The predictability of individual, organizational, and technology factors on knowledge sharing processes in the construction industry of Hong Kong

By

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Date of submission: June 30, 2009
DECLARATION

I hereby certify that the work embodied in this Dissertation Project is the result of original research and has not been submitted for a higher degree to any other University or Institution.

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Thank you to my supervisor Dr Selvamalar Ayadurai and my Chee’s family.
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ABSTRACT

The purpose of the research is to investigate the predictability of individual (trust, enjoyment to help, and knowledge self-efficacy), organizational (top management support and organizational reward), and technology (IT support) factors on knowledge sharing processes (knowledge donating and knowledge collecting) in the construction industry of Hong Kong. The research finds that trust, enjoyment to help, knowledge self-efficacy, top management support, and IT support can significantly predict the knowledge sharing processes of both knowledge donating and knowledge collecting. However, organizational reward can only significantly predict knowledge donating but not knowledge collecting. Indeed, there is no systematic association for the relation between organizational reward and knowledge collecting. Except for organizational reward, the research findings indicate that a higher level of knowledge sharing enablers is generally associated with a higher level of knowledge donating and knowledge collecting, medium with medium, and lower with lower. Moreover, the research findings show that the individual construction practitioners of Hong Kong are generally ready to share knowledge with their colleagues. For theoretical contribution, a new knowledge sharing conceptual framework that relates the knowledge sharing enablers to the knowledge sharing processes is established in the construction industry of Hong Kong. For practical managerial implication, organizations can utilize knowledge sharing enablers under the classifications of individual, organizational, and technology factors to improve the knowledge sharing processes throughout the organizational culture and structure. As a result, organizations can create and maintain more sustainable and inimitable competitive advantages due to the advanced knowledge sharing practices. In general, the national culture of Hong Kong allows the individual construction practitioners to share knowledge with their colleagues.