

5 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusions and Implications

The characteristics of KMS organisations especially those with MSC status are found to be small companies that have a small number of employees and subsequently IT personnel. These are also high revenue generating local companies with no foreign establishment. They are mostly owned by non-Bumiputeras. Nevertheless, as far as IT investment is concern, they are likely to be the ones with very high investment figures. With regard to the employees' categories, MSC companies have most of their employees at the executive level, which comprises mostly of knowledge workers.

However, it was found that there is no significant difference in the characteristics of the MSC companies. This indicates that there may be characteristic differences but the types of IT infrastructures they currently have are not related to the organisational characteristics of MSC companies.

Nevertheless, when the same characteristics were cross tabulated against all the IT applications, it was found that there are some significant differences among MSC companies as far as IT applications is concerned. Among them are ownership with Data Warehousing, Data Mining and EIS. The use of HRMS is influenced by the annual turnover of the organisations. In terms of average IT spending, there are significant differences as far as Data Warehousing, Data Mining and Group Ware. This indicates that while organisational characteristics do not influence what type of IT infrastructures they have, but they to some extent influence the various IT applications. This is especially so in the business intelligent systems and other systems like document management systems, knowledge repositories they currently have to support KMS implementation.

In terms of knowledge types that are to be incorporated into KMS, it was found that customers' knowledge is ranked first, followed by knowledge of own products, markets and services, knowledge about competitor, employee skills and lastly knowledge about methods and processes.

The requirement of KMS to the non-executive people is in fact influenced by the benefits of KMS to these people. The other categories did not show any relationship. Thus, they are the ones who should use KMS extensively as knowledge sharing tool.

In Malaysia, MSC companies are currently taking some initiatives towards implementing KMS in their organisations. KM training and awareness is leading the way, followed by establishing a formal KM network and creating KM strategy. Consequently, senior level general management should initiate the work, which indicates that a top-bottom approach is preferred in KMS implementation due to high financial impact.

It can also be interpreted that benefits, annual turnover and IT investment are positively correlated with KMS importance while challenges and ownership are negatively correlated with KMS importance.

It was shown that KMS received high acceptance despite the fact that it also imposes challenges. Furthermore, it was also agreed that KMS is to some extent regarded important to these organisations.

Finally, 92.5% of these MSC companies felt that they are ready for the upcoming K-Economy while the remaining 7.5% are not.

The study has several implications for other business organisations and the Government. To the business organisations, it is clear that MSC companies are

implementing KMS strategies. They have shown their readiness to face its challenges and accept the fact that KMS poses challenges. It is beneficial to implement various IT tools to build KMS. However, this does not mean that the other types of organisations do not realise the potential benefits of KMS. They are still not doing anything to prepare for the K-Economy.

It is also clear that those with KMS would be in better position and would gain competitive advantages than those without it. As such, to be able to sustain the tremendous pressure of globalisation, borderless marketing and an Internetworked world, business organisations must not miss the train.

The small companies are implementing KMS and are ready for the K-Economy. This requires that the Government has to concentrate more on the small and medium industries (SMIs) and provide more incentives to these organisations. A majority of these companies are non-Bumiputera owned. As such, it requires the Government to take active role in increasing Bumiputera participations especially in high-technology companies. In spite of granting special schemes, plans must also be made to educate and transfer knowledge from the early stages by conducting technology courses in colleges and universities.

5.2 Suggestions for Additional Research

This study has focused its attention on IT issues in KMS without taking other influential factors like organisational culture, organisational structural design, political aspects, economical aspects and organisational members effectiveness into account. As such, future researchers may include these factors in investigating the degree of KMS implementation success in Malaysian companies. The fact that only businesses, private and MSC companies were studied provides an avenue for new research to be done in other types of organisations that may already have KMS in place. The study can be extended to

the impact of KMS to the organisations, groups and individuals in the organisations. In addition, the K-Economy readiness that has been shown in the study entails an appropriate agenda for Malaysians to join the bandwagon and reap the opportunities that it has to offer. Further researches should study and explore the factors that are most likely to hinder organisations from achieving the objectives of KMS.