

Does Size Matter In Knowledge Management? A Qualitative/Quantitative Enquiry

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The Study

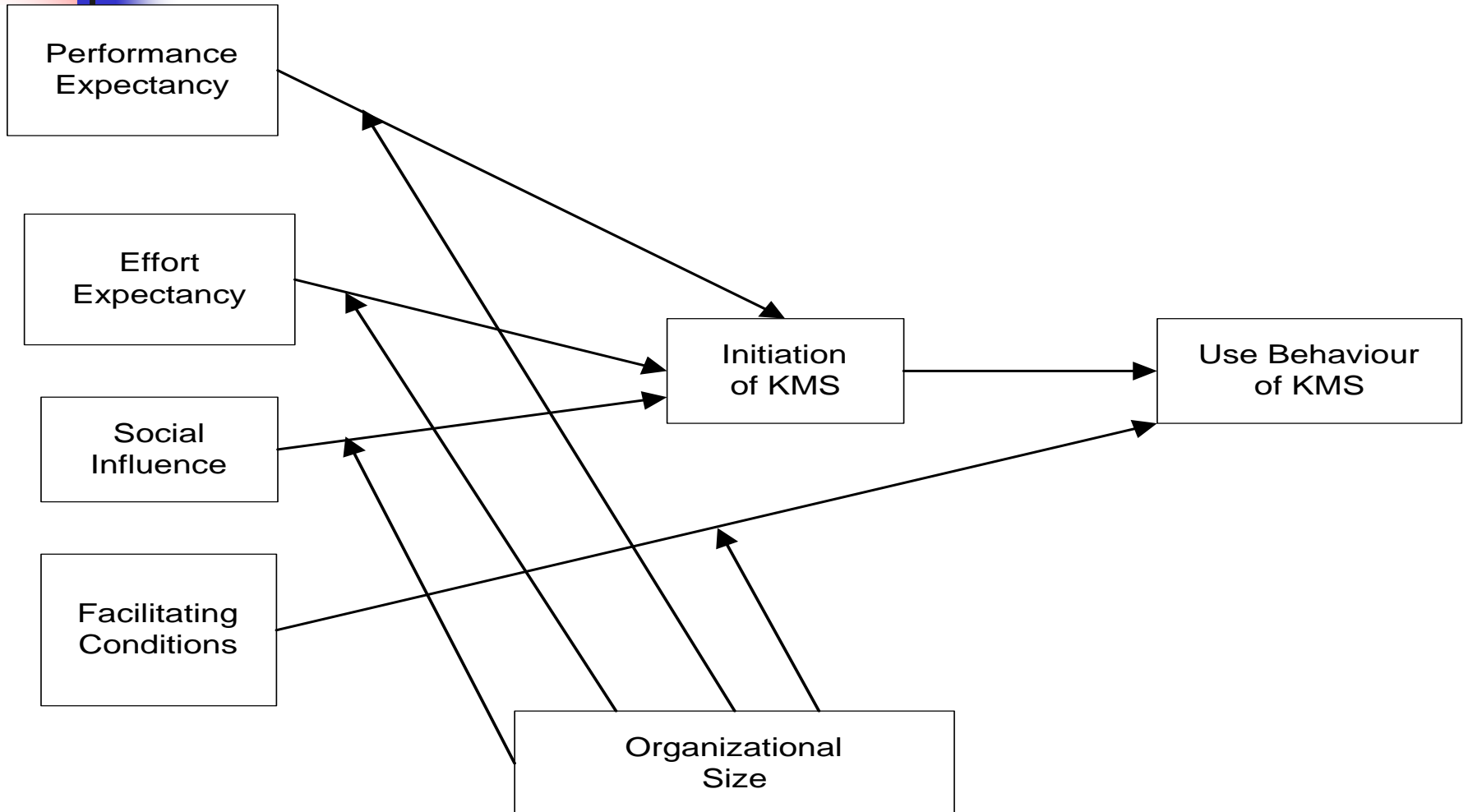
- This study addresses the following research questions:
 - are there any differences in the use and practice of knowledge management between SMEs and large organizations?
 - does size matter?
- A two phase research approach is undertaken in this study.
 - First a qualitative field study is undertaken by collecting data via interviews of five large organizations and ten SMEs.
 - A quantitative analysis is then undertaken via surveying top 1,500 companies in Australia and Top 300 businesses in WA. A revised 'Unified Theory Acceptance and Use of Technology (UTAUT)' is tested in this phase

Results of Phase-1: Significant Factors of Knowledge Management Chosen by All SMEs or Large Businesses

	SMEs	Large Businesses
External Factors	<ul style="list-style-type: none"> ▪ Competitive Pressure ▪ Customer Demand and Expectation 	
Internal Factors	<ul style="list-style-type: none"> ▪ Top Management Support ▪ Organizational Structure ▪ Organizational culture 	<ul style="list-style-type: none"> ▪ Organizational Culture ▪ Organizational Structure ▪ Top management support ▪ Benefits to individuals

The results of indicate that there are no major differences in significant factors of KM between large businesses and SMEs across different industries.

The Research Model for Phase-2 study: A Revised Venkatash et al. 's (2003) Unified Theory of Acceptance & Use of Technology (UTAUT) model



Results of National Survey

Predictors	Initiation		
	1	2	3
(a) Control variables:			
Gender	0.113	0.027	0.035
Age	0.049	0.059	0.058
Experience	0.027	-0.02	-0.015
(b) Independent variables:			
Performance Expectancy		0.286***	0.201
Effort Expectancy		0.246***	0.342*
Social Influence		0.229***	0.228
(c) Moderation:			
Performance Expectancy * Organizational size (empl no.)			0.207
Effort Expectancy * Organizational size (empl no.)			-0.252
Social Influence * Organizational size (empl no.)			-0.029
F	1.238	25.67***	17.42***
(sig.)	(0.296)	(0.00)	(0.00)
Adj. R ²	0.013	0.343	0.343

Predictors	Use Behaviour of KMS		
	1	2	3
(a) Control variables:			
Gender	0.141*	0.048	0.049
Age	-0.013	-0.033	-0.031
Experience	0.046	0.017	0.017
(b) Independent variables:			
Initiation		0.558***	0.553***
Facilitating conditions		0.255***	0.267***
(c) Moderation:			
Facilitating conditions * Organizational size (empl no.)			-0.035
F	1.97	68.235***	56.91***
(sig.)	(0.119)	(0.00)	(0.00)
Adj. R ²	0.02	0.542	0.542

Results of WA Survey

Predictors	Initiation		
	1	2	3
(a) Control variables:			
Gender	0.089	0.091	0.099
Age	0.258**	0.234**	0.227**
Experience	-0.112	-0.044	-0.047
(b) Independent variables:			
Performance Expectancy		0.288***	0.16
Effort Expectancy		0.26***	0.108
Social Influence		0.222**	0.51**
(c) Moderation:			
Performance Expectancy * Organizational size (empl no.)			0.362
Effort Expectancy * Organizational size (empl no.)			0.592
Social Influence * Organizational size (empl no.)			-0.986
F	2.647	12.99***	9.049
(sig.)	(.051)	(0.00)	(0.00)
Adj. R ²	0.033	0.33	0.332

Predictors	Use Behaviour of KMS		
	1	2	3
(a) Control variables:			
Gender	0.045	-0.011	-0.011
Age	0.081	-0.101	-0.101
Experience	-0.165	-0.076	0.076
(b) Independent variables:			
Initiation		0.59***	0.591***
Facilitating conditions		0.259***	0.256***
(c) Moderation:			
Facilitating conditions * Organizational size (empl no.)			0.009
F	1.278	41.076***	33.999***
(sig.)	(0.284)	(0.00)	(0.00)
Adj. R ²	0.006	0.577	0.574

Conclusions

- This paper presents a comparative study of knowledge management between large businesses and SMEs
- Three variables identified to be significant for KM success in both SMEs and large businesses (mentioned by all the participating companies) in the first stage are: *“Organizational Structure”*, *“Organizational culture”*, and *“Top Management Support”*.
- The results of quantitative analysis suggest that “organizational size” did not have any effect on the ‘initiation’ and ‘use behaviour’ of KMS.
 - Competitive pressure has forced every organization practices KM even though there are some differences in format, extent, complexity, advances, and experience
 - The required technologies (intranet, databases, communication tools, etc) for managing knowledge is already in place and are available to people.



Future Research Directions

- This study contributes to the KM literature by adopting a combined qualitative and quantitative research method. Most of the existing research in KM are quantitative in nature, i.e., hypothesis testing confirmatory type.
- The researchers' future plan is to further test the moderating impact of size and examine the moderating impact of other factors such as industry sector, business models, country/cultural differences, etc. This part of the research will use a quantitative approach, which will test a number of hypotheses and the model itself.