

Factors Influencing Knowledge Sharing Intention in Enforcement Agency

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Abstract— The success of knowledge management initiatives depends on knowledge sharing. The purpose of this study is to analyse the factors influencing knowledge sharing intention within employees in the Enforcement Agency. The main objective of this study was threefold which is utilizing the theory of reasoned action (TRA). First, was to examine the relationship between attitude and subjective norm with knowledge sharing intention. Second was to examine the relationship among factors, i.e., self-efficacy, knowledge technology, social network, perceive extrinsic reward and social trust with attitude towards knowledge sharing intention and the third was to examine the relationship between organizational structure and subjective norm towards knowledge sharing intention. This research was conducted involve enforcement agency which is focusing on one department. There are 100 questionnaires distributed with 96 returns answered. This indicates 96% of response rate. This research has indicate that attitude and subjective norm has positive influence in knowledge sharing intention. Furthermore this research also highlighted the strongest predictors which are Subjective Norm, Perceive Extrinsic Reward and Social Trust.

Index Terms— Knowledge, knowledge sharing, knowledge sharing intention, Enforcement Agency

I. INTRODUCTION

Knowledge Management (KM) has been widely recognized and practiced in many organizations around the world. This initiative comprises a range of strategies and practices to identify, create, capture, distribute, share, collaborate and enable adoption of insights and experiences, either by individuals or organization(Hairol Adenan Kasim and Mohd Sazili Shahibi, 2015) . As the world moves towards “Knowledge-based economy”, knowledge is very important because it’s one of the organizational assets that must be concerned by all organizations. In today’s dynamic global economy, knowledge is viewed as a key strategic and competitive resource by organizations, and effective management of individual knowledge within the work place has become critical to business success (Ipe, 2003). According to Nonaka (1994), knowledge can be defined in

two categories that are tacit or explicit. Tacit knowledge is knowledge that is internal to a person, including cognitive learning, mental models, and technical skills. Explicit knowledge is knowledge that has been encoded into some media external to a person including paper documents, electronic databases and files, and the operating procedures of an enterprise. Instead of that, many organizations have realized the importance of knowledge management and its benefit towards organizational effectiveness.

Private sector nowadays rely on knowledge for their competitive advantage. Whereas public sector more rely on experience of their staff for determined the strength of the organization. Due to that, it is hard to find scholarly research on knowledge management in the public and non-profit sectors (Willem and Buelens, 2007). Align with current changes, people are more educated in evaluating public services and public sector have to deal with more complex problems and values than in the past. One of the essential elements of knowledge management is knowledge sharing. That is a crucial process for employees in any organizations because it’s encouraging healthy organizational culture in order to meet the organization’s vision and mission. Knowledge sharing is necessary as it allows more people to communicate and exchange information in managing their knowledge in order to encourage the sharing of ideas, skills and expertise throughout the employees in organizations. When the knowledge is efficiently shared and grows among the people, this culture will provide added value to the entire organization in which it helps to increase or improved individuals’ performance and productivity. Besides that, it also reduced the valuable time that people needed to spend on looking for relevant knowledge. The more people sharing their knowledge with each other will utilize all the relevant and needed skills in every task given.

When knowledge is shared among the people in their working culture and environment, it becomes a collective resource and creates new knowledge (Van den Hoof, 2003). This new knowledge enabled the public sector organizations to respond to the forces of change and transform into the knowledge-based environment to develop more creative and innovative in new capabilities of deliver public services in increasing the positive perception and expectation in the mind of the public customers.

This study reports on the factors influencing knowledge sharing intention in public sectors in Malaysia, which is Enforcement Agency. Specifically this study was based on examining nine significant factors which related to local settings of population. The model proposed in this study is a

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theory of reason action (TRA) from Fishben & Ajzen (1975). The research questions of this research are:

1. What are the factors influencing knowledge sharing intention among employees Enforcement Agency?
2. Is there any relationship between attitude and subjective norm with knowledge sharing intention?
3. Is there any relationship between factors, i.e., self-efficacy, knowledge technology, social network, perceive extrinsic reward and social trust with attitude towards knowledge sharing intention?
4. Is there any relationship between organizational structure and subjective norm towards knowledge sharing intention?

II. LITERATURE REVIEW

Based on previous scholars published signified the various approaches being developed and studies which concern with the application of knowledge transfer. By creating awareness on the importance of knowledge sharing and how knowledge can be used in the public sector organizations will lead to increase the capability of service delivery in achieving the business objectives.

Ibrahim, Rowley & Delbridge (2011) construct a study of knowledge sharing in the Dubai Police Force. The aims of the research is to contribute to understanding of knowledge management, and specifically knowledge sharing in the public sector in the Middle East through an investigation of knowledge management initiatives, and the challenges and associated with knowledge sharing and the development of a knowledge culture. The authors have stated in this research that the Dubai Police Force has made a strategic commitment to the development of knowledge management to enhance performance. It established a Skills Investment Programme in 2003, a Knowledge Management Department in 2005, and more recently, in 2009, a Curriculum Department. However, all the initiatives was not fully successful embedded and understand by all the police force in all levels. The results from interviews suggest four key factors were identified repeatedly as potential barriers to knowledge sharing: organizational structure, leadership, time allocation, and trust.

Another research conducted by Amayah (2012) was investigating the factors that affect knowledge sharing in a public sector organization. The study also examines the negative influence employee's willingness to share knowledge in a public sector organization. The authors have been tested empirically the following factors proposed by Ardichvili (2008) affect individual's willingness to share knowledge which are motivation factors (personal benefits, community-related considerations and normative considerations), barriers (interpersonal, procedural, technological, cultural) and enablers (supportive corporate culture, trust, tools). Through this study, community-related considerations, normative considerations and personal benefits were three motivators found to have a unique contribution to the variance in knowledge sharing. The following enablers had a significant main effect on knowledge sharing: social interaction, rewards, and organizational support. Two barriers, degree of courage and degree of empathy, which measured organizational climate, were found

to have a significant main effect on knowledge sharing. Then, the interaction of normative consideration with social interaction, personal benefit with organizational support, and normative considerations with degree of courage, had a moderating effect on the relationship between motivating factors and knowledge sharing.

Furthermore, a study by Ali, Khalil, Naser & Rosman (2013) intends to examine factors that influence knowledge sharing intentions among academic staff of social sciences faculties at one Malaysian university. More specifically, based on the theory of reasoned action (TRA), and social capital theory (SCT), they examine the role of influential factors that form the intention of academic staff to share their knowledge. First, they examine the relationship between attitude, subjective norm, and trust with knowledge sharing intention. Second, was to examine the relationship among factors, i.e., self-efficacy, social networks and extrinsic rewards with attitude toward knowledge sharing intention and the third objective was to find out the relationship between organizational support and subjective norm. For the findings, the results showed that of the two components of the TRA, only attitude was positively and significantly related to knowledge sharing intention. Moreover, the findings also show that social network and self-efficacy significantly affect attitude and organizational support showed a strong influence on subjective norms toward knowledge sharing intention.

A study by Goh, Choon & Teoh (2013), examines the factors that influence knowledge sharing activities among SMEs in Malaysia. This paper is aims to determine the factors (trust, formalization, knowledge technology, empowering leadership, effective reward systems and motivation) that influence knowledge sharing among the small and medium-sized enterprises (SMEs) in Malaysia, in order to meet the challenges of today's dynamic business environment. The results of finding indicate that knowledge technology, motivation, effective reward systems, trust and empowering leadership explain up to 60.2 percent of the variance observed in attitude towards knowledge sharing. The findings in this study suggest that knowledge sharing in SMEs, sometimes, could be a challenging process that requires a delicate balancing act of the technological and social factors including other elements within these firms.

III. RESEARCH FRAMEWORK

Figure 1 depicted the research framework that indicates to study the factors which influence user intention to adopt knowledge sharing. The framework in conceptualized based on previous work of others which presents seven variables have been proposed for this study. The variables are self-efficacy, knowledge technology, social networks, perceived extrinsic rewards, organizational support, attitude, subjective norm and trust.

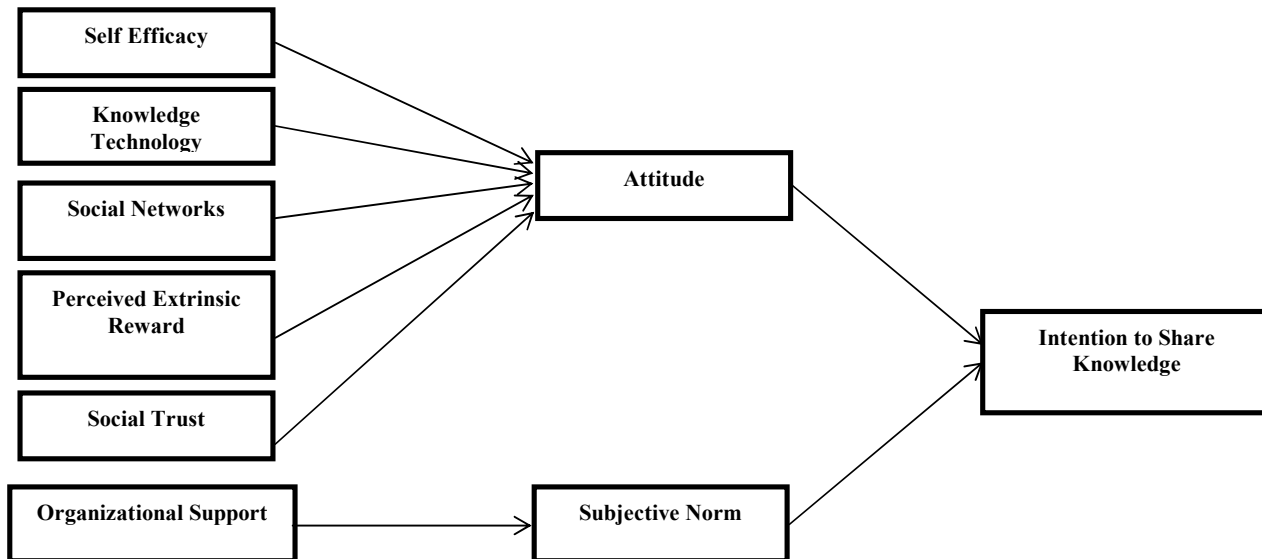


Figure 1: The research framework

3.1 Attitude

Attitude is one of the important aspects of knowledge sharing intention. Chow and Chan (2008) had claimed that personal attitudes towards behaviour are a significant predictor of intention to engage in that behaviour. It is also argued that the behavioural intention to share knowledge is determined by a person's attitude towards knowledge sharing. At this point, the attitude towards knowledge sharing is defined as the degree of one's positive feelings about sharing one's knowledge (Bock et al., 2005). Basically, employees have to believe that they could increase their relationship with another worker by contribute their knowledge and skills. They also believe that by so, they would improve a more positive attitude to knowledge sharing. The first working hypothesis was stated in the following way:

H1: *Supportive attitude towards knowledge sharing will have positive influence on the intention to share knowledge.*

3.2 Subjective Norm

According to Evaristo and Karahanna (1998), subjective norms, may through normative and informational influences, decrease uncertainty with respect to whether use of the system is appropriate. Generally, subjective norm is defined as a person's perception of whether people important to the person think the behavior should be performed (Ajzen and Fishbein, 1980). They also proposed that subjective norm is a combination of perceived expectations from relevant individuals or group along with intentions to comply with these expectations. The second working hypothesis were stated in the following way:

H2: *Subjective norm has a positive effect on the intention to share knowledge.*

3.3 Self Efficacy

Self-efficacy is defined as "the belief in one's capabilities to organize and execute the courses of action required to manage prospective situations" (Bandura, 1997). He also explained these beliefs as determinants of how people think, behave, and feel. Otherwise, in different words, self-efficacy is a person's belief in their ability to be successful in a certain situation and condition. Hsu and Chiu (2004) believe that the desire to

share knowledge is not adequate to perform knowledge sharing behavior, and a knowledge producer must also have the perceived abilities to complete it. Additionally, by sharing useful expertise or skills will lead to opportunities in enhancing sense of self-efficacy. Bock and Kim (2002) also proposed that self-efficacy could be treated as a major factor of self-motivational source for knowledge sharing. Their findings reveal that the individual's judgment of his contribution to firm performance has positive influence on knowledge sharing. The third working hypothesis is proposed in the following way:

H3: *Self efficacy has a positive effect on knowledge sharing attitudes.*

3.4 Knowledge Technology

Knowledge technology or better known as information and communication technology (ICT) is an important enabler of knowledge sharing initiatives in firms. Research indicates that effective information technology infrastructure is a crucial element in building and integrating firms' operations, which provides linkages of information and knowledge in firms (Argyris and Schon, 1978). According to Alavi and Leidner (2001), information technology increases knowledge transfer by extending an individual's information access reach beyond formal lines of communication. Meanwhile, in other words, ICT applications and tools such as intranets and extranets, discussion forum boards, shared workspaces, mobile device technology, blogs and groupware are useful to encourage employees to communicate and share knowledge required in getting specific tasks accomplished and problem solving. Instead of that, the proposed hypothesis as followed:

H4: *Knowledge technology has a positive effect on the intention to share knowledge.*

3.5 Social Network

A social network can be defined as a patterned organization of a collection of actors and their relationships (Jones et al., 1997). In the organizations, it is common for people or employees to create their contacts and links with others. Networks of informal relationships have a critical influence on work and innovation. Moreover, social network is a

contact network that creates relationship, mutual recognition, and understanding, which is similar to institutionalized relationship (Ali, Khalil, Naser & Rosman). The social network will gives positive impact to organizations which provides increased opportunities for interpersonal contact that also will affect their attitude about sharing ideas and knowledge. The proposed hypothesis as followed:

H5: *Social network has a positive effect on the attitude toward knowledge sharing.*

3.6 Perceived Extrinsic Reward

Researchers argue that the rewards motivate employees. Employees like tasks and activities when they see the rewards on successful achievement of the activity or task (Cameron and Pierce, 1997). This is not just monetary reward but the results that will make an individual feel that he or she achieving his or her intrinsic or extrinsic needs (Mullins, 2002). Typically, extrinsic rewards might be immediately successful and easy to use, but are not effective over the long term (Brock and Kim, 2002). Instead of that, extrinsic rewards are effective factors which will make positive attitude about sharing knowledge with others. The examples of extrinsic reward are monetary reward, recognition, additional points for promotions and so on. The existence of incentive systems will encourages higher motivation level among employees in sharing their knowledge. Thus the hypothesis proposed as below:

H6: *Extrinsic rewards have a positive effect on the attitude toward knowledge sharing.*

3.7 Social Trust

One of the factors which could influence the success of knowledge sharing is the social trust or mutual trust among members or employees (Chow and Chan, 2008). The social trust in a firm is where the development of interaction between colleagues improves by sharing their knowledge. The common definition of trust that most researchers are agreeing on is “the willingness to be vulnerable based on positive expectations about the actions of others” (Riegelsberger et al., 2003). Trust can supports the formal and informal network associations (Miles and Snow, 1992), decreases damaging conflicts and costs of transaction and increases the development of informal groups (Meyerson et al., 1996). Therefore, it can be concluded that there is a relationship between trust and knowledge sharing’s intention (Kalantzis and Cope, 2003). As a result, the seventh hypothesis is proposed:

H7: *Social trust has a positive effect on the intention to share knowledge.*

3.8 Organizational Support

Concept of organizational support explains the relationship between employee’s attitude and behavior toward their organizations and jobs. According to the study of Igarria et al. (1996), organizational support is positively related to

subjective norm. They believed that if organization provides available resources, relevant training, meaningful incentives, and remove barriers in the way of knowledge sharing, the quality of knowledge sharing would be better. Moreover, the power of organizational support may influence employee’s perception regarding knowledge sharing (Cabrera et al., 2006), and as the result, the quality of knowledge sharing will be improved. As a result, the last hypothesis is proposed:

H8: *The organizational support has a positive effect with subjective norms.*

IV. RESEARCH METHODOLOGY

For this study, questionnaire being developed as the research instrument which is the use of a preformulated and written set of questions which answered by the respondents. There were 100 questionnaires distributed and 96 returned with the response rate of 96%. The questionnaire was adopted from previous studies with some adjustment in term of item development. This questionnaire consists of 45 items to measure each variable and dependent variable included demographic items. The SPSS being used to analyze each variable to transform raw data into a significant figure form that would make the data easy to understand and descriptive information while correlation and multiple regression analysis being used to test research hypotheses and to determine the predictors. According to Sekaran (2003), Cronbach’s alpha is a measure the reliability coefficient which indicates the extent to which the items in a set are positively correlated to one another. In this study, the Cronbach’s alpha technique being used because this study uses 5- point Likert-scale method in a questionnaire that form a scale and to determine if the measurement items are reliable. If the test conducted show that the Cronbach alpha value is greater than 0.6, therefore the instruments used are reliable.

V. FINDINGS

5.1 Demographic

Based on data collection and analysis the respondents consist of the students with different ranges of age, education level and status. Based on the table 1, it shows that female participants contributed 30.2% of overall responses while 69.5% contributed by male respondents. Based on the analysis of age, there was 26-30 years old which is the highest, meanwhile the lowest at 9.4 % which are 36-40 years old. There is a 66.7 % SPM/STPM holder which is the highest and the lowest is 1 % for master/Ph.D. holder. Based on the analysis of working experience, 2.1 % represents less than 2 years, 26 % represent 2-5 years, 32.3 % represent 5-10 years, and 39.6 % represents over 10 years which is the highest. Furthermore, 43.8 % represent Constable-Corporal which is the highestwhile the lowest is 2.1 % represent ACP and above.

Table 1: Demographic Profile

		Frequency	Percent
Gender	Male	67	69.8
	Female	29	30.2
	Total	96	100.0

Age	21-25 years old	12	12.5
	26-30 years old	27	28.1
	31-35 years old	24	25.0
	36-40 years old	9	9.4
	Above 40 years old	24	25.0
	Total	96	100.0
Education Background	SPM/STPM	64	66.7
	Diploma	16	16.7
	Degree	15	15.6
	Master/ PhD	1	1.0
	Total	96	100.0
Working Experience	Less than 2 years	2	2.1
	2-5 years	25	26.0
	5-10 years	31	32.3
	Over 10 years	38	39.6

5.2 Reliability Analysis

It was necessary and essential to test the selected variables are capable of explaining the associated constructs. Because of that, Cronbach's Alpha test was being applied and practice in the group of items as included in the model created. Besides, in order to determine a scale's internal consistency grade, Cronbach's Alpha coefficient analyze the average correlation of each variable with the entire variable on the same scale. A commonly accepted rule of thumb for Cronbach's Alpha is above 0.60 that indicates as acceptable reliability. The result of reliability analysis of each variable using the Cronbach's Alpha value was represented in table 2.

Table 2: Summary of Reliability Analysis

Variables	No. of Items	Cronbach Alpha Value
Attitude	4	0.707
Subjective Norm	4	0.709
Intention	4	0.702
Self-Efficacy	4	0.671
Knowledge Technology	5	0.701
Social Network	4	0.614
Perceive Extrinsic Reward	4	0.750
Social Trust	5	0.636
Organizational Support	4	0.761

5.3 Descriptive Statistics Analysis

The overall mean for all variables produced in this research using descriptive analysis score >3.0 shows that the respondents agreed with the characteristics used to describe each variable and reflects on the respondents' understanding in participating and be able to respond accordingly. Furthermore, this overall mean score indicates the acceptable instrument used to measure nine independent variables and the dependent variable. Table 3 depicts the summary of overall mean scores by each variable.

Table 3: Overall mean scores by each variable.

Variables	Overall Mean Score
Attitude	3.92
Subjective Norm	3.83
Self Efficacy	4.06
Knowledge Technology	3.81
Social Networks	3.62
Peceived Extrinsic Reward	3.16
Social Trust	3.64
Organizational Support	3.80
Intention	4.02

5.4 Correlations

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In this study, researcher was using bivariate correlation to see a linear relationship. Meanwhile to look the relationship between those two variables in a linear style, Pearson correlation test was used. By using these two tests, researcher will be able to identify the relationship direction, the strength, and a significant relationship towards this study.

Table 4 showcases the significant value between the independent variables and a dependent variable.

H1: *Supportive attitude towards knowledge sharing will have positive influence on the intention to share knowledge.*

H2: *Subjective norm has a positive effect on the intention to share knowledge.*

H3: *Self efficacy has a positive effect on knowledge sharing attitudes*

H4: *Knowledge technology has a positive effect on the intention to share knowledge.*

H5: *Social network has a positive effect on the attitude toward knowledge sharing.*

H6: *Extrinsic rewards have a positive effect on the attitude toward knowledge sharing.*

H7: *Social trust has a positive effect on the intention to share knowledge.*

H8: *The organizational support has a positive effect with subjective norms.*

Table 4: Summary of Correlation Value of Variables

Variables	Hypothesis	Pearson Correlation Value	Hypothesis Status
Attitude	H1	0.293	Accepted
Subjective Norm	H2	0.499	Accepted
Self Efficacy	H3	0.112	Rejected
Knowledge Technology	H4	-0.234	Rejected
Social Network	H5	-0.064	Rejected
Perceived Extrinsic reward	H6	-0.083	Rejected
Social Trust	H7	0.144	Rejected
Organizational Support	H8	0.172	Rejected

5.5 Multiple Regression Analysis

Regression analysis has been used to predict the dependent variable by using nine independent variables. It has been set that if the p value is less than 0.05, the IV considered as having significantly related to the dependent variable. Based on the analysis result in table 5, it depicts that all variables were related but when it is combined as a whole, It has been identified that only three independent variables from eight independent variables become as significant predictors to dependent variables which is "intention to use". The three IV that contributes as the significant predictors or main factors which influence the m- commerce intention to use or adoption are Perceived Extrinsic Reward, Subjective Norm and Social Trust.

Table 5: Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.445	.506		2.854	.005
	Attitude	.134	.078	.164	1.714	.090
	Subjective Norm	.320	.080	.380	4.011	.000
	Self-Efficacy	.040	.089	.044	.452	.652
	Knowledge Technology	.093	.108	.106	.863	.391
	Social Network	-.084	.078	-.104	-1.074	.286
	Perceive Extrinsic Reward	-.149	.067	-.232	-2.212	.030
	Social Trust	.175	.083	.213	2.104	.038
	Organizational Support	.117	.097	.151	1.207	.231

a. Dependent Variable: INTENTION

6. DISCUSSION

6.1 Factors influencing knowledge sharing intention among RMP employees in IPD Subang Jaya.

The result in descriptive analysis shows that Attitude, Subjective Norm, Self-Efficacy, Knowledge

Technology, Social Network, Perceive Extrinsic Reward, Social Trust and Organizational Structure are considered as the main factors influencing for knowledge sharing intention among RMP employees in IPD Subang Jaya. Based on the descriptive analysis, Self-Efficacy is the highest influence (means 4.06), followed by Attitude (means 3.92), Subjective Norm (3.83), Knowledge Technology (3.81), Organizational Support (means 3.8), Social Trust (means 3.64), Social Network (means 3.62) and finally Perceive Extrinsic Reward (means 3.16). These result analysis describes respondent intends to agree with all the variable of knowledge sharing intention.

The highest influence which is self-efficacy is very important attitude among employees which can enhance their intention to share knowledge. This attitude will gain personal beliefs that can gives benefits for their job performance, opportunities and help other employees in problem solving. While for attitude factor, this behaviour is one of the important aspects that can gives impact in the intention of knowledge sharing. If the employees have a positive attitude, it will give many benefits to them and organization but if not, it will impact their tasks and other employees. Besides, senior officer and top management should embed a positive attitude in knowledge sharing among employees in order to improve their performance.

The third highest as the factors of knowledge sharing intention in Enforcement Agency is subjective norm. The person perception in subjective norm will increase employee's motivation when they share their knowledge. Normally in Enforcement Agency, good perception from senior officer will gives enjoyable feeling to employees to complete their task rather than just following the order. Next is knowledge technology which very important in this information age era. Technology in Enforcement Agency will improve work performance, communication and importantly giving better services to public. In order to gain those benefits, Enforcement Agency have made an improvement in ICT tools such as intranet, new system application and others. Meanwhile for public services, many online application have introduce including mobile application such as MyDistress application for emergency cases, summon checking and bulletin about the agency.

The fifth highest factor for knowledge sharing intention is organizational support. The organizational support included technology in place, informal networks, organizational structure and working environment. This

study found that there are less informal networks in enforcement agency activities which can improve two way communication and knowledge sharing. The sixth factor is social trust. It became one of the factors because employees trust that they can always rely on their colleagues by helping them in problem solving. The next factor influencing knowledge sharing is social network. This study found that enforcement agency employees are more communicate each other in the workplace rather than informal meeting outside. The last variables which consider as factors influencing knowledge sharing intention is perceived extrinsic reward. This study found that the respondent intends not to agree with monetary rewards item because, in the public sector, there is no incentive system for sharing their knowledge. But it is a norm people will participate in knowledge sharing if there is an incentive system such as recognition and monetary reward.

6.2 Findings for relationship in Hypothesis

The result of the study shows that H1 which attitude has positive influence on the knowledge sharing intention. This study was reliable with other studies (Ali, Khalil, Naser & Rosman, 2013; Goh, Choon & Teoh, 2013). The results show that person with positive attitude will more likely to share their knowledge with others for certain purpose that gives benefits to them. It was agreed by (Ajzen, 1991), mentioned that whether a person actually shares knowledge with others primarily depends on his or her personal, favourable or unfavourable of the attitude in question.

Other result that supported hypothesis is H2 which subjective norm has positive effect on the intention to share knowledge. This study was consistent with the study from (Dong, Liem & Grossman, 2010). In the context of this study, subjective norm is very important in forming impression and expression towards knowledge sharing.

Meanwhile the other six hypotheses were not supported in this study. The result of H3 is not supported the hypothesis of self-efficacy has a positive effect on attitude. It was contrary with the previous study (Ali, Khalil, Naser & Rosman, 2013; Nurliza, Uchenna & Goh (2011). In the context of the study, self-efficacy seems to be not important factor in knowledge sharing intention. Based on the finding it shows that employees are not interested to share their knowledge and experience because they think it will not contribute to the organizational performance. Next is H4 which also not supported the hypothesis of knowledge technology has a positive effect on attitude. These hypothesis was contrast with the study from (Eze, Goh, Choon & Teoh, 2013). Even knowledge technology important in information age era because it gives fastest information, employees in the enforcement agency might prefer to formal lines of communication.

The other result of the hypothesis is H5 which also not supported the social network gives positive effect on attitude. This result was contrary with the previous study from Ali, Khalil, Naser & Rosman (2013). Same goes to

H6 that is also not supported the hypothesis of extrinsic reward gives positive impact towards knowledge sharing. It was consistent with studies from Ali, Khalil, Naser & Rosman (2013) and Dong, Liem & Grossman (2010). In the context of this study, The Enforcement Agency is under public sector that is not offer extrinsic rewards such as money and an additional point for their knowledge sharing. Somehow, recognition reward from the senior officer and top management can be precious to them to foster knowledge sharing.

The result of H7 shows this hypothesis that the trust has a positive effect on attitude towards knowledge sharing was rejected. This outcome is a contrast with Nurliza, Uchenna & Goh (2011) that show trust as an important factor in knowledge sharing intention. Even though the

trust is always proven as an important factor in the previous study, it might not be important factors among Enforcement Agency employees in knowledge sharing. It was agreed by Ali, Khalil, Naser & Rosman (2013) which the result was consistent with this study. Finally is H8 that is also not supported organizational support has a positive effect on knowledge sharing intention. This result is contrast with the study from Ali, Khalil, Naser & Rosman, 2013. In the context of this study, the agency may not provide better workplace environment, appropriate technology, formal and informal networks to foster and encouraging knowledge sharing. Table 5 depicts the finding regarding hypotheses.

Table 6: Result of the hypothesis

Hypothesis	Result	Summary
H1 Supportive attitude towards knowledge sharing will have positive influence on the intention to share knowledge.	Supported	Correlation analysis shows that there is a significant relationship between them
H2 Subjective norm has a positive effect on the intention to share knowledge.	Supported	Correlation analysis shows that there is a significant relationship between them
H3 Self efficacy has a positive effect on knowledge sharing attitudes	Not Supported	Correlation analysis shows that they are not related at all
H4 Knowledge technology has a positive effect on knowledge sharing attitudes	Not Supported	Correlation analysis shows that they are not related at all
H5 Social network has a positive effect on the attitude toward knowledge sharing	Not Supported	Correlation analysis shows that they are not related at all
H6 Extrinsic rewards have a positive effect on the attitude toward knowledge sharing	Not Supported	Correlation analysis shows that they are not related at all
H7 Social trust has a positive effect on the attitude toward knowledge sharing	Not Supported	Correlation analysis shows that they are not related at all
H8 The organizational support has a positive effect with subjective norms	Not Supported	Correlation analysis shows that they are not related at all

CONCLUSION

The data collection in this study is using small sample and only restricted to employees in small department in Enforcement Agency. Consequently, in order to verify and generalized better research results, the research should be expanded geographically such as involving every Department in the Enforcement Agency. This study also not necessarily represents the situation in the whole district at Enforcement Agency in Malaysia because there are major differences between other districts.

The other limitation is data validity can be strengthening in this study through obtaining additional in-depth data. A long time spent interviewing people, observing teamwork and task, and attending meeting would have provided additional data for analysis to probe deeper into the issue of knowledge sharing. Furthermore this research was conducted within limited time which believed to perform overall and concise application of knowledge sharing in the agency. Theoretical model of this study is tested with a sample of individuals in the Enforcement Agency focusing on knowledge sharing intention. Future research could test in other settings such as employ this model to address the question of how knowledge is shared among individuals in

this agency where knowledge is very essential. Future research could also consider new research area in determining the type of knowledge shared among employees or people outside organizations. The findings will contribute to on how knowledge type interfere the effects on knowledge sharing. Lastly, future research may also consider investigating further the potential differences of the knowledge sharing intention between enforcement agency and other agencies in public

sector. Hopefully, it will give impact and increase awareness towards knowledge sharing in providing better services to public. Furthermore, future research should be conducted within longer specific period to enhance the response and complete data analysis which will contribute to efficient findings in future.

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