

Abstract

Historically, labor, capital and raw materials have been considered more valuable than creating and applying knowledge. Nowadays, knowledge has been valued as the most powerful asset that organizations can use to obtain the competitive advantage and its role also become more pivotal in almost organizations throughout the world. Due to this fact, many large firms or organizations throughout the world start to come out with their own Knowledge Management unit or division as a strategy to preserve the knowledge. There are four main processes in Knowledge Management and one of the process is Knowledge sharing. It is the contributions by individuals to the collective knowledge of an organizations. Most of the employee in the companies have their own experience, lesson learnt, best practices, and specific technical skills for solving the problem. However, these people are reluctant to share their knowledge because of several factors and they also do not been triggered by the motivation or rewards to share their knowledge with the fellow workers. Therefore, the reward system could be the one of the best mechanism to implement the knowledge sharing within the organization. This paper shares a viewpoint of relationship between reward system and knowledge sharing in current the knowledge management application and system.

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CHAPTER 1: INTRODUCTION

1.0 Chapter Overview

In this chapter, this paper will elucidate on the fundamental information about the research. The purpose is to provide initial understanding about the research before going into deeper information in the next few chapters.

Concisely, this research focuses on reward system for implementing knowledge sharing within the company that currently use the knowledge management system in Malaysia. The research propose the implementation of Reward System as a sub-system in the KM system for encouraging the sharing of knowledge among the workers. Since this research will only involves for the companies that practice KM system as the platform for knowledge sharing, this section will present about the rational of choosing the scope, factors limiting the research, and feasibility study for this research.

1.1 Background of the Research

At the present time, knowledge management is not a new topic in the corporate world. Most of the organizations currently maximize the process of sharing and preserving the knowledge related such as technical skills and working knowledge or experiences from the experts within the organization. Many studies show that most of Multinational Companies (MNC) including, Schlumberger, Xerox, IBM, Ernst & Young and others are starting to leverage their competitive advantages by empowering the strategy in knowledge management (Leavitt, 2002). In knowledge management, one of the four processes is the knowledge sharing which involve the sharing either tacit or explicit knowledge. Knowledge sharing can be created through the socialization and exchange the knowledge among the employees. Many kind of things can be shared through this kind of process such as lesson learnt, best practices, videos, project experience, policies, and guidelines. However, employees feel it is very hard for them to share the knowledge since there is no something that triggered or motivated them to do so. Therefore, one of the best way to motivate these employee to contribute their knowledge to a KM system is through a formal organizational system. Rewards are recognized as beneficial in motivating individuals to perform their desired behavior (Bartol and Locke, 2000).

1.2 Problem Statement

In the organization itself, knowledge plays a vital role for increasing the productivity and to reduce duplication of tasks. The environment in knowledge management society is totally different from the any other factory. The presence of knowledge workers as one of the important economic agent in the knowledge-intensive companies have made the need of sharing the knowledge becoming more important. Knowledge sharing can be interpreted as the technological form. As an example, a company implement the system to disseminate the knowledge among the employee. However, there is a lack of specific system for rewarding the knowledge that being share among the worker

After discovered that importance of rewards in knowledge management, firms and organizations have come out with various kind of ideas in order to motivate the knowledge sharing among the workers. Nevertheless, there is still lack of integration between KM system and system that can give the reward. On the other hand, the knowledge itself could be rewarded in unfair because there is no specific system that can perform such a task.

1.3 Objectives of the Research

The research is aims to study the rewards system as the tool to implement and promote knowledge sharing culture and activities within the company. The study also want to propose the use of reward system as a sub-system in Knowledge Management System (KMS) in the company. By assuming that the companies have their own KM system without implementing any reward system, the study is suggesting the Knowledge Engineer or Knowledge Manager to build their own reward system as the tool to access and control the knowledge that being shared among the employees.

The specific objectives of the research are to:

- To understand what is the current mechanisms that being used to reward the knowledge
- To design a system which can reward the knowledge fairly based on several mechanisms
- To develop a system that can reward the knowledge being shared by employees

1.4 Scope of the Research

This research is focuses on rewards system as the implementation of knowledge sharing for the companies that already have their own KM system in Malaysia. Many companies in Malaysia start to create their own KM system as the tool to preserve and share the knowledge because realizing that the rapid advance of technology and information have made the industry become more aggressive and competitive. For instance, PETRONAS as one of the giant multinational companies in Malaysia have come out with their own knowledge management unit the each of the subsidiaries to ensure the flow of knowledge will be distributed equally within the company. The targeted participants are the knowledge managers which come from different companies as well as knowledge workers for the survey. This will provide the research with the data from various point of view.

1.5 Limitations of the Research

As a whole, this research is affected by few numbers of limitations. Firstly, the research requires extensive study which demands a high and quality time commitment. However, since the research period is not too long, it is limiting the research in term of time frame. Next, the research requires the involvement of specific participants who involve directly in the knowledge management. Somehow, most of the targeted participants are very busy and difficult to be reached. Therefore, the research might ends up with alternative participants who is not real target for the interview and survey.

1.6 Feasibility of the Project

1.6.1 Scope Feasibility

As mentioned earlier, this study is focusing on the companies that implemented KM system in Malaysia. Choosing the right companies is very important because not all large firms or companies in Malaysia have their own knowledge management unit and KM system. Since the industry is embraced knowledge based operation, it gives better chance to reach the resources.

1.6.2 Time Frame Feasibility

The research is structured within 8 months which includes the prototyping of the system at the end. The period is governed by detailed Gantt chart to track the progress of the research. The time is practical as it follows the allocated time by the university.

CHAPTER 2: LITERATURE REVIEW

2.0 Chapter Overview

In this chapter, the paper will discuss about the study on literatures that has been conducted prior to research of this project. The purpose of studying the literatures is to extract knowledge and information which can be useful input to the research and development.

At a glance, this chapter explains about the existence of knowledge management within the organization as well as knowledge sharing and rewards system that being use also will be elucidated.

2.1 Literature on Knowledge Management

Fundamentally, knowledge management is about valuing people and knowledge. It is a “process in which knowledge is created, capture, store, shared, and applied” (Sydanmaanlakka, 2002). Knowledge management contributes to value knowledge-owners and providing a work environment that will foster the sharing of knowledge in order to allow the organization to more effectively achieve its goals. Nonaka and Konno (1998) stress out the importance of organization structure and culture which can impact knowledge creation. This culture, enthusiastically, encourages discussion and dialogue at multiple levels of organizations promotes knowledge sharing and integration in the organizations (Davenport and Prusak, 1998). Organization structure is crucial in leveraging knowledge management (Beijerse, 2000). Graham and Pizo (1996) believe that effective knowledge management (KM) is tend to take place in the organizations that utilize the right balance between systems which are flexible and sufficient but the same time possess enough formality and discipline to ensure the productive outcome.

2.2 Literature on Knowledge Sharing

In contrast, fear of loss of ownership and control of knowledge can act as a significant barrier in knowledge sharing (Sun and Scott, 2005). The appropriate work culture is pivotal as people-to-people contact is integrated into holistic knowledge management initiatives. Rather than turning to database or policy and procedure manuals, people tend to seek information and advice from trusted and capable colleagues (Cross and Baird, 2000) and demand the training from more experienced colleagues or receive supervision from their supervisors (Michailova and Husted,

2003). Besides, not all knowledge can be explicated (Nonaka and Takeuchi, 1995). Many of the scholars argued that the knowledge sharing is one of the big hurdle for knowledge management (O'Dell and Grayson, 1998). This issue also highly being discussed among the industry practitioners (Alavi and Leidner, 1999). According to Hendriks (1999), knowledge sharing is pivotal through the movement of the individual knowledge into the organizational level, which can be converted into competitive edge and economic value for the firms or corporations. Boland and Tensaki (1995) believe that the creation of knowledge base in the firm requires a mutual perspectives process whereby individual knowledge is valued, substituted, and incorporated with other organizations with four different mechanisms which are contribution of the knowledge to company's databases, sharing knowledge across the teams or units in formal ways, individual share their knowledge through informal interactions, knowledge sharing in the group of interest or community of practice. Hence, it is very important to determine the likenesses and variances of knowledge sharing strategies in the diversity of race and ethnic group. Even though most of knowledge management companies valued knowledge sharing as the key component, it was actually very tough to be accomplished (Alavi, Kayworth & Leidner, 2005/2006). People in the companies normally reluctant to share knowledge or might be these people even hide or store the knowledge by themselves. McDermott & O'Dell (2001) add commonly the culture in the organization itself acted as an obstacle for knowledge sharing. In fact, Davenport and Prusak (1998) suggested that suitable integration and selection process of knowledge sharing and technology is highly relied on the flow of the sharing process, type of knowledge being shared, and target audience that will received the knowledge within the company.

2.4 Literature on Reward System

Rewards can be extrinsic or intrinsic, extrinsic rewards are tangible rewards and these rewards are external to the job or task performed by the employee. External rewards can be in terms of salary/pay, incentives, bonuses, promotions, job security, etc. Intrinsic rewards are intangible rewards or psychological rewards like appreciation, meeting the new challenges, positive and caring attitude from employer, and job rotation after accomplishing the goal. Frey (1997) argues that once pay exceeds a subsistence level, intrinsic factors are stronger motivators, and staff motivation requires intrinsic rewards such as satisfaction at doing a good job and a sense of doing something worthwhile and meaningful. Carraher et al (2006) advocates that there should be an

effective reward system to retain the high performers in the organization and reward should be related to their productivity. Efficient reward system can be a good motivator but an inefficient reward system can lead to demotivation of the employees. Reio and Callahon (2004) conclude that both intrinsic and extrinsic rewards motivates the employee resulted in higher productivity. Sometimes management pays more attention to extrinsic rewards but intrinsic rewards are equally important in employee motivation. Intangible or psychological rewards like appreciation and recognition plays a vital role in motivating employee and increasing his performance. Davenport (1997) stressed out that lack of rewards or incentives is the main impediment for knowledge sharing process because people will refuse to do so regardless of long or short term. Bartol and Locke (2000) agreed that the relationship between the knowledge sharing and rewards is positive and promising. However, the knowledge management system is the most suitable and preferable for rewarding the knowledge sharing because the reward allocator will have an ample chance to measure the knowledge sharing behaviors. Different with Kugel and Schotek (2004) believed that people will immediately motivate to share their knowledge if they will receive the monetary rewards. Apart from that, implicit rewards like status, reputation, and recognition can be the best incentives that can promote knowledge sharing (Hall, 2001). O'Dell and Grayson (1998) stressed out that knowledge sharing can be more challenging if the organization fail to reward the knowledge exchange and learning.

In line with the needs, the present research is suggesting that the use of reward system in KM system in order to implement the knowledge sharing for the various companies in Malaysia. In addition, the paper includes explanation of knowledge sharing in KM system, mechanisms used to reward the knowledge and the details on rewards system.

CHAPTER 3: METHODOLOGY/PROJECT WORK

3.0 Chapter Overview

In this chapter, the research will present about the methodology that being used for conducting the research as well as development of the prototyping. The purpose of the methodology is to make sure that the research is aligned with the objectives of the study.

In a nutshell, this segment will explains the process of the research from the beginning step which is planning and up until the prototyping process. The chapter, on the other hand, will also details about very step on how the research and development is going to be conducted.

3.1 Research Design

This research is a constructive research. Selecting this method provides the research with a direction to analyze the knowledge sharing practices and current KM system in the companies. Firstly, extensive study on literature related to the research is conducted to obtain insights and information on the research. Since knowledge sharing is being practiced in most of the organizations in Malaysia, the research designed to gain the inputs on the current practices applied to share the knowledge as well as the mechanisms being used to reward the knowledge.

One of the methods in collecting the data is through the interview. After analyzing the inputs collected from the companies, the research continues to study the appropriateness of using reward system as an alternative solution in sharing both tacit and explicit knowledge within the company.

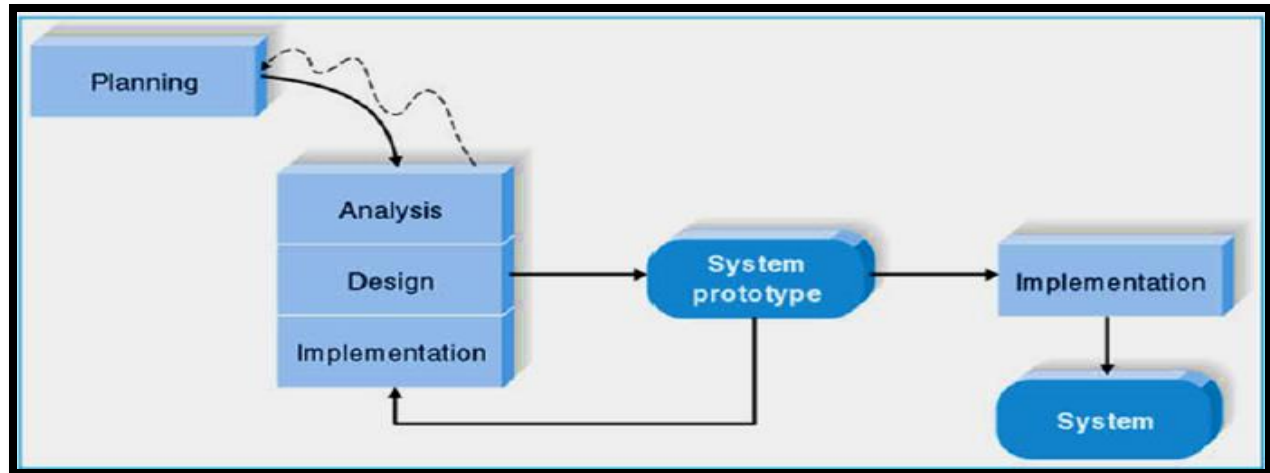


Figure 3.1: Prototyping Based Methodology

3.2 Method for data collection

In order to collect the qualitative data for the research, one of the best ways is through interviewing with targeted participants. A set of interview question is prepared to ensure that the required data can be easily obtained. Moreover, the interview is set to semi-structured. The reason of choosing this structure is to allow the questioning process to be led by the responses of the participants. Since it is semi – structured interview, the session will be recorded using the recorder tape to ensure that all the data given is collected.

3.2.1 Interview

Research questions are divided into three (3) different themes. Listed below are the selected themes and few examples of the of the research questions for the interview session with the participants:

Themes	Purpose	Examples
Technological platform	To obtain any data on technology related in knowledge sharing process	<ul style="list-style-type: none"> What are the tools for sharing the knowledge among the employees?

		<ul style="list-style-type: none"> • <i>How's the workers perception on the stated tools?</i>
Challenges in knowledge sharing	To address the hurdles that the companies faced in knowledge sharing practices	<ul style="list-style-type: none"> • <i>What are the common obstacles that employees experiences in sharing their knowledge?</i> • <i>As the KM Manager, how you solve those challenges?</i>
Proposing reward system	To suggest the reward system as a tool for implementing and motivating knowledge sharing in the organization	<ul style="list-style-type: none"> • <i>Do you implement any reward system or incentives in the company?</i> • <i>What are the current mechanism to reward the shared knowledge?</i> • <i>Which kind of reward did you prefer? Monetary or non-monetary rewards?</i>

Figure 3.2: Sample of semi-structured interview questions template

The author decide to make the research questions to be open-ended since the interview is semi-structured. Each of the participants is estimated to be interviewed within 15 minutes – 30 minutes.

3.2.2 Survey

For obtaining quantitative inputs, the author also conduct the survey among the knowledge workers in the organization. The purpose of the survey is to obtain suitable data on the implementation of reward system as the motivation tool for knowledge sharing. The survey is distributed on the internet through the e-mail of respected respondents to obtain the data.

3.2.3 Selection of participants & respondents

The research involves both collection of qualitative and quantitative data. The qualitative data is based on the interviews with the participants from the various companies in Malaysia. An estimation of five (5) knowledge managers or upper level staff to be selected for interview. Meanwhile, for the quantitative data is based on the online survey that will distributed among knowledge workers with an estimation of twenty five (25) respondents to be involved.

3.3 Method for data analysis

For the qualitative data, the process of analyzed commences by transcribing the unformatted data from the interview. The raw data will be organized accordingly and after the transcription process complete, the data will be coded. Through data coding, the main points that are stressed during the interview session can be focused and it can make the process of analysis and writing in the stage more accelerate.

3.4 Designing

After the data analysis is completed, the research will continue with designing phase whereby it involves creating the diagrams such as use case diagram, process diagram, context diagram. These diagrams will help in giving basic insights about the proposed deliverables and prototype. These diagrams will be explained further in Chapter 4.

3.5 Gantt chart

		October				November				December			
WBS	Tasks	30/9-6/10	7/10-13/10	14/10-20/10	21/10-27/10	28/10-3/11	4/11-10/11	11/11-17/11	18/11-24/11	25/11-1/12	2-12-8/12	9/12-15/12	16-12-22/12
Planning	Discussion with sv												
	Research												
	Pre-reading												
	Present Literature to SV												
	Preparing research framework												
Data Collection	Drafting the questions												
	Setting up appointment for interview												
	Interview												
Data Analysis	Validating data												
	Documenting data to make data more structured												
Designing	User interface & system architecture												
Important Dates	Submission of proposed topic												
	Research class												
	Submission of extended proposal												
	Proposal Defense - Oral Presentation												
	Submission of Interim Report												
	Submission of Technical Report												

Figure 3.3: Gantt chart

CHAPTER 4: RESULTS & DISCUSSION

4.0 Chapter Overview

In this chapter, the research will present the findings from the data collection activity. In addition, this chapter will also show the designed prototype and explain about the output of the study.

To sum up, most of the results from the interview show that the organization do have the platforms to share the knowledge. However, these initiatives are not fully utilized by the employees due to several challenges. Therefore, proposing reward system can be one of the ways to implement the knowledge sharing.

4.1 Result and Discussion on the interviews.

Three (3) participants from different background of the companies had been selected to join the interview. The interview process is through on call or mobile phone whereby all the participants were volunteered to take part in the interview. After the interview process, analysis of qualitative data provided positive impact for the inputs of the research.

Most of the companies have their own technological platforms for knowledge sharing. For example, e-mail, web-based portal, KM system, and online messenger. These platforms were used to collaborate, meeting, discussion, online conference, as well as chit-chat in order for exchange the knowledge among the experts and the employees. One of the respondents stated that:

The company already provide various system for preserving the knowledge, however these people do not have time to share their knowledge.

This shows that the employee are not fully maximized their resources and the knowledge that they possessed in the platform that was prepared by the organization even though that it may benefits all the people within the firms. The main factor is because lot of workloads and the limitation of time since the employee just want to focus solely on their tasks and assignments. The passion to share the knowledge is very hard to see in the company because sometimes people think it may ruined their status or position and as the matter of competitive advantage for themselves.

Rewards can be a good motivating element for sharing the knowledge. Different employees have their different ways on how they are viewing the rewards. Some of the workers see the reward as an extrinsic motivations which have a material or symbolic manifestation in the outside world such as promotions, bonuses, vacations, reputation or recognition. On top of that, other workers also may view the rewards as an intrinsic motivations which have no external manifestation in terms of rewards, but are psychologically effective in simulating or driving people to seek self-satisfaction or self-consistency. For example job satisfaction or commitment. One of the respondent mentioned:

Because the way of the workers perceived rewards is different causes in the lack of knowledge sharing.

The employee have a difficulties to value the knowledge because it does not give high impact for their working activities. In fact, the tendency to share the knowledge will become inferior if the reward that they will received does not even worth with what they have shared. Up to now, there are still no specific mechanism can be referred to reward the knowledge. One of the respondent said:

It is not an easy task to reward the knowledge. Maybe different corporations have different kind of approaches and initiatives.

The participant believes that the mechanisms to reward a knowledge should be flexible and strong enough in order to identify which tasks or works can achieve high level of knowledge and become very useful and meaningful to all the workers within the company.

All the participants gave different kind of stories and shared their experiences in handling knowledge management in the company that they are currently serving. In short, the respondents would love to hear the knowledge that is directly related to their job scope and serve as reference for them.

4.2 Result of the survey

Out of targeted 20 respondents, there are 15 respondents have joined the online survey on the implementation of the reward system as a sub-system in KM system for encouraging the knowledge sharing among the workers.

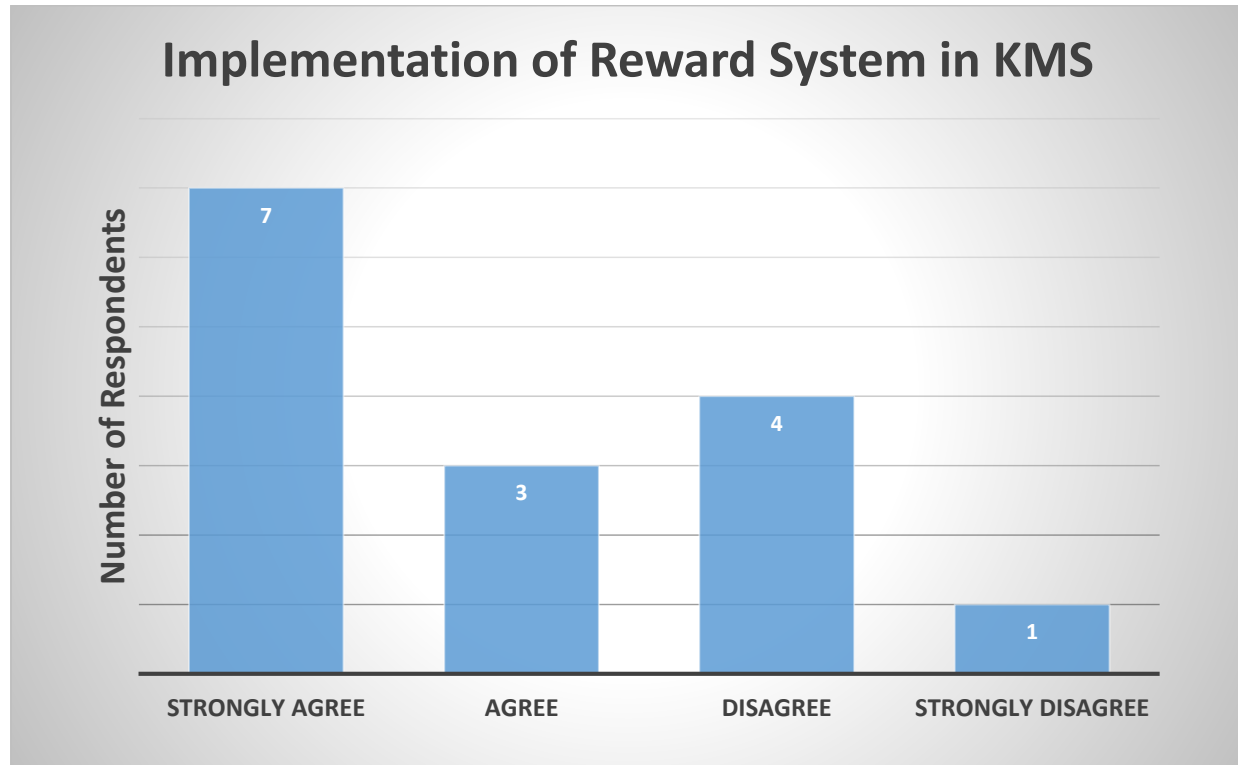


Figure 4.1: Bar chart on the implementation of Reward System in KMS

From the bar chart above, 7 persons out of 15 respondents were strongly agree to implement the reward system in KM system. Moreover, 3 persons just agree with the decision to implement the reward system and 4 persons were not agree with the decision. Meanwhile, there is only one respondent that totally disagree with the proposed system. However, it seems have positive support whereby 66.67% out of total respondents agree with the implementation of the reward system while 33.33% showed the negative result on the decision.

4.3 Design

Reward system is a sub-system of KM system and it equipped with Knowledge Management core functions. In order to build the system, the diagrams need to be developed so that clear picture of the process can be seen.

4.3.1 Process Diagram for Reward System

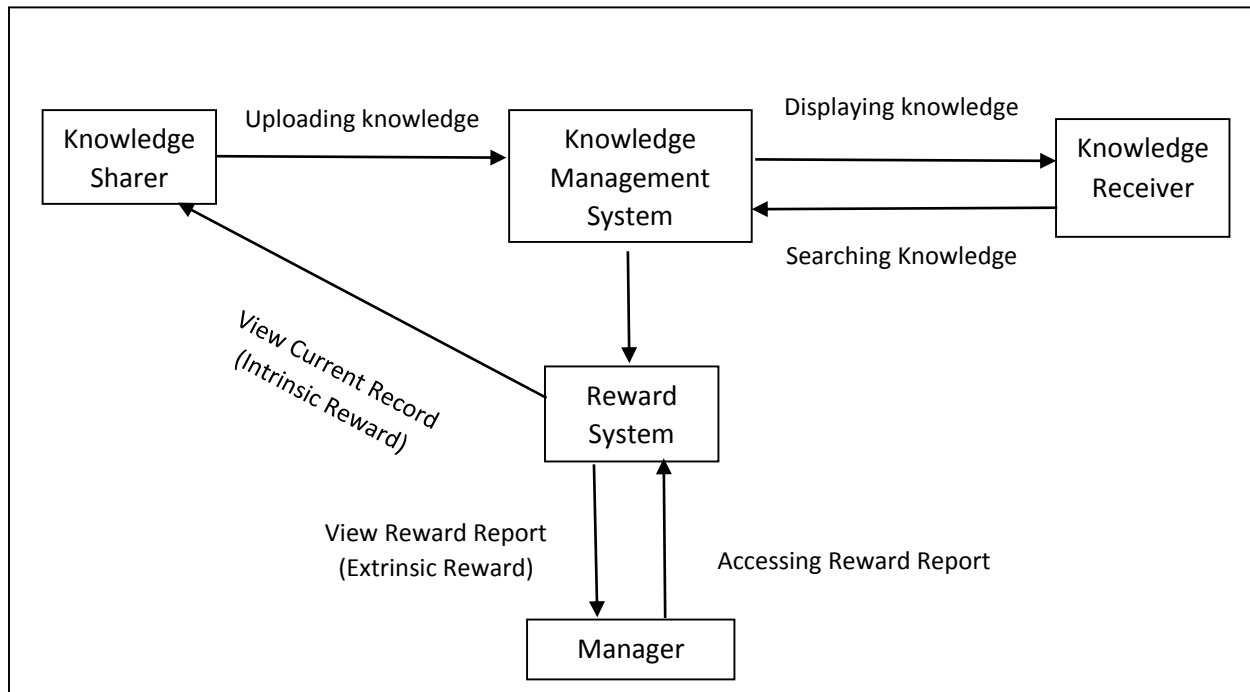


Figure 4.2: Process Diagram for Reward System

The diagram above explains the entities that involved in the process as well as their roles. To simplify, knowledge sharer are the one who share their knowledge as they possess expertise and experience in certain field. In return, knowledge sharer will receive intrinsic reward by viewing their current records. The uploaded knowledge can be either in tacit or explicit form. This knowledge will be searched by knowledge receiver through Knowledge Management System. Later, all the information like comments, ratings, no of view, no. of uploads & downloads will be sent to Reward system for generate the report. Manager will responsible to access the reward system by viewing the current level and rankings for each of the knowledge sharer so that they can come out with the decision to select the employee and reward the through extrinsic reward.

4.3.2 Context diagram for Reward System

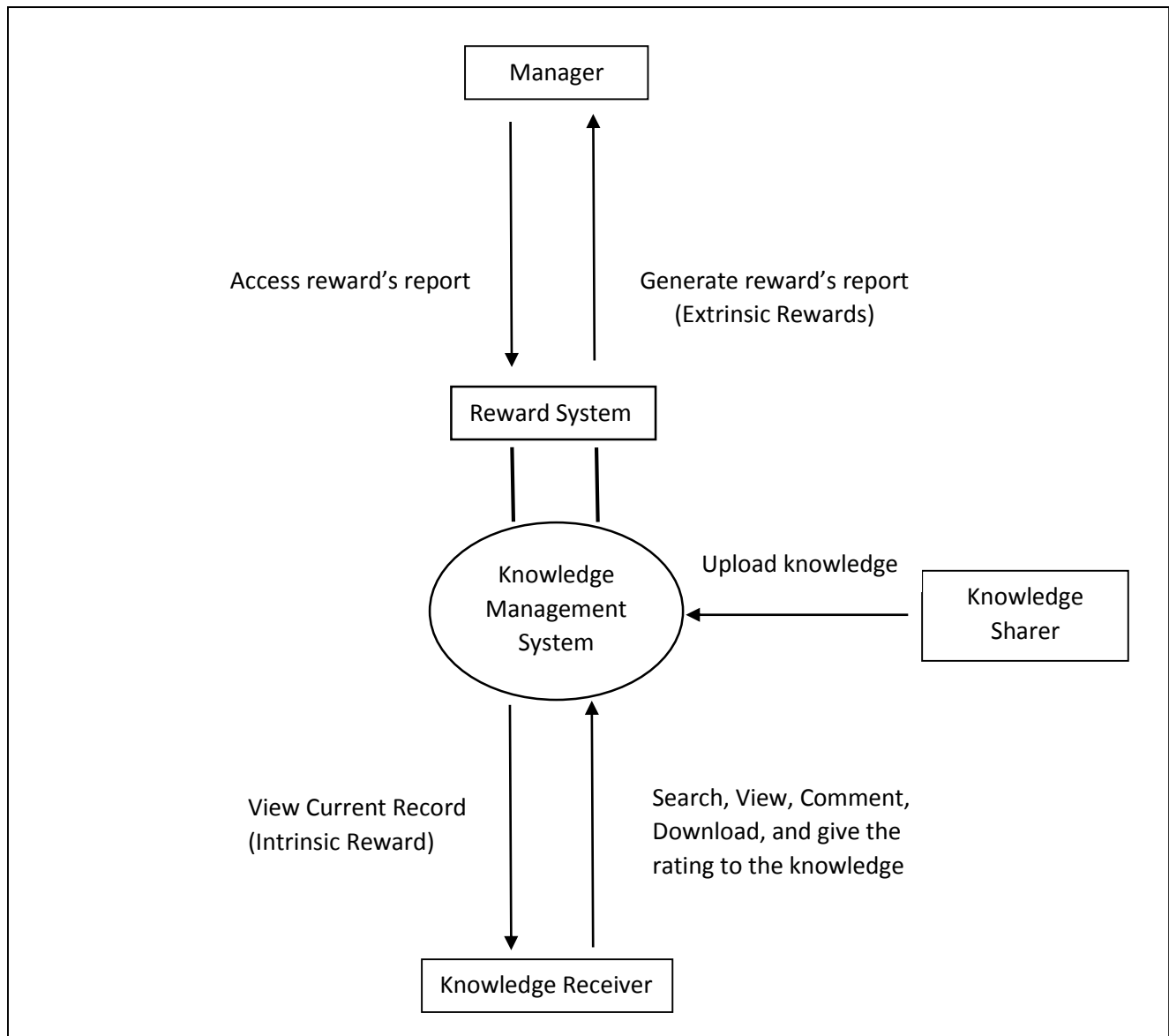


Figure 4.3: Context Diagram for Reward System

The figure above shows TWO (2) entities that will directly interact with Reward System. The first entity which is Manager is responsible for accessing the reward report. While accessing the report, the manager can view the current level and ranking for each of the employee. The knowledge receiver then can searching the desired knowledge while they can display, comment, download, and give the rating to the knowledge.

4.3.3 Use Case Diagram

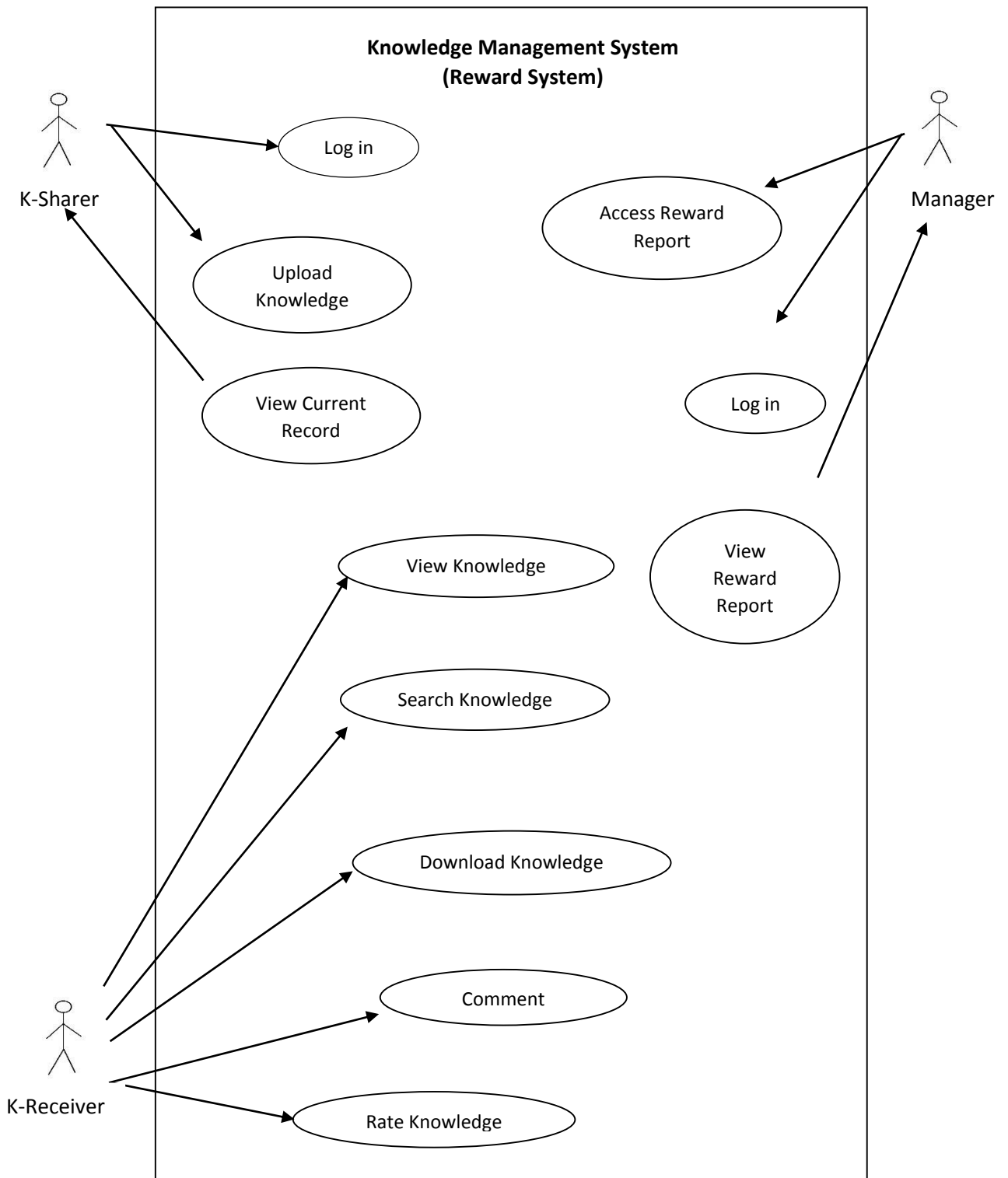


Figure 4.4: Use Case Diagram

4.4 System Description (*e-Rewards*)

The user of e-Rewards system are divided into three (3) different type of users which are knowledge sharer, knowledge receiver, and manager. Knowledge sharer are the one who will get the reward regardless the type of reward will be given. The system valuation was based on three (3) different mechanisms which are ratings, number of downloads, and number of views. Therefore, based on these three indicators, the e-Rewards will generate the 3 different output which are Individual Points (for knowledge sharer), Level Achieved (for knowledge sharer), and Ranking of the knowledge sharer (for manager to decide the extrinsic reward to be given). The first two type of output can be understand as an intrinsic reward to the employee while the last type of report will be the reference for the manager to decide what kind of extrinsic reward that suitable for rewarding the highest scorer.

The method of calculation the score is stated below:

Rating, r

- 5 stars = 50 points
- 4 stars = 40 points
- 3 stars = 30 points
- 2 stars = 20 points
- 1 stars = 10 points

Number of downloads, d

(First 20 downloads) = 20 points

(Next 50 downloads) = 40 points

(Next 100 downloads) = 60 points

(Next 150 downloads) = 80 points

(200 downloads above) = 100 points

Number of views, v

(First 20 views) = 10 points

(Next 50 views) = 30 points

(Next 100 views) = 50 points

(Next 150 views) = 70 points

(200 views & above) = 90 points

Mathematical Calculation

- Points earned, $P = r + d + v$ (for each of knowledge uploaded)
- Total points earned, $TPE = P1 + P2 + P3 + Pn..$ Where, $n = 4,5,6,7..$
- Overall Ratings, $OVR = R1 + R2 + R3 + Rn...$ where, R = Number of Rating and $n = 4,5,6,....$
- Total Number of downloads, $TD = D1 + D2 + D3 + Dn....$ Where, D = number of downloads and $n = 4,5,6,..$
- Total Number of views, $TV = V1 + V2 + V3 + Vn..$ where, T = number of view

4.5 Prototyping

This section will explain about the prototype that has been developed as the output of the research.

4.5.1 Login Page

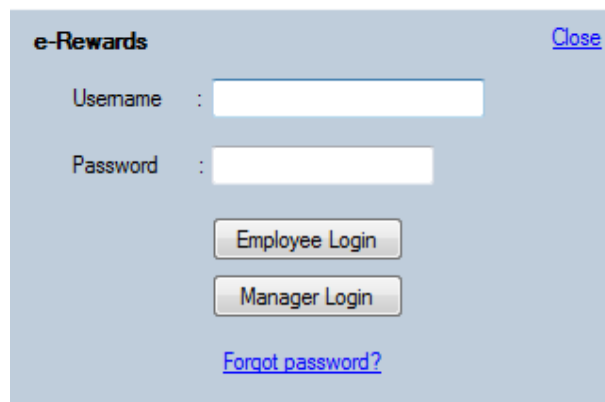


Figure 4.5: Illustration of the Log in page

Before enter the site, the user (knowledge sharer, knowledge receiver, and manager) have to key in the username and the password. This is for protection reason and to make sure that knowledge can be used and obtained within the organization. There are 2 different login which is one for employee login and another function for manager login

4.5.2 Homepage for Knowledge Sharer

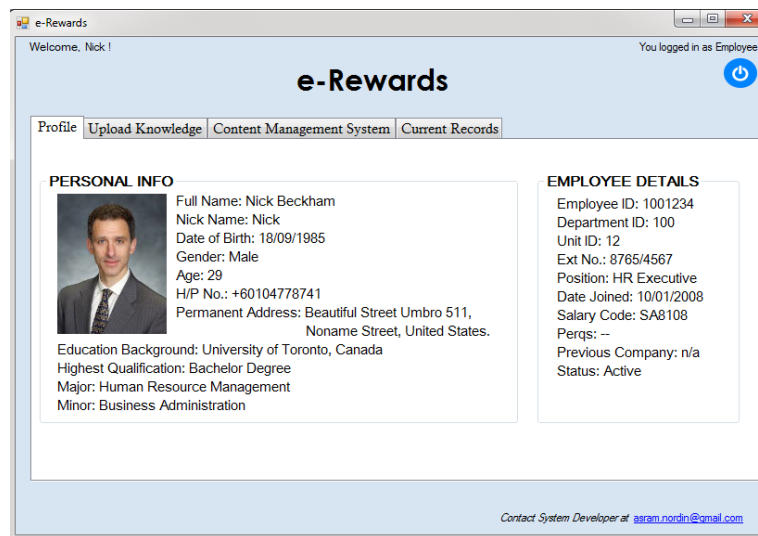


Figure 4.6: Homepage for knowledge sharer

This homepage just shows for knowledge sharer side because the main focus is the sub-system which Reward System. The homepage is divided into FOUR (4) functions; Profile, Upload Knowledge, Content Management System, and Current Records.

(a) Profile

In this page, knowledge sharer can view, edit, and update the all the information.

(b) Upload Knowledge

Knowledge sharer can upload any documents (lesson-learnt, project experience, best practices, videos, and slides)

(c) Content Management System

This is the section that the knowledge receiver can search the documents or anything that being uploaded by knowledge sharer. Knowledge receiver can search, view, comment, download, and give rating to the particular things that they are seeking for.

(d) Current Records

Knowledge sharer in return can see their current reward records in the form of Total Points Earned, Overall Rating, total number of downloads, and total number of views. Based on the several points, they actually can know which level they are currently standing now.

4.5.3 Homepage for Manager

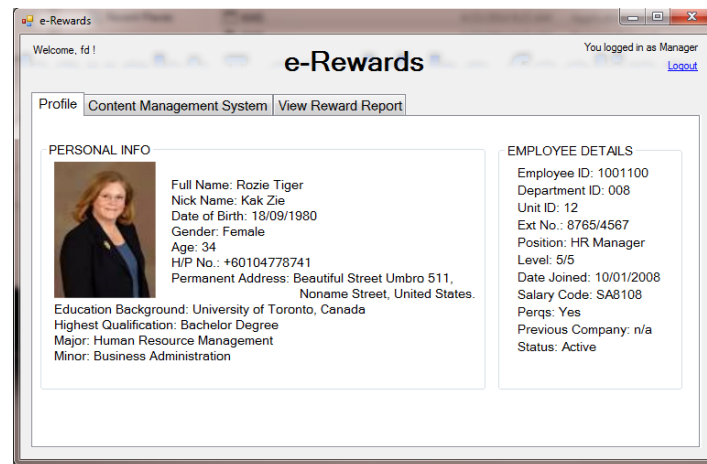


Figure 4.7: Homepage for Manager

In this page, manager will have 3 different functions which comprises of profile, content management system, and view reward report. The manager can view, edit, and update their personal information in the profile page. Then, the manager also have an access to the Content Management System to see the flow of knowledge sharing process by knowledge sharer and knowledge extraction from knowledge receiver. Ultimately, manager can view the reward report which show the current ranking of knowledge sharers with their respective level.

CHAPTER 5: CONCLUSION & RECOMMENDATION

5.0 Conclusion & Recommendations

As a final point, the reward system can be understood as the socio-technical impact, rather than a purely technological system. This intervention can becoming a key to motivate and encourage people to share their knowledge with the other workers. Hence, the reward system can be recognized as an indispensable element of KM system. The question is how to implement such a system at its maximum potential. Indeed, there is no specific or general answer for this question. But more or less, the employee are not always rely totally on extrinsic rewards or motivations alone. These people, often, being driven by intrinsic motivations such as job satisfactions or commitment. Through the development of the reward system as a sub-system in KM application, the knowledge sharing culture among the workers can be leveraged.

This research concerns with the main objective of the study which is to promote knowledge sharing culture among the employees within the organization. As a whole, the research is fortified with the study of knowledge sharing practices and system in the organization in Malaysia and reward system as the motivation to implement the knowledge sharing process.

However, there are few numbers of limitations that affecting the scope of the research. Firstly, the research highly requires extensive study which at the same time more time commitment. Because the research period is very limited, the time frame of the study also become too short. Hopefully, future research would help from long and sufficient period of research which involves intensives investigation and reading on literatures as well as other research papers.

Secondly, since the targeted participants are very busy and difficult to be reached for an interview, the research ends up with an alternative participants which is not real target for participants. Therefore, for the future research it is advisable to prepare early a larger sample size that would be more significant inputs to the results.

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