

**ATTITUDE AND BELIEF TOWARDS EFFECTIVE INFORMATION  
SHARING**

by

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## ABSTRAK

Kajian ini bertujuan untuk membuat penyelidikan faktor kejayaan kritikal bagi niat untuk berkongsi maklumat. "Theory of Plan Behavior" (TPB) yang telah diubahsuai daripada "Theory of Reasoned Action" (TRA) dan mempunyai satu unsur berlebihan (tanggapan kawalan kelakuan) berbanding dengan TRA. Kepuasan pengguna dan sasaran yang dikenalpasti telah digunakan untuk memasti sama ada personaliti dan sosial terhadap sikap dan kepercayaan akan membantu maklumat perkongsian. Kajian ini telah dijalankan di sebuah syarikat perindustrian antarabangsa di Pulau Pinang. Satu kajian soalselidik telah dijalankan ke atas 96 pekerja kilang yang maklum balas menyumbang kepada kadar maklum balas sebanyak 48%. Kajian ini telah mengenalpasti, pekerja tidak akan membuat perkongsian maklumat tanpa keuntungan peribadi. Ganjaran, penghubungan timbal balik dan penilaian diri merupakan unsur utama mempengaruhi sikap terhadap perkongsian maklumat manakala suasana organisasi mempengaruhi tanggapan kawalan kelakuan terhadap perkongsian maklumat. Teknologi maklumat (IT) tidak membantu sebagai penyerderhana walaupun Informasi Teknologi seperti Email, internet, intranet digunakan dengan luasnya untuk kerja harian.

## ABSTRACT

The purpose of this study is to examine the factors that determine intention to share information. Theory of Plan Behavior (TPB) that had been adapted based on TRA with additional element of Perceived Behavior Control had been used in this study in explaining the personality and social effects on attitude and belief towards information sharing. This study had been carried out on a multinational company in Penang. A questionnaire survey has been carried out, there were total of 96 employees respondent which represent response rate of 48%. This study concludes, information sharing will be expressed low without personal benefit. Reward, reciprocal relationship and self worth influence attitude towards information sharing where as climate influence perceive behavior control towards information sharing. Information Technology (IT) is not being a moderator even if Information Technology (IT) such as Email, internet, intranet had been widely used in daily work.

## Chapter 1

### INTRODUCTION

#### 1.0 Background

In a growing organization, information sharing is very important where it will lead to reduced mistakes, allow quick resolution, allow quick problem solving, quicken the learning process and importantly all this will lead towards cost saving.

In this project we will see how beliefs (e.g. type of information, amount of information, value of information, information that will be accepted by others, self interest) and attitude (a person's positive or negative feelings about performing a specific behavior) effect the information sharing.

*"Habit differs from disposition in being more lasting and more firmly established. The various kinds of knowledge and of virtue are habits, for knowledge, even when acquired only in a moderate degree, is, it is agreed, abiding in its character and difficult to displace..."*

Aristotle (Born 384 BCE) - Categories

In the current fast moving situation where mergers, acquisitions and Technologies or product transfer from USA to Asian countries like Malaysia, China and India, information is an important asset for companies to ensure products are transfer smoothly and learning process had been shorten. Preserving and information sharing is very important to remain competitive in business world. The information Intensive organizations have revolutionized economics and industry as much, the inventions that led to the industrial revolution in the Eighteenth Century. Another key element is people need to work smart instead of work harder.

The study carried by Nasuridin (Human Resource management, session 1A) shows there are three main contributors for information sharing namely selective hiring where skill and attitude of the candidates need to be carefully considered and they can be compatible to the working environment. The second area is the extensive training can also encourage people to share information with each others, training is a planned and systematic effort to modify or develop information, skill and attitude through learning experience. Finally the third are is right performance base rewards system is required to enable people to share information

A bigger picture of information sharing is the process of sharing ideas, information and lesson's learned by employees of a company. These information need to be well documented for future referencing so that it can be shared within, between and among companies if required. Information sharing is necessary for companies because what worked yesterday may or may not work tomorrow.

There have been many definitions given on information sharing. One of them is by Kanter (1999) who states that "knowledge can be viewed as turning data (raw materials) into information (finished goods) and from there into knowledge (actionable finished goods)." According to Wigg (1999) "the goal of information sharing is to build and exploit intellectual capital effectively and gainfully". Newman (1991) definition states that "information sharing is the collection of processes that govern the creation, dissemination, and utilization of knowledge". It protects intellectual assets from decay, seeks opportunities to enhance decisions, services and products through adding intelligence, increasing value and providing flexibility".

A survey of 423 organizations in the UK, mainland Europe and USA conducted by KPMG (1999) showed 81% of the respondents had undertaken or were considering implementing a information sharing program.

In a survey of 260 CEO's and Directors in the European Multinational organization conducted by the financial times in 1999, 94% of the respondents answered that people should share what they know with others in the organization (Bock et al., 2002). However Davenport and Prusak (1988) argues that sharing of Information is often an unnatural act. People will not share their information as they think their own information is important and valuable to them. In 1997 survey by Ernst and Young Center for business Innovation, cited by Ruggles (1998) showed that the biggest difficulty in managing information was the changing behavior of people.

Hans (2001) study shows that Korea is still increasing it's investment in applied information production, 500 Million in 1981 and it increases shapely to 2250 Million in 1996. Germany has settled on even higher levels compared to Korea, 1600 Million in 1981 and increases to 2750 Million in 1993. Germany remains constant at 2750 Million till 1996. Malaysia is found to be on a downward trend during 1990, long before the Asian financial crisis broke out and constantly remain low, approximately 250 Million in 1983 and falls down below 100 Million in 1992. Malaysia constantly remains below 100 Million till 1996. Study above shows the declining rate of relative R&D expenditure and number of researches compared to Korea and Germany. Malaysia is sliding back from information economy instead of catching up

Many companies today are beginning to feel that information of their employees is very important and it is an asset that cannot be purchased using money. Information is

a personal capability like skills, experience people learn and intelligence to make judgments. This capability can be acquired by an individual as a result of seeing, listening to or feeling (physically or emotionally) something. What a person reads, sees, hears or feels is not the information; rather it is the medium through which information may be transferred.

Intel is one of the companies which show a good example of practicing information sharing widely as part of their daily work. Intel also ensures the information sharing is practiced among their subordinates (e.g. Unico Technology, Solectron, Jabil and Foxcon). All the best practice, mistakes learned and corrective actions are shared among all their subcontractors and this information are stored in a common server for future reference by all parties. All these good learning will be taken into consideration during new product design.

This research will help the companies to determine which groups of people they need to pay more focus in order the important information are not lost. Companies can also find out what type of information that the individual willing to share with respect to age and number of service.

Ivy Sea Online Leadership & Communication Center, Ivy Sea, Inc. San Francisco, CA, survey shows that most employees are used to succeeding as a result of their performance and the information on which it's based. When job security or power is at stake (as is the case in many environments), people hoard information as a means to protect that security or power. This phenomenon can be rampant throughout an organization, at all levels. When employees hoard information, an open, information-sharing culture is nearly impossible to attain, because needed information doesn't reach

the right people in time to act, companies fail to meet deadlines, revenue or productivity goals; some people even lose their jobs. According to Sloan Management School's journal, *Strategy & Business*, studies estimate that the value of employee know-how, patents and other forms of information rose from 38 percent of corporate assets in 1982 to 80 percent in 1997

## **1.1 Problem Statement**

The information sharing level is expressed to be low by early research without personal benefits (Barry & Hardin, 1982; Marwell & Oliver, 1993; Kalling & Styhre , 2003; Constant, Kiesler & Sproull, 1994, 1996; Tampoe, 1996)

Personal belief can change an individual's thought of self benefit. Information sharing not only saving employer's and employees' time but doing so in an organizational setting results in the classic public good dilemma (Barry et al., 1982; Marwell et al., 1993). Information sharing not only can loose their unique value of each individual within the organization but any information shared which is subsequently judged to be unsounded can damage individual's reputation. Lack of sufficient rewards for also known to be common barrier for information sharing. Kalling et al. (2003) literature commented the relative lack of attention given for motivational factor that can influence information sharing. There are three levels of motivational forces as below that had been highlighted by other researches individual benefits such as self interest personal gain etc (Constant et al., 1994, 1996; Tampoe, 1996). Group benefit such as reciprocal behaviors, relationship with others, community interest, etc (Constant et al., 1994, 1996;

Kalman, 1999; Wasko et al., 2000) lastly the organizational Benefit such as organizational gain, Organizational commitment, etc (Kalman, 1999)

Institutional structures mainly focus on organization's culture which is developed and changes within specific situation are embedded. Main aspects surface in organizational culture for information sharing are high trusting of others and organization (Hinds & Pfeffer 2003). A climate with free flow information is well reasoned failure (Leonard & Sensiper, 1998) and a climate introduced with pro social norm (Constant 1994, 1996; Wasko et al., 2000)

The scope of my study is to examine people's attitude and beliefs concerning sharing information in the company and to understanding the personal factors influencing an individual's attitude towards information sharing behavior.

## **1.2 Research Objectives**

The main objective of this research is to understand the factors that will help to increase tendencies our employees to involve in information sharing. Information is might not only be influences by personal motivation as discussed earlier but also this studies will help to understand the external forces (Torrey & Yoo, 2002) such as climate, IT usage.

## **1.3 Research Questions**

In seeking to achieve the above objective, this study is actually examining individual's attitude and behavior with respect to information sharing. We will understand how reward, reciprocal relationship, attitude, subjective norm, perceive



behavior control, self-worth, climate, intention and IT would encourage information sharing in an attempt to answer the following research questions:

- (a) Does reward influence Attitude?
- (b) Does reciprocal relationship influence Attitude?
- (c) Does expected contribution influence Attitude?
- (d) Does attitude influence intention?
- (e) Does self worth influence attitude or/and social pressure?
- (f) Does Climate influence social pressure or/and perceived behavior control?
- (g) Does social pressure influence intention?
- (h) Does perceived behavior control influence intention?
- (i) Does Intention to share information greater when the usage of IT is higher?

#### **1.4 Definition of Key Terms**

Brief definitions of the variables are as follows:

- (a) Belief

Which is an individual's way of thinking how they should (should not) perform the behavior in question. (Fishbein & Ajzen, 1975; Ramayah & Ignatius, 2005)

(b) Information

Message received and understood, this message is acquired through study or experience or instruction that will help to make appropriate decisions. (Ramayah, Nasurdin, Noor & Muniandy, 2002)

(c) Attitude

A complex mental state involving beliefs and feelings to act in certain ways to share information (Bock & Kim, 2002)

(d) Reward

Benefit resulting from some event or action which can be in form of monetary, promotion, appreciation or others by sharing information. (Ramayah, Hemdi, Voon. & Nasurdin, 2003; Zmud, Bock, Kim & Lee, 2005)

(e) Information Technology (IT)

The branch of engineering that deals with the use of computers and telecommunications to retrieve, store and transmit information. (Bock et al., 2002)

## **1.5 Organization of the Report**

Chapter 1 gave a glance of the need for this research and overview the background of the study. The problem statement, objectives and significance of the study were discussed.

Previous researches were studied and reviewed in the chapter 2. Theoretical framework and hypotheses were then developed based on the literature review. Chapter 3 discusses research methodology used during the study. Questionnaires were also developed based on the methodology discussed. Chapter 4 performed the statistical analysis and hypotheses testing. Finally, discussion of the findings, implications, and limitations of the study were concluded in the chapter 5.

## Chapter 2

### LITERATURE REVIEW

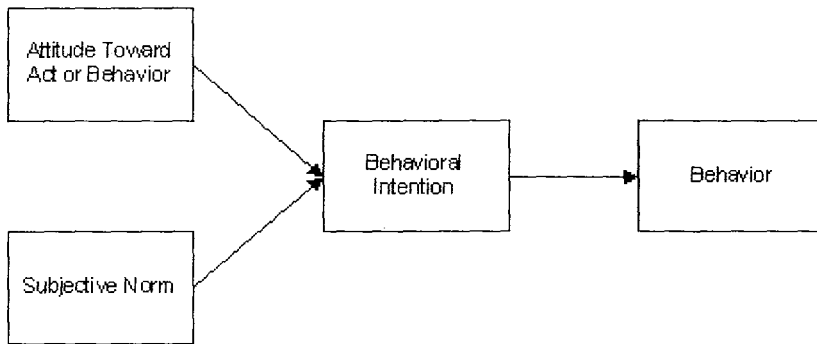
#### 2.0 TRA / TPB Theory Used For Attitude and Belief

Theory of Reasoned Action (TRA) says that a person's behavior is determined by their attitude towards the outcome of that behavior and by the opinions of the person's social environment. Ajzen and Fishbein (1980, p62) proposed that a person's behavior is determined by his intention to perform the behavior and that this intention is, in turn, a function of his attitude toward the behavior and his subjective norm. Theory of Reasoned Action suggests that a person's behavior performed by combination of three components which is beliefs, attitude and intentions.

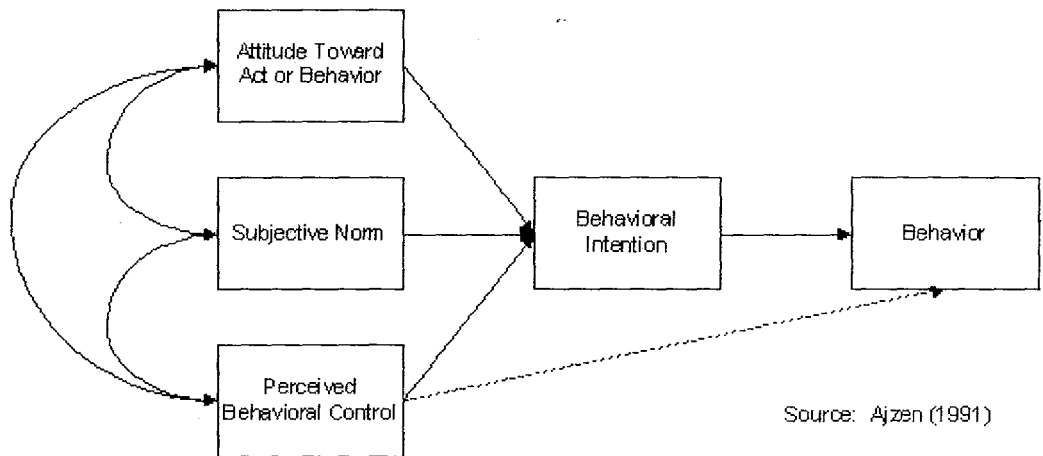
TPB is adapted based on TRA due to certain limitations which have to do with the incompleteness of volitional control of behavior (Ajzen, 1991). Hence another element which is called perceived behavior control (PCB) had been added to TRA model. According to TPB, a person's Behavior Intention can be explained directly by attitude, subjective norm and perceived behavior control whereas in TRA model, behavior intention can be directly explained by attitude and subjective . Perceived behavioral control relates to the extent to which a person believes that he/she has control over personal or external factors that may facilitate or constrain the behavioral performance (Ajzen, 1991).

TPB is also used widely in predicting behavioral intention. For example, Intention to purchase via the internet: A comparison of two theoretical models conducted (Ramayah, Siron, Siron & Sudin, 2003), Determinants of Intention to Use an Online Bill

Payment System among MBA Students (Ramayah et al., 2005), Impact of Perceived usefulness, Perceived ease of use and Perceived Enjoyment on Intention to shop online (Ramayah, Ling, Suki & Ibrahim, 2005)



Source: Fishbein and Ajzen (1975)., TRA model: conceptual framework relating beliefs, attitude, intentions and behavior



Source: Ajzen (1991)

Source: Ajzen. (1991)., TPB model: conceptual framework relating beliefs, attitude, intentions, perceived behavior control and behavior

Concept	Definition
Attitude	A person's positive or negative feelings about performing a specific behavior. Attitudes are made up of the beliefs that a person accumulates over his lifetime. Some beliefs are formed from direct experience, some are from outside information and others are inferred or self generated
Belief	A belief that behavioral performance is associated with certain attributes or outcomes
Subjective Norm	Beliefs about what others will think about the behavior. This perceived social pressure to perform (or not to perform) the behavior in question
Normative Beliefs	Belief about whether key individuals and groups approve or disapprove of the behavior
Intention	Intention(s) are the probability, as rated by the subject, that he/she will perform the behavior. This intention is made up of the attitudes and subjective norms
Behavior	Is the transmission of intention into action
Perceived Behavior Control	person believes that he/she has control over personal or external factors that may facilitate or constrain the behavioral

## 2.1 Things That Could Effect Towards Information Sharing

There are several items being discussed by some of the literatures which could potentially effects attitude and beliefs towards information sharing .

### 2.1.1 Rewards

Generally our first assumption is people will perform better when they promised with some attractive rewards. Rewards are being a motivator for an individual to provide for themselves for instance, feelings of accomplishment, as a result of performing some task (Tyagi, 1990; Steers & Porter, 1991). Study carried out by Ramayah et al. (2001), that younger teachers tend to focus on intrinsic needs and higher order rewards such as opportunity for accomplishment and growth in their work motivation. Similar thoughts

discussed by Monge, Fulk, Kalman, Flanagin, Parnassa and Rumsey (1998) and Constant et al. (1994) where it states information sharing will occur when its reward exceeds its costs.

According to Hamstra (2000) in his study on new credit card applications reward programs became more important among people seeking credit cards online. From the result of the study, 54% of the respondents who sought credit card information online, considered an attractive reward program to be an important feature.

Study done by Ramayah et al. (2003) shows employees are perceived as capable of fulfilling their needs and desires, they will experience a positive emotional state, which in turn, induces an obligation to reciprocate their employers by being more committed when they are well rewarded. An employees viewed their jobs as interesting, challenging, and gratifying, providing opportunities when they view their employees judged the institution as being fair and supportive in their treatment particularly with regards to pay, fringe benefits, promotional opportunities, security, and comfortable work conditions, positive feelings of well-being will be created, which is likely to stimulate them to reciprocate by increasing their loyalty to the organization.

Another study done by Ramayah et al. (2005) concluded that job satisfaction (particularly satisfaction with pay, promotion, and supervision) is an important controllable determinant of an employees' commitment to the organization within the Malaysian context. When rewards received by employees are perceived as capable of fulfilling their needs and desires, they will experience a positive emotional state, which in turn, induces an obligation to reciprocate their employers by being more committed.

There are some studies shows there are no relation ship between rewards and performance (Kohn, 1993), Kohn had carried rewards study in term of pay performance, he sees rewards more as a punishment that could undermin selfmotivation. Kohn also find rewards system will potentially break relationship as each and everyone will tread each other as an competitors to their own successs. Bock et al. (2002) and Zmud et al. (2005) study found reward is negatively impact the intrinsic motivation.

### ***2.1.2 Reciprocal Relationship and Self Worth***

Reciprocal Relationship is where people believe someone can improve mutual relationship with others thru information sharing this could encourage and maintain good relationship with others specifically who have mind set that information sharing is a tool to gain more information in shorter period of time. People who need the information actively seek it out, and then build a reciprocal relationship with those who have the experience. An interest of an individual employee towards competence and power depends on how employees see themselves providing value to their organization thru information sharing (Gecas, 1971).

The key issue for the reciprocal model is creating an atmosphere of trust, where people feel that they can ask questions without being put down. The information market perspective builds on the economic exchange theory and it asserts that individuals are driven by rational self-interest (Bock et al., 2002). Another study of Zembylas and Papanastasiou (2004) on Australian model shows reciprocal relationship exist between the student's science attitudes and achievement whereas USA was the only one of the three countries (Cyprus, Australia and USA) to which both paths of the reciprocal



relationship between science attitudes and science achievement was significant and positive attitudes towards science that USA students have significantly and positively influences their science achievement. Sherry (2000) study on expanding the view of pre-service teachers' computer literacy suggest that a reciprocal relationship exist between computer usage, attitudes, and participation in courses that require computer usage

Sense of self worth describes the extend of an employee see themselves as providing value to their organization (Zmud et al., 2005). Self worth is an important factor as quoted by our Malaysian prime minister, YAB DATO' SERI Abdullah Ahmad Badawi during The Ninth Malaysia Plan, 2006-2010

*"we want to realize our aspiration to become a developed nation, every citizen has to show commitment and willingness to work hard, improving our self-worth and embrace life long learning ..."*

Ninth Malaysia Plan, 2006-2010

Covington (1992, 1998) defined the motive for self worth as the tendency to establish and maintain a positive self-image, or sense of self-worth. Because children spend so much time in classrooms and are evaluated so frequently there, Covington argued that a key way to maintain a sense of self worth is to protect one's sense of academic competence. That is, children need to believe they are academically competent in order to think they have worth as a person in the school context. Therefore, children will try to maximize, or at least protect, their sense of academic competence in order to maintain their self worth.

Fall (2004) concluded that students' personal sense of self-worth during their community service experience is related to their future career plans, which reinforces the premise that young citizens are civic-minded and proactively seek to engage in

community service-oriented activities before, as well as after, graduation. Also, the more students feel valued during their community service experience, the more they believe they are contributing to a bigger 'world' than just the field experience site or organization.

The individual should defend a given domain only to the degree that the more general sense of self-worth is compromised by its loss. Accordingly, if global self-worth is temporarily bolstered by success in a second, unrelated domain, the individual should be more willing to tolerate a threat to the domain of interest. Attitudes can serve as bases of self-worth and that the individual will often strive to protect them (Correll, Spencer & Zanna, 2003). Zmud et al. (2005) have different where self-worth is not supporting to improve an attitude of an individual of a study done in Korea.

### **2.1.3 Climate**

Climate believed to be one of the major factors influencing effectiveness of Information sharing. Organizational climate has been identified as a critical link between the members of an organization and the organization itself. Ashforth (1985) address climate as joint property of both the organization and the individual. Organizational climate has been recognized as a critical factor for a broad range of organizational outcomes such as customer service quality (Schneider, White & Paul, 1998), learning motivation and transfer from training-to-work (Colquitt., LePine & Noe, 2000), and most importantly, for organizational performance (Baer & Frese, 2003)

There are three organization climate factors for information sharing which will be focus in this studies which are fairness (a trusting climate), innovativeness (a climate that

is tolerant of failure and free flow information) and affiliation (a climate characterized by pro social norm). Although Buckman Labs has been a heavy user of IT infrastructure since the mid 1980s, earlier president Buckman attributes his company's more than doubling of introduction of new products from 14 per cent of sales to 34 per cent to an improved climate of trust and increased willingness to work together. Climate found to get improve with age, education level and managerial role generally climate in the private sector is found to be better than in the public sector (Simons & Sveiby, 2002). Hence, the study of barriers to knowledge transfer has primarily focused on the climate of the organization (i.e. a psychological safe environment), which is based primarily bound in the culture of the organization (e.g. Schein, 2000). Organizational commitments related positively to perceptions of organizational climate and employees' perceptions of organizational climate correlated positively with the level of employees' organizational commitment (Mat-Zin, 1996). Jong, Ruyter and Lemmink, (2005) study reveal that organizational and group factors have a significant cross-level influence on individual employee perceptions of self managing team service climate. Furthermore, study demonstrate that employee perceptions of self managing team service climate are positively related to customer-perceived service quality,

#### ***2.1.4 Information Technology***

Information technology (IT) is a key ingredient in virtual, transnational organizations because it facilitates the coordination among loosely federated components, overcomes the spatial and temporal barriers that characterize conventional organizational structures, and promotes flexibility in information sharing. IT is known to be an enabler

for information sharing (Davenport et al. 1998), people with an intention to share or provide information can use IT frequently to store or retrieve information that would be useful at anytime. The information can be shared using Email, database, intranet or any other ways is possible. An extranet is an application of Internet technology that provides specific external parties with limited access to corporate information. Most commonly, an organization's customers and partners can use extranets for information sharing.

Chellappa and Sin (2005) studied that Information Technology (IT) is important to tailoring of products and purchase experience to the tastes of individual consumers based upon their personal and preference information. The study also shows that consumer's intent to use personalization services is influenced by their trust in the vendor's IT and vendor should have sufficient information to cater consumers to enjoy various types of personalization.

Amini (2000), shows Academic researchers should address the need for developing intuitive decision support systems (DSS) for government managers, and senior decision makers. The task-specific models of Web-based information systems (IS) discussed in this study can help local government managers capture information in multimedia format and facilitate information sharing between their department and other agencies without dependency on specific platforms, time differences, or locations in a cost-effective manner. Consequently, research also encouraged to develop methods that respond to questions of training in the new IS environment and to provide solutions to facilitate service and system integration despite the environmental and political complexity surrounding local governments.

Zhu (2004), study finds the abundance of transaction data available on the Internet tends to make information more transparent in electronic marketplaces. In such a transparent environment, it becomes easier for suppliers to obtain information that may allow them to infer their rivals' costs. This study also finds that focus on the informational effects of business-to-business (B2B) exchanges, and explore firms' incentives to join a B2B exchange that provides an online platform for information transmission. The individual rationality of participation in the online exchange reflects the tradeoff between information transparency and data confidentiality. This may have important implications for the microstructure design (e.g., data access rules) of B2B electronic marketplaces.

Jarvenpaa and Leidner (1995) study shows Information Technology (IT) is used to improve learning process, the pedagogical assumption underlying the design of IT for design purposes must be understood. IT is perceived as to automate the information delivery function in absent of fundamental changes to the teaching and learning process.

IT influenced organizational agility indirectly through actual systems or technology use and attitudes towards using the technology (Rose, Zain, Abdullah & Masrom, 2005). Jantan and Ndubisi (2003) found a positive relationship between computer skill and technical backing on one hand and Information sharing directly.

### ***2.1.5 Attitude***

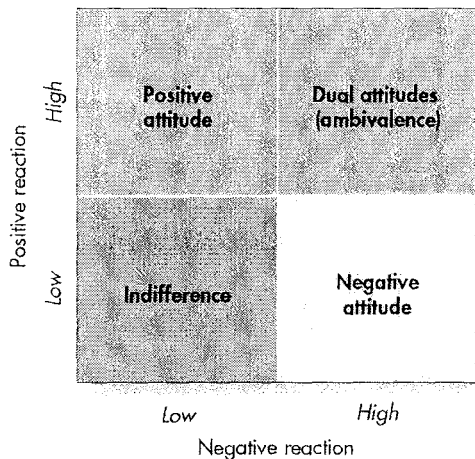
Attitude sets the stage for what you want, or expect, to happen. Attitude tells the world what to expect. Choosing a positive attitude will lead to virtually unlimited success

in personal and professional life. A negative state of mind will cause unhappiness, poor health, and difficulty with people.

Attitudes are related to everything we do because they are related to the way we think and act. We all have our own attitudes to everything we do in life it just depends what type of attitude it is. We can read attitudes through body contact, body movements, facial expressions, voice tones and inflections.

Attitude divided into four stages as positive attitude, dual attitudes, indifference and negative attitude. Positive attitude is maintaining a cheerful, positive outlook, pursuing worthy objectives with determination patience and fortitude when confronted with failure. People can have "dual attitudes," which are different evaluations of the same attitude object, one of which is an automatic, implicit attitude, and the other of which is an explicit attitude. The implicit attitude in dual attitude theory resembles an enduring predisposition (Banaji & Greenwald, 1995) and is presumably difficult to change because it is automatic and routine. It is also likely to influence unmonitored, non self-expressive responses. An explicit attitude is the result of conscious, reflective, and motivated cognitive processing. It displays the flexibility and responsiveness of contextually-based assessments. According to Wilson, Lindsey and Schooler (2000) more cognitive effort is required to retrieve a positive explicit attitude than to retrieve a negative implicit attitude, since the latter is often activated at a preconscious-level. Furthermore, in many instances the negative implicit attitude will guide judgment and behavior if the positive explicit attitude does not override it. One of the novel theoretical premises in their model is that these attitudes can become compartmentalized as opposed to integrated such that either one may be retrieved to guide a person's judgments and behavior. In situations when a

person does not have either a positive or negative attitude thus express a neutral response. It is hypothesized that a neutral response on a bipolar scale is caused by either Indifference, which is a truly neutral response, or ambivalence, which is a consequence of conflict. When consumers are experiencing ambivalence, the removal of a neutral response option in an attitude or preference scale is hypothesized to lead to systematic effects on the distribution of responses.



Ramayah, Nasurdin, Noor and Sin (2004) Analysis on a sample of 108 mothers indicates that predicting choice decision of infant food formulas by explaining 57% of the variance in the behavioral intention. The subjective norm component had a higher predictive power than the attitudinal component fact that the mothers sampled may lack knowledge on infants' nutrient intakes. Under such circumstance, they are likely to seek other people for advice (such as parents, relatives, doctors, and nurses). Similar finding also seen on the research done on the relationships between belief, attitude, subjective norm, intention and behavior towards numbers gambling: the Malaysian context by Ramayah, Nasurdin, Noor and Beng (2002)

Ndubisi (2004) finding shows Attitude has an important direct influence on intention to adopt e-learning. Attitude is anchored to perceived usefulness, ease of use,

and system's security. Course leader's influence is positively associated with subjective norm, which also mediates in the relationship between course leader's influence and adoption intention. Perceived behavioral control is another important determinant of intention. He concluded that enhance e-learning adoption intention and in turn acceptance among Malaysian students, interested parties to this learning arrangement must try to build favorable attitude through enhanced usefulness and ease of use perceptions, as well as security. Perceived behavioral control should also be improved, specifically by enhancing computer-self efficacy, general computing experience.

Zmud et al. (2005), study carry out a survey of 154 managers from 27 Korean organizations, confirmed that attitudes toward and subjective norms as well as organizational climate effect individuals' intentions to share knowledge. Additionally, we find that anticipated reciprocal relationships effect individuals' attitudes toward knowledge sharing while both sense of self-worth and organizational climate effect subjective norms.

Ryu, Ho and Han (2003) study shows all three factors (Attitude, subjective norm and perceived behavior control) effect individuals' behavior intention but subjective norms seems to be the strongest total effects on behavioral intentions to share knowledge of physicians whereas attitude was found to be the second important factor influencing physicians' intentions. Perceived behavioral control was also found to effect the intention to share knowledge, though in a lesser degree than subjective norms or attitudes.



## 2.2 Theoretical Framework

This study examines the relationship between the Reward, reciprocal relationship, expected, self-worth and climate. TPB is adapted based on TRA with perceived behavior control theory had been considered together trying to understand the usage of Information technology in Information sharing.

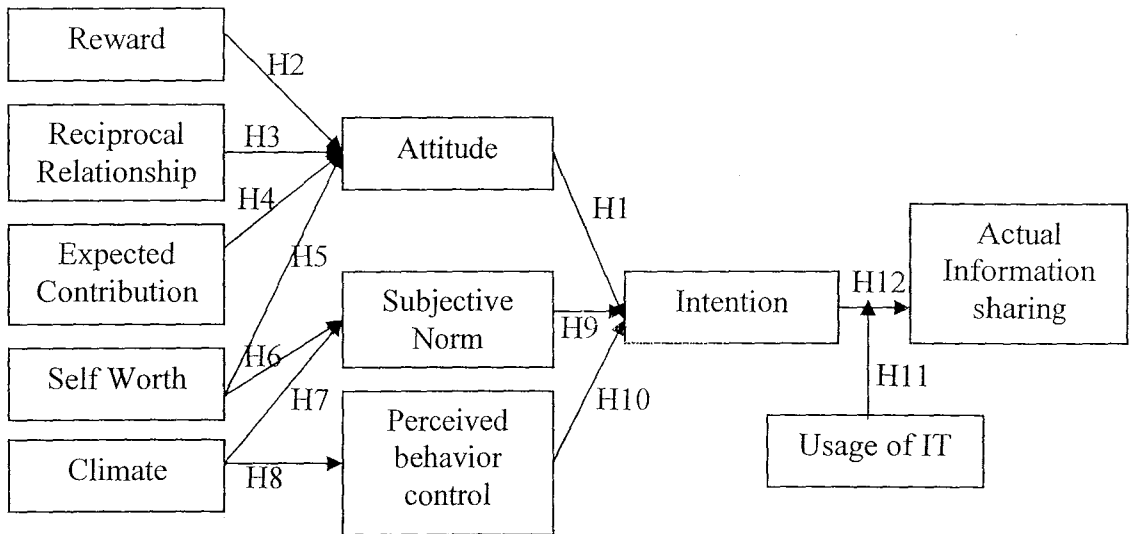


Figure 1: Research Model

Ajzen (1991), states that a particular useful aspect of the Theory of Planned Behavior (TPB) with added element of perceived behavior control element to Theory of Reasoned Action (TRA) model, explain a person's Behavior Intention directly by attitude, subjective norm and perceived behavior control.

## 2.3 Development of Hypotheses

The following hypotheses are derived base on the theoretical framework (figure 1) and literature review.

How individual behavior is all depend on their attitude (Ajzen & Fishbein 1980). Attitude towards information sharing in this model defines how much each individual have a positive mind set to share the information they had obtained with others. Attitude is one of the main factors that can limit or widely allow other to share information base on their on judgment or thoughts. The important of attitude as one of the main elements is also seen in Ramayah et al. (2002, 2004) studies where as Ndubisi (2004) finds attitude is the prime direct influence on intention to adopt e-learning

*H1: A positive attitude will lead greater intention to share information with others*

From the view of Socio-economy, an individual will be assumed choose the most favorable benefits from given set of preference (Smelser & Swedberg, 1994). Information sharing will take place when an individual feels what they will gain more advantage than the information that they are willing to share. There are some companies such as Siemens and Samsung who explicitly rewards their employees to encourage information sharing (Ewing & Keenan, 2001; Hyoung & Moon, 2002). Employees are perceived as capable of fulfilling their needs and desires, they will experience a positive emotional state, which in turn, induces an obligation to reciprocate their employers by being more committed when they are well rewarded (Ramayah et al., 2003). Job satisfaction (particularly satisfaction with pay, promotion, and supervision) is an important controllable determinant of an employees' commitment to the organization within the Malaysian context (Ramayah et al., 2005). Similar conclusion also been made by Hamstra (2000) and Ramayah et al. (2001)