVIATIONS

CoPs	Communities Of Practise
ECKM	Enterprise Content Knowledge Management
eCOMs	Electronic Content Management System
ICT	Information and Communication Technology
IT	Information Technology
JCoP	JKR Communities of Practise
JKR	Jabatan Kerja Raya
JPedia	JKR Online Repository
JUSA	Jawatan Utama Sektor Awam
KKR	Kementerian Kerja Raya
KM	Knowledge Management
MOW	Ministry Of Work
PROKOM	Cawangan Pengurusan Projek Kompleks
PWD	Public Work Department
SKALA	Sistem Kawal dan Laport
SKT	Sasaran Kerja Tahunan
SME	Subject Matter Expert
SPSS	Statistic Package for Social Science
RCA	Root Cause Analysis

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CHAPTER 1

INTRODUCTION

1.1 Preface

Malaysia has embarked on the transformation from an input-driven growth strategy that had served her well in the past to one that is increasingly driven by knowledge in order to achieve sustainable high growth and development country. The Knowledge-based Economy Master Plan marks yet another key initiative of the Government to further accelerate the development of the nation into a knowledge-based economy as well as in achieving the objectives of Vision 2020. One of the strategic is to develop the knowledge based organization.

Public Works Department (PWD) or Jabatan Kerja Raya Malaysia (JKR) under Ministry of Works Malaysia (MOW) known as a technical body which is responsible for construction and maintenance of public infrastructure in Malaysia. The vision of JKR is to become a World Class Service Provider and Centre of Excellence in Asset Management, Project Management and Engineering Services for the Development of Nation's Infrastructure through creative and Innovative Human and State-of-the Art Technology.

JKR set up ECKM Unit (Enterprise Content Knowledge Management) under Cawangan Pengurusan Projek Kompleks (PROKOM) to looking at the implementation knowledge management in JKR.

1.2 Background Of The Study

This study is made to explore the objectives of knowledge sharing behavior among JKR staff. As stated in JKR Strategic Framework and JKR ICT Strategic Plan, one of ECKM initiatives is has to build capacity and competency of its staff. Since June 2008, JKR (Jabatan Kerja Raya) formally embarked on the several JKR ECKM initiatives to implement the practical aspects of knowledge management and continuously evaluate how various information technologies can be used to enable knowledge management processes. In JKR there are a a lot of IT system contains a specific information. Sistem Kawal dan Lapor (SKALA) functions as information center for monitoring project. The information in SKALA related to the percentage of work, percentage of payment, list of Variation order and it is used for specific officer. JKR also provided data container known as Electronic Container Management System (eCOMs). eCOMs contains the only data such as, drawing, standard, guidelines to help JKR staff for seek an information. For improvement in knowledge management, ECKM created IT Knowledge Management system. One of the initiatives is to encourage people in knowledge sharing.

1.3 Problem Statement

All organizations have a desire to become more efficient, more productive, more innovative and more adaptable to change. Resistance to change can be endemic;

business processes remain locked and impervious to improvement. Therefore, JKR ECKM had developed two IT based initiatives to encourage JKR staff involved in Knowledge sharing. JPedia and JCoP are two initiative created by JKR to promote knowledge sharing behaviors among JKR staff.

The JPedia was created based on a wiki technology, using open source software, Mediawiki. It is an online encyclopedia and to be used as a first place to look for subject overviews. It is a collection of know-how, know-what and know-why, in other words, knowledge in context. In JPedia, staffs allow to post, edit and amend the information. It helps staff to update the old version of the article.

JKR has decided to embark on a solution that utilized the concept of cultivating Communities of Practice (CoPs) as a Knowledge Sharing tool to facilitate the creation of a knowledge enabling environment in organizations. JCoP was created to support the facility. The purpose of JCoP is to cultivate a 'guided' knowledge sharing environment in an organization. Based on the challenges faced by community, IN JCoP, staff a free to ask question, to give an opinion to the relevant topic. In addition, it helps the tacit knowledge in JKR staff can expressed become an explicit knowledge.

However, the numbers of staff involvement is minimal compared to total numbers of JKR staff. User statistic extract from JPedia and JCoP has shown only less 7% professional staff involved in both systems. There must factors that lead the problems. This study will identify the factor of knowledge sharing behavior among JKR professional. In other hand; It is incentives will motivate staff to share their knowledge? Might, given the right incentives, people and behaviors will change. Perhaps surprisingly these incentives do not have to be financial there are many others trigger that can deliver more effective knowledge sharing and encourage employee loyalty.

1.4 Aim of the Study

The aim of the study is to propose incentive scheme in order to promote knowledge sharing behavior among JKR professional.

1.5 Objectives of the Study

Followings are the objectives proposed for this study: -

- a) To identify the level of knowledge sharing behaviors in JKR KM system (JPedia & JCoP)
- b) To examine the factors that promotes sharing behaviors
- c) To recommend suitable incentives to reinforced desired knowledge sharing behavior among JKR professional

1.6 Significance of the Study

It is hoped that the study will produce an indication to JKR to implement incentive to people which contribute in knowledge sharing behavior.

1.7 Scope and Limitation of the Study

This study mainly focuses on the professional staff in JKR headquarters. Professional staff is chosen for this study because there is no research or study conducted previously. Besides that, the professional level also has the social responsibility toward the knowledge sharing behavior. Questionnaire survey will be designed based on the level knowledge sharing behavior, type of incentive that will encourage behavior change. The categories involve in the distribution of the questionnaire are the engineers, architects, quantity surveyors and administration from grade 41 till JUSA.

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