

KNOWLEDGE SHARING – THE BARRIERS TO IMPLEMENTATION WITHIN
CONTRACTORS' ORGANIZATIONS

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ABSTRACT

The project-based, fragmented and unstable nature of the construction industry has led to chronic knowledge loss with other industries. More and more construction firms especially the contractors' organizations lose employees, they are not only losing manpower but their expertise and experience too. Demanding and rapid change in the technology has changed the way of managing a construction organization. However, construction industry is conservative and particularly resistant to change suit with the current situation. The purpose of this study is to identify the barriers that deter knowledge sharing and the type of knowledge that would be shared by contractors within the organizations. A total of 150 sets of questionnaires inclusive of postal, online and direct visit questionnaires were sent before 37 sets of questionnaires were received and analyzed using SPSS software eventually. As for findings of the barriers, the employees are unwilling to share due to various reasons such as lack of trust, difference in positions with others and various other factors inherent within an organization. Besides that, in terms of the type of knowledge that would be shared by contractors, they always shared knowledge such as organization facilities usage of general knowledge, knowledge of safety management and claiming procedures of specific knowledge and issue of new policies updated of current issues with others within their organizations. This research emphasized on the important aspect to the parties involved regarding the increased likelihood of success accruing from knowledge sharing implementation in contractors' organizations.

ABSTRAK

Projek sifat yang berpusat, berkecai dan tidak stabil dari industri pembinaan telah menyebabkan kerugian pengetahuan kronik dengan industri yang lain. Syarikat-syarikat pembinaan yang lebih khusus seperti organisasi kontraktor tidak kehilangan tenaga dan pekerja, tetapi kemahiran dan pengalaman mereka juga. Permintaan dan perubahan yang rancak dalam teknologi telah menukarkan cara menguruskan sesebuah organisasi pembinaan. Walaubagaimanapun, industri pembinaan adalah konservatif dan sudi untuk berubah dalam menyesuaikan diri dalam keadaan semasa. Tujuan kajian ini adalah untuk mengenalpasti kekangan yang menghalang dari perkongsian ilmu dan jenis pengetahuan yang dikongsi oleh kontraktor dalam organisasi-organisasi. Sebanyak 150 set borang soal selidik yang dihantar melalui pos, email dan lawatan sendiri dan sebanyak 37 set yang telah dikumpulkan daripada organisasi kontraktor di Johor. Sebagai keputusan dalam halangan pelaksanaan perkongsian ilmu pengetahuan pula, pekerja itu sendiri tidak sudi untuk berkongsi, kepercayaan antara pekerja dan jawatan yang berlainan berlaku antara mereka. Bagi jenis pengetahuan yang akan dikongsi oleh kontraktor, mereka sentiasa kongsi pengetahuan menggunakan kemudahan organisasi bagi pengetahuan am, pengetahuan pengurusan keselamatan dan prosedur-prosedur mendakwa bagi pengetahuan spesifik dan isu dasar-dasar terkini bagi isu-isu semasa dengan pekerja lain dalam organisasi mereka. Kajian ini menekankan aspek kepentingan kepada pelbagai pihak yang terlibat untuk mencapai kejayaan dalam pelaksanaan perkongsian ilmu pengetahuan di dalam organisasi pembinaan.