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## THE MOTIVATION TO SHARE KNOWLEDGE OF THE EMPLOYEES IN THE TELECOMMUNICATION SERVICE PROVIDERS IN INDONESIA

Ade Irma Susanty

A Lecturer of IMT in Indonesia  
Post graduate student in MMU  
Malaysia  
ade.irma.susanty07@mmu.edu.my

Prof. Dr. Peter Charles Wood

A Professor of Knowledge Management in  
Knowledge Management Center of  
Multimedia University (MMU) Malaysia  
p.woods@mmu.edu.my

**Abstract**—Knowledge sharing is admitted as a crucial activity in knowledge management. However it's very difficult to be implemented. Therefore, companies should know how to motivate people in knowledge sharing. Based on the research result done in the telecommunication service providers in Indonesia, it is found that there are significant influence of intrinsic and extrinsic motivation on willingness and intrinsic motivation on eagerness to share.

**Keywords** : *intrinsic, extrinsic, motivation, willingness, and eagerness*

### I. INTRODUCTION

Nowadays Telecommunication service providers (Telcos) in Indonesia are facing tight competition. There are eleven Telcos operated in Indonesia. This situation forces Telco to think how to sustain their growth in order to win the competition. Telcos should provide various services which give much benefit to the customers. New service ideas should be created by Telcos which are continuously updated toward the customers needs. Innovation and creativity are highly required in this situation.

One of the resources that has to be considered in company is knowledge [1-3]. Knowledge is a critical resource to create new innovation [4]. Therefore companies should manage their knowledge intensively. Knowledge management becomes an strategic organizational resource. Including Telcos, they should realize that they have to increase their capability in managing knowledge.

In knowledge management, there are some activities, e.g. acquiring, sharing, and storing the knowledge. The most crucial activity of all is knowledge sharing [5,6] since most knowledge is held in the head of people. Sharing will help to disseminate the knowledge to the others and by sharing, new idea will be generated [7,8]. However, there are so many barriers in practicing knowledge sharing in

Reference [7] defines Knowledge sharing as “the activities of how to help groups of people working together, facilitating the exchange of their knowledge, enhancing organizational learning capacity, and increasing their ability to achieve individual and organizational goal”. In this paper knowledge sharing attitude taken into two attributes, willingness to share and eagerness to share [13].

organization. Therefore, focusing on improving knowledge sharing activity will create competitive advantage of companies.

Employees are difficult to share their knowledge since they are worried of losing the knowledge that differentiate them from others [8]. Reference [9] add that employees do not share their knowledge because they are afraid they may lose some of their power, reduce the opportunities of personal success (e.g. promotion, compensation), and acquire additional workload. As in [10] employees do not share their knowledge because it takes time, as well as threats their status. It implies that sharing knowledge needs a lot of time, energy, and thought to prepare subject to be presented. Since knowledge sharing activities engage employees high efforts, so employees tend to reduce their willingness to share. On the other hand, organization really needs employees to participate actively in knowledge sharing. Thus, managing knowledge sharing in organization is a big challenge [7].

Employees have to be encouraged in order to increase their involvement in knowledge sharing activity. “It is unrealistic to assume that all employees are willing easily to offer knowledge without considering what may be gained or lost as a result of this action” [11]. It also admired by Husted, Michailova, Minbaeva [10] and Lin [7] that lack of motivation is one of the obstacles in sharing knowledge.

Therefore this paper examines the influence of motivation on knowledge sharing, specifically, the knowledge sharing attitude in Telcos. It focuses on attitude of knowledge sharing because referring to Theory of Reasoned Action (TRA) as in [12], people behavior is basically influenced by their attitude. Based on this perception, attitude has important role in explaining behavior. Thus, understanding the attitude of employees in sharing knowledge help us to predict their knowledge sharing behavior.

### II. LITERATURE REVIEW

As stated in [13] practically it's difficult to differentiate between willingness and eagerness to share, but theoretically it could be. For people who are willing to share their knowledge the norm of mutuality is important, they need others make contributions as well, they expect balance between donating and collecting knowledge. For eager people whether other members will make contributions or



not is not their objective. So, the behavior of others is not so important to them. They just expect recognition in return [13]. People are more willing to share their knowledge, if they are assured that doing so is valuable, if they get recognition from the knowledge sharing process and the knowledge they share will be used [3]. Further reference [14] finds that willing people tend to collect more knowledge than they donate, whereas eager people achieve a balance between collecting and donating.

Basically people will engage in an activity when they expect to gain economic benefits such as increased pay, bonuses, job security, or career advancement. It is stated by Economic exchange theory, that individuals behave based on rational self-interest [15,7]. In knowledge sharing activity, people need exchange for what they have contributed as cost e.g. time, energy, potential loss of ownership and power. Based on this economic exchange theory, individuals willing to transfer their knowledge since they expect benefit [15,7]. Further, it is called as extrinsic motivation.

Extrinsic motivation also covers personal obligation to reciprocate [15,7]. It explained by social exchange theory that individuals behave based on intrinsic reward [15]. The benefit expected by individual from their engagement in an activity not only exact price but also reciprocal benefit. So, intrinsic benefit from social association should also be considered in sharing knowledge.

However, there are also willing people to involve in knowledge sharing since they feel satisfied with their immediate needs. They are ideally motivated by achieving their self-defined goals and fulfilling tasks [16]. People engaged in an activity for its own sake, out of interest, or for the pleasure and satisfaction derived from experience are known as people who intrinsically motivated [17, 7].

According to altruism concept, people are enjoy helping others [18]. Therefore, they are group of people involve in activities since they want to help others. It is also assumed in knowledge sharing activities, there will be people who are

willing to engage in knowledge sharing since they enjoy to share their knowledge.

Social cognitive theory admires that individuals attitude and behavior influenced by the self produced factors and external agent stimuli [15]. This perspective beliefs that self-efficacy is one factor influences individuals attitude. Self efficacy is defined as individuals judgment on their capability to contribute the activity. Therefore, this study includes self efficacy as an intrinsic motivation that contributes in sharing knowledge.

Based on this review, it can be assumed that employees attitudes in sharing knowledge are depend on intrinsic and extrinsic motivation. Specifically, eagerness to share is influenced by intrinsic motivation since characteristic of eager people have internal strong drive to contribute in sharing knowledge. Whereas, willingness to share is influenced by intrinsic and extrinsic motivation.

Therefore this study proposes 3 hypotheses as follows :

H1- There is a significant influence of intrinsic motivation on willingness to share.

H2- There is a significant influence of extrinsic motivation on eagerness to share

H3- There is a significant influence of intrinsic motivation on willingness to share

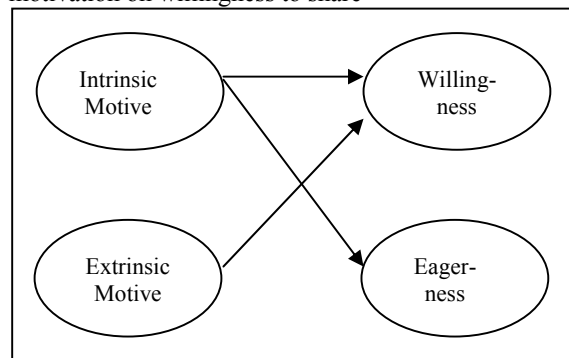


Figure 1. Research Model

TABLE I. MOTIVATION AND KNOWLEDGE SHARING

The Influence of	Adjusted R Square	t-value	Unstandardized Regression Coefficient ( $\beta$ )	Sig
Intrinsic motivation (X1) on Willingness to share (Y1)	0.294	12.407	0.565	0.000
Extrinsic motivation (X2) on Willingness to share (Y1)	0.117	7.043	0.214	0.000
Intrinsic motivation (X1) on Eagerness to share (Y2)	0.229	10.481	0.475	0.000

### III. RESEARCH METHOD

Four out of eleven Telcos are chosen as sample. They are considered big in term of customer numbers. From every service provider was obtained 100 questionnaires, except one service provider which only returned 68 questionnaires. In this study, the items used was adapted from the prior studies. Knowledge sharing attitude items were selected from [14], and motivation from [7] questionnaire. The scale used in the questionnaire was four likert scale to avoid

central tendency. Then, the questionnaire was also modified and translated into local language (Bahasa Indonesia).

To measure construct validity and reliability, pilot test as done. Thirty respondents of four service providers were chosen. In measuring construct validity, corrected item to total correlation was calculated by using SPSS 13. The criteria of valid items if the value of corrected item to total correlation was above 0.305 (refer t-table for 30

respondents). Based on the result, there are 12 items of motivation and 8 items of knowledge sharing were valid. The value of corrected item to total correlation ranges from 0.356 to 0.931. Whereas the reliability is measured by Alpha Chronbach value. It was obtained 0.970 for total number of items. Finally, the data were proceeded by using SPSS 13 and analyzed by using path analysis.

#### IV. RESULT

Table 1 shows the result of intrinsic motivation influence willingness and eagerness to share, and extrinsic motivation on willingness to share. Based on table 1, adjusted R-Square of Intrinsic and extrinsic motivation to Willingness to share were obtained 0.294 and 0.117. It indicates that willingness to share is influenced by intrinsic motivation as much as 29.40% and by extrinsic motivation as much as 11.7%. Further, t-value of Intrinsic and extrinsic motivation on willingness to share are 12.407 and 7.043. The value of t-table for acceptance significant level for alpha 0.05 is 1.966. As a result that there is a significant influence of intrinsic motivation on willingness to share (H-1 is supported), and there is a significant influence of extrinsic motivation on willingness to share (H-2 is supported).

Adjusted R-Square of Intrinsic motivation to eagerness to share were obtained 0.229, with t-value as much as 10.481. It indicates there is a significant influence of intrinsic motivation on eagerness to share. In sum, H3- is supported.

#### V. DISCUSSION

This result shows that intrinsic motivation as well as extrinsic motivation influence knowledge sharing attitude. Intrinsic motivation plays a bigger role on willingness to share compared to extrinsic motivation. Moreover, intrinsic motivation influence willingness and also eagerness to share.

As mentioned previously, the involvement of people on activities depend on their expectation of the benefit they will obtain. However the result of this study shows that the willingness of Telcos employees in contributing the knowledge sharing is more influenced by intrinsic motivation. It indicates that Telcos employees are willing and eager to share because they feel happy and enjoy to share knowledge. Even extrinsic motivation also contributes to willingness to share, it indicates that Telcos employees are still expecting benefit from their sharing activities but this objective is not dominant.

The result of this study is not consistent with [7, 19] studies which show that expected reward has no influence on knowledge sharing attitude. However, in this study extrinsic motivation has lower influence on willingness to share.

Based on this result, reward is important to push knowledge sharing activities in Telcos. However, higher concentration on intrinsic motivation that is making employees happy and enjoy, or convincing their self-efficacy in sharing knowledge are more needed. Besides, reward is also costly, relating to monetary expect. Telcos

should consider it in encouraging knowledge sharing activities.

#### VI. LIMITATION OF THE STUDY

The limitation of this study is that there is no detail exploration on indicators of intrinsic or extrinsic motivation that contributes to knowledge sharing. Thus, it is difficult to define which part of intrinsic motivation contribute higher influence than the others to willingness or eagerness to share. Besides, the study did not cover all Telcos in Indonesia.

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