

**IMPACT FACTORS FOR KNOWLEDGE RECEIVERS IN
KNOWLEDGE SHARING PROCESS.**



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.....
Miss Kojchakorn Sawaddichai
Candidate

.....
Asst. Prof. Vichita Ractham,
Ph.D.
Advisor

.....
Assoc. Prof. Sooksan Kantabutra
Ph.D.
Committee member

.....
Assoc. Prof. Annop Tanlamai,
Ph.D.
Dean
College of Management
Mahidol University

.....
Asst. Prof. Winai Wongsurawat
Ph.D.
Committee member

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Kojchakorn Sawaddichai

IMPACT FACTORS FOR KNOWLEDGE RECEIVERS IN KNOWLEDGE SHARING PROCESS.

KOJCHAKORN SAWADDICHAJ 5549069

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASST. PROF. VICHITA RACTHAM, Ph.D., ASSOC. PROF. SOOKSAN KANTABURA, Ph.D., ASST. PROF. WINAI WONGSURAWAT, Ph.D.

ABSTRACT

The communications have two parts which are sender and receiver. In the knowledge management world, there are many different terms being used, however, some are more important and frequently used than others. Knowledge sharing is sometimes used synonymously or is considered to have overlapping content. Knowledge sharing is the exchange of knowledge between and among individuals as well as within and among teams, organizational units, and organizations. While this exchange may be focused or unfocused, it usually does not have a clear a priori objective. This paper will examine the potential impacting factors for receiver to receive effective information on knowledge sharing. To transfer knowledge sharing, it is important to know how why people choose to receive knowledge from the other person or organization. We studied from literature to understand some factors that were considered influential in knowledge sharing to receivers. From the data collected by random respondents in Amata B.Grimm Power Ltd., prior researches suggested that people receive new information for five information benefits, namely when they need solution, problem reformulation, knowledge advantage, validation, legitimation and improve performance. Moreover, the literature showed the social and organization influence (such as function, hierarchy, task interdependency, goal, trust, friend, gender) on receipt of the benefits from other people. The results show that the influence factors on receivers' perception related with information benefit, organization influence, social influence and context. This study concludes that companies should develop better ways for knowledge sharing in organization or social context with emphasis on the key role played by receiver knowledge need as motivator in receiver perception. Furthermore, the finding suggests the method to put the right knowledge to the right people for more effective on knowledge sharing.

KEY WORDS: Knowledge Management/Knowledge Sharing/Receiver Perception/ Impact Factors/Information

30 pages

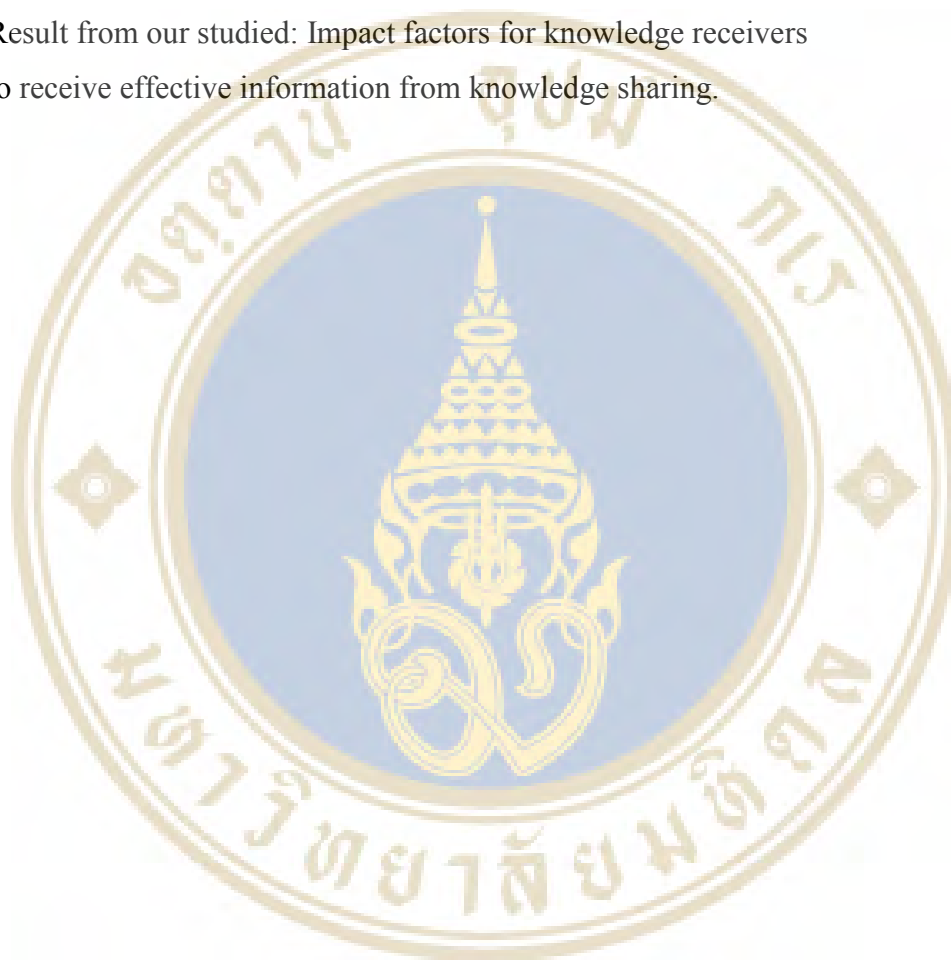


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CHAPTER I

INTRODUCTION

In an organization, communication is inevitable and indispensable and can have huge impacts on how the organization works as a whole. Communication in an organization is used to share ideas, information, opinions and plans from person to person, department to department and from inside the organization to the external world. Moreover, communication is a process that begins with a sender who encodes the message and passes it through some channel to the receiver who decodes the message. In this study, we focus on the knowledge transfer which is the way to collect knowledge in an organization and transfer it to the right person at the right position with the right time by converting quality knowledge from both inside and outside the company, then record it into the most understandable language. This is the process to make use of a firm's collective expertise anywhere in the business. If the company fails to transfer the right knowledge or the receiver misunderstanding messages, the company could lose their competent information which can effect on the tangible benefit (Hendricks 2004; Huysman& De Wit 2002).

All communication has two parts as a sender and a receiver. The sender has a message they intend to transmit, and they put it in words which, to them, best reflect their thoughts. But numerous events can intervene to prevent the intended message from being received. In addition to how the message is sent, many additional factors determine how the message is received by the receiver. In this study, we will explore the factors that can influence the receivers' decision to receive the effective information. Sharers may be influenced by perceived receiver knowledge needs and behaviors when making knowledge sharing choice (Lichtenstein, Sharman and Hunter, Alexia, 2005). Because the knowledge sharing precedes the knowledge utilization, the sender and receiver cannot measure the realized value of knowledge when deciding on sharing. When people decide to receive information, they need receiver-based, knowledge and belief. We examine the impacting factors of receiver that cause their decision to receive the information from sender.

Knowledge management can help us to create, transfer and know how to use the tools to disseminate knowledge in an organization. In order to achieve the goals of the company, the management should clarify clear direction to the employees and establish a sense of urgency to encourage the heart of colleagues to work for the company. It's not enough for the management to drive the employees to achieve the goals but they also have to learn how to share and communicate company's knowledge to the employees. An effective knowledge management process will bring long-term sustainable competitive advantage for the company.

How do you share knowledge with your colleagues in the company? It is difficult to determine the pattern of knowledge sharing. It may depend on individual's behavior to share something with their community and what are they willing to know. Knowledge sharing is innate to our human nature of wanting to connect and collaborate with others. And also, this is another way of learning and acquiring (Nonaka 1994). We have been bound to share what we know with others, so that our learning curve never becomes flat. Another key success for the communication is to determine the key impact on how knowledge sharing when receiver receives the information from sender. The firm's ability should build-on the existing knowledge to create new knowledge and take actions for achieving company's goal. Hence, we focus on creating, gathering, organizing, and disseminating an organization's knowledge as opposed to information or data.

When we talk about knowledge sharing, we think of the communication process. The process of communication can usually assure that the sender's message will be understood by the receiver (Gibson&Hodgetts, 1990). Successful and effective communication within an organization stems from the implementation of the communication process. All members within an organization will improve their communication skills if they follow the communication process, and stay away from the different barriers. It has been proven that individuals that understand the communication process will blossom into more effective communicators, and effective communicators have a greater opportunity for becoming a success (Burnett& Dollar, 1989).

The paper proceeds as follows. First, we review knowledge management in particular on knowledge sharing process, highlighting impact factor from the viewpoint of receiver knowledge needs. We propose a receiver-based theory of

knowledge sharing that addresses the dynamic relationship between sharers and receivers. Next, we summarize the research methodology and present findings from case studies, providing a set of key receivers' influences on knowledge sharing. Finally, implications are discussed, conclusions drawn, limitations outlined and further research proposed.



CHAPTER II

LITERATURE REVIEW

Knowledge management was first introduced in a 1986 keynote address to a European Management Conference (Baker & Badamshina, 2002). To define Knowledge Management, there is a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable of insight and experience (Davenport & Thomas, 1994). It is the name of a concept in which an enterprise comprehensively gathers, organizes shares and analyzes their knowledge in terms of resources, documents and skills. Moreover, it is a set of activities with their tools and techniques (Rao 2004). Knowledge management efforts typically focus on organizational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organization (Gupta, Jatinder; Sharma, Sushil, 2004). The challenge of KM is to measure that what the information in the organization qualifies as valuable. Liebowitz J. (1999) interpreted Knowledge Management were,

- The process of providing the ability to organize and locate relevant content and expertise required to analyze the relationships between topics, content, people and activity.
- The process of creating values from an organization's intangible assets
- The amalgamation of concepts borrowed from the artificial intelligence/ knowledge based system, software engineering, human resource management and organizational behavior field. Instead of having isolated islands of knowledge, we bridge between these islands

Also Hawkins B. (2000) defines KM as the process of transforming information and intellectual assets into enduring values. It connects people with the knowledge that they need to take into action, when they need it. Although, knowledge management is identified as explicit and systematic management of vital knowledge and its associated processes of creation, organization, diffusion, use and exploitation (Moore, 2007 and Skyrme, 1999) has attempted to interpret it as "an extension

enterprise", to some degree, when it is being considered as people are communicating with each other about what they do, so they can do it better.

In terms of theory, there are two types of knowledge which can define to "explicit knowledge" and "tacit knowledge" (Nonaka 1994). For explicit knowledge means rational knowledge that can be expressed in words, sentence, numbers or formulas so is mostly see in document, database or else that people can use it like a principle, whereas tacit knowledge is subjective that cannot be expressed in words because it comes from personal experience of specialists and it always cannot explain in word or put in to the book (Nonaka 1994). Moreover, tacit knowledge is very important and many companies try to store it as much as possible. For example, most tacit knowledge comes from a specialist in a company that sometimes it might be a risk if only one person have a core knowledge which can impact to a whole company because when they want to negotiate with their boss, they will have more bargaining power. Furthermore, tacit knowledge may keep in only one senior worker that nearly to retire, if a company wants to keep that important knowledge from old people and transfer to new generation worker, knowledge management will be the best answer for this solution.

1.1 Knowledge Management Process

Nonaka (1994) defined the theory of organizational knowledge creation including with studied from Alavi M. (2001) on KM and KMS. Knowledge management refers to identifying and leveraging the collective knowledge in an organization to the organization compete (von Krogh 1998). There are four main knowledge process activities to complete knowledge management. We will begin with consider the type of knowledge management, consist four sets as following.

1.1.1 Knowledge creation (Nonaka 1994; von Krogh 1998) Organizational knowledge creation is the process of making available and amplifying knowledge created by individuals as well as connecting it to an organization's knowledge system. People commonly use Nonaka's knowledge creation model to be a criteria to measure how to create knowledge and how to make it useful in organization.

1.1.1.1 From tacit knowledge to tacit knowledge. For example, socialization is means person come to learn anything which he/she interested by the real specialist within the real situation and try to copy it or remember the tips that the specialist show to him.

1.1.1.2 From tacit knowledge to explicit knowledge. For example, when you learn something from the specialist, you have to share or discuss and take a note of the knowledge into a paper.

1.1.1.3 From explicit knowledge to explicit knowledge. The combination, after we receive information that we put on the note to make it more useable. We collect all data both from inside and outside the company and combine them to create new explicit knowledge in the company.

1.1.1.4 From explicit knowledge to tacit knowledge. We called internalization. For example, after we finished combine all explicit knowledge, we will get one official manual book which can be used as a principle for new workers in the company then we teach them as referring to that manual and when new workers understand it clearly until they can apply it as their own knowledge, that we called code of conduct.

Furthermore, Alavi (2001) also suggest that using modern IT can be enhanced through the use of various forms of information system. For example, information systems designed to support collaboration, coordination and communication process within an organization.

1.1.2 Knowledge Storage and retrieval (Alavi M., 2001). The process explains how to collect the knowledge in the company by balancing between people, process and IT. Knowledge storage referred to as organizational memory which includes knowledge residing in various component forms such written document, codified human knowledge stored in expert systems, structured information stored in electronic database (Tan et al., 1998).

Actually, knowledge storage and retrieval is not about IT but rather about the utilization of the IT systems as a tool to manage and collect knowledge because the amount of information and knowledge can be overload so that IT can help the company to manage the knowledge easier.

1.1.3 Knowledge Transfer (Alavi M., 2001) is a process of sharing tacit knowledge from one person to another. Transfer occurs at different level such as transfer knowledge between individuals, from individuals to explicit sources, from individuals to groups, between groups, across groups and from group to organization. If these shared knowledge can't be learned or used then knowledge is not considered transferred. First of all, we have to know importance and objective of knowledge transferor convert them into a strategy and importance of positioning (strategic alignment) to see knowledge gap and type of positioning.

The importance of the knowledge transfer which is needed and can be used, means you should send the message to the right person at the right time. In order to focus on effectively communication, we should consider the person to share the knowledge with and the timing when the knowledge is shared for a more effectiveness in the organization. Information flow drives knowledge transfer in organization. The most effective transfer mechanism depends upon the type of knowledge being transferred (Inkpen & Dinur 1998). To make sure that knowledge will transfer to the receiver we have to know the knowledge transfer methods.

- a) Decide what knowledge is needed
- b) Determine from whom you want the knowledge to be transferred, to whom the knowledge is transferred to and the accuracy of the transferred knowledge
- c) Determine the medium to transfer the knowledge
- d) Observe if the knowledge is understood and applied by the receiver

1.1.4 Knowledge Application (Nonaka 1994; von Krogh 1998) Application of knowledge to organizational technologies and processes will enhance the competitive advantage. To prove that this knowledge ledge application is good there are 3 analyzing factors which are knowledge validation, T-shaped manager and knowledge boundaries. Moreover, technology can support knowledge application by embedding knowledge into an organization routine (Alavi M., 2001), namely you can create the system which designed to assist in the decision making to hire the personnel according to the company's needs.

In our study, the knowledge transfer model mainly includes the process model and the factors model. The process model is a model that divides the knowledge transfer into different stages (Nonaka 1994). The knowledge transfer includes three

aspects which are the process of owners to recipients, the activities occurring under contextualization and the special goal. The ultimate goal is to ensure the knowledge of the owners is transferred to the recipients' and narrow the knowledge gap between owners and recipients in order to promote the co-development of individuals and organizations. We study the knowledge transfer as the process to make knowledge transferring from the source of knowledge to recipients in contextualization.

1.2 Knowledge Sharing Process

The corporate world is a result of the physical environment within or the behavioral aspects of employees and employers. Differing goals between supervisors and their employees can result in a divided team with different goals and objectives within the group, as well as creating the negative effects on the attitude of the employees, which will ultimately evolve into less productivity, lower efficiency and poor quality of work. This study is concentrating on the impacting factors of receivers to effectively receive information on the knowledge sharing. The literature reviews can be categorized as follows:

1.2.1 Information Benefits

Lichtenstein, Sharman and Hunter, Alexia (2005) found that sharers may be influenced by perceived receiver knowledge needs and behaviors when making knowledge sharing choices. Receivers' decision on new knowledge sharing can be effected by pressures of share, motivators and inhibitors in share choices. The result from case study of them, they found the key receiver-based influences on information benefits which are solution, problem reformulation, and knowledge advantage and performance improvement. As mentioned, they found that the personal decision-making was corresponding to the high levels of self-management and autonomy in the teams studied. The companies saw advantages in continuing to empower employees. Solutions to similar situations elsewhere would not seem to lie in providing greater direction through management, but rather through other measures such as education and awareness, improved communication and attention to different use of technologies to more effectively connect sharers with receiver needs.

Lin, Lihui and Geng, Xianjun and Whinston, Andrew B. (2005) also found the process how to develop sender-receiver framework for knowledge transfer between two parties to get the effectiveness of knowledge transfer. They have learned that receivers tend to learn something based on interests, and hope to derive benefits from utilizing the knowledge. Yet, they also found Symmetric Complete Information (SCI) means acknowledge all information sets are complete that make receivers receive the benefits from information to improve themselves.

Jiangping Wan, Qingjing Liu, Dejie Li, HongboXu (2009) and Lee.J-N (2001) and Majid Zamiri, Shadiya Mohamed S. Baqtayan (2012) found several factors influencing the knowledge transfer effectiveness which is capacity of absorption and technical support variables. These two factors have the key result to enhance knowledge advantage of receivers including performance improvement of receiver in the long run. They found that the relationship between perceived **usefulness and intention to share knowledge** is in-line with Hung, Lai and Chou, (2010); Pavlou and Fygenson, (2006). In addition, they proposed a successful theoretical model to support positive influence of perceived usefulness on receivers' intention to share knowledge favorably. Moreover, the positive outcomes can validate that the suggested tool is reliable and eligible to apply in educational institutions.

Chih-Jou Chen, and Shiu-Wan Hung (2010) and Nancy Dixon (2002) have been focusing on cost and benefits, extrinsic and intrinsic motivation, social and personal cognition, organization climate which are the influencing factors on knowledge sharing. They found that people's salient believes that current knowledge sharing will lead to a future request for knowledge being met. People tend to receive the information when the knowledge distributor's cognition of likely advantages and benefits that knowledge sharing will produce and return the benefits to receive. We can assume that rate of adoption depend on value of information such as reduced communication costs and faster problem-solving. Nancy Dixon (2002) defines on receivers' perception that the importance of related knowledge means receivers' need the information that can be connected to new idea.

Rice, R.E.and Parker, A. (2001) contribute on people receive information when they want benefits from another person. For example, people often learn about relevant information in order to increase the efficiency of problem solving and also

improve themselves. Sometimes people receive information to validate their own solutions.

1.2.2 Organizational Structural Influences

Rice, R.E., Parker, A. (2001) stated that the organizational structures can be influential to receivers' decision depend on function, hierarchy and task interdependency. They thought that the structural influence of task interdependence is a consistent and strong predictor of receipt of all information benefits. People receive information because they need the information to develop within a work unit. The reason that information sharing should develop among organization because such people belong to the same functional sub-culture and hierarchical position where they are likely to share similar perceptions and have similar needs and information resources. For example, when the medical employees seek for new assistance, the division always find within their own functional sub-culture rather than outside the division. When task interdependency is included, the receivers will receive the information when senders have useful information which related to receivers' task information, technical processes, and both covert and overt knowledge. Lee.J-N (2001) also agrees with Rice, R.E., Parker, A. that organization can influence to receiver decision. The abilities to run the business the organization should include some factors on how to transfer knowledge from one to organization such as function, task and hierarchy because these variables will help receivers to gather knowledge for the organization.

Lihui, Xianjun, Andrew B. (2005) and Wan, Liu, Li, Xu (2009) agree that receiver is influenced by function in the organization. They thought that in organization context, incentive mechanism and technical support need to be fulfilling in knowledge sharing of the company. Sharers should provide knowledge that fit the receivers' function. Moreover, Chih-Jou Chen, and Shiu-Wan Hung (2010) and Dixon (2002) study factors that affect individual's willingness to share knowledge and found that organization's goal and organization climate are the influencing factors on knowledge sharing. People tend to receive the information when the knowledge distributors have clear goals and have the same values, needs and experiences in the manner of knowledge sharing behavior as receivers need.

1.2.3 Social Structural Influences

Sharman and Alexia (2005) found that social structure can influence on receivers' decision by friends and knowledge exchange. In terms of knowledge sharing, Lichtenstein and Alexia said that in friendship, the assumption is that when good relationship exists between sharers and receivers, the good relationship enhances the interestingness of the message. This is a glue to connect between two sides and can get more attention from another side to receive the message. Exchanging where receiver shared knowledge previously in the social context then previous recognition given by receiver to sharer, they believe that people share their knowledge more if they received more recognition. Similarly, Rice, R.E., Parker, A. (2001), also agree with Lichtenstein and Alexia, found additional criteria on social influences, namely, employees seek help from the other that they interact with frequently because they have developed a trusting relationship which allows them to expose their information needs, or share information. Moreover, gender may also influence the sharing of information. People tend to seek information from members who have the same gender since they may share similar perspectives and communication styles.

Wan, Liu, Li, Xu (2009) and Lee.J-N (2001) explore the same variable on social context that influences receiver based on trust. Trust is the relationship between sharer and recipient of knowledge that can be correlated to the performance of knowledge transfer. They found trust has the largest impact on the performance of knowledge transfer of all influence factors. This shows that trust relationship between source of knowledge and recipient of knowledge is the most basic factor of knowledge transfer. Chen, and Hung (2010) agree on two aspects of trust and also agree on exchange variable from Lichtenstein and Alexia is another influence for receivers' perception. Chen and Wan Hung found that trust means belief in good intentions, benevolence, competence, and reliability of members who share knowledge.

Majid Zamiri, Shadiya Mohamed S. Baqutayan (2012) studied about the relationship between perceived usefulness and intention to share knowledge is in-line with Hung, Lai and Chou, (2010); Pavlou and Fygenson, (2006). In addition, they proposed theoretical model to support positive influence of perceived usefulness on people's intention to share knowledge favorably. Moreover, the positive outcomes can validate that the suggested tool is reliable and eligible to apply in organization environmental. Nonaka (1994) indicated that trust is important in teams and

organizations for creating an atmosphere for knowledge sharing. An important characteristic of informal interaction is that individuals' contributions are difficult to evaluate. Therefore, trust is particularly important in volitional behavior such as knowledge sharing in virtual community.

1.2.4 Individual need

Sharman and Alexia (2005) found that receivers have individual issues such as belief, attitudes, intention and behaviors in knowledge sharing. They also explore on receiver-based of knowledge sharing to know the relationship between sharers and receivers. A receiver's attitude of enjoyment, enthusiasm or interest signaled such desire any interest shown in learning. They also said people receive the information when they need to know. For example, MIS team of the company share Lotus Notes application on company share drive, subsequently, the receivers who open this file, they actually need to know how to run Lotus Notes effectively.

Another 3 aspects from Wan, Liu, Li, Xu (2009) & Lee.J-N (2001) & Dixon (2002) which also believe that people receive the information because they need to know how to bring that knowledge transfer to work in appropriate way which can increase in market share and profit. Lee.J-N (2001) thought that people can gain the know-how from the experience and they want to know more how to deal with changing situation from experience. Dixon (2002) defined receivers need the information which they can connect to new idea. Including with confidence of receivers, confidence measure on the level of the receiver has in the judgment of the provider. For example, your boss always is the supporter and had helped your team to achieve the company's goal. You and your boss have been working together for 10 years and he never breaks you down. You believe in him. These can effect on receiver decision to receive the knowledge from sender. When receivers are confident in sharer, the knowledge sharing system is easier to receive. There are receivers' aspects in term of individual need.

1.2.5 Context

Sharman and Alexia (2005) and Wan, Liu, Li, Xu (2009) found the environment factors which can influence on receivers' decision are channel to receive information and resource to support during the communication. Resources assume that are time, material, capability or distance. Not only personal perception can us help to achieve receiving effective information from knowledge sharing but also the environmental should be align with perceived receiver knowledge need to get effective result of communication.

1.2.6 Conflict

Lin, Lihui and Geng, Xianjun and Whinston, Andrew B. (2005) discovered Symmetric Incomplete Information, SII means both side of sender and receiver were fail on sending information. For example, sharers are expertise in project of combination leadership management in Thailand. And the receivers are from Cambodia who studies in Thai university. The language might be barrier for this case. If the receivers try to find the way to understand the sender by using translator or take English course, they will get better result rather than misunderstanding. The communication might break down regarding to lack of culture experience and know how on that country. The challenge in this structure is for the sender and the receiver to find mechanisms to alleviate information incompleteness for both of them before knowledge transfer. From the example, we can conclude that if the sender [incomplete sentence]

Wan, Liu, Li, Xu (2009) said that several factors can influence communication breakdown which are ambiguity of knowledge and distance can be some barrier of knowledge sharing. Lee.J-N (2001) also said conflict between partnerships influence on knowledge sharing. Among of three people above, they believed that conflict can happen all the time. Sometimes, conflicts encourage people to share the idea and keep talking to each other. We also found that the good thing of conflict, not only on negative side of conflict, can make people become interested on that issue and encouraged more discussions on the situation. Some conflict may enhance knowledge provider describe fits the application to receiver. The expectation that receivers would accept new ideas without probing the reasoning and data behind

them denies the reality that people cannot implement what they do not thoroughly understand.



From literature review, we collected receiver-based influences on knowledge sharing on table 1 as following:

| Factors that influence on receiver's decision | Majid Zamiri, Shadya, Mohammed S. Baqaragan (2012) | Chih-Jou Chen, and Shin-Wan Hung (2010) | Jiangping Wan, Qingjing Liu, Dejie Li, Hongbo Xu (2009) | Lichtenstein, Sharman and Hunter, Alexia (2005) | Lin, Libni and Geng, Xianjun and Whinston, Andrew B. (2005) | Nancy Dixon (2002) | Lee, J.-N (2001) | Rice, R.E., Parker, A.(2001) |
|---|--|---|---|---|---|--------------------|------------------|------------------------------|
| Information Benefits | | | | | | | | |
| • Solution | ✓ | | | ✓ | | ✓ | | ✓ |
| • Problem reformulation | ✓ | | ✓ | ✓ | | ✓ | ✓ | ✓ |
| • Knowledge advantage | ✓ | | | ✓ | | | ✓ | ✓ |
| • Validation | | | | | | | | |
| • Legitimation | ✓ | | ✓ | ✓ | | ✓ | | ✓ |
| • Improve performance | | | | | | | | |
| Organizational Structural Influences | | | | | | | | |
| • Function | ✓ | | ✓ | ✓ | | ✓ | ✓ | ✓ |
| • Hierarchy | | | | | | | ✓ | ✓ |
| • Task interdependency | ✓ | | | ✓ | | ✓ | ✓ | ✓ |
| • Goal | | | | | | | | |
| Social Structural Influences | | | | | | | | |
| • Influence | ✓ | | | | | ✓ | | ✓ |
| • Trust | | | ✓ | | | | | ✓ |
| • Friend | | | | | | | | ✓ |
| • Gender | | | | | | | | ✓ |
| • Exchange | | | | | | | | ✓ |
| Individual Need | | | | | | | | |
| • Attitude | | | | | | | | |
| • Need to know | | | ✓ | | | ✓ | ✓ | |
| • Confidence | | | | | | ✓ | | |
| Context | | | | | | | | |
| • Resource support | | ✓ | | | | | | |
| • Chanel access | | ✓ | | | | | | |
| Conflict | | | ✓ | | | | ✓ | |

In our context, variables facilitation conditions are defined as variable related objective factors in the environment that can using on hypotheses of knowledge sharing. With regard to investigating knowledge management which focuses on knowledge transfer, we can summarize some valuable contribution from literature review. The table below we offer variable and validate the influence factors of receivers to receive effective information from knowledge sharing. Our table provides an understanding of reason on decision of receivers that include on knowledge sharing. From our literature review we would purpose the variables from receivers' perception to receive information from knowledge sharing.

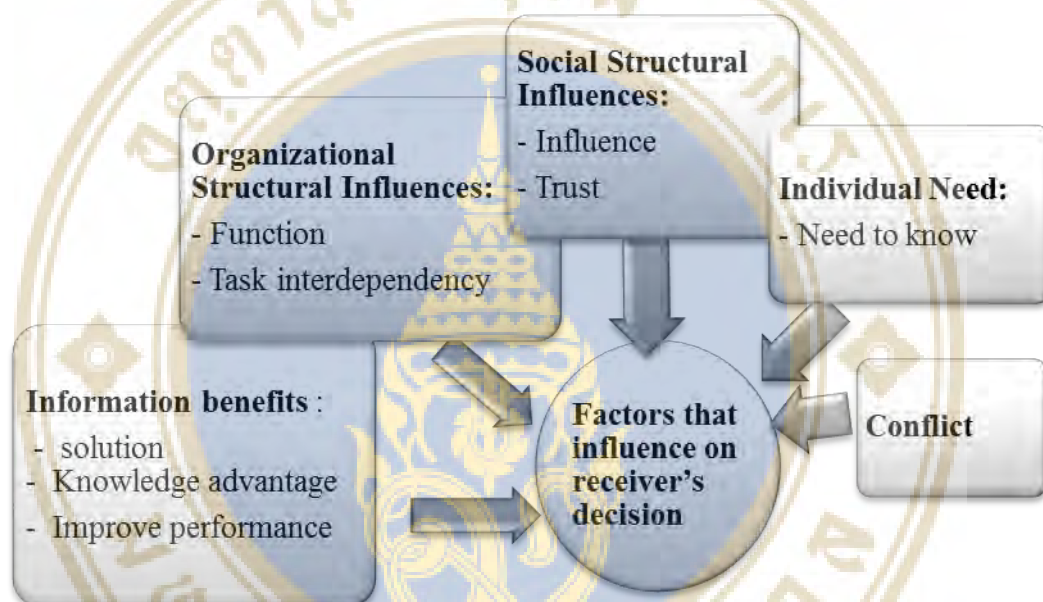


Figure2.1: Factors that influence on receiver's decision

From Figure1, we describe the important variables which affected on receivers' skill to receive effective information from sharers. The first one, we talk about information benefits. The variable of solution can refer to when people want to know how and know what, for each situation to solve a given problem. People need to receive information when they know that the information can help them to find the solution of the situation. For knowledge advantage, people want to learn of relevant information to increase the efficiency of problem solving. And information benefits of improve performance, people receive the new knowledge because people tend to develop themselves by receive new information to expand their efficiency.

The second is organizational structure influences with two variables which are function and task interdependency. For function variable, people receive information because they use the knowledge as tools to work on their responsibility. Moreover, task interdependency influenced on people's decision because it is used for corresponding in the working environmental. In working environment, we need to work as a team and share the information while working. Sometimes, if we ignore on the participation, it can be the barrier to learn a new thing and fail on the job roles.

The third is social structure influences which refer to the influence and trust variables. It describes how the social influences on people's perception on receive the information. For influence variable, people are influenced by their boss, parents, higher level or even their friend to receive given information. Sometimes, people couldn't deny on what the other share to them. Trust, from my point of view, is what allows us to have meaningful relationships with other people. Without it, we cannot converse without wondering whether the person speaks truthfully. When trust has a power to another person, people receive information from the one who can trust and their good relationship as a prior.

The forth is individual. From our study, we found that the most meaningful reason why people receive information is because they need to know. People receive information when they need to know and their job roles indicate need to know. Last but not least, from our study, was conflict. People receive new knowledge when the conflict or problems occur and they have to fix for those problems.

From our study of the variables represented by the receiver-based model of knowledge sharing led to the emergence of a set of key receiver-based influences on knowledge sharing, comprising receiver issues influencing sharer beliefs and behavior. Concepts evolved to conclusive states over iterative readings, and we were grouped into themes at the end of analysis. Additional insights gained from studied and documents were used for validation and enhancement of the questionnaires identified.

CHAPTER III

METHODOLOGY

This study used qualitative case study design (Galliers 1992). Data Collection is an important aspect of any type of research study. There are two methods to collect the data which are quantitative and qualitative. The Quantitative data collection methods rely on random sampling and structured data collection instruments that fit diverse experiences into predetermined response categories. They produce results that are easy to summarize, compare, and generalize. Qualitative methods are evaluated by providing information useful to understand the processes behind observed results and assess changes in people's perceptions of their well-being. Furthermore qualitative methods can be used to improve the quality of survey-based quantitative evaluations by helping generate evaluation hypothesis; strengthening the design of survey questionnaires and expanding or clarifying quantitative evaluation findings (Leedy and Ormrod, 2001). The measurements were adapted from literature wherever possible. And new items were developed based on the definition provided by the literature. Since learning is primarily regarded as a process of knowledge sharing between a sender and a recipient, we selected the data from one company. They faced the communication breakdown within the organization. As we studied from literature, sender has more knowledge than the receiver. The goal of study is to enhance the understanding of the receiver, what variable effect on receivers' decision to receive effective information. Briefly, a data model is a conceptual representation of the data required to address a particular concern. The data model includes the data objects (i.e., entities) and the associations between data objects (i.e., relationships). We focused on representing the data as the user sees it in the real world. For this study, we collected the data by using case study methods which conducted in Amata B. Grimm Power Limited Company. The goal of the knowledge sharing exercise was to convey basic elements of receiving information such that receivers would be able to create a variable their own from a narrative description of a real world business domain

situation. This public folder, we use sampling interviewees from one company as Amata B. Grimm Power Ltd.

Data Collection

Amata B. Grimm Power Limited is a Thailand-based energy company that focuses on the development, financing, construction and operation of green-field power plants. Presently they have high growth on electricity industrial in Thailand and provide electricity and steam to more than two hundred customers, including the Electricity Generating Authority of Thailand (EGAT) and the Electricity of Vietnam (EVN). Since, they started their business in 1993 the company has not changed any process on management such as job description, employees' task, organization chart and policy. In 2013, Amata B.Grimm Power Limited establishes five power plants over Thailand. They have to hire new staff, more than fifty persons per year and new comers have to face the old system and belief in the organization. At the company they have all kinds of people including Thais and foreigners, managers and engineers, women and men, all of different colors, religions, and from different generations, all under one roof. Conflicts are happening in the organization because the colleagues resist changing. We want to discover what would be the factors for them on receivers' perception from new thing in their life.

The subjects were ten employees randomly picked from each department. The researcher was working at AmataB.Grimm Power Ltd. At the time of study, AmataB.Grimm Power Ltd. had some adjustment on organization structure because new comer of CFO. While knowledge sharing ventures were responses to emerging needs. This situation provided an opportunity to identify and explore related issues of knowledge sharing to receivers as colleagues. The units studied at AmataB.Grimm Power Ltd. comprised management team of electricity power plant, sales and marketing, engineers, finances and human resource department. For all interviewees were a relevant people who receive the policy direct from new CFO and also they were team leaders and managers in the company. The comments collected from these experts led to several minor modifications of the wording.

We concluded into six entities of receivers' perception which were information benefits, organizational structure influences, social structure influences, individual need, context and conflict. For each question we measure interaction focus

on relationship between the people, time spent in interaction and frequent communication with other people.

Effectively modeling of knowledge sharing in organizational setting requires an understanding of the structural contexts experienced by the receivers. The question were inductively developed by focused on identifying receiver-based issues in knowledge sharing and some from question related theoretical concepts from the literature. Our questions focused on receiver perception to understand how to receiver managing an organization's knowledge assets and the impact from influencers on receive the knowledge. The questionnaires were divided into two parts. The first part was warm up question to understand individual-based about knowledge sharing, including questionnaire background and introducing information. And the second part was basic information of respondents, including name, gender and qualification of respondents. Mainly we indicated to the problem of receiving knowledge and issue of influence factors. Moreover, the question has enhanced our understanding to know what variables could be the factors to get successful on knowledge sharing. We issued nine questions and distributed by picking the respondents randomly in the company. We collected relevant information benefits (solution, problem resolution, knowledge advantage, validation, improve performance, legitimating), organizational (function, hierarchical, goal, task interdependency), social (influence, trust, friendship, gender, exchange), individual need (attitude, need, confidence), context (resource and channel support) and conflict on receivers' perception to receive information more effective. We interviewed group of ten people from different division within AmataB.Grimm Power Ltd. These people experienced and deal with complex requests for information that required them to rely on each other's who have expertise in various knowledge, including CFO which are the based issue for this study. This research's questions study about organization structure and social structure, which are independent variables, influence the respondents of benefits from information seeking, which are the dependent variables.

CHAPTER IV

DATA ANALYSIS

From our research variables, the base relationship between the degree of knowledge sharing and receivers' perception is illustrated in the table one. The tacit and explicit knowledge sharing (Nonaka 1994) between the receivers and sharer were related to receivers success. In addition, overall knowledge sharing shows a significant positive relationship with receiver success. By sharing knowledge about each other's organization, the receivers and sharer are expected to earn the greatest benefits of sharing.

In the study, all the samples of our research are Amata B.Grimm Power Ltd who mainly is receiver or subordinate of new management. From the job level of respondents, we use random method for individually interview. Our respondents are vice president and assistance of vice president from each department such as Marketing & Sales, Human resource, Finance, Engineer, Accountant and Business Development. They were ten respondents in our studied. We have five persons are Vice President who respond our question. Three persons are Assistance Vice President and another two are officer. From qualifications of respondents, Master degree for five persons and five persons for Bachelor degree. From the age of respondents, age ranked from twenty-eight to forty-seven years old. From the largest proportion of respondents are above forty years old. We have only four persons who have below forty. From working experience in this company of respondents, every respondent was working more than five years until present. The samples have representative to some extent and are suitable for the phases of data analysis.

Background on knowledge sharing in our case study organization is a little briefing before start the interview. At the company, knowledge sharing culture was team-based, with many team in the organization have their own ways to share the information such as corporate news, Lotus Notes, e-mail or social network. In the company have no intranet to help us distribute our information as a team. Most of people used Lotus Noted and social network to share the relevant information in their

team. Personalized knowledge sharing mainly took place within teams or units, either face to face, sometimes by e-mail, or in the regular meeting. While most of knowledge was still shared with the team, the relationship between different team was relatively undeveloped because of people tend to communicate within their team or their own task. We need to find the relevant factors which enhance how people receive new information.



CHAPTER V

FINDING

Before the interview, we provided a briefing to every respondent to make them understand the objectives of the study. Meanwhile, the respondents were asked to introduce themselves briefly in term of their name, position, and experience of working life. After that they were asked to share some experience about knowledge sharing. We reminded them that assuming that they are the receivers, what they experienced on the situation make them engaged to receiver successful sharing information. What could be the factors of knowledge sharing in term of receivers' perception? Moreover, they were asked who might be the influencer on knowledge sharing and the factor to increase effective information to receiver.

From the first question we asked about the knowledge sharing of your point of view. They were thinking of share drive, teaching, brainstorming, discussion, exchanging of knowledge, the way of transfer useful information, the way of people interact with the others by talking or teaching then learn from each other. It is the process of sharing the information from people (employees') knowledge, knowhow, skills and experiences to one another by provided channels from company or involve parties such as by email, bulletin board, newsletters, meeting (discussion), On the job training etc. The knowledge sharing issues will be related to employees' work contents, procedure, company's business, objectives and vision & goals. Another warm up question, we asked about process of knowledge sharing how it is important for them. The respondents thought that if they know how to share effectively, they will use the shorten time to do knowledge sharing and it will encourage culture of knowledge management in the organization. Moreover process can help them to categorize and analyzed the data to comply with the purpose of users. In term of company goal, it is a part of improvement to help them achieve company's goal in the same direction. And the last warm up questions are about the main actors of knowledge sharing, they referred to their boss, management team or even their colleagues and their friend.

In our study, we discuss about what could be the factors that influence people to receive information from other people. We develop questionnaire to understand potential environment that influence effective reception on the next section as following. After finding of interview 10 respondents, there are several factors that motivate the reception to receive new knowledge from knowledge sharing. We clarify the factors into several topics as following;

5.1 Information Benefits

5.1.1 Solution

More than half of respondents agree that they will receive information when the information is benefits for them and that knowledge have to effect on solution which is guaranteed to be optimal. They thought that when problem and found a solution within the knowledge sharing is worthwhile to listen to sharers. For example, one respondent said “during the meeting, the attendees concentrate on receiving the information of the meeting because they want to know how to achieve the company goal or that information can help them to find what they what”. Refer to our studied, Lichtenstein, Sharman and Hunter, Alexia (2005) found receivers’ decision on new knowledge sharing can be effected by pressures of share, motivators and inhibitors in share choices. They need information when knowledge benefits for them.

5.1.2 Improve Performance

Many people choose to receive information because of the purpose of that information. In terms of performance improving, people are interested on information which benefit to their work or other things. For example, one respondent said “they see their competitive predicaments not as being imposed by the limits of physics and chemistry, but rather by the limits of their current understanding. They need the new knowledge for performance improvement, innovation, or discovery, their self-imposed challenge is recognizing where they are not good enough and learning how to get better”. Moreover, the good knowledge helps them to expend their career such as

promotion in the organization. From studied, Lihui, Xianjun and Andrew B. (2005) found that receivers tend to learned something it might depend on derive benefits from utilizing the knowledge to enhance their performance in the future.

5.1.3 Problem Solving

Good problem solving skills are fundamentally important if you're going to be successful in your career. Most of people whom are facing with any problems will find the best ways to fix all that problems by looking for the best information which are reliable and effectively. For example, one respondent said “when they faced with problems, most of them try to eliminate the cause of problem as quickly as possible. They would receive the benefits information that helps them fix the problem”. In some cases, people are better off learning everything they can about the issue and then using factual knowledge to come up with a solution. In other instances, creativity and insight are the best options. Regarding to Rice, R.E. , Parker, A.(2001) found the variable of problem reformulation. They said “people turn to other people for information they benefits for other helping through a problem”.

5.1.4 Topic of knowledge

The new variable was not found in our literature review. Respondents described that it clearly seen that receivers choose their topic especially with the topic which them interested. In any topic, it will be influential to the receivers if they agree that the topic is interesting and appropriating to start learning. Knowledge is the state of awareness or understanding gained from experience or study and learning specific information about something (Umar G. Benna 2013). This means the receivers need the resourcefulness to obtain and criticize useful and informative information in order to become well informed people who can make intelligent decisions based upon their understanding and awareness of everyday situations. One respondent said “ they would receive new knowledge when the topic are interesting and they can use the information on knowledge sharing adapt to their life such as training course of management provided by company”.

5.2 Organizational Influences

5.2.1 Job responsibilities

Job refers to the required tasks, knowledge, skills, abilities, and reporting structure required for jobs. Sometimes receivers are not able to get any information, but they have to do it because of its necessary for them responsibilities. It can be seen that not only a personal decision of person is the main factor when person choose to receive knowledge, it also comes from responsibilities which they cannot avoided. Respondents agree that “if they have knowledge, expertise, and technical skills on their task, these are the way to success in their job. But sometimes they thought that the knowledge which is company provided should fit to overall work”. Same with Rice, R.E. , Parker, A.(2001) found task dependency is the strongest influence on receivers’ perception to receive new information.

5.2.2 Boss

According to the previous factor, we can say that task and role is effect to people to influence to receive knowledge. Another one factor that people cannot avoid when they are working in organization is a command from their bosses, because they are also one of responsibilities that people have to listen even they like to do or not but they still have to do to finish their job and make their boss satisfied. Some of respondents said “if they had more influence from their boss they can be more effective. Bosses are the main factor on influencing their decision to receive some knowledge to work onsite”. From the previous literature studied, boss and colleagues assumed that they were influence variables of Rice, R.E. and Parker, A.(2001),they also indicated the people who consider as influential on receiver decision was peer, boss and friend.

5.2.3 Colleagues

Some respondents mention that “in the organization have internal competitions between workers because most of them want to be higher performance on their job to get higher position and gain salary. We cannot avoid the truth that internal competition will increase performance of the company. Most of workers get

influenced to receive knowledge from their colleagues to learn a new thing to compete with others and become the best compare to the other”. In the other hand, some of respondents argued that “the reason they receive new information from knowledge sharing because they have to cooperate with their colleagues to get a job done within time. For example, finance team had to coordinate with legal for the company’s assignment. They would share the knowledge and support the idea to each other”.

5.3 Social Influences

5.3.1 Friend

People tend to believe in what their friends recommend. The respondents described that “friends are the group of people that very effect to receiver to receive a new knowledge. They will interest on new things even they don’t like it in the past but they will learn it or have it to be equal with friends or get any acceptance from society”. For example, Kon Thai has collectivism behavior (McFeeters, 2003) and we prefer to have long term relationship with our friend. We always deep listening and learn something from our friend because we don’t want to hurt their feeling. In fact, friends were considered the most influential and trustworthy people when you want to buy something in front of you.

5.3.2 Education

The success of sharing knowledge can be influenced by education. The respondent defined education is preached people to have the new way of thinking. They said that “they change themselves when they learned from the school. The ways of education can be measure on training, seminar or workshop that company provides”. This is one of factor influenced them to receive knowledge because they need to growth up to be the successful people and make their people prod to themselves.

5.3.3 Religion

When we have faith on something it will be easily to influence us to receive a new thing. Only a few respondents agree on this factor. They described that “religion taught them to live in the right ways and led them to do the good thing”. For this variable, we assume that they were subset of trust. In our literature studied, Chen and Shiu-Wan Hung (2010) found that trust means belief in good intentions, benevolence, competence, and reliability of members who share knowledge. And if we have faith on religion which mean we trust on them who teach us how to living in the right way.

5.3.4 Trust

Respondents agreed that if they want to influence something to another people, they would start from trust then people will easier to receive knowledge from you because it shown that you are reliable and reasonable to believe. “If you don’t trust someone, it’s rational not to wait for them to give you some advice or information because you would never do that” respondents said. Trust is valued because it extends and deepens influence into a stronger bond. Moreover, trust from our finding said it wins attention, moves people to action, and sometimes even changes how and what people think.

5.3.5 Experience of speakers

One of respondent described that “they will ask some professional or join any seminar from famous person for that topic. It is one of the easiest ways to get quality information from well experience speaker and it takes low risk of information error because it has a lot of guarantee from other people that this speaker is reliable”. The experience from the speaker has high influence on receiver to decide that they will receive this information or not. The measurement of information are reliable, depend on speaker sometimes. From our literature, Lee.J-N (2001) found the role of knowledge sharing between organizations. Know-how from sharers experience has high impact on reliability of the knowledge sharing.

5.4 Context

5.4.1 Channel

Respondents described that “channels mean through which people in an organization communicate”. The senders should select the right channels are used to complete various tasks, because using an inappropriate channel for a task or interaction can lead to negative consequences. They also said “complex messages require richer channels of communication that facilitate interaction to ensure clarity”. To receive more effective, our respondents identified that “face-to-face or personal communication is one of the most effective channels of communication in their organization”. Another channel can be written, mobile and electronic e-mail. Related to Lichtenstein, Sharman and Hunter, Alexia (2005) found that channel access play the important roles on process of communication. For example, “if you send e-mail to groups with new idea, most people seem to dismiss it as spam. So, if you put the knowledge on the intranet and provide link in an email that would be more effective”.

5.4.2 Environmental

The more comfortable someone is in an environment the better a sender and receiver of messages they will be. Respondents described that “they will be more comfortable in an environment if they have a close bond to sharers there are nice, easy atmosphere between conversations”. The key to receive effective information is to recognize much of environmental factors such as sharer, voices, or implicit condition.

5.4.3 Culture

It can be seen that culture is one of the most effective thing that change people thinking and the way of living, because in each countries people are growing from different place, society and environment then they have very different live style and believe on different thing. If there is much difference, knowledge transfer can be fail and misunderstanding. For example, Thai people always say “Yes” because normally we don’t say “No”. The foreigners think that Thais understand what they say but in fact we don’t know.

For organization culture, Hall (1969) defines culture as “the way of life of a people. It is the sum of their learned behavior patterns, attitudes and material things”. He also considers that culture is a code that we learn and share. This learning and sharing requires communication. Each company has their own culture. When employees have no information, they tend to fill in the blank. The knowledge sharing of company culture can increase working performance including collaboration heart from the employee. Wan, Liu, Li, Xu (2009) also mention about culture. They found culture has correlation with performance of knowledge transfer due to the performance of employees tend to follow company values to push them to company goal.



Figure5.1: Result from our studied: Impact factors for knowledge receivers to receive effective information from knowledge sharing.

IMPLICATION

From the previous research on knowledge sharing, they have some variables that can influence both of sharer and receivers' perception to receive or share the information on knowledge sharing. The empirical result of our study suggested that topic knowledge and sharer are significant influence on receivers' decision to receive more effective on knowledge sharing. Our finding suggests that perceived receiver knowledge needs and environmental management are important motivators in organization knowledge sharing. Receiver influences have various perceptions that can be addressed by companies to improve knowledge sharing and make receivers' intention more interested on knowledge sharing. Moreover, another suggestion from the finding is gain collaboration within organization. The company should provide the useful training to the employees by invite management team who has experience on each topic. Moreover, sharing knowledge should base on perception of receiver job task, channel used, performance, intention and other. We will gain trust and performance from the receiver.

LIMITATION

Our research had some limitation. First, the data was collected on one company due to we had limited of time to study. We can only focus on Amata B.Grimm Power Ltd., their experience might be biased from 1 positive/negative experience they all had. If possible try to get different people with different experiences. In further research, they need more explore about the impact factors on receiver's perception and interview more case studies. And the second was respondents have no experience on knowledge management. They need more information to understand what could be the right answer of receiver's perception to receive effective information on knowledge sharing. When we review the literature it might not clearly seen each benefits of each research that we used. And when we do the measurement of the variables, we found that the some respondents didn't answer clearly on each question. We need more time and learning to understand what could be pattern of impact factors of receiver to receiver more effective information in the future.

CHAPTER VI

RECOMMENDATION

Receivers' perception to receive more effective information, we discuss in this section three key findings and variables for company to get more effective on knowledge sharing. More specifically, my empirical results strongly support on four factors from knowledge sharing between sharer and receiver. Furthermore, we found that explicit knowledge sharing appears to be more effective way for company success than tacit knowledge sharing even both are significant predictors. Because the finding describes that receiver need useful information because they can use it to solve the problem and improve themselves on situation. Moreover, explicit knowledge is easier to understand and share to each other in organization. The company should try to transfer tacit knowledge into explicit knowledge for successful knowledge sharing. In order to improve the receivers' perception to receive effectively information, the following four aspects are necessary. First, put the right knowledge to the right people. To enhance the sharing willingness of source of knowledge, it is necessary to give the right information, to the right people. For example, the company held workshop or seminar in within organization. The company should invite the main people who can use the information for their work or implement their job. Similarly, recipient of knowledge also need some encouragement to accept and use new knowledge. These can make two sides of knowledge sharing participate actively by sharing their interests.

Second, organization should manage not only knowledge itself, but also the knowledge worker, organization structure and information technologies continuously to get and sustain the higher organizational capability. Positive working environment is important for physical, mental and emotional health are needed to enable receivers and sharers to engage more effectively in dialogue and other collaborative learning process.

Finally, the sharers or influencers performance impacts on receivers' decision. The result show that the important variables come from sharer knowledge.

The relationship can be another aspect of quality and cooperative within organization. The manager should build belief, interesting on knowledge, reliability of learning, people receiver more effective because they feel that it is worthwhile to know from people who can trust. Manager should avoid the barriers of communication such hierarchical, power distance in organization and individual thought to more effectively connect sharers with receivers needs.



CHAPTER VII

CONCLUSION

In this paper we aim to study the impacting factors of knowledge sharing on receiver to receive effective information. This research contributes Knowledge Management theory, information process from many literatures. In contrast of literatures review we found that knowledge sharing can be influenced by sharers or information of the knowledge. In the other hand, conflict can increase interested of receivers intention to receive the solution of conflict. Once when receivers understand the value and benefits to be gained from knowledge sharing, they will become more motivated to look further at the implementation of knowledge sharing. In our finding, 15 key influence factors are established. We learnt that knowledge management increase potential of individual or organization performance, there are several ways to accomplish company's success on knowledge sharing such as put the right thing to the right people, reliable need to establish and working environmental and tools of sharing are also main influence on receivers' perception. From our case study group, we also found that the information benefit was significantly related to organization influences which are job responsibility and boss. That information is significance as one move from receiver of solution and improve to job roles that make boss satisfies on receiver done. Moreover trust and relationship between people the great influence on knowledge sharing. We hope that future research will explore the performance implications of our finding about impact factor on receiver's perception to improve the performance of knowledge sharing in the organization. Research in the future should examine to what extent organizational strategies aim to achieve compromises between sharer values and receiver values in order to encourage effective in term of communication in ruling organizations.

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