

Abstract of thesis entitled:

A Social Dilemma Analysis of Contribution to Knowledge Management

Submitted by HO, Tin Man Flora

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Knowledge management (KM) is a system of sharing and storing knowledge. The current study investigates individuals' contribution of knowledge to KM from a public goods dilemma framework. Public goods dilemma refers to a situation in which an individual faces a conflict between maximizing one's own gain versus collective gain. Knowledge can be viewed as a type of public goods as it is infinite in supply and knowledge consumption by a user will not affect others' use. We hypothesized that likelihood to contribute to KM is associated with individual characteristics including (a) intrapersonal factors such as self-efficacy and vested interest and (b) interpersonal factors such as expectations, fear and greed. We also hypothesized that external factors like (c) organizational factors such as conformity pressure, shadow of future and anonymity are associated with contributions to KM. A questionnaire survey was administered to 202 employees in Hong Kong to examine how these factors affect KM contribution. The results showed that factors

contributing to past behaviors and future intentions were different. Self-efficacy and fear were found to predict participants' past behaviors while vested interest affected future intentions to engage in KM activities but not past behaviors. Organizational factors were not significant predictors of both past behaviors and future behavioral intentions to engage in KM activities.

摘文

知識管理之所以能實行是建基於知識可以和別人分享的特質。分享知識的方法大致可分為兩種，第一種是以文字把知識紀錄下來，儲存在資料庫，第二種是由一個人把知識傳遞給另一個人，以人作為媒介。本研究以社會兩難的架構探討能影響個人在知識管理中分享自己知識的因素。公共物品兩難是指個人遇到不分享以擴大個人利益或分享以擴大公眾利益的兩難局面。知識可被視為一種公共物品，因為知識可以無限量供應，而一個人運用知識時不會影響別人運用知識時的利益。從公共物品兩難的研究中的因素，我們假設個人在知識管理中分享的可能性與個人特質有關包括：(1) 個人內在因素（自我效能(self-efficacy)和既得利益(vested interest)), (2) 人際因素（期望(expectation)、恐懼(fear)和貪念(greed))。除此之外，我們也假設外在因素也與個人在知識管理中分享的可能性有關包括：(3) 機構因素（順從性(conformity)、未來合作的可能性(shadow of future)和匿名性(anonymity))。本研究通過對 202 位工作者的問卷調查，探討了這些因素如何影響知識管理行為。研究結果顯示影響過去行為及未來行為意向的因素並不相同，自我效能和恐懼能預測過去行為，而既得利益能預測個人在未來的行為意向，但不能估計過去的行為，機構因素則未能預測過去行為或未來行為意向。