



**MOTIVATING FACTORS FOR KNOWLEDGE
SHARING AMONG SENIOR EXECUTIVES OF
ISLAMIC BANK OF THAILAND**

BY

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Project Paper Submitted in Partial Fulfillment of the Requirement For the Degree of
Master of Management
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ABSTRACT

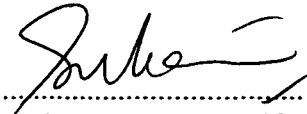
This study examined the views of senior executives who are currently working in Islamic Bank of Thailand (ISBT), specifically factors based on intrinsic and extrinsic motivation through knowledge sharing. The major components which effective influencing people to share knowledge in ISBT were investigated. The survey method and descriptive statistics were applied for data analysis. The sample comprised 273 senior executives from the twenty seven branches of ISBT. The findings revealed that generally intrinsic motivating is the dominant factor influencing senior executives to share their knowledge. Furthermore, they viewed that interest and enjoyment are the main components of this factor. However, extrinsic motivation is also support knowledge sharing particularly existence and security components.

خلاصة البحث

يهدف هذا البحث إلى الدراسة آراء موظف كبار التنفيذيين البنك الإسلامي التايلند (ISBT) نحو الحوافيز الداخلية والخارجية في الإشتراك المعرفي، وكذلك للبحث عن عوامل أساسية تؤثر على العملية الإشتراك المعرفي في (ISBT). استخدم البحث الإستبانات والإحصائيات البيانية كالأدوات تحليل المعلومات، وعينة البحث تتكون من 273 موظف كبار التنفيذيين في (ISBT) من عشرين فرع. أفادت نتائج البحث إلى أن الحوافيز الداخلية تلعب دورا الأساسي يؤثر على الإشتراك المعرفي لدى كبار التنفيذيين حيث يرون أن الإهتمامات في موضوع وشعور بالسعادة هما العنصران المهمان لهذه العوامل، وفي نفس الوقت الحوافيز الخارجية أقام مقام المدعمة للعملية الإشتراك المعرفي للحوافيز الداخلية والعامل الأمن للموظف كبار التنفيذيين.

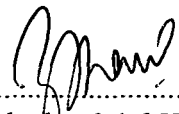
APPROVAL PAGE

I certify that I have supervised and read this Project Paper and that in my opinion it conforms to acceptable standards of scholarly presentation and is fully adequate, in scope and quality, as a Project Paper for the degree of Master of Management.



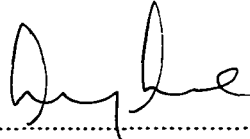
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DECLARATION

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I hereby declare that this research is the result of my own investigations, except where otherwise stated. Other sources are acknowledged by footnotes giving explicit references and a bibliography is appended.

Signature...  Date 15 October 2010

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EXECUTIVES OF ISLAMIC BANK OF THAILAND**

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DEDICATION

To
the inculcating values and knowledge of my parents: Assoc. Prof. Dr. Ismaae &
Nurma ,
the high regard of my mother-in-law: Yuwairiyah
the unfailing encouragement of my siblings :Nasibah, Akrom, Naufal, Nafilah, Nufel,
the assistance and love of my life: Muzakkid & Manal
for being my source of inspiration,
and
all, who assisted from this work.

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CHAPTER ONE

INTRODUCTION

1.1 Background of study

Today, knowledge is the most important product in most organisations (Liu, 2008). They are hiring mind, not hand, and knowledge is seemed as a company asset (Womack, Carlin, Hunzeker, and Korth, 1999). Consequently, organisations seek to create systematic ways to identify and convert individual expertise, skills, and experience into organisational knowledge.

However, many organisations need to rationalise reasons in order to motivate their executives or employees such as the Islamic bank of Thailand and to find out which motivation factors are necessary. The main question is: What are the factors that motivate the senior executives of Islamic Bank of Thailand to share their valuable knowledge? The answers can be varied depending on what they need and who is asking such questions. From the literature, the answers can be in the forms of soft rewards, hard rewards, intrinsic motivation, and extrinsic motivation.

Human resources departments believe that proper incentives and performance management schemes are able to potentially motivate their workers to share knowledge, which is vital as knowledge sharing is perceived as the key process in knowledge management (Andriessen, 2006). People who are willing to share knowledge might think they have better or more knowledge than anyone else, while others think that they want to keep the knowledge for themselves or other people whom they trust or could take some advantages of.

Knowledge sharing enables managers and executives to make decisions faster and reduce unnecessary problems that can be costly. Bock and Kim (n.d.), Wasko and Faraj (2000), and Andriessen (2006)) argued that people will share knowledge if they are motivated to do so. Indeed, incentives can be in financial remunerations (such as money, gift, promotion, access to information) and non-financial factors such as recognition (Andriessen, 2006). For these purposes, motivating factors are important in order to elicit the sharing of knowledge.

1.1.1 Country Background

Thailand, officially known as the Kingdom of Thailand (*Prathet Thai*, or “*Land of the Free*”), is a country situated in Southeast Asia. Thailand is the only Southeast Asia country never to have been occupied by any European or other foreign power, except during war. The country was an absolute monarchy from 1782 to 1932, at which time rebels seized power in a coup and established a constitutional monarchy. Since then, Thailand has been under the rule of many governments, both civil and military. The country was known as Siam until 1939 (when it was renamed Thailand), and again for a few years in late 1940s. In 1940 the name Thailand was adopted a second time.

Thailand is widely known as a Buddhist country composing of various ethnic groups such as Chinese, Indian, Burmese, Indonesian, Laotian, Vietnamese, Cambodian, and others who nowadays have assimilated into the Thai groups, except for Muslims who are considered as a minority because of their religion (Narongraksakhet, 1995).

Geographically, Thailand covers an area of 514,000 square kilometres in the centre of the South – East Asian peninsula. It is bordered by Myanmar (Burma), Lao People’s Democratic Republic, Cambodia and Malaysia, and has 2,420 kilometres of

coast line on the Gulf of Thailand and the Andaman sea (Ministry of Foreign Affairs Kingdom of Thailand, 2007; Tourism Thailand, 2007). Thailand stretches 1,650 kilometres from North to South and from East to West 780 kilometres at its widest point (UN, Thailand, 2008:1). The estimated population is 64 million of which approximately 9.3 million live in Bangkok and its vicinities. Ninety – four percent of the population is Thai – speaking Buddhists; Thai is also the official language of the country. Four distinct dialects of the Thai language are spoken, in the central, northern, southern, and in the north-eastern regions, the latter being closely related to the Lao language. In the four southern provinces of Pattani, Satun, Yala, and Narathiwat near the Malaysian border, the majority of the population are Muslims and speak “Pattani” Malay. In the mountains of the northern region, there are approximately 525,000 highland people who speak distinct languages (UN Thailand, 2008).

From about 1850 until the Second World War, there was a steady flow of immigrants from China who established themselves in commerce and as artisans throughout the country. The population of Chinese now comprises 10 to 15 percent of the total population. The Thai government has successfully encouraged the assimilation of the Chinese where the younger generations have become Thai citizens and speak Thai (UN Thailand, 2008). The Theravada or Hinayana Buddhism is the state religion of Thailand. About five percent of the population are Muslims residing mainly in the south along the Malaysian border. Other religious groups include Taoists, Christians, Hindu, and Sikhs are also present in Thailand (UN, Thailand, 2008).

Central Thailand is dominated by a large fertile plain, formed by the country’s chief river, the Chao Phraya, and its tributaries. Much of the country’s rice and other

crops are grown in this region. Mountains and plateaus surround the central plain on the west, north, and east. The western mountain ranges extend south onto the Malay Peninsula (Malaya). Bangkok, located on the Chao Phraya near the Gulf of Thailand, is Thailand's capital and largest city (Encarta, 2008).

Thai people form the large majority of Thailand's population, and minorities are Malays, and indigenous hill peoples, such as the Hmong and Karen. Thailand is known for its highly refined classical music and dance of a wide range of folk arts. Traditionally based on agriculture, Thailand's economy began developing rapidly in the 1980s (Encarta, 2008).

1.1.2 Islamic Banking

Since its establishment the Islamic bank in the early 1960s, the Islamic bank has continued to play an important role as a financial intermediary until today. It has received wide acceptance not only in the Muslim countries but also in the non-Muslim countries (Iqbal and Molyneux, 2005; Abdelhamid, 2005). Generally, the Islamic banks perform the same functions as other conventional banks, except that the Islamic banks have to comply with the *Shari'ah* rules in all their financial activities, transactions and to uphold the crucial principles of the profit and loss sharing and the prohibition of the application of interest or *Riba* (Iqbal and Mirakhor, 2007). Additionally, the main objective of the Islamic bank is not only to achieve profit maximisation, but also to provide fair, equitable and just financial instruments as well as a social welfare entity.

As one of the most important players in the banking service industry today, the Islamic bank is no longer regarded as a business entity striving only to fulfil the religious obligations of the Muslim community, but more significantly, as a business

entity that is unavoidably in need of winning over new customers whilst retaining the regular ones as well (Wilson, 1995). This necessitates the Islamic banks to understand the perceptions of their customers towards the Islamic banks in terms of their characteristics, objectives and also towards the bank selection criteria (Haron et al., n.d; Metawa and Almosawi, 1999). Furthermore, an understanding of the behaviour of different customer groups (Muslim and non-Muslim) may provide some useful information to the Islamic banks in terms of market segmentation, so that different products and services can be provided for different groups of customers (Kader, 1995).

1.1.3 Thai conventional banking

The commercial bank group is divided into local commercial banks with extensive branch networks accounting for 95% of bank assets in 1990 and 14 foreign banks, which are hampered by a number of restrictions and only account for 5% of banks assets (though the share increased to 8% at the end of 1996). The local commercial banks were originally set up by business groups and trading firms to finance their operations. Many of them were majority owned by family groups. With the government's attempts to diversify ownership and the stock market boom, most of them became public companies, although the same respective families still controlled sizable shares of ownership. Moreover, the Thai commercial banking sector was highly concentrated with the five largest banks (Bangkok Bank, Krung Thai Bank, Thai Farmers Bank, Siam Commercial Bank and Bank of Ayudhya) accounting for more than two-thirds of bank assets.

The large Thai banks were well established long before the smaller banks. They have an extensive branch network, more information in terms of understanding

the customers' businesses and risk profile as well as better family-owned business base lending. Due to this advantage in terms of dealing with special attributes of the small borrowers, big banks have more possibilities or are able to extract the highest rents from their client.

1.1.4 Thai Islamic banking

The Islamic banking system is relatively new in Thailand, being a non-Muslim country. The Islamic banking system in Thailand had started since 2002 with the first Islamic bank called the Islamic Bank of Thailand (ISBT). The establishment of the ISBT is to improve the quality of life of the Muslim community, by providing financial services according to the Islamic financial principles, one of which is the prohibition of interest (*Riba*). Moreover, it is also expected to provide *Shari'ah* compliance banking products and services not only to the Muslims, but also to the non-Muslim customers (Haron and Yamirudeng, 2003). Since its establishment in 2002, the ISBT has expanded its business over the years. Its deposits have increased from THB 511.68 million (equivalent to MYR 51.186 million) to THB 12,962.73 million in 2007. In addition, its total loans have also increased from THB 5.41 million to THB 650.31 million in 2007 with the number of branches increasing to 27 in 2007.

As it is newly established, it is important for the ISBT to evaluate its past performance in order to improve its activities and performance and analyse its shortcomings in a realistic, pragmatic and practical term. At the same time, it also provides certain signals to the depositors or the investors whether to invest or withdraw funds from the bank. Similarly, it also provides options and targets to bank managers whether to improve its deposit services or financing services or both.

Moreover, financial regulators are also interested to know the bank's performance in terms of adherence to banking regulations (Samad and Hassan, 2000).

Since the Islamic bank in Thailand is relatively new, a study on the customers' perceptions towards the Islamic bank in terms of characteristics, objectives and customers' selection, particularly in Thailand, is almost non-existent. Furthermore, five years have passed since the ISBT was established, and there has been no study on its performance evaluation so far. Therefore, this study finds itself in the right time and the right place to explore knowledge sharing existence in ISBT as perceived by senior executives.

1.1.5 Senior executives

In today's world, senior executives need to be leaders as well as managers. However, being a leader often means acquiring a new set of skill. Functional expertise is overshadowed by the need to build coalitions, drive results and performance, and guide organisational change. At the Islamic Bank of Thailand, most of the seniors executives already have experience and tacit knowledge. So, it is hard for them to share and learn new knowledge. This paper will investigate the views of the ISBT senior executives pertaining to how they learn and share knowledge

1.2 Research problem

There have been a number of studies on motivating factors for sharing knowledge (Osterloh and Frey, 2000; Ghosh, 2002; Hendriks, 1999; Agrawal, 2008; Ruby, 2008; Andriessen, 2006; Horie and Ikawa, (n.d.)). Osterloh and Frey (2000) pointed out that employees are motivated intrinsically as well as extrinsically. Motivation is a crucial factor when knowledge in and between teams must be transferred. As for Gosh (2002),

knowledge is a resource locked in the human mind. Intrinsic and extrinsic motivating factors to unlock people's mind, thus creating and sharing knowledge. Hendriks (1999) was concerned about incentives, intrinsic and extrinsic which have been identified as major focus factors for knowledge sharing in organisations. Moreover, Horie and Ikawa (n.d.) contended that work motivations are generally divided into two general classifications: intrinsic motivation and extrinsic motivation, these factors should be applied in an organisation to create a knowledge sharing culture. Oettl and Agrawal (2008) argued that there are many factors that can impede knowledge sharing such as lack of trust, unfriendly environment, lack of time, and failure to understand the importance of others' knowledge.

Based on the argument several authors on knowledge sharing, motivating factors include intrinsic motivation, extrinsic motivation, hard rewards, and soft rewards. Intrinsic motivation is understood as a source of behaviour to obtain intrinsic rewards such as a feeling of achievement, self-growth, and fun from work (Deci and Ryan, 2000). It can be said that it is motivated by the work itself. On the other hand, the extrinsic factor aims for external rewards such as money and position from work (Horie and Ikawa, n.d.). Furthermore, soft rewards are to enhance reputation and personal satisfaction, while hard rewards tend to be economic rewards.

However, Andriessen (2006) argued that hard rewards which are tangible rewards and economic rewards only have a temporary effect, which means that these incentives slowly lose their effectiveness. As the Siemens example shows, when hard rewards are not given anymore, the effect may be gone absolutely. Kugel and Schostek (2004) stated that Siemens chose a reward system based on non-monetary (or soft) rewards that were expected to work on the long run. However, it was found that if one withdraws the hard rewards: the desired behaviours stopped. Furthermore,

Andriessen (2006) explained that financial rewards may stimulate undesired behaviour, i.e., distributing information (perhaps even of inferior quality) only with the intention to receive a reward. The knowledge that is given is not complete, is old or is just one item in a row, so the rest can be given at another time (resulting in another bonus). From this article, it is obvious that soft rewards are more important than hard rewards. However, most of the motivation factors are important but this depends on the conditions of using them.

Deci and Ryan (1985, 2000) in Self-Determination Theory (which is talked about a kind of motivation to measure the actual human need from birth to adult) said that there are two types of motivation namely, intrinsic motivation and extrinsic motivation (see Figure 1).

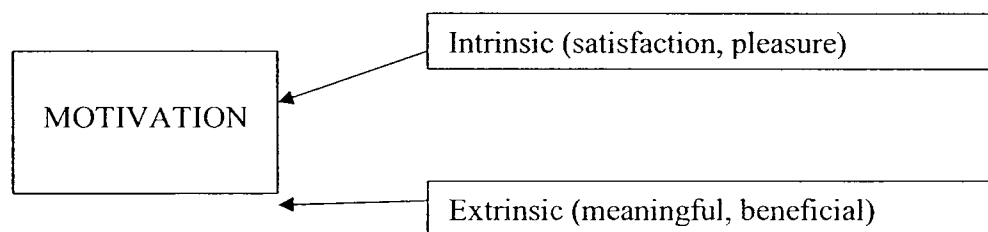


Figure 1: Motivating factors based on Self-Determination Theory (Deci and Ryan, 2000)

The details of each type will be elaborated in the literature. Firstly, intrinsic motivation refers to a voluntary or willingness (conscientiousness) to do something for the sake of satisfaction and pleasure derived from it (Baker, 2004). For instance, the willingness of a group of individuals willing to participate in sharing knowledge because they believe in getting satisfaction in terms of knowledge updates and the pleasure in sharing what they know with other people. In other words, if any

participants share their knowledge, the reason of sharing knowledge is for fun, enjoyment, expert feeling, and so on.

Secondly, extrinsic motivation refers to doing activities as a means to get something meaningful, beneficial such as to gain reward or avoid criticism, rather than for the satisfaction of doing the activity itself. For example, doing something or even sharing knowledge because of expected rewards, or other physical.

Lastly, amotivation factor, which is the third type of motivation classification by Deci and Ryan (2000). This can be any activities that lead to counter satisfaction such as participation in some action for knowledge, but turn out otherwise. Relatively, individuals are amotivated when they do not perceive contingencies between outcomes and their own actions (Vallerand, 1992). Based on Deci and Ryan (2000) and Vallerand (1992), they perceived that most of the time, workers' behaviours are beyond their own control.

Amabile (1997) also supported this argument by arguing that knowledge sharing that need to include more intrinsic motivation than extrinsic motivation. As for Deci (1971, as cited in Wasko and Faraj, 2000), the provision of tangible rewards in return enhances self-interested behaviour, reduces intrinsic motivation, and destroys the spirit of sharing (like the sharing of public good).

However, Kohn (1993) argues that extrinsic rewards provide temporary compliance. These rewards have the potential to split the work relationships, inhibit organisational learning and undermine the interest in the work itself. Therefore, organisations should promote knowledge exchange programmes to encourage a market for knowledge. The disadvantages of the provision of tangible incentives could lead to counterproductive behaviours such as hoarding behaviours, accelerating

competitive moves, and diminishing the free flow of knowledge dissemination in the organisation.

Skinner (2005) showed that extrinsic rewards given immediately following behaviour would likely cause that behaviour to continue. This simplistic theory of motivation is based on stimulus-response behaviour. Covington and Mueller (2000) stressed that extrinsic motivation is typically defined as performance for some types of tangible payoffs such as grades, money, or recognition.

These rewards are said to be extrinsic because they are unrelated to the action. Extrinsic motivation, however, may be the process of satisfying a need which is related to the activity, but not satisfying the learning itself (Breen and Lindsay, 1999 cited in Ruby, 2008).

1.3 Significance of the study

This study is very significant to those in banking and the academics. The significance of is related to the objectives of the study, which is to investigate (a) general factors that motivate senior executives of ISBT to share knowledge, (b) the most influential, and (c) whether there is direct or indirect effects of general and dominant motivation factors that influence ISBT senior executives to share their professional knowledge.

According to Robbins (2005), there are a few factors to motivate senior executive to share knowledge. Firstly, industrial executives are convinced that by sharing knowledge they could add value to their existing knowledge instead of losing them. Secondly, corporate executives commended that sharing of knowledge among them whether inside or outside corporations will be most attractive when they can easily retrieve the knowledge that they shared. Finally, the fear of losing competitiveness can be overcome through knowledge sharing apart from being

entrepreneurial and high risk tasking. Thus, it is essential for employers to clearly understand what factors motivate or hinder workers from sharing their professional knowledge.

The role of organisation is not only to satisfy stakeholders. Indeed, they need to clearly understand what motivates workers to share knowledge. Hall (2001, 140) argued that the factors that motivate people in knowledge sharing is an important issue and deserved to be given top priority. This area of research makes to significant contribution to academics, policy makers, industry leaders, decision makers, and employee unions.

1.4 Purpose of research

This research is exploratory, and sought to understand the factors that motivate workers to share knowledge. This situation is particularly important for workers dealing with activities that require the sharing of knowledge because knowledge is closely attached with their work routines.

1.5 Statement of problem

Employees are expected to demonstrate their full commitment and diligent efforts in knowledge sharing. In other words, knowledge sharing requires highly motivated employees to play an active role in knowledge sharing. The literature in knowledge sharing argues that motivating factors can encourage knowledge sharing.

Nevertheless, the same motivating factors for knowledge sharing could be reduced by the contexts of organisations, such as in the contexts of the Islamic Bank of Thailand (ISBT). For instance, ISBT executives are motivated to implement the Islamic banking and finance transactions ambitiously; however, organisational