

A Study of Knowledge Seeking through Electronic Knowledge Repositories among Sri Lankan IT Professionals

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Abstract

Knowledge sharing through Electronic Knowledge Repositories (EKR) can be successful, only if knowledge stored in the EKR is reused effectively. In order for knowledge to be reused, knowledge workers must be willing to seek knowledge through EKR. This paper attempts to identify the significant cost and benefit factors that influence knowledge seeking through EKR among Sri Lankan IT professionals, in order to encourage Sri Lankan IT professionals to seek knowledge through EKR.

Knowledge seeking behaviour is examined by using a model which employs the social exchange theory (SET) to identify cost and benefit factors affecting EKR usage, and social capital theory (SCT) to account for the moderating influence of contextual factors. Six hypotheses were formulated based on the theoretical framework. An Internet based online survey was used to collect data from 207 IT professionals.

Multiple linear regression results reveal that the most significant factor that influences knowledge seeking is knowledge growth which is moderated by pro-sharing norms.

A study of the factors that influence knowledge seeking through EKR is vital to better understand the reasons for the reluctance of Sri Lankan IT professionals to seek knowledge through EKR. By encouraging Sri Lankan IT professionals to seek knowledge through EKR, Sri Lankan IT companies can ensure that knowledge is reused effectively and thereby become more productive and efficient.

Keywords: Knowledge Management, Knowledge Sharing, Knowledge Seeking, Electronic Knowledge Repositories

1 Introduction

1.1 Background

Knowledge Management (KM) aims to gather, analyse, store and share knowledge and information within an organization. The primary purpose of KM is to improve efficiency by reducing the need to rediscover knowledge [20]. The strategic management of knowledge is a key factor that can help organisations to sustain its competitive advantage. It has been reported that Fortune 500 companies lose at least \$31.5 billion a year by failing to share knowledge effectively [8]. More and more organisations are adopting Knowledge Management Systems (KMS) to leverage their knowledge resources effectively. KMS is the central repository of the data, information and knowledge that the organization needs to manage the lifecycle of its services. Its purpose is to store, analyse and present the organisation's data, information

and knowledge. The KMS in most cases will be a federated system based on a variety of data sources [20]. It has been estimated that the expenditure on KMS by companies in the United States was close to \$85 billion in 2008 [6]. The United States Federal government investment on KMS was expected to reach \$1.3 billion by 2010 [19].

In addition to the organisational interest in KM, an increasing number of academic papers are also being published on KM. On September 8th 2004, amazon.com had 3,657 books with "knowledge management" as a part of the title [9]. A search for books on amazon.com with "knowledge management" as part of the title, yielded 64,138 results on 31st August 2015. This clearly shows a growing interest in the field of knowledge management, not only by practitioners, but also by academia.

The growing interest and investment in KM can be explained by the current ongoing transition of the world economy, from one offering tangible goods to a knowledge based economy based on intangible goods and services [9]. Globalization, reduced time-to-market, increasing knowledge intensiveness of products and services, and the need to leverage organisational expertise in tight labor markets make KM key to organisational success [4]. To remain competitive in the knowledge based economy, organisations must focus on the efficient creation, transfer and reuse of knowledge. Therefore, organisations worldwide are making KM an important strategy in their attempt to maintain a competitive advantage.

Information technologies, such as KMS are considered to be a key enabler of KM [3]. A typical KMS is the Electronic Knowledge Repository (EKR). EKR are electronic stores of content acquired about all subjects for which the organisation has decided to maintain knowledge [26]. EKR can comprise multiple knowledge bases as well as the mechanisms for acquisition, control, and publication of organisational knowledge. Typical EKR include document management systems, content management systems, company intranet, wiki, organisational shared folders etc.

The process of knowledge sharing through EKR involves knowledge workers contributing knowledge to populate EKR with content and knowledge workers seeking knowledge from EKR for reuse. Knowledge sharing through EKR can be successful only if knowledge

contributors are willing to part with their knowledge and knowledge seekers are willing to reuse the codified knowledge [7]. The distinction between knowledge contributors and seekers is conceptual because the same individual can be a contributor and a seeker depending on the context.

Research has shown that many KMS implementations, such as EKR have been unsuccessful [32], with a failure rate of 50% or higher [2]. There are several reasons why KMS initiatives fail. A study of 423 organisations reported that about 36% of KM initiatives failed due to lack of attention to adoption even when technological infrastructure was in place [25]. Organisations often ignore organizational structure, process capabilities, culture and/or organizational context factors when implementing KM systems or considering the overall health of their information and knowledge sharing environments [5], [12].

One of the most critical factors to successful KMS implementation is the willingness of employees to contribute knowledge through EKR [17]. Research has shown that KMS implementations succeeded when employees were willing to contribute their knowledge through EKR [18], [35]. Employee contribution to EKR raised the perceived benefits of KM [36]. Although knowledge contribution is key to successful knowledge sharing, KMS initiatives can fail, if knowledge seekers are not willing to seek knowledge from EKR.

Sri Lankan IT companies are adopting EKRs to encourage IT professionals to share knowledge in order to retain and reuse knowledge within the organisation. Knowledge retention and reuse is key to organisational success of Sri Lankan IT companies, where there is a high attrition rate (the average attrition rate is about 10% for the IT industry as a whole [30]). In spite of the adoption of EKRs for knowledge sharing, knowledge seeking from EKR by Sri Lankan IT professionals remains inadequate.

1.2 Research Problem

Sri Lankan organisations, especially in the IT Industry are attempting to manage knowledge sharing effectively by employing EKR. In spite of the introduction of EKRs, a large number of KM initiatives fail due to the reluctance of knowledge workers to seek knowledge from these systems.

This study aims to examine the factors that influence knowledge seeking through the use of EKR among Sri Lankan IT professionals. By understanding the impediments to knowledge seeking through EKR, possible solutions can be suggested and implemented, thereby improving the EKR usage by Sri Lankan IT professionals to seek knowledge. This in turn could lead to increase in productivity due to the effective reuse of knowledge.

1.3 Research Contribution

The advantages of promoting the use of EKR for knowledge seeking among IT professionals are many. By promoting the use of EKR for knowledge seeking, Sri Lankan organisations can increase knowledge reuse in the organisation, thereby improving organisational efficiency and productivity.

Thus, the advantages to Sri Lankan organisations from promoting the use of EKR for knowledge seeking are many. This is especially true in the IT Industry, where EKR are commonly used to store knowledge. Therefore, a study of the factors that influence knowledge seeking through EKR among Sri Lankan IT professionals will be useful to promote its usage.

1.4 Objectives

The objectives of this study are to identify the significant benefit and cost factors that influence knowledge seeking through Electronic Knowledge Repositories among Sri Lankan IT professionals and to make recommendations on how to encourage knowledge seeking through Electronic Knowledge Repositories among Sri Lankan IT professionals.

1.5 Scope

This study will be limited to the study of the factors that influence knowledge seeking through EKR by Sri Lankan IT professionals. This study defines an IT professional as a person engaged in IT related professional activities, based in Sri Lanka.

2 Research Design

2.1 Theoretical Framework

The research framework for this study uses the social exchange theory (SET) and the social capital theory (SCT) as its theoretical bases.

SET posits that individuals evaluate alternative courses of action, with the intention of obtaining the greatest benefit at the lowest cost from any transaction [16].

In [28], the principle for predicting behaviour is expressed as:

$$\text{Behaviour (Profits)} = \text{Rewards of interaction} - \text{Costs of interaction}$$

Social capital is defined as, “the sum of the actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or social unit” [29].

This study conceptualizes three components of the relational dimension of social capital, namely trust, pro-sharing norms, and identification as moderators that will influence the conditions under which the individual cost and benefit factors would impact EKR usage for knowledge seeking.

The constructs from SET and SCT that may affect usage of EKR to seek knowledge are included in the research model for knowledge seeking. All the independent variables are derived from SET and KM literature and grouped together as individual factors. The dependent variable is the usage of EKR for knowledge seeking. The relationships between certain independent variables and the dependent variable are hypothesized to be moderated by specific SCT factors. The research model to explain usage of EKR for knowledge seeking is shown in Figure 1 below.

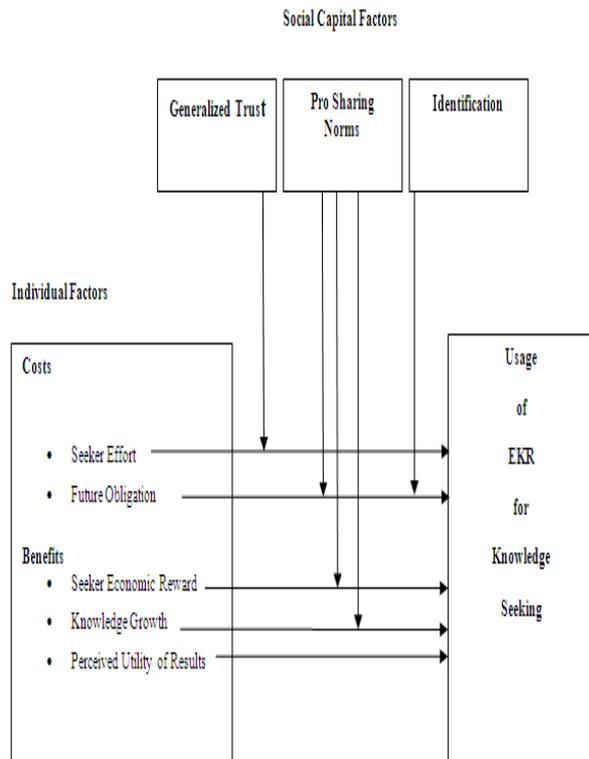


Figure 1: Framework for the Usage of EKR for Knowledge Seeking

Source: Kankanhalli (2002)

Based on the above theoretical framework, hypotheses can be formulated to assess the factors that influence the usage of EKR by knowledge contributors.

2.2 Hypotheses

The hypotheses presented in this section about the factors that influence knowledge seeking through EKR are derived from [23].

2.2.1 Seeker Effort

Knowledge seeking from EKR requires expenditure of time and effort by the knowledge seeker [14], [27]. Knowledge seeking can be hindered by the time and effort needed to search for the required information from the EKR. Additionally, the relationship between seeker effort and usage of EKR for knowledge seeking is expected to be moderated by generalized trust. Trust involves belief in the good intent and concern of others, belief in their competence, capability and reliability. From a knowledge seeker's perspective, high trust implies the belief that knowledge contributors to EKR would be competent and consistently put their high quality and accurate knowledge into the system. Thus, with high levels of trust in knowledge contributors' competency and the belief that EKR content will be of high quality, the deterrent effect of seeker effort on usage of EKR may be reduced. Thus, the following hypothesis can be formulated:

H1: The negative relationship between seeker effort and usage of EKR for knowledge seeking will be weaker under conditions of high generalized trust.

2.2.2 Future Obligation

Knowledge seekers from EKR may feel the need to pay back for the knowledge they acquired by contributing their

knowledge to the EKR. Thus, seeking knowledge from EKR may incur an obligation from the seeker to contribute knowledge to the EKR in the future [11], [34]. Knowledge seekers can be deterred by this incurring obligation. If norms of cooperation and collaboration prevail, the barriers to knowledge sharing seen in cultures that value personal technical expertise and knowledge creation are weakened [21]. Therefore, when there are norms of collaboration and cooperation in the organisation, the negative effect of future obligation on usage of EKR for knowledge seeking may not be so influential. Thus, the following hypothesis can be postulated:

H2: The negative relationship between future obligation and usage of EKR for knowledge seeking will be weaker under conditions of high pro-sharing norms.

In environments of high organisational identification, individuals would choose the behaviour which best promotes the perceived interests of the organisation [22]. Thus, employees may be motivated to contribute knowledge to EKR, due to feelings of affiliation and membership with the organisation. Therefore, under conditions of high identification with the organisation, knowledge seekers may not feel the cost of having to repay back, in future, for knowledge sought by them, since they are in any case, willing to contribute their knowledge voluntarily. Hence, the following hypothesis can postulated:

H3: The negative relationship between future obligation and usage of EKR for knowledge seeking will be weaker under conditions of high identification.

2.2.3 Seeker Economic Rewards

Rewards may act as an incentive for knowledge seekers to seek knowledge from EKR. Rewards, such as salary increase, bonuses, cash awards, and career advancement could encourage people to reuse knowledge and overcome the barriers to seeking [7], [16]. Since strong pro-sharing norms in the organisation, may already provide significant motivation to exchange knowledge [29], the need for economic rewards may be less in environments with high pro-sharing norms. Thus, the following hypothesis can be formulated:

H4: The positive relationship between seeker economic rewards and usage of EKR for knowledge seeking will be weaker under conditions of high pro-sharing norms.

2.2.4 Knowledge Growth

The individual's knowledge growth resulting from seeking knowledge from EKR can be a motivator for knowledge seekers who want to acquire knowledge quickly and benefit from the experiences of others [16], [34]. The relationship between knowledge growth and EKR usage for knowledge seeking is likely to be moderated by pro-sharing norms. Employees who are encouraged by the organisation to seek knowledge from EKR and who perceive that their colleagues are actively seeking knowledge from EKR may be motivated to seek knowledge from EKR even if knowledge growth may not take place. Therefore, the motivating effect of knowledge growth on EKR usage for knowledge seeking is expected

to be reduced under conditions of high pro-sharing norms. Thus, the following hypotheses can be postulated:

H5: The positive relationship between knowledge growth and usage of EKR for knowledge seeking will be weaker under conditions of high pro-sharing norms.

2.2.5 Perceived Utility of Results

The perceived usefulness of results (knowledge sought from EKR) can act as a strong motivator for individuals seeking knowledge from EKR. Thus, if knowledge seekers perceive that the results they retrieve from EKR are useful for their job, they are likely to use EKR for knowledge seeking [14], [34]. The relationship between perceived utility of results and EKR usage for knowledge seeking is not expected to be moderated by social capital factors. This is because the motivation to seek knowledge from EKR due to the usefulness of results is likely to be a strong enough motivator by itself. Therefore, the following hypothesis can be postulated:

H6: Perceived utility of results is positively related to usage of EKR for knowledge seeking.

3. Methodology

An online survey was used to collect data from the respondents. The survey purposively targeted IT professionals in Sri Lankan IT companies. The only criteria for eligibility to participate in the survey will be that the respondent must be an IT professional based in Sri Lanka. This study defines an IT professional as a person engaged in IT related professional activities. Since this study purposively targets IT professionals in Sri Lankan IT companies, generalizability of the research results should be accurate. Thus, the research results can be accurately generalised to represent all IT professionals in Sri Lankan IT companies.

3.1 Questionnaire Design

The questionnaire used the seven point Likert scale, to collect data from the respondents. The questionnaire items in the form of statements to assess the knowledge seeking variables and the moderating social capital variables were derived from [23] and are given in Appendix 1. A pilot test was conducted prior to the survey administration. Selected respondents were asked to comment on the clarity and conciseness of the survey. The selected respondents understood the purpose of the survey and were satisfied with its clarity and conciseness and therefore the questionnaire was deemed ready for distribution. The survey was conducted in English, since Sri Lankan IT professionals are proficient in the English language.

3.2 Response Rate

The population for this study is comprised of all Sri Lankan IT professionals, estimated to be about 75,000 in 2013 and projected to reach 83,000 by 2014 [30]. In multivariate research, the minimum sample size should be several times, (at least 10 times) more than the variables in the study [33]. Therefore, for this study, a buffered sample size of 200 was selected. A total of 600 purposively selected IT professionals who represent the overall population as accurately as possible were sent email invitations to participate in the survey. After a lapse

of four weeks, a total of 207 valid responses were received from 40 different Sri Lankan IT companies. The response rate for this survey was 35% (207 valid responses received out of a total of 600 email invitations sent). The demographic details of the respondents are given in Appendix 2. The majority of the respondents were male (81%), aged between 21-30 years (59%), with a Bachelor's degree (69%) and with a total work experience of 0-3 years (43%). The demographic profiles of the respondents corresponds well with the overall population of the IT workforce, where the majority of the IT professionals are male (72%), having less than 5 years of work experience (67%) and holding a Bachelor's degree or above (63%) [30].

4 Analysis and Findings

Prior to data analysis, the research instrument was assessed for reliability and construct validity. Thereafter, correlation analysis and moderated multiple regression analysis were conducted to test the validity of the hypotheses.

4.1 Reliability and Validity Assessment

The reliability of the constructs used in the survey was established by conducting factor analysis with principal components analysis and by calculating Cronbach's coefficient. Inter-item correlations between the construct items revealed that all items correlate adequately within the construct. Constructs with factor loading values above 0.5 are considered to be acceptable [15]. All the constructs in this study have factor loading values of 0.7 and above. The Cronbach's alpha values obtained for the variables in this study are in the range of 0.9, as shown in Table 1. In [31] it is suggested that a minimum alpha of 0.7 was sufficient as a benchmark for reliability. Thus, the constructs are deemed to have high reliability.

Table 1: Cronbach's Alpha Values

Factor	Variable	Cronbach's Alpha
Cost	Seeker Effort (SEFF)	0.915
	Future Obligation (FOBL)	0.854
Benefit	Seeker Economic Rewards (SREW)	0.946
	Knowledge Growth (SKGW)	0.937
	Perceived Utility of Results (PUOR)	0.940
Usage	Seeker Usage (SUSG)	0.913

Construct validity focuses on the extent to which a measure performs in accordance with theoretical expectations [10]. Therefore, to ensure construct validity, the theoretical relationship between the constructs should have been previously established and empirically tested and supported. The research instrument used in this study has been assessed and empirically tested over the years by different studies, such as [23] and others. Thus, the

construct validity of the research instrument used in this study can be considered to be valid.

4.2 Correlation Analysis

The Pearson correlation coefficient between each independent variable and the dependent variable was computed using IBM SPSS 20.0. The results are shown below in Table 2.

Table 2: Correlation Analysis Results

Factor	Variable	Correlation Coefficient	Sig.
Cost	Seeker Effort (SEFF) *	-0.211	0.002
	Future Obligation (FOBL)	0.057	0.418
Benefit	Seeker Economic Rewards (SREW)	0.025	0.723
	Knowledge Growth (SKGW)*	0.218	0.002
	Perceived Utility of Results (PUOR)*	0.306	0.000

Note: The * denotes variables which are significant at the 5% significance level.

By examining the significance levels of the correlation analysis results obtained from this study, we come to the conclusion that except for FOBL and SREW, all the other variables: SEFF, SKGW and PUOR are significant. For this study, a 5% significance level was selected.

4.3 Multiple Linear Regression Analysis Results

Multiple linear regression analysis was used in this study to validate the six hypotheses in this study. All direct and moderating variables were employed simultaneously such that their effect could be seen in the context of the total model. The results obtained using IBM SPSS 20.0 are given below in Table 3.

Table 3: Multiple Linear Regression Analysis Results

Factor	Hypothesis	Beta	Sig.	Supported
Cost	SEFFxGTRU	-0.129	0.058	No
	FOBLxPSNM	0.085	0.251	No
	FOBLxIDEN	0.114	0.102	No
Benefit	SREWxPSNM	0.076	0.278	No
	SKGWxPSNM	0.320	0.000	Yes
	PUOR	0.160	0.089	No

Note: The above model has an Adjusted R-square value of 0.098. A significance level of 5% was chosen for the above model.

The multiple linear regression results reveal that one out of the six hypotheses are supported, namely SKGWxPSNM, while the other five hypotheses are not supported. An Adjusted R-square value of 0.098 indicates that the above model is satisfactory in terms of explaining variance in the dependent variable [13].

4.4 Discussion and Implications

The results of the knowledge seeking model formulated and empirically tested in this study are shown in Figure 2 below. Out of the six hypotheses formulated in this study, one was supported and five were not supported.

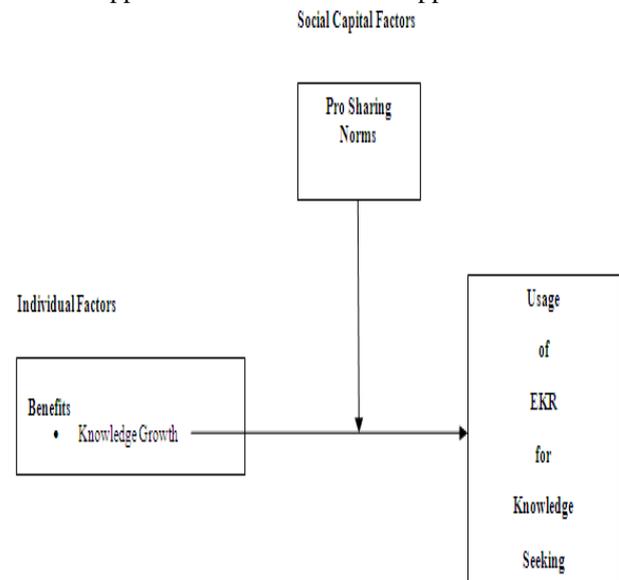


Figure 2: Knowledge Seeking Model

4.4.1 Seeker Effort

This study has revealed that seeker effort is not a significant factor, which coincides with previous research [23]. This can be explained by the fact that technological advancement has resulted in very user friendly EKR, which are very easy to use and therefore the seeker effort is minimal. Also, due to the rapid expansion of computer and Internet usage, most employees are now comfortable using social media, online forums, blogs, wikis etc. to seek information and therefore seeker effort is no longer a significant factor.

4.4.2 Future Obligation

This study has revealed that future obligation is not a significant factor. This means that knowledge seekers do not necessarily feel obliged to contribute knowledge to EKR to reciprocate for the knowledge they have taken from the EKR.

4.4.3 Seeker Economic Rewards

This study has revealed that seeker economic rewards is not a significant factor. This coincides with previous research [23]. This means that knowledge seekers do not necessarily expect to be rewarded financially for seeking knowledge from EKR, since the benefit they receive from

the knowledge acquired from the EKR is sufficiently rewarding for their knowledge seeking efforts.

4.4.4 Knowledge Growth

As hypothesized, there is a positive relationship between knowledge growth and usage of EKR for knowledge seeking. This is supported by previous literature [23], [16], [34]. This confirms the fact that increase in knowledge growth is a key factor in motivating employees to use EKR for knowledge seeking. Furthermore, as hypothesized, the motivating effect of knowledge growth on EKR usage for knowledge seeking is reduced under conditions of high pro-sharing norms.

4.4.5 Perceived Utility of Results

This study has revealed that perceived utility of results is not a significant factor. Although correlation analysis did reveal a correlation between perceived utility of results and knowledge seeking, moderated regression analysis including the moderating variables and the other independent variables revealed that perceived utility of results was not significant. This contradicts previous research findings, such as [23], [14], [34], where perceived utility of results was significant. This can be explained by the fact that due to the wide usage of the Internet/Intranet for knowledge seeking, people have learnt to trust and rely on the information provided on these systems, and take for granted that the information is accurate, up-to-date and useful and therefore perceived utility of results is no longer a significant factor. Since, content providers do make an effort to keep the information on these systems up-to-date and accurate, this reinforces people's trust in the information provided.

4.4.6 Implications for Practice

This study has revealed that the significant benefit factor that influences knowledge seeking through EKR is knowledge growth moderated by pro-sharing norms. There is a correlation between seeker effort and perceived utility of results and knowledge seeking, however these factors are not significant. There is no correlation between future obligation, seeker economic rewards and knowledge seeking.

This study reveals that the primary motivating factor for knowledge seekers is knowledge growth, therefore the management must ensure that the EKR has a sufficiently large knowledge base and is rich with relevant and up-to-date information, which will result in knowledge growth. This can be addressed by ensuring that the IT professionals contribute relevant and up-to-date knowledge to the EKR on a regular basis. Research has revealed that the significant factors that influence knowledge contribution through EKR by Sri Lankan IT professionals are: loss of knowledge power, which is moderated by pro-sharing norms; contributor economic reward, which is moderated by identification; and image, which is moderated by pro-sharing norms [1]. The management must take into consideration the significant knowledge contribution factors and encourage the IT professionals to contribute knowledge to the EKR on a regular basis to ensure a rich and up-to-date knowledge

base is created, which will in turn encourage knowledge seeking through the EKR.

Seeker effort has a correlation with knowledge seeking, although insignificant. The management must ensure that the EKR is user friendly and that knowledge is stored in a structured and organised manner, which will reduce the seeker effort to a minimum, in order to encourage knowledge seekers to use the EKR for knowledge seeking. Economic rewards did not have a correlation with knowledge seeking. The management therefore need not necessarily introduce economic incentives as a way of encouraging knowledge seeking through EKR, but should rather focus on ensuring that the EKR is rich with up-to-date and relevant knowledge.

Perceived utility of results has a correlation with knowledge seeking, although insignificant. The management must ensure that the information provided on the EKR are up-to date and accurate in order to maintain the trust of the knowledge seekers on the data and information provided. This can be done by conducting periodic audits on the knowledge stored on the EKR to check for accuracy and relevance. Outdated or inaccurate information must be corrected and updated to maintain accuracy and relevance.

4.4.7 Implications for Theory

This study has further advanced the theoretical development in the area of knowledge sharing through EKR by demonstrating that the cost and benefit factors derived from SET and SCT theories can predict EKR usage by knowledge seekers. A new knowledge seeking model was developed based on the research findings, which reflects the current situation with regards to knowledge seeking through EKR by Sri Lankan IT professionals. The new model developed in this study can be used along with other models in order to gain a better insight into knowledge seeking through EKR.

4.4.8 Limitations

This study was limited to the cost and benefit factors derived from SET and SCT theories and therefore other factors that influence knowledge seeking were not included. This study also limited itself to the study of IT professionals and therefore EKR users from other industries were not included in this study.

4.4.9 Future Research

Further studies can be conducted to shed more light on knowledge seeking through EKR. The survey used in this study can be replicated periodically in order to be up-to-date and to understand emerging trends on factors influencing knowledge seeking through EKR. Surveys can be conducted to include knowledge workers from other industries (other than IT) where EKRs are used for knowledge seeking in order to better understand the effect of the industry on knowledge seeking. Surveys across cultures/national boundaries can be conducted to better understand the cultural and socio-economic impact on knowledge seeking through EKR. Studies can be conducted using different theoretical models to capture a wide range of factors that may influence knowledge seeking through EKR. Research can be conducted to

explore the interactions and causal links among cost, benefit and social capital variables in order to better understand why certain cost or benefit factors dominate the effect of others and why certain moderators are significant, while others are not.

5. Conclusion

In conclusion, this study reveals many interesting facts about knowledge seeking through EKR among Sri Lankan IT professionals. A knowledge seeking model was developed based on the significant factors that influence knowledge seeking. The significant factor that influences knowledge seeking through EKR is knowledge growth moderated by pro-sharing norms. There was a correlation between seeker effort, perceived utility of results and knowledge seeking. However these factors were not significant. There was no correlation between future obligation, seeker economic rewards and knowledge seeking. The implications of these findings have been discussed and recommendations made on how to improve knowledge seeking through EKR among Sri Lankan IT professionals.

Knowledge seeking through EKR is key to successful knowledge reuse in Sri Lankan IT companies. Therefore, special consideration should be given to the significant factors that influence knowledge seeking, when deciding upon the organisation's KM strategy.

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Appendix 1

Questionnaire Items

Variable	Item	Description
Seeker Effort (SEFF)	SEFF1	It takes too much time for me to find the required knowledge from the EKR.
	SEFF2	It is laborious for me to find the required knowledge from the EKR.
	SEFF3	I am not able to readily find the knowledge I need in the EKR.
	SEFF4	It requires a lot of effort for me to locate the knowledge I need in the EKR.
Future Obligation (FOBL)	FOBL1	When I seek knowledge from the EKR, I feel obliged to contribute to EKR in the future.
	FOBL2	I feel that I should not simply take knowledge from the EKR without ever contributing back to the EKR.
	FOBL3	If I obtain knowledge from the EKR, I feel that I have to contribute my knowledge to the EKR in future.
	FOBL4	When I seek knowledge from the EKR, I feel pressured to contribute my knowledge to the EKR in future.
Seeker Economic Reward (SREW)	SREW1	I expect to get a better work assignment when I seek knowledge from EKR regularly.
	SREW2	I expect to be promoted when I seek knowledge from EKR regularly.
	SREW3	I expect to get a higher salary when I seek knowledge from EKR regularly.
	SREW4	I expect to get a higher bonus when I seek knowledge from EKR regularly.
	SREW5	I expect to get more job security when I seek knowledge from EKR regularly.
Perceived Utility of Rewards (PUOR)	PUOR1	The EKR provides me with reliable knowledge for my job.
	PUOR2	I am able to trust the knowledge I obtain from

		the EKR.			organization.																																																								
	PUOR3	The EKR provides me with accurate knowledge that I need.		PSNM4	There is a norm of openness to conflicting views in my organization.																																																								
	PUOR4	The EKR provides me with relevant knowledge for my job		PSNM5	There is a norm of tolerance of mistakes in my organization.																																																								
	PUOR5	The EKR provides me with up-to-date knowledge for my job.	Identification (IDEN)	IDEN1	I am glad I chose to work for this organization rather than another company.																																																								
	PUOR6	The EKR provides me with current knowledge for my work.		IDEN2	I talk of this organization to my friends as a great company to work for.																																																								
	PUOR7	The EKR provides me with timely knowledge for my purposes.		IDEN3	I find that my values and my organization's values are very similar.																																																								
Seeker Knowledge Growth (SKGW)	SKGW1	Seeking knowledge from EKR promotes my knowledge growth and development.		IDEN4	I find it easy to identify myself with my organization.																																																								
	SKGW2	Seeking knowledge from EKR helps me strengthen my concepts.		IDEN5	I feel that my organization cares about me.																																																								
	SKGW3	Seeking knowledge from EKR sharpens my knowledge.		IDEN6	I really care about the fate of this organization.																																																								
	SKGW4	Seeking knowledge from EKR reinforces my competence.		IDEN7	I am proud to be an employee of this organization.																																																								
Usage of EKR for Knowledge Seeking (SUSG)	SUSG1	What is your degree of usage of EKR to seek knowledge?	Appendix 2: Demographic Details of the Respondents <table border="1"> <thead> <tr> <th></th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td colspan="2">Gender</td> </tr> <tr> <td>Male</td> <td>81%</td> </tr> <tr> <td>Female</td> <td>19%</td> </tr> <tr> <td colspan="2">Age</td> </tr> <tr> <td>21-30 years</td> <td>59%</td> </tr> <tr> <td>31-40 years</td> <td>37%</td> </tr> <tr> <td>41 years and above</td> <td>4%</td> </tr> <tr> <td colspan="2">Education</td> </tr> <tr> <td>Diploma</td> <td>13%</td> </tr> <tr> <td>Bachelors</td> <td>69%</td> </tr> <tr> <td>Masters</td> <td>17%</td> </tr> <tr> <td>Doctorate</td> <td>1%</td> </tr> <tr> <td colspan="2">Profession</td> </tr> <tr> <td>Software Engineering</td> <td>54%</td> </tr> <tr> <td>Quality Assurance</td> <td>15%</td> </tr> <tr> <td>Project Management</td> <td>10%</td> </tr> <tr> <td>Business Analysis</td> <td>5%</td> </tr> <tr> <td>Other</td> <td>16%</td> </tr> <tr> <td colspan="2">Total Work Experience</td> </tr> <tr> <td>0-3 years</td> <td>43%</td> </tr> <tr> <td>4-7 years</td> <td>23%</td> </tr> <tr> <td>8-11 years</td> <td>16%</td> </tr> <tr> <td>12-15 years</td> <td>13%</td> </tr> <tr> <td>16-19 years</td> <td>3%</td> </tr> <tr> <td>20 years and above</td> <td>2%</td> </tr> <tr> <td colspan="2">Work Experience in Current Organisation</td> </tr> <tr> <td>0-3 years</td> <td>74%</td> </tr> </tbody> </table>				Percentage	Gender		Male	81%	Female	19%	Age		21-30 years	59%	31-40 years	37%	41 years and above	4%	Education		Diploma	13%	Bachelors	69%	Masters	17%	Doctorate	1%	Profession		Software Engineering	54%	Quality Assurance	15%	Project Management	10%	Business Analysis	5%	Other	16%	Total Work Experience		0-3 years	43%	4-7 years	23%	8-11 years	16%	12-15 years	13%	16-19 years	3%	20 years and above	2%	Work Experience in Current Organisation		0-3 years	74%
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	SUSG2	I often use EKR to seek knowledge in my work.																																																											
	SUSG3	I regularly use EKR to seek knowledge in my work.																																																											
Generalised Trust (GTRU)	GTRU1	I believe that people in my organization give credit for other's knowledge where it is due.																																																											
	GTRU2	I believe that people in my organization do not use unauthorized knowledge.																																																											
	GTRU3	I believe that people in my organization use other's knowledge appropriately.																																																											
	GTRU4	I believe that people in my organization share the best knowledge that they have.																																																											
Pro-sharing Norms (PSNM)	PSNM1	There is a norm of cooperation in my organization																																																											
	PSNM2	There is a norm of collaboration in my organization.																																																											
	PSNM3	There is a willingness to value and respond to diversity in my																																																											

4-7 years	18%
8-11 years	5%
12-15 years	3%

Note: The total number of respondents was 207.

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