

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



The Influence of Trust, Information Technology and Communication Skill on
Knowledge Transfer in MADA (Muda Agricultural Development Authority)

By

SHARIFAH NUR ALIA SYED MANSOR



Thesis Submitted to
School of Business Management,
University Utara Malaysia in Partial Fulfilment of the Requirements for
Master of Human Resource Management

Permission to Use

In presenting this thesis in fulfilment of the requirements for a postgraduate degree from the Universiti Utara Malaysia (UUM), I agree that the library of this university may make it freely available for inspection. I further agree that the permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my thesis.

It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due to recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:



Abstract

This study was conducted to investigate the influence of trust, information technology and communication skill on knowledge transfer among extension officer in Muda Agricultural Development Authority (MADA). The aim of this study is to identify the relationship of trust, information technology and communication skill towards knowledge transfer. The dependent variable used in this study is knowledge transfer, whereas the independent variables comprises of trust, information technology and communication skill. This study was done through quantitative approach in which questionnaires were used as a medium to collect data. The respondents for this study were MADA extension officer and 113 questionnaires were distributed. The results of the study showed positive significant relationship between information technology and knowledge transfer.

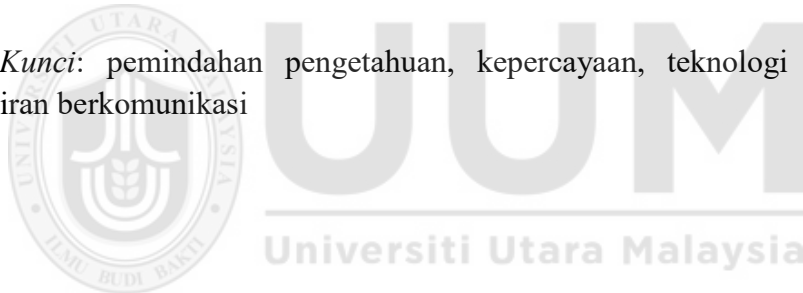
Keyword: knowledge transfer, trust, information technology and communication skill



Abstrak

Kajian ini dijalankan untuk mengkaji pengaruh kepercayaan, teknologi maklumat dan kemahiran berkomunikasi terhadap pemindahan pengetahuan di kalangan pegawai pengembangan di Lembaga Kemajuan Pertanian Muda (MADA). Matlamat kajian ini adalah untuk mengenalpasti hubungan di antara kepercayaan, teknologi maklumat dan kemahiran berkomunikasi terhadap pemindahan pengetahuan. Pembolehubah bersandar yang digunakan di dalam kajian ini adalah pemindahan pengetahuan manakala pembolehubah bebas terdiri daripada kepercayaan, teknologi maklumat dan kemahiran berkomunikasi. Kajian ini dilakukan melalui kaedah kuantitatif di mana borang soal selidik digunakan sebagai perantaraan untuk mengumpul data. Responden kajian ini adalah terdiri daripada pegawai pengembangan MADA dan sebanyak 113 borang soal selidik telah diedarkan. Keputusan analisis regresi menunjukkan teknologi maklumat merupakan faktor terbesar yang menyumbang terhadap pemindahan pengetahuan.

Kata Kunci: pemindahan pengetahuan, kepercayaan, teknologi maklumat dan kemahiran berkomunikasi



Acknowledgement

First of all, I am grateful to the Almighty Allah for the permission to complete my research project in my final semester in Universiti Utara Malaysia.

I wish to express my sincere thanks and gratitude to my supervisor, Associate Professor Dr. Kamal Ab. Hamid for continuous support and guidance in completing my research project. The guidance and understanding had made the last months of my master journey an enjoying and enriching learning experiences.

My appreciations also extends to my parents who always there to help me taking care my children during my journey to finish this research paper. To my friends in Othman Yeop Abdullah Graduate School of Business, the moment that we share and words of encouragement will always be remembered and treasured.

Most of all, I am fully indebted to my husband Mohd Hilmie bin Mohd Fadzil for his understanding, wisdom, encouragement and for pushing me farther than I thought I could do.

Sharifah Nur Alia binti Syed Mansor
School of Business Management (SBM)
Universiti Utara Malaysia



Table of Content

Permission to Use.....	ii
Abstract.....	iii
Abstrak.....	iv
Acknowledgement	v
Table of Content.....	vi
List of Tables.	ix
List of Figures.....	x
List of Abbreviations	x
List of Appendices	x
CHAPTER 1 – INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Problem Statement	5
1.3 Research Questions	7
1.4 Research Objectives.....	8
1.5 Significance of Study.....	8
1.6 Scope of Study.....	9
1.7 Definition of Key Term.....	9
1.7.1 Knowledge Transfer.....	9
1.7.2 Trust.....	10
1.7.3 Information Technology	10
1.7.4 Communication Skill	10
1.8 Organization of Chapter in Thesis.....	10

CHAPTER 2 – LITERATURE REVIEW.....	12
2.1 Introduction	12
2.2 Knowledge.....	12
2.3 Knowledge Management.....	13
2.4 Knowledge Transfer.....	14
2.5 Trust.....	16
2.5.1 Previous Studies on Trust and Knowledge Transfer.....	17
2.6 Information Technology.....	18
2.6.1 Previous Studies on Information Technology and Knowledge Transfer.....	19
2.7 Communication Skill.....	20
2.7.1 Previous Studies on Communication Skill and Knowledge Transfer	22
2.8 Research Framework	22
2.9 Development of Hypotheses.....	23
2.9.1 The Relationship between Trust and Knowledge Transfer.....	23
2.9.2 The Relationship between Information Technology and Knowledge Transfer	24
2.9.3 The Relationship between Communication Skill and Knowledge Transfer	25
2.10 Conclusion	25
CHAPTER 3 – RESEARCH METHODOLOGY.....	26
3.1 Introduction.....	26
3.2 Research Design.....	26
3.3 Population and Sampling Design.....	27
3.3.1 Population	27
3.3.2 Sampling Size	28
3.3.3 Sampling Technique	28
3.4 Operational Definitions and Measurements.....	29
3.4.1 Knowledge Transfer Measures.....	29
3.4.2 Trust Measures.....	30
3.4.3 Information Technology Measures.....	31
3.4.4 Communication Skill Measures	32
3.5 Questionnaire Design.....	33
3.6 Pilot Test.....	34
3.7 Data Collection Procedure	35

3.8	Data Analysis Technique	36
3.8.1	Reliability Test.....	36
3.8.2	Normality Test	36
3.8.3	Frequency Analysis.....	37
3.8.3	Correlation Analysis	38
3.8.4	Multiple Regression.....	38
3.9	Conclusion	39
 CHAPTER 4 – FINDINGS.....		40
4.1	Introduction.....	40
4.2	Reliability Test for Dependent and Independent Variables.....	40
4.3	Response Rate	41
4.4	Frequency Measurement for Demographic Items.....	42
4.5	Correlation Analysis.....	43
4.6	Multiple Regression Analysis.....	45
4.7	Conclusion	47
 CHAPTER 5 – DISCUSSION, CONCLUSION AND RECOMMENDATIONS		48
5.1	Introduction.....	48
5.2	Summary of the Research.....	48
5.3	Trust, Information Technology, Communication Skill and Knowledge Transfer.....	49
5.3.1	Objective 1: To Examine the Influence of Trust on Knowledge Transfer.....	49
5.3.2	Objective 2: To Analyse the Influence of Information Technology on Knowledge Transfer.....	50
5.3.3	Objective 3: To Investigate the Influence of Communication Skill on Knowledge Transfer.....	51
5.4	Research Implication	52
5.4.1	Theoretical Implication	52
5.4.2	Practical Implication	52
5.5	Limitation and Direction for Future Research.....	53
5.6	Conclusion.....	54
	References.....	56
	Appendices.....	67

List of Tables

Table 3.1	Distribution of Extension officers in MADA Regional Office.....	27
Table 3.2	Distribution of Respondent for Each MADA Regional Office	29
Table 3.3	Knowledge Transfer items.....	30
Table 3.4	Trust items.....	31
Table 3.5	Information Technology items	32
Table 3.6	Communication Skill items	33
Table 3.7	Questionnaires Design	34
Table 3.8	Pilot Reliability Test.....	35
Table 3.9	Rules of Thumb about Cronbach-Alpha Coefficient Size	36
Table 3.10	Assessment of Normality	37
Table 4.1	Reliability test results for dependent and independents variables.....	41
Table 4.2	Respondents' Response Rate	42
Table 4.3	Demographic characteristics of the participants	43
Table 4.4	Result of Pearson Correlation Analysis	44
Table 4.5	Result of Multiple Regression.....	46
Table 4.6	Reliability Test Result for Dependent and Independent Variables	47

List of Figures

Figure 2.1	the Relationship between Independent Variables and Dependent Variables.....	23
------------	---	----

List of Abbreviations

MADA	Muda Agricultural Development Authority
SPSS	Statistical Package for the Social Science



List of Appendices

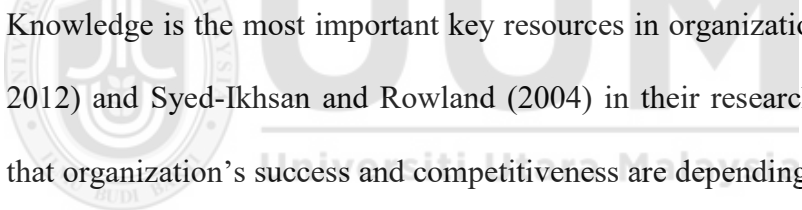
Appendix A	Questionnaire.....	
------------	--------------------	--

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Process of learning is life-long journeys that never stop and need to be replenished (Smith & Meaney, 2016). People learn and gain knowledge from past experience. For example, people learn how to crawl, later learn how to walk and then run. Transferring knowledge by upgrading skill from one situation to another situation can speed up the learning process (Chin, 2013). Thus, employees with a good knowledge and able to transfer knowledge are an advantage for an organization.



Knowledge is the most important key resources in organization (Jasimuddin, 2012) and Syed-Ikhsan and Rowland (2004) in their research clearly stated that organization's success and competitiveness are depending on the transfer of knowledge within the organization. In order to sustain especially in this borderless world, organization need to have a proper knowledge management system to cater clients' requirement.

Managing knowledge and information resources is essential and vital for organization to stay relevant in the industries. Many studies have been done by researchers regarding the importance and effectiveness of knowledge management in organization (Handzic, 2011). Organization that appreciates and committed towards knowledge transfer will sustain as knowledge is a prime commodity (Ferede & Mathew, 2015). Either private sector or public

The contents of
the thesis is for
internal user
only

References:

- Agwu, A. E., Uche-Mba, U. C., & Akinagbe, O. M. (2008). Use of information communication technologies (ICTs) among researchers, extension workers and farmers in Abia and Enugu states: Implications for a National Agricultural Extension Policy on ICTs. *Journal of Agricultural Extension*, 12(1).
- Agus, A., Barker, S., & Kandampully, J. (2007). An exploratory study of service quality in the Malaysian public service sector. *International Journal of Quality & Reliability Management*, 24(2), 177-190.
- Alavi, M. & Leidner, D.E (2001). Review: knowledge management and knowledge management system, conceptual foundation and research issues. *MIS Quarterly*, Vol.25
- Andreasian, G., & Andreasian, M. (2013). Knowledge Sharing and Knowledge Transfer Barriers. A Case Study.
- Antonacopoulou, E.P., & Guttel, W.H (2010). Staff induction practices and organizational socialization. *Society and Business Review*, 5 (1)
- Argote, L., & Ingram, P. (2000). Knowledge transfer: A basis for competitive advantage in firms. *Organizational behavior and human decision processes*, 82(1), 150-169.
- Argote, L., Ingram, P., Levine, J. M., & Moreland, R. L. (2000). Knowledge transfer in organizations: Learning from the experience of others. *Organizational behavior and human decision processes*, 82(1), 1-8.

- Bohner, G., & Dickel, N. (2011). Attitudes and attitude change. *Annual review of psychology*, 62, 391-417.
- Bozavli, E. (2016). Understanding of Foreign Language Learning of Generation Y.
- Brunetto, Y. & Farr-Wharton, R. (2004). Does the talk affect your decision to walk? A Comparative pilot study examining the effect of communication practices on employee commitment post-managerialism. *Management Decision* 42(3/4).
- Casimir, G., Lee, K., & Loon, M. (2012). Knowledge sharing: influences of trust, commitment and cost. *Journal of knowledge management*, 16(5), 740-753.
- Chang, Y. Y., Gong, Y., & Peng, M. W. (2012). Expatriate knowledge transfer, subsidiary absorptive capacity, and subsidiary performance. *Academy of Management Journal*, 55(4), 927-948.
- Choy Chong, S., Salleh, K., Noh Syed Ahmad, S., & Syed Omar Sharifuddin, S. I. (2011). KM implementation in a public sector accounting organization: an empirical investigation. *Journal of Knowledge Management*, 15(3), 497-512.
- Coakes, S.J., & Steed, L.G. (2007). SPSS: Analysis without anguish: Version 14.0 for Windows. *Milton, Qld: John Wiley & Sons Australia*.
- Creswell, W.J. (2009). Research Design: Qualitative, Quantitative and Mixed Methods Approaches. *London: Sage*.
- Davenport, T.H and Prusak, L. (2000). Working knowledge : how organizations manage what they know. *Harvard Business School Press. Boston*.

- Due, J.M., Megayane, F. & Temu, A. A (1997). Views of female agricultural extension officers by smallholder farmer in Tanzania. *World Development*, 25(5)
- Duan, Y., Nie, W., & Coakes, E. (2010). Identifying key factors affecting transnational knowledge transfer. *Information & management*, 47(7), 356-363.
- Frank, A. G., Ribeiro, J. L. D., & Echeveste, M. E. (2015). Factors influencing knowledge transfer between NPD teams: a taxonomic analysis based on a sociotechnical approach. *R&D Management*, 45(1), 1-22.
- Fenwick, L., Endicott, M., Quinn, M., & Humphrey, S. (2014). Supporting the Transference of Knowledge about Language within Teacher Education Programs. *Australian Journal of Teacher Education*, 39(11), n11.
- Goh, S.C. (2002). Managing effective knowledge transfer: an integrative framework and some practice implication. *Journal of Knowledge Management*. Vol 6.
- Goh, S. K., & Sandhu, M. S. (2013). Knowledge sharing among Malaysian academics: Influence of affective commitment and trust. *The Electronic Journal of Knowledge Management*, 11(1), 38-48.
- Gururajan, V., & Fink, D. (2010). Attitudes towards knowledge transfer in an environment to perform. *Journal of knowledge Management*, 14(6), 828-840.
- Handzic, M. (2011). Integrated socio-technical knowledge management model: An empirical evaluation. *Journal of Knowledge Management*, 15 (2), 198-211

- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (1998). *Multivariate data analysis* (Vol. 5, No. 3, pp. 207-219). Upper Saddle River, NJ: Prentice Hall.
- Islam, Z. M., Hasan, I., & Rahman, M. H. (2015). Factors Affecting Knowledge Transfer in Public Organization Employees.
- Ismail, M. B., & Yusof, Z. M. (2010). The impact of individual factors on knowledge sharing quality. *Journal of Organizational Knowledge Management*, 13.
- Iyengar, K., Sweeney, J. R., & Montealegre, R. (2015). Information technology use as a learning mechanism: The impact of IT use on knowledge transfer effectiveness, absorptive capacity, and franchisee performance. *Mis Quarterly*, 39(3), 615-641.
- Jacob, M. & Ebrahimpur, G. (2011). Experience vs expertise: the role of implicit understanding of knowledge in determining the nature of knowledge transfer in two companies. *Journal of Intellectual Capital*, Vol.2 No.1.
- Jadin, T., Gnamb, T., & Batinic, B. (2013). Personality traits and knowledge sharing in online communities. *Computers in Human Behavior*, 29(1), 210-216.
- Johari, J., & Nazir, E. N. M. (2015). Elevating organizational commitment through corporate culture: a case of public service agencies in Malaysia. *Jurnal Pengurusan*, 43, 37-46.
- Kamaruddin, R., Ali, J., & Saad, N. M. (2013). Happiness and its influencing factors among paddy farmers in Granary Area of Mada. *World Applied Sciences Journal*, 28(EFMO), 91-99.

- Karanges, E., Johnston, K., Beatson, A., & Lings, I. (2015). The influence of internal communication on employee engagement: A pilot study. *Public Relations Review*, 41(1), 129-131.
- Kim, S. and Ju, B. (2008). Analysis of faculty perceptions: Attitudes towards knowledge sharing and collaboration in an academic institution. *Library & Information Science Research*. Vol.30
- Knapp, E.M. (1998), Knowledge management, *Business and Economic Review*, July-September.
- Kumar, N., Rose, R.C, & Muien, N.F.A (2009). The influences of absorptive capacity and social capital on knowledge transfer. *The Journal of Applied Business Research*, 25(4),99.
- Kuschminder, K., Sturge, G., & Ragab, N. (2014). *Contributions and Barriers to Knowledge Transfer: The Experience of Returning Experts*.
- Li, L. (2005). The effects of trust and shared vision on inward knowledge transfer in subsidiaries' intra-and inter-organizational relationships. *International Business Review*, 14(1), 77-95.
- Liyanage, C., Elhag, T., Ballal, T., & Li, Q. (2009). Knowledge communication and translation—a knowledge transfer model. *Journal of Knowledge management*, 13(3), 118-131.

- Lwoga, E.T., Stilwell, C. & Ngubule, P. (2011). Access and use of agricultural information and knowledge in Tanzania.
- Maunder, A. (1973), *Agricultural Extension: A Reference Manual, 1st edition, Food and Agricultural Organization (F.A.O), Rome.*
- Major, E. and Cordey Hayes, M. (2002). Knowledge translation: a new perspectives on knowledge transfer and foresight". *Foresight, Vol. 2.*
- McNichols, D. (2010). Optimal knowledge transfer methods: a Generation X perspective. *Journal of Knowledge Management, 14(1), 24-37.*
- Migdadi, M.M (2009). A knowledge –centered culture as an antecedent of effective knowledge management at information technology centers in Jordanian universities. *Journal Of System And Information Technology, 11(2),89-116*
- Minbaeva, D. B. (2005). HRM practices and MNC knowledge transfer. *Personnel review, 34(1), 125-144.*
- Motowidlo, S. J. (2003). Job performance. *Handbook of psychology.*
- MZ, R., & Amriah, B. (2012). Impact of Rice Straw Development Towards Agricultural Environment and Farmers' Socio-Economy in MADA Region, Kedah.
- Nordin, S. M., Noor, S. M., & bin Md Saad, M. S. (2014). Innovation Diffusion of New Technologies in the Malaysian Paddy Fertilizer Industry. *Procedia-Social and Behavioral Sciences, 109, 768-778.*

- Ragasa, C., Berhane, G., Tadesse, F., & Taffesse, A. S. (2013). Gender differences in access to extension services and agricultural productivity. *The Journal of Agricultural Education and Extension*, 19(5), 437-468.
- Rhodes, J., Hung, R., Lok, P., Ya-Hui Lien, B., & Wu, C. M. (2008). Factors influencing organizational knowledge transfer: implication for corporate performance. *Journal of knowledge management*, 12(3), 84-100.
- Robinson, L (2003) . Committed to quality: the use of scheme in UK public leisure services. *Managing Service Quality*, VO NO. 113
- Rogers, E.M. (2003), *Diffusion of Innovations*, 5th ed., Free Press, New York, NY.
- Omar Sharifuddin Syed-Ikhsan, S., & Rowland, F. (2004). Knowledge management in a public organization: a study on the relationship between organizational elements and the performance of knowledge transfer. *Journal of knowledge management*, 8(2), 95-111.
- Polanyi, M. (1966). The tacit dimension. *Doubleday Anchor, Garden City. NY.*
- Pallant, J. (2013). SPSS survival manual: A step by step guide to data analysis using IBM SPSS. *Maidenhead, Berkshire: McGraw Hill.*
- Politis, J.D. (2003). The connection between trust and knowledge management; what are its implication for team performance. *Journal Of Knowledge Management*, Vol.7
- Qamar, M.K. (2005), *Modernizing National Agricultural Extension Systems: A Practical Guide for Policy – Makers of Developing Countries*, F.A.O, Rome.

- Razak, M. I. M., Hamzah, A. S. M. A., Abas, N., Idris, R., & Ibrahim, Z. (2013) Sustaining Food Production for Food Security in Malaysia. *Journal of Economics and Development Studies, Vol. 1 No. 2*
- Sanga, C., Kalungwizi, V.J. & Msuya, C.P. (2013). Building an agricultural extension services system supported by ICTs in Tanzania: progress made, challenges remain. *International Journal Of Education And Development Using Information And Communication Technology (IJEDICT) Vol. 9, Issue 1, pp. 80-99.*
- Salleh, K., Chong, S. C., Ahmad, S. N. S., & Ikhsan, S. O. S. S. (2012). Learning and knowledge transfer performance among public sector accountants: an empirical survey. *Knowledge Management Research & Practice, 10(2), 164-174.*
- Salleh, K. M., Sulaiman, N. L., & Talib, K. N. (2010, November). Globalisation's impact on soft skills demand in the Malaysian workforce and organisations: What makes graduates employable. In *Proceedings of the 1st UPI International Conference on Technical and Vocational Education and Training.*
- Seba, I. Rowley, J. & Delbridge, R. (2012). Knowledge sharing in the Dubai Police Force. *Journal Of Knowledge Management, 16(1)*
- Sekaran, U. (2003). *Research methods for business: A skill-building approach.* New York: John Wiley & Sons
- Sekaran, U., & Bougie, R. (2013). *Research methods for business (6th ed).* United Kingdom: John Wiley & Sons Ltd.

- Sankowska, A. (2016). Trust, knowledge creation and mediating effects of knowledge transfer processes. *Journal of Economics & Management*, 23, 33.
- Siddique, N.A. 2006. Public management reforms in Malaysia. *International Journal of Public Sector Management Journal* 19(4).
- Singh Sandhu, M., Kishore Jain, K., & Umi Kalthom bte Ahmad, I. (2011). Knowledge sharing among public sector employees: evidence from Malaysia. *International Journal of Public Sector Management*, 24(3), 206-226.
- Sousa, F., Nicolay, G., & Home, R. (2016). Information technologies as a tool for agricultural extension and farmer-to-farmer exchange: Mobile-phone video use in Mali and Burkina Faso. *International Journal of Education and Development using Information and Communication Technology*, 12(3), 19.
- Suebsom, K. (2015). Measuring Knowledge Transfer through Facebook of Higher Education Classroom. *International Journal of Information and Education Technology*, 5(6), 437.
- Sun, R., Lin, C. P., Wu, T. J., & Bao, H. P. (2016). The impact of community incentives and user-enterprise communication on knowledge transfer performance of enterprise. *Journal of Discrete Mathematical Sciences and Cryptography*, 19(4), 887-909.
- Stringfellow, R., Coulter, Lucey, T., McKone, C. & Hussain, A. (1997). Improving the access of smallholder to agricultural services in sub-saharan Africa: Farmer cooperation and the role of the donor community. *Natural Resources Perspectives* 20, Overseas Development Institute.

- Swanson, B., B.J. Farmer, and R. Bahal. (1990). The current status of agricultural extension worldwide. *Report of the Global Consultation on Agricultural Extension Food and Agriculture Organization of the United Nations (FAO)*.
- Tangaraja, G., Mohd Rasdi, R., Ismail, M., & Abu Samah, B. (2015). Fostering knowledge sharing behaviour among public sector managers: a proposed model for the Malaysian public service. *Journal of Knowledge Management, 19*(1), 121-140.
- Teigland, R., & Wasko, M. (2009). Knowledge transfer in MNCs: Examining how intrinsic motivations and knowledge sourcing impact individual centrality and performance. *Journal of International Management, 15*(1), 15-31.
- Terry, B. D., & Osborne, E. (2015). Fundamental Dimensions and Essential Elements of Exemplary Local Extension Units. *Journal of Agricultural Education, 56*(2), 43-63.
- Teo, T. S., & Bhattacharjee, A. (2014). Knowledge transfer and utilization in IT outsourcing partnerships: A preliminary model of antecedents and outcomes. *Information & Management, 51*(2), 177-186.
- Turner, K. and Makhija, M. (2006). The role of organizational controls in managing knowledge. *Academy of Management Review, Vol. 31*
- Uguru, C., Ajayi, S. L., & Ogbu, O. C. (2015). Strategies for Dealing with Low Adoption of Agricultural Innovations: A Case Study of Farmers in Udenu LGA of Enugu State, Nigeria. *Journal of Education and Practice, 6*(34), 7-12.
- Wang, D. (2015). Activating cross-border brokerage: Interorganizational knowledge transfer through skilled return migration. *Administrative Science Quarterly, 60*(1), 133-176.

Wende, E., Schwabe, G., Philip, T. and King, G. (2013). Why they do not understand - A model of knowledge discourse in the transition phase of globally distributed projects. *Proceedings of the 46th Annual Hawaii International Conference on System Sciences (HICSS)*. Hawaii.

Wok, S., & Hashim, J. (2013). Communicating and sharing working relationships with older employees. *Journal of Communication Management*, 17(2), 100-121.

Zaidi, M. A., Baharuddin, M. N., Bahardin, N. F., Yasin, M. F. M., Hamid, M. Y., & Nawi, M. N. M. (2016). An Assessment of Knowledge Transfer Practices for Malaysian Construction Firm. *International Review of Management and Marketing*, 6(7S).



APPENDICES





Questionnaire

The Influence of Trust, Information Technology and Communication Skill on Knowledge Transfer in MADA (Muda Agricultural Development Authority)

Dear Sir/Madam,

I am a Master of Human Resources Management (MHRM) student from Universiti Utara Malaysia. This is a research I am conducting regarding the title above to fulfil my academic requirement for the final year's course. Thus, I would like to attain your kindness to fulfil this questionnaire. The questionnaire is divided into three (3) sections; A, B and C. I would be grateful if you could spend 5-7 minutes to complete the questionnaire. I assure you that your responses will be held in confidential and would only be used for the mean of this research.

Thank you for your cooperation.

Tuan/Puan,

Saya merupakan pelajar Sarjana Pengurusan Sumber Manusia (MHRM) dari Universiti Utara Malaysia. Saya kini sedang menjalankan kajian berkenaan tajuk seperti di atas untuk memenuhi syarat keperluan akademik bagi kursus tahun akhir. Justeru itu, saya ingin memohon jasa baik tuan/puan untuk mengisi boring soal selidik ini. Borang ini terdiri daripada tiga (3) bahagian iaitu bahagian A, B dan C. Saya amat berbesar hati sekiranya tuan/puan sudi meluangkan masa 5-7 minit untuk melengkapkan boring soal selidik ini. Segala maklumat yang pihak tuan/puan berikan akan dianggap sulit dan digunakan hanya untuk tujuan kajian sahaja. Segala kerjasama tuan/puan dalam membantu kajian ini saya dahului dengan ucapan terima kasih.

Sharifah Nur Alia binti Syed Mansor (820083)

Master in Human Resource Management

Othman Yeop Abdullah Graduate School of Business, UUM

SECTION A (DEMOGRAPHIC)

Please tick the relevant boxes.

1) **GENDER**

Male

Female

2) **AGE GROUP**

21-30

41 - 50

31-40

More than 51 years old

3) **LEVEL OF EDUCATION**

Master

Diploma

First Degree

Others

4) **POSITION GRADE**

27/29

36 / 38

32

41 / 44

5) **WORKING EXPERIENCE**

Less than 2 years

7-8 years

2-4 years

More than 8 years

5-6 years

SECTION B (KNOWLEDGE TRANSFER)

For each statement below, please circle the number that is the truest to you

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	Organization saves and renews important information onto the computer for easy and faster browsing.	1	2	3	4	5
2	Knowledge is categorized in the database for use by all employees.	1	2	3	4	5
3	Organization saves important information through report and pictures in the computer.	1	2	3	4	5
4	Employees use e-mail or internal network (eg.GOE EGDMS) to share knowledge with others.	1	2	3	4	5
5	Employees are willing to share experiences and knowledge with others.	1	2	3	4	5
6	Organization transfer employee experience to other employees.	1	2	3	4	5
7	Organization transfer effective knowledge to employees through training courses, presentation and internal magazine / bulletin.	1	2	3	4	5

SECTION C (FACTORS INFLUENCING)

For each statement below, please circle the number that is the truest to you

i. Trust

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	Organization appreciates employee's contribution and effort.	1	2	3	4	5
2	Superior / senior leader support employees when suggesting alternative perspectives.	1	2	3	4	5
3	Organization encourages employees to learn and tolerate employees' mistakes.	1	2	3	4	5
4	Superior / senior leader of my department trusts employees' capability.	1	2	3	4	5
5	The atmosphere in my organization helps employee to trust each other.	1	2	3	4	5
6	I feel a risk to transfer and share knowledge because I fear that I would become uncompetitive.	1	2	3	4	5

SECTION C (FACTORS INFLUENCING)

For each statement below, please circle the number that is the truest to you

ii. Technology

		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	Our organization is good at using information technology to achieve success.	1	2	3	4	5
2	Through IT, the key capabilities of our organization is efficiently integrated.	1	2	3	4	5
3	The database in organization has provided support and improvement to employees skill	1	2	3	4	5
4	Superior are good at using IT to communicate with employees	1	2	3	4	5
5	Knowledge about the use of ICT tools can be retained through training session.	1	2	3	4	5
6	Ability to use ICT tools is important for knowledge transfer.	1	2	3	4	5

iii. Communication Skill

For each statement below, please circle the number that is the truest to you

In general, how often do you communicate with the following people on work-related matter?

		<i>Never</i>	<i>Rarely</i>	<i>Once in a While</i>	<i>Sometimes</i>	<i>Almost Always</i>
1	People with same competency.	1	2	3	4	5
2	People with another competency / more knowledge / experience.	1	2	3	4	5
3	Immediate superior or boss	1	2	3	4	5
4	Client (eg: farmere and entrepreneur)	1	2	3	4	5
5	Stakeholder (FAs board of director, supplier)	1	2	3	4	5
6	Partner agencies (under Ministry of Agriculture and Agro-Based)	1	2	3	4	5
7	People you know from the internet / social media	1	2	3	4	5