

THE EFFECT OF ORGANIZATIONAL CULTURE ON KNOWLEDGE  
SHARING AMONG ADMINISTRATIVE STAFF IN UNIVERSITI  
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MOHAMMAD MAHMOUD

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MOHAMMAD MAHMOUD

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## DEDICATION

I dedicate my thesis work to my loving mother, whose words of encouragement and push for tenacity ring in my ears; she has been great source of motivation and inspiration.

I also dedicate this thesis and give special thanks to my wife who has supported me throughout the process. I will always appreciate what she has done.

I dedicate this work to my wonderful daughter Tina, and my very special uncle Mumtaz Haidary

Finally, this dissertation is dedicated to all those who believe in the richness of learning

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## ABSTRACT

Knowledge sharing is the primary source of gaining competitive advantage and achieving long term success. Knowledge sharing is affected by many factors and the foremost of them is the culture of an organization. Organizational culture helps develop knowledge sharing practices among the members of the organization and achieve organizational objectives. The aim of the present study is firstly, to find out how the culture affects knowledge sharing in UTM and which of the cultural factors are more prevalent in developing knowledge sharing practices; secondly, to determine the level of knowledge sharing among the academic staff holding administrative positions in various faculties and departments of the university. Using quantitative approach, data was collected through survey questionnaire from a sample of 132 respondents. The analysis was carried out using descriptive and inferential statistics. Three of the dimensions of OC, workgroup support, information technology, and social interaction are found to be most significant in UTM, while reward system is found to be insignificant. Knowledge sharing is found to be high among academic staff holding administrative posts. The study concludes that organizational culture factors, workgroup support, information technology and social interaction are the most important factors that are helping in enhancing knowledge sharing in UTM. Finally, some recommendations related to the future studies are also included like investigating all levels and incorporating both administrative and academic staff, comparison with other public sector universities and between public and private sector universities.

## ABSTRAK

Perkongsian pengetahuan adalah sumber utama untuk mendapatkan kelebihan daya saing dan mencapai kejayaan dalam jangka masa panjang. Perkongsian pengetahuan dipengaruhi oleh banyak faktor dan yang paling penting daripadanya adalah budaya dalam sesebuah organisasi. Budaya organisasi membantu membangunkan amalan perkongsian pengetahuan di kalangan ahli-ahli organisasi dan mencapai objektif organisasi. Tujuan pertama bagi kajian ini adalah untuk mengetahui bagaimana budaya akan mempengaruhi perkongsian pengetahuan di UTM dan mana satu faktor budaya yang lebih luas dalam membangunkan amalan perkongsian pengetahuan ; tujuan kedua adalah untuk menentukan tahap perkongsian pengetahuan di kalangan kakitangan akademik yang memegang jawatan pentadbiran di pelbagai fakulti dan jabatan universiti. Dengan menggunakan pendekatan kuantitatif , data dikumpulkan melalui kajian soal selidik daripada sampel 132 responden. Analisis dibuat dengan menggunakan statistik deskriptif dan inferensi. Terdapat tiga dari dimensi OC dimana terdiri daripada sokongan kumpulan kerja, teknologi maklumat dan interaksi sosial telah didapati paling penting di UTM, manakala sistem ganjaran didapati bahawa tidak signifikan . Perkongsian ilmu didapati tinggi di kalangan kakitangan Kumpulan Pengurusan akademik. Kajian ini menyimpulkan bahawa faktor organisasi budaya , sokongan kumpulan kerja , teknologi maklumat dan interaksi sosial adalah faktor yang paling penting yang membantu dalam meningkatkan perkongsian ilmu di UTM. Akhirnya, beberapa cadangan yang berkaitan telah diberikan untuk kajian masa depan seperti menyiasat semua peringkat dan menggabungkan kedua-dua kakitangan pentadbiran dan akademik, perbandingan dengan universiti-universiti sektor awam yang lain dan antara universiti sektor awam dan swasta.