

**KNOWLEDGE SHARING PRACTICE IN SELECTED  
MALAYSIAN ACADEMIC LIBRARIES**

**BY**

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## ABSTRACT

Managing and standardising the environmental unit for human connection, collaboration, coordination, and loyalty is necessary for knowledge sharing practice. This research examines three factors: trust & relation, teamwork skills and corporate culture that influence library staff knowledge-sharing practice. It investigates the level of knowledge sharing practice among library staff, concentrating on five academic libraries in the Klang Valley of Malaysia. The research utilised the amended Theory of Planned Behaviour (TPB) as the underlying research framework. First, the study examined attitude, perceived behavioural control, and subjective norm towards knowledge sharing intention. Second, it examined the external factors mentioned formerly with the threefold towards knowledge sharing intention. Third, it also discussed the moderating factor (library staff ignorance) between the attitude and knowledge sharing intentions. This research is limited to its external validity because it only surveyed library staff perceptions in the five selected academic libraries. The study used the quantitative research approach to identify and test variables and examine the intentions and perceptions of library staff encountered with significant modifications in knowledge sharing practice from the academic library ecosystem. Thus, a quantitative survey was designed using a google Internet-based questionnaire and carried out to the participants, and then later this was followed by a documentation analysis. The researcher collected data from 474 library staff, including the supporting team, (sample size, 214). As was expected, all the surveyed respondents were librarian employees on the ratified matters regarding academic libraries. The sampling consists of a nonprobability sample using convenience sampling. The data were analysed using the SPSS version 23 and Partial Least Square-Structural Equation Modeling (PLS-SEM). The analysis procedure includes descriptive statistics, central tendency, distribution, frequencies, assessment of measurement and structural model to evaluate its reliability and validity, assess the structural model to determine the causal relationships and test the research hypotheses. Based on the analysis, the results found that three variables (*teamwork skills, corporate culture, and library staff ignorance*) through perceived behavioural control, subjective norm, and intention significantly influence knowledge-sharing practice. The overall score of 0.910 (higher than the approved criterion) indicates that the needed factors were internally consistent. The model as a whole was statistically significant to predict knowledge sharing practice:  $F(8, 205) = 45.208, p < 0.000^b$  as shown by the ANOVA Table. The overall findings demonstrated that academic library staff have a high level of knowledge sharing practise, with internal consistency values ranging from 0.702 to 0.916, Cronbach's Alpha ranging from 0.868 to 0.922, Average Variance Extracted (AVE) ranging from 0.606 to 0.747, Composite Reliability (CR) ranging from 0.854 to 0.922, and Rho A coefficient of reliability ranging from 0.838 to 0.996. The results also show that intention fully mediated the direct relationship between attitude, perceived behavioural control, and subjective norm towards knowledge sharing practice. Furthermore, the moderating role of library staff ignorance supported the path coefficient (t-value) of its interaction with intention, which is significant. The results reveal that at lower-level library staff ignorance, the attitude has a weak impact on the determination to share knowledge. Thus, the main contribution to this study is how respondents share knowledge, as seen through their level of perception and their knowledge sharing practices.

## ملخص البحث

تعد إدارة الوحدة البيئية وتوحيدها للتفاعل المجتمعي والتعاون والتنسيق والولاء أمراً ضرورياً لممارسة مشاركة المعرفة. تبحث هذه الدراسة في ثلاثة عوامل: الثقة والعلاقة ومهارات العمل الجماعي وثقافة الشركة التي تؤثر على ممارسة مشاركة المعرفة لموظفي المكتبة. إنه يبحث في مستوى ممارسة مشاركة المعرفة بين موظفي المكتبة، مع التركيز على خمس مكتبات أكاديمية في وادي كلانج في ماليزيا. استخدم البحث النظرية المعدلة للسلوك المخطط (TPB) كإطار بحث أساسي. أولاً، فحصت الدراسة الموقف، والتحكم السلوكي المدرك، والمعياري الذاتي تجاه نية مشاركة المعرفة. ثانياً، فحصت العوامل الخارجية الثلاثة المذكورة سابقاً مع نية مشاركة المعرفة. ثالثاً، ناقش أيضاً العامل الوسيط (جهل موظفي المكتبة) بين الموقف ونيات تبادل المعرفة. يقتصر هذا البحث على صلاحيته الخارجية لأنه استطلع فقط تصورات موظفي المكتبة في المكتبات الأكاديمية الخمس المختارة. استخدمت الدراسة نهج البحث الكمي لتحديد واختبار المتغيرات وفحص نيات وتصورات موظفي المكتبة الذين واجهوا تعديلات كبيرة في ممارسة تبادل المعرفة من النظام البيئي للمكتبة الأكاديمية. وهكذا، تم تصميم المسح الكمي باستخدام استبانة إلكترونية من Google وتم إرسالها إلى المشاركين، ثم تم لاحقاً تحليل التوثيق. جمع الباحث بيانات من ٤٧٤ من موظفي المكتبة، بما في ذلك الفريق الداعم، (العدد= ٢١٤). وكما كان متوقعاً، كان جميع المشاركين في الاستطلاع من موظفي المكتبات والموظفين الداعمين لهم في الأمور المصدق عليها المتعلقة بالمكتبات الأكاديمية. كما أخذت عينات غير احتمالية باستخدام أخذ العينات الملائمة. وتم تحليل البيانات باستخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS) الإصدار ٢٣ ونموذج المعادلات الهيكلية ذات المربعات الصغرى (PLS-SEM). يتضمن إجراء التحليل: الإحصاء الوصفي والميل المركزي والتوزيع والترددات وتقييم القياس والنموذج الهيكلي لتقييم موثوقيتها وصلاحيتها وتقييم النموذج الهيكلي لتحديد العلاقات السببية واختبار فرضيات البحث. بناءً على التحليل، وجدت النتائج أن ثلاث متغيرات (مهارات العمل الجماعي، وثقافة الشركة، وجهل موظفي المكتبة) من خلال التحكم السلوكي المتصور، والمعايير الذاتية، والنية تؤثر بشكل كبير على ممارسة مشاركة المعرفة. تشير الدرجة الإجمالية البالغة ٠,٩١٠ (أعلى من المعيار المعتمد) إلى أن العوامل المطلوبة كانت متسقة داخلياً. كان النموذج ككل مهماً من الناحية الإحصائية للتنبؤ بممارسة مشاركة المعرفة:  $p < 0.000b F(8,205) = 45.208$ . كما هو موضح في جدول ANOVA. أظهرت النتائج الإجمالية أن موظفي المكتبة الأكاديمية يتمتعون بمستوى عالٍ من ممارسة مشاركة المعرفة، حيث تتراوح قيم الاتساق الداخلي من ٠,٧٠٢ إلى ٠,٩١٦، وتتراوح قيم ألفا كرونباخ من ٠,٨٦٨ إلى ٠,٩٢٢، ومتوسط التباين

المستخلص (AVE) يتراوح من ٠,٦٠٦ إلى ٠,٧٤٧، والموثوقية المركبة (CR) تتراوح من ٠,٨٥٤ إلى ٠,٩٢٢، ويتراوح معامل الموثوقية Rho A من ٠,٨٣٨ إلى ٠,٩٩٦. أظهرت النتائج الإجمالية أن هناك قدرًا كبيرًا من ممارسة مشاركة المعرفة بين موظفي المكتبة الأكاديمية. تظهر النتائج أيضًا أن النية توسطت بشكل كامل في العلاقة المباشرة بين الموقف والسيطرة السلوكية المتصورة والمعياري الذاتي تجاه ممارسة مشاركة المعرفة. علاوة على ذلك، فإن الدور الوسيط لجهل موظفي المكتبة يدعم معامل المسار (t-value) لتفاعلها مع النية، وهو أمر مهم. تظهر النتائج أنه في حالة جهل موظفي المكتبات ذات المستوى الأدنى، فإن السلوك له تأثير ضعيف على التصميم على مشاركة المعرفة. المساهمة الرئيسية لهذا البحث هي دراسة كيفية مشاركة المستجيبين للمعرفة وتوضيح علاقة ذلك بمستوى إدراكهم وممارسات تبادل المعرفة لديهم.



## **APPROVAL PAGE**

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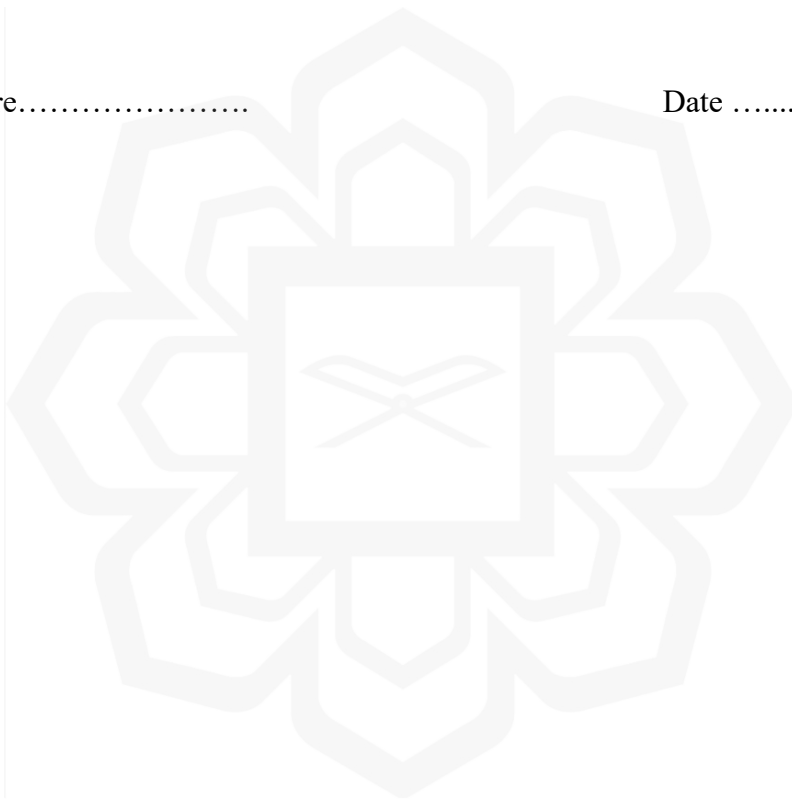
## DECLARATION

I hereby declare that this thesis is the result of my investigation, except where otherwise stated. I also declare that it has not been previously or concurrently submitted for any other degrees at IIUM or other institutions.

Ahmed Barrie

Signature.....

Date .....



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*“Education is power, and the value of knowledge increases as it is delivered flawlessly.”*

*This thesis is dedicated to both my indulgent parents and my extended Family.*



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## LIST OF ABBREVIATIONS

AGFI	Adjusted Goodness of Fit Index
AMOS	Analysis of Moment Structures
ANOVA	Analysis of Variance
AP	Accounting Practice
ATT	Attitude
AVE	Average Variance Extracted
CAF	Confirmatory Factor Analysis
CFA	Regarding the measurement model
CFI	Comparative Fit Index
CI	Confidence Interval
CMV	Common Method Variance
CR	Composite Reliability
CRC	Corporate Culture
CTT	Commitment-Trust Theory
df	Degree of Freedoms
DLIS	Department of Library and Information Science
DV	Dependent Variable
EFA	Exploratory Factor Analysis
EQS	Environmental Quality Standard
GFI	Goodness-of-Fit-Indices
HTMT	Heterotrait-Monotrait Ratio
IFI	Chi-square
IUM	International Islamic University Malaysia
INT	Intention
INTI	International College Subang
IP	Internet Protocol
IT	Information Technology
IV	Independent Variable
KBT	Knowledge-Based Theory
KLCC	Kuala Lumpur City Centre
KM	Knowledge Management
KMO	Kaiser-Mayer-Olkin
KMS	Knowledge Management System
KS	Knowledge Sharing
KSP	Knowledge Sharing Practice
KT	Knowledge Transfer
LIS	Library and Information Science
LISREL	Linear Structural Relations
LSI	Library Staff Ignorance
MOHE	Ministry of Higher Education
MR	Motivation & Reward
MSV	Maximum Shared Variance
NFI	Normal Fit Index
OCB	Organisational Citizenship Behavior
OLS	Ordinary Least Squares

PAC	Principal Component Analysis
PBC	Perceived Behavioural Control
PG	Postgraduate Students
PhD	Doctor of Philosophy
PLS	Partial Latest Squair
RMSEA	Root-Mean-Square Error of Approximation
SCT	Social Capital Theory
SCT	Social Cognitive Theory
SD	Strongly Disagree
SDT	Self-determination Theory
SEM	Structural Equation Modeling
SET	Social Exchange Theory
SPSS	Statistical Package for the Social Sciences
SUN	Subjective Norms
TKC	Theory of Knowledge Creation
TLI	Tucker-Lewis-Index
TPB	Theory of Planned Behaviour
TRA	Theory of Reasoned Action
TRR	Trust & Relation
TWS	Teamwork Skills
UK	United Kingdom
UM	University of Malaya
UPM	Perpustakaan Sultan Abdul Samad
USD	United States Department
UTAUT	Theory of Acceptance and Use of Technology
UTM	University Technology Malaysia
VIF	Variance Inflator Factor

# CHAPTER ONE

## INTRODUCTION

### 1.1 CHAPTER OVERVIEW

This chapter starts with the clarification of the present study regarding the factors affecting library staff knowledge sharing. The chapter provides the background to the research problem, where the researcher explores the understandings and the ideas behind the subject for carrying out the current review, details of the research problem, presents the research objectives, and the research questions. This chapter describes the significance, followed by the scope of the study and the research justification, and discussed the theoretical framework, including the hypothesis and the research framework in details, followed by the list of operational definitions of the variables. It highlighted an overview of the research chapters and provided a complete summary of the chapter. Finally, figure 1.3 illustrates the entire structure of the thesis.

### 1.2 BACKGROUND OF THE STUDY

Many scholars have identified knowledge sharing as a primary focus area within knowledge management. Organisations have recognised knowledge and knowledge sharing as an essential resource shared and created to safeguard a sustainable competitive advantage (Islam, Jasimuddin & Hasan, 2015). As cited by Grant (1996), competitive advantage is a continuous improvement and process innovation of creation; hence, knowledge is considered the organisational resource that allows the organisation to develop improvement and change activities (Gonzalez & Martins, 2017). Many scholars have also supported these statements, such as (Lee & Yoo, 2019; Ramayah & Sabahi & Parast, 2020; Ignatius, 2014).

Furthermore, Nonaka (1994) supported by Lehrer (2018); Bolisani & Bratianu (2018); Leefmann & Lesle (2020) defines *knowledge* as a justified true belief. However, the first caliph of Islam, Abu Bakr As-Siddiq (n.d), also speaks about the importance of knowledge; hence, he quotes:

“...knowledge is the liveliness of the intellect” “...the more knowledge you receive, the greater will be your fear of Allah” .... “Once knowledge