

## TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	<b>TITLE</b>	i
	<b>DECLARATION</b>	ii
	<b>DEDICATION</b>	iii
	<b>ACKNOWLEDGEMENTS</b>	iv
	<b>ABSTRACT</b>	v
	<b>ABSTRAK</b>	vi
	<b>TABLE OF CONTENTS</b>	vii
	<b>LIST OF TABLES</b>	xi
	<b>LIST OF FIGURES</b>	xv
	<b>LIST OF ABBREVIATIONS</b>	xvii
	<b>LIST OF APPENDICES</b>	xvi
<b>1</b>	<b>INTRODUCTION</b>	<b>1</b>
	1.1 Project Based Organizations and Knowledge Management	1
	1.1.1 Overview Of MAPNA Group as a Project Based Organization	2
	1.2 Background of the Research	5
	1.3 Statement of the Problem	8
	1.4 Research Questions	12
	1.5 Research Objectives	12
	1.6 Research Hypotheses	13
	1.7 Conceptual Model of the Research	14
	1.8 Scope and Contribution of the Study	16

1.9	Operational Definition	17
1.10	Structure of the Thesis	21
<b>2</b>	<b>REVIEWS OF THE LITERATURE</b>	<b>24</b>
2.1	The Concept of Knowledge	24
2.2	Knowledge Sharing	29
2.3	The Importance of Knowledge Sharing	30
2.4	Knowledge Sharing Inhibitors and Motivators	32
2.5	Factors Influencing Knowledge Sharing Behavior	34
2.6	Projects and Project Management	37
2.7	The Determination of Project Success or Failure	39
2.8	Knowledge Sharing in Projects	42
2.9	Conceptual Model Underlying the Study	45
2.9.1	System Thinking Theory	46
2.9.2	Theory of Planned Behavior	47
2.9.3	Input-Process-Output Model	53
2.9.4	Theoretical Framework	55
2.9.5	Variables	57
2.10	Hypotheses	63
2.10.1	Knowledge Sharing Behavior	63
2.10.2	Intention to Share Knowledge	65
2.10.3	Perceived Behavioral Control	66
2.10.4	Subjective Norm	68
2.10.5	Attitude towards Knowledge Sharing	68
2.10.6	Individual Motivators Factors	70
2.10.7	Organizational Motivators Factors	74
<b>3</b>	<b>RESEARCH METHODOLOGY</b>	<b>80</b>
3.1	Research Methodology	80
3.2	Research Operational Framework	81
3.3	Research Design	84
3.4	Case Study Research Approach	86
3.5	The Selected Case Study	88

3.6	Overview of MAPNA Foundation	91
3.7	MAPNA and Knowledge Management	91
3.7.1	The Process of Knowledge Management in MAPNA	93
3.8	Research Method	93
3.9	Instrument Development	94
3.9.1	Interview	95
3.9.2	Questionnaire	98
3.10	Sampling	116
3.10.1	Sample and Population	116
3.10.2	The Sampling Frame	116
3.10.3	The Sampling Method	117
3.11	Data Analysis Methods	122
3.11.1	Structural Equation Modeling	123
3.12	Research Validity and Reliability	124
<b>4</b>	<b>DATA ANALYSIS</b>	<b>126</b>
4.1	Introduction	126
4.2	Data Collection and Preparation	127
4.3	Quantitative Analysis	128
4.3.1	Analysis on Demographic and Respondents Profile	129
4.3.2	Constructs Analysis	145
4.3.3	Structural Equation Modeling	159
4.3.4	Results and Discussion of LISREL Analysis	175
4.4	Qualitative Analysis	181
4.4.1	Participant Information	182
4.4.2	Qualitative Results	183
4.5	Triangulation of Findings	202
<b>5</b>	<b>CONCLUSION AND RECOMMENDATION</b>	<b>206</b>
5.1	Recapitulation of the Study	206
5.1.1	Motivators	206

5.1.2	Evaluation of Research Constructs and Hypotheses	207
5.2	Discussion of Conclusions	227
5.2.1	Overview of the Findings	227
5.2.2	Contribution	228
5.3	Research Framework	230
5.4	Study Implication	232
5.6	Limitation of the Study	235
5.6	Directions for Further Research	236
5.6	Conclusion	238
<b>REFERENCES</b>		<b>240</b>
Appendices A-B		260-267

## LIST OF TABLES

<b>TABLE NO.</b>	<b>TITLE</b>	<b>PAGE</b>
2.1	Knowledge viewpoint and their consequences	26
2.2	Summary of key factors that influence knowledge sharing	36
2.3	A brief description of project size	38
3.1	Operational framework	83
3.2	Project success scale items	102
3.3	Knowledge sharing behavior scale items	102
3.4	Intention to share knowledge scale items	103
3.5	Perceived behavioral control scale items	104
3.6	Subjective norm scale items	105
3.7	Attitude towards knowledge sharing scale items	105
3.8	Perceived reciprocity benefits scale items	106
3.9	Perceived enjoyment in helping others scale items	107
3.10	Perceived organizational commitment scale items	108
3.11	Knowledge self-efficacy scale items	108
3.12	Perceived organizational climate (Affiliation) scale items	109
3.13	Perceived organizational climate (Innovativeness) scale items	109
3.14	Perceived organizational climate (Fairness) scale items	110
3.15	Top management support scale items	110

3.16	Rewards and incentives scale items	111
3.17	Information technology (Perceived usefulness of IT) scale items	112
3.18	Information technology (Perceived ease of use of IT) scale items	112
3.19	Summary of construct measures	113
3.20	Reliability analysis of the survey instrument dimensions	115
3.21	List of current projects in MAPNA Group	120
4.1	T-test on mean scores on level of knowledge sharing behavior of respondents by gender	130
4.2	ANOVA on mean scores on level of knowledge sharing behavior from different categories of respondents age	132
4.3	ANOVA on mean scores on level of knowledge sharing behavior from different categories of respondents education	133
4.4	ANOVA on mean scores on level of knowledge sharing behavior from different type of projects	135
4.5	ANOVA on mean scores on level of knowledge sharing behavior from different categories of team members	136
4.6	ANOVA on mean scores on level of knowledge sharing behavior from different categories of respondents' position	138
4.7	ANOVA on mean scores on level of knowledge sharing behavior from different categories of respondents' experience	140
4.8	ANOVA on mean scores on level of knowledge sharing behavior from different categories of past working experience	141
4.9	ANOVA on mean scores on level of knowledge sharing behavior from different categories of size of project	143
4.10	Descriptive statistics for perceived reciprocity benefits (PRB)	146
4.11	Descriptive statistics for perceived enjoyment in helping others (PEH)	147

4.12	Descriptive statistics for perceived organizational commitment (COM)	148
4.13	Descriptive statistics for knowledge self-efficacy (KSE)	149
4.15	Descriptive statistics for perceived organizational climate (CLM)	150
4.15	Descriptive statistics for top management support (TMS)	151
4.16	Descriptive statistics for perceived rewards and incentives (RI)	152
4.17	Descriptive statistics for perceived information technology (IT)	153
4.18	Descriptive statistics for attitude towards knowledge sharing (AKS)	154
4.19	Descriptive statistics for subjective norm (SN)	155
4.20	Descriptive statistics for perceived behavioral control (PBC)	156
4.21	Descriptive statistics for intention to share knowledge (ISK)	157
4.22	Descriptive statistics for knowledge sharing behavior (KSB)	158
4.23	Descriptive statistics for project success (PS)	159
4.24	Model-fit index summary	163
4.25	Properties of the final measurement model	164
4.26	Final fit indices for the measurement model	167
4.27	Composite reliability and AVE	168
4.28	Latent constructs correlation	169
4.29	Discriminant validity	170
4.30	Model-fit index for structural model	172
4.31	Path statistical result	173
4.32	Participants information	183

4.33	Matrix triangulating outcomes across the instruments of data collection	202
5.1	Hypothesis testing results	225



## LIST OF FIGURES

<b>FIGURE NO.</b>	<b>TITLE</b>	<b>PAGE</b>
1.1	Conceptual model of the research	15
1.2	Organization of the thesis	23
2.1	Enterprise knowledge assets	25
2.2	Framework for knowledge management process	28
2.3	Theory of planned behavior (TPB)	48
2.4	Factors influencing knowledge sharing	50
2.5	Factors influencing knowledge sharing	51
2.6	Motivators and inhibitors to knowledge sharing	52
2.7	System view of knowledge sharing behavior	53
2.8	System view of knowledge sharing behavior and project success	54
2.9	Integration management (IPO) model	54
2.10	Integrative research framework for knowledge sharing	56
2.11	Conceptual model underlying the study	62
2.12	Conceptual model based on research hypotheses	63
3.1	Research methodology adopted for this research	81
3.2	The research onion model	85
4.1	The breakdown of participants (gender)	131

4.2	The breakdown of participants (age)	132
4.3	The breakdown of participants (education)	134
4.4	The breakdown of participants (type of projects)	135
4.5	The breakdown of participants (team members)	137
4.6	The breakdown of participants (position)	139
4.7	The breakdown of participants (experience)	140
4.8	The breakdown of participants (similar project)	142
4.9	The breakdown of participants (size of project)	144
4.10	Results of structural modeling analysis	175
5.1	An extended research framework for knowledge sharing	232

## LIST OF ABBREVIATIONS

KM	Knowledge management
KSB	Knowledge sharing behavior
PMI	Project management institute
PMP	Project management professional
CoP	Community of practice
TRA	Theory of reasoned action
TPB	Theory of planned behavior
SN	Subjective norm
PBC	Perceived behavioral control
SPSS	Statistical package for social science
LISREL	Linear structural relations
AGFI	Adjusted goodness-of-fit index
CFI	Comparative fit index
GFI	Goodness-of-fit index
NNFI	Non-normed fit index
RMSEA	Root mean square error of approximation
CFA	Confirmatory factor analysis

**LIST OF APPENDICES**

<b>APPENDIX</b>	<b>TITLE</b>	<b>PAGE</b>
A	Research Interview Questions	261
B	Research Questionnaire	263