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A STUDY OF PERCEPTIONS AND PRACTICES ON
 KNOWLEDGE MANAGEMENT OF
 MALAYSIAN SMALL AND MEDIUM-SIZED ENTERPRISES

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A dissertation submitted in partial fulfilment of the requirement for the
 degree of Master of Information Technology
 at the Faculty of Computer Science and Information Technology
 University of Malaya, Kuala Lumpur

2002

Perpustakaan Universiti Malaya



A511147412

ABSTRACT IN MALAY

Sumber pengetahuan merupakan satu-satunya sumber yang tidak tertakluk kepada prinsip 'pulangan berkurangan' dalam istilah ekonomi. Organisasi dibenamkan oleh data dan informasi yang dihasilkan daripada operasi harian. Akan tetapi, pengetahuan yang relevan tidak semestinya sedia ada untuk penyelesaian masalah yang lebih cepat, dan membuat keputusan yang lebih tepat. Justeru itu, mengurus pengetahuan muncul sebagai satu disiplin kritikal bagi mana-mana organisasi untuk berlanjutan dan maju jaya.

Pada umumnya, penyelidikan tentang pengurusan pengetahuan (*knowledge management*) pada syarikat Malaysia, atau tentang syarikat kecil dan sederhana (SMEs) pada khususnya, masih berada di peringkat permulaan. Pengurusan pengetahuan tentunya telah dibangunkan dan dipelopori oleh organisasi-organisasi besar di mana perniagaan mereka dipelbagaikan di seluruh dunia. SMEs tidak sepatutnya ketinggalan belakang dalam usaha menuil (*leverage*) modal intelektual, lebih-lebih lagi dalam sekitaran perniagaan yang persaingan keterlaluan dan peraturan yang berubah-ubah dalam ekonomi pengetahuan.

Kertas ilmiah ini bertujuan untuk mengkaji persepsi dan amalan dalam pengurusan pengetahuan. Ia berdasarkan satu penyelidikan tentang 26 buah SMEs di Malaysia yang telah menangi anugerah *Enterprise 50* dalam tahun 2000 dan 2001.

Di samping itu, kertas ini juga meninjau infrastruktur yang sedia ada di syarikat yang menyertai penyelidikan dalam aktiviti menyimpan, menjamin dan memindah pelbagai pengetahuan. Bagaimanakah mereka dapat menggunakan teknologi maklumat untuk memudahkan penyatuan pengalaman dan pengetahuan, dan juga menggalakkan budaya

korporat yang bekerjasama menjadi satu topic yang mustahak. Walau bagaimanapun, peranan asas informasi maklumat ialah menjaringkan pengetahuan yang nyata (*explicit knowledge*) dan menjalinkan manusia dalam perubahan paradigma ini. Akan tetapi, cuma teknologi maklumat adalah tidak mencukupi. Unsur-unsur seperti manusia, budaya dan proses juga penting untuk menjayakan sesuatu program pengurusan pengetahuan. Selain merumuskan dapatan utama daripada penyelidikan, satu model awalan dicadangkan agar pelaksanaan pengurusan pengetahuan bersesuaian dengan keupayaan dan kewangan SMEs di Malaysia.

ABSTRACT IN ENGLISH

Knowledge nowadays is the only resource that does not subject to 'diminishing returns' in economic terms. Organizations are immersed by data and information in daily operations, yet relevant knowledge for faster problem solving and better decision making is not always available as expected. Managing knowledge is therefore emerging as a critical discipline to sustain and prosper for any organization.

Research of knowledge management (KM) on Malaysian companies in general, small and medium-sized enterprises (SMEs) in particular, is still at infant stage. KM of course has been mainly developed and pioneered by large organisations which are business diversified and geographically dispersed. Coupled with the hypercompetitive business environment and changing rules of game in the knowledge economy, SMEs should by no means be lagging behind of leveraging their intellectual capital.

Based on a survey on 26 Malaysian SMEs, that have won the Enterprise 50 award (for 2000 and 2001), this paper aims to study their perceptions and practices on KM. These outstanding Malaysian companies that are not listed in Kuala Lumpur Stock Exchange could be the barometer of general awareness, readiness and current adoption of KM for the same establishments in this country.

This paper also focuses the existing infrastructure of information technology (IT) in storing, securing and transferring various knowledge types in the participating companies. How effectively are they deploying IT to facilitate the fusion of experience and knowledge,

and promote a collaborative corporate culture is imperative. After all, capturing (explicit knowledge) and communicating (people) are the prime roles for IT to play in this paradigm shift. IT alone is not enough. Other elements such as people, culture and process are equally important to deliver promising KM programme. Besides concluding major findings of the survey, a rudimentary model which is believed suitable to Malaysian SMEs' financial capacity and organizational setting, is proposed for local KM initiatives.

ACKNOWLEDGEMENTS

This study would never have been possible without the guidance, assistance and moral support of many people. First I would like to thank Encik Ali Fauzi Ahmad Khan, supervisor of this study, for his challenging benchmarks and demanding standard on quality of works. Only with these high expectations, one has to stretch his capability to the limits. His attention to details also has fine-tuned the final look of this paper. In addition, I would like to thank the valuable collection of UM Library that has provided many insightful reading materials for literature review.

I am also grateful to the assistance rendered by Small and Medium Industries Development Corporation (SMIDEC) that has helped me to further understand the significance and contributions of SMEs. And I am indebted to many intellectual predecessors who have shared their research findings, insights and experience on knowledge management or related areas.

Finally, I would like to thank my parents for their supports. Their voiceless encouragements in action can make me speechless in appreciation.

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