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# Social Interactions and Networking in Cyber Society

Ford Lumban Gaol • Fonny Dameaty Hutagalung  
Editors

# Social Interactions and Networking in Cyber Society

 Springer

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# The Role of Benefit and Cost in Acceptance Knowledge Management System: Knowledge Contributor Perspectives

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# The Role of Benefit and Cost in Acceptance Knowledge Management System: Knowledge Contributor Perspectives

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**ABSTRACT:** This study explores and identifies the factors associated with benefit and cost that potentially impact the willingness of people in accepts KMS. We examine some factors such as: perceived benefit, extrinsic benefit, intrinsic benefit, as part of benefit and perceived cost, actual cost, opportunity cost, and ease of use as part of the cost would be influences people in using KMS. A survey method applied in this study and two hundred and thirty six respondents from three financial services organizations were participated in this study. Data from survey was analyzed with Smart PLS, measurement and structural model were asses to ensure the validity and reliability of the model, moreover we conduct hypotheses testing and model fit. We reveal that intrinsic benefit, extrinsic benefit as part from benefit and ease of use as part of cost influences people in KMS acceptance. However, this study not found any relationship between usefulness, actual cost and opportunity cost to KMS acceptance.

## 1 INTRODUCTION

Today's organizations have been faced by complex and dynamic challenge to survive. To deal with the challenge, organization realizes competitive advantages are the best way they need to achieve the success (Hislop, 2013, Meihami and Meihami, 2014). One of the vital elements related with organization competitive advantages is knowledge (Meihami and Meihami, 2014). Due to the important of knowledge in organization, Knowledge Management (KM) became the popular agenda for most of the organizations in the world. KM became the most recent and valuable of the management paradigm today.

As the rapid growing of Information Technology (IT), organization belief that IT is important enabler for KM (Hislop, 2013, Maier and Hädrich, 2011). IT that used to support KM implementation in an organization is recognized as Knowledge Management System (KMS). Alavi and Leidner (2001) define KMS as IT tool that support KM process, knowledge creation, storage, retrieval, transfer and application in organizing. Nowadays, organization realize that almost impossible for them to implement powerful KM without KMS. A wide range of KMS feature such as data mining, database system and the portal have been proven support KM implementation success (Maier and Hädrich, 2011).

Although KMS provide a positive opportunity in support KM success, some previous research in KMS has been identified that IT side is not the only

primary key for KM/KMS success. Studies to understand of KMS acceptance success have been conduct for decades (Assegaff et al., 2012, Chen et al., 2012, Haigang, 2011, Moloto and Buckley, 2014, QU et al., 2013, Yoo and Huang, 2014). These studies have successfully identified what significant factors associated with people decision in using or not using a technology. They found the factors are closely related with the people itself (Assegaff et al., 2012, Chen et al., 2012, Haigang, 2011, Moloto and Buckley, 2014, QU et al., 2013, Yoo and Huang, 2014). The factors are associated with people motivation.

KMS in perspective of technology has no different with other information system (IS). However, in term of social activities KMS has unique environment that totally different with others IS. KMS is design to support KM. KM process are about collecting, distributing and applying organization knowledge, KM is about knowledge sharing (KS). In the organization that implemented KMS, KS is conduct trough the KMS. In meanwhile KMS could be success just if people actively participate in KM process. People are active in collecting, distributing and applying knowledge. In fact, this situation is not easy to achieve, it would hardly depend on the people and organization culture.

Studies in KS area try to understand the phenomenon and found some human factors as barriers in conducting KS (Chen et al., 2012, Chen et al., 2013, Tseng et al., 2012). One of the factors is the people believe in knowledge as power. They assume that

sharing their knowledge would lose their value and their competitive advantages in organization. In the end people with the knowledge would not participate in KS and they would not use the KMS.

Another important KS investigation that should be pay attention was conduct by He and Wei (2009). The studies investigate the different belief of knowledge worker when perform KS. This is interesting studies because they try to explore people motivation in KS from two different perspectives (while most of studies in this area investigate in one single perspective). The first perspective is from contributor (people who contribute their knowledge) and seeker (people who seek for knowledge). They argue, different perspective of people would impact in their studies their motivation in doing KS. What they found was interesting. He and We (2009) found people was drive by different motivation when perform as seeker or contributor. Seeker was concern in knowledge growth, usefulness, and seeking effort when contributor belief in image, enjoy helping and contributor effort. We argue, this finding would have impact another studies in related studies such as KMS acceptance research. This is because KMS is closely related with KS area.

We conduct review the KMS acceptance studies, and we found that, He and We (2009) belief perspectives is not cover yet in most of KMS acceptance studies before. Most of the previous studies apply single belief perspectives in their investigation. We recommend He and Wei belief perspective related with seeker and contributor motivation should be explore and investigate. We belief by consider the different factor motivation factor between seeker and contributor would provide us more advance understanding in why contributor and seeker perform an action to using or not using the KMS.

To participate in solving this problem, we have been motivated to conduct an investigation related with this topic. In this study we would like to focus on contributor side and try to understand them by explore potential factors related with their belief. The contributor side is important to study, because most of KM failed because of lack of people in contributing their knowledge (Chen et al., 2013, Hung et al., 2011a, Hung et al., 2011b, Sandhu et al., 2011). To fulfil the need of this study, we apply TAM and enriched it with other relevant theories. We propose to extend original TAM (Davis, 1989) with Social Exchange Theory (SET) along with motivation perspectives. Furthermore, our next study would explore the seeker perspective of using KMS

The remaining of this article is organized as follows. The following section presents the relevant studies in KMS acceptance, the research model and hypotheses follow by research method, result and data analysis, discussion and conclusion.

## 2 LITERATURE REVIEW

Applying motivational perspectives, Social Exchange Theory and Technology Acceptance, we develop a theoretical framework for identifying the benefit and cost factors of contributor KMS acceptance. We have successfully identified factors associate with benefit and cost that potentially influences knowledge contributor in accept the KMS. These factors are:

### 2.1 *Intrinsic Benefit*

Intrinsic motivation indicate the pleasure and the inherent satisfaction derived from a specific activity (Patricia, 2007). In intrinsic motivation perspective people engage an activity motivate for its own sake, pleasure or its own satisfaction. In KMS context enjoy helping, altruism and satisfaction are found as an element of intrinsic benefit influences people (Kankanhalli et al., 2005, Wasko and Faraj, 2005). Thus, we argue:

*H1: Intrinsic Benefit influences peoples' willingness in using KMS*

### 2.2 *Extrinsic Benefit*

Extrinsic benefit is outcome belief from people perception related to value associate with performing an activity (Molm, 1997). In the context of KMS, the value closely related to knowledge sharing is benefit. This is because the purpose of people in using KMS is KS. For example, people engage knowledge sharing because the expected organization reward (Bock et al., 2008, Cabrera and Cabrera, 2002). Past studies in KS have identified that extrinsic benefit has influences peoples' behaviour in knowledge sharing (Bock et al., 2008, Kankanhalli et al., 2005). Bock and Kim (2008) in their study indicates extrinsic benefit influences KMS acceptance. Our hypotheses for this study are:

*H2: Extrinsic Benefit influences peoples' willingness in using KMS*

### 2.3 *Usefulness*

Usefulness is defined as the benefit / value of using a technology incorporate with work performance. In KMS acceptance studies, usefulness has been identified influences people when decide to use or not use the KMS (Money and Turner, 2008). Hence, we argue:

*H3: Usefulness influences peoples' willingness in using KMS*

### 2.4 *Actual Cost*

Actual Cost is defined as in ability to gain unique value embedded in organization by performing an action (Davenport & Prusak, 2000; Gray, 2001). Loss of knowledge power is an example of actual cost (Kankanhalli, 2005). In previous study (Kankanhalli et al, 2005) Loss of power has found impact peo-

ple when sharing knowledge using KMS. In this study, we state that:

*H4: Actual cost influences peoples' willingness in using KMS*

### 2.5 Opportunity Cost

Opportunity cost is reward loss when people choose to perform an activity not others (Molm, 1997). In KS context, time and effort in contributing knowledge via KMS is one example of opportunity cost (Cabrera and Cabrera, 2002). Past studies indicate the opportunity cost has impact to the person's behaviour in performing KS. Hence, we hypothesises that:

*H5: Opportunity Cost influences peoples' willingness in using KMS*

### 2.6 Ease of Use

Ease of use is defined as people perception that using a technology will be free of effort (Davis, 1989). Effort exist when people using a technology. Money and Turner (2008) conduct research in KMS acceptance. They found Ease of use as one of main predictor in KMS acceptance. Thus we argue that:

*H6: Ease of Use influences peoples' willingness in using KMS*

## 3 METHODOLOGY

In this part sampling selection method, construct validation, and data analysis will present:

### 3.1 Sample selection

The respondent of this survey was Bank Institution staff. Seven of Banking Institution was inviting to participate in this study. However, three of seven Banks was agreed to participate in our study. The selected Bank has met the criteria that they have experiences in KMS implementation for at least one year. A questionnaire was sent to three hundred Bank staff. The questionnaire was consist of three part, the first part is the invitation letter, the second part is identification checking, in this part the respondent will asking about their experience as knowledge contributor, if they meet the criteria they could participate in this survey, if not they should withdraw from the survey. The last part is a question part. The respondent should fill out all questions. Complete questionnaire was received from two hundred and thirty six respondents. Therefore, overall 78% response rate was achieved. The summary of respondent demographic is present at table 1.

Table 1 Respondent Profile.

		Count	%
Organization	A	70	30%
	B	65	28%
	C	101	42%
Age	30 or younger	70	29%
	31-40	65	27%
	41-50	41	17%
	51-50	45	19%
	51 or older	15	8%
Gender	Male	126	53%
	Female	110	47%
Position	Staff	201	85%
	Supervisor	25	10%
	Manager	9	4%
	Director	1	1%
Experience in current position	Less than 1 years	6	3%
	1-5 years	54	22%
	6-10 years	86	36%
	11-15 years	70	30%
	16 years and above	20	9%

### 3.2 Survey Instrument

Base on the research model and its construct the survey instrument incorporate five point linked scale was developed. A survey questionnaire incorporates five point linked scale was developed. The questionnaire contains three parts; Part A: Invitation letter, Part B: Factual Question (demographic question) and Identification Check, Part C: Perception Question relating to potential benefits and cost factors. All items (question) in survey instrument have been referred from previous literature and modified accordance with knowledge contributor performs in KMS. The source of the constructs and items are described in table 2.

### 3.3 Analysis

Structural Equation Modelling technique in Smart PLS was chosen for analysis the research model.

## 4 RESULT

### 4.1 Measurement Model Assessment

There are two types analysis run in Smart Pls. The initial analysis was carried out to evaluate and identify that weak and must be dropped in the next analysis (Urbach and Ahlemann, 2010). This evaluation was done to ensure the indicator of all constructs meet the minimum acceptable level for measurement model. The indicator that identifies as weak (loading factor bellow 0.5) (Chin, 2010) will be discarded from the constructs. All of twenty one items in about seven construct in our research model was identify have achieved minimum value for accepta-

ble levels. Table 2 reported the question and loading factor value of each item of constructs and table 3 describe the cross loading factor from each constructs of instrument.

more than 0.7 all of construct have value more than 0.7 and the lowest is opportunity cost 0.76. AVE not less than 0.5 and the lowest value is opportunity cost 0.51 (See Table 4 and 5).

Table 2 Questioner items and Loading Factor

Questionnaire item	Loading Factor
<b>Extrinsic Benefit</b> (Kankanhali et al, 2005)	
1. I would obtain a higher salary and bonus if I share my knowledge through KMS	0.6299
2. Sharing my knowledge by using KMS would improve my reputation level in an organization	0.5944
3. I expected to get knowledge back from others when I share my knowledge through KMS	0.9151
<b>Intrinsic Benefit</b> (Wasko and Faraj, 2005)	
4. Sharing knowledge by using KMS gives me satisfaction	0.8965
5. I have confidence in providing knowledge for my organization using KMS	0.9006
6. I have the expertise required to provide the knowledge for my organization using KMS	0.8169
<b>Usefulness</b> (Money and Tuner, 2008)	
7. Using KMS will increase my work performance	0.8773
8. My job is more effective by using KMS	0.8413
9. My job is more efficient by using KMS	0.605
<b>Actual Cost</b> (Kankanhali et al, 2005)	
10. Sharing knowledge by using KMS would make me lose my unique value in an organization	0.7941
11. Sharing knowledge by using KMS would make me lose my power in an organization	0.7761
12. Sharing knowledge by using KMS would make me lose my valuable skill in an organization	0.7708
<b>Opportunity Cost</b> (Carbera and Carbera, 2005)	
13. Sharing knowledge by using KMS would require me to allocate additional time	0.8075
14. Sharing knowledge by using KMS would require me to allocate additional effort	0.6987
15. Sharing knowledge by using KMS would require me to allocate additional clarification	0.642
<b>Ease of Use</b> (Money and Turner, 2008)	
16. I find that using KMS is simple	0.8261
17. I find KMS to be quick and efficient	0.8904
18. I have a good access to KMS	0.8126
<b>Willingness to use the KMS</b> (Xu and Quddus, 2009)	
19. I will use the KMS	0.9113
20. I will participate in KMS	0.8924
21. I will involve in KMS	0.8008

Internal consistency of the construct was asses by evaluating composite reliability, Cronbach alpha and AVE (Urbach and Ahlemann, 2010). Cronbach alpha not less than 0.6 the lowest Cronbach Alpha value is opportunity cost 0.62. Composite Reliability

Table 3 Cross Loading Factor.

	ACC	EOU	EB	IB	OPC	UF	KMS
ACC1	0.7941	0.1609	0.2595	0.1543	0.3433	0.3748	0.2486
ACC2	0.7761	0.2123	0.2109	0.1325	0.4177	0.2261	0.2082
ACC3	0.7708	0.1297	0.2992	0.1383	0.3714	0.1633	0.2642
EB1	0.2122	0.1218	0.6299	0.0812	0.2676	0.1465	0.1975
EB2	0.2384	0.1534	0.5944	0.0706	0.2775	0.1423	0.1927
EB3	0.2937	0.3077	0.9151	0.1296	0.2554	0.2457	0.7381
UF1	0.2744	0.1011	0.2188	0.295	0.1705	0.8773	0.2467
UF2	0.2199	0.0838	0.1985	0.1899	0.2714	0.8413	0.2186
UF3	0.2887	0.1482	0.1988	0.1542	0.272	0.605	0.161
EOU1	0.1341	0.8261	0.3168	0.383	0.2572	0.1254	0.5749
EOU2	0.1881	0.8904	0.2267	0.4686	0.2391	0.1231	0.46
EOU3	0.2271	0.8126	0.2125	0.4234	0.2395	0.0861	0.4025
IB1	0.1514	0.413	0.1195	0.8965	0.259	0.319	0.2911
IB2	0.153	0.3904	0.1326	0.9006	0.2294	0.1735	0.331
IB3	0.1727	0.5105	0.1051	0.8169	0.2542	0.2482	0.2969
KMS1	0.2768	0.4775	0.6589	0.3035	0.3108	0.2865	0.9113
KMS2	0.1859	0.4591	0.6897	0.1604	0.1548	0.1514	0.8924
KMS3	0.3379	0.573	0.427	0.4385	0.3122	0.2551	0.8008
OPC1	0.3252	0.233	0.2574	0.1961	0.8075	0.2726	0.239
OPC2	0.344	0.2427	0.1928	0.1617	0.6987	0.0702	0.2253
OPC3	0.379	0.1455	0.2497	0.2662	0.642	0.3008	0.1874

Table 4. Reliability and Validity Test

Construct	R2	CR	Cronbach Alpha	AVE
ACC	0	0.8237	0.6813	0.609
EOU	0	0.8809	0.8009	0.7118
EB	0	0.7642	0.7291	0.5292
IB	0	0.9049	0.8417	0.7607
OC	0	0.7612	0.6293	0.5174
UF	0	0.8236	0.6768	0.6145
KMS	0.6255	0.9026	0.8369	0.756

Table 5. AVE Value

	AC	EOU	EB	IB	OC	UF	KMS
ACC	0.7803						
EOU	0.2105	0.8436					
EB	0.3331	0.307	0.7274				
IB	0.1822	0.5003	0.1371	0.8721			
OC	0.4807	0.2924	0.3224	0.2829	0.7193		
UF	0.326	0.1349	0.2599	0.2794	0.2917	0.7839	
KMS	0.3109	0.5812	0.679	0.3523	0.3039	0.2703	0.8694



## 5.2 STRUCTURAL MODEL ASSESSMENT

Structural model was evaluated in two approaches. First the predictive power of the model was assessed, and follows from an analysis of constructing relationship that state by hypotheses. Figure 2 summarized the analysis result.

### 5.2.1 Predictive Power of the Model

The essential criterion for the assessment of the PLS structural equation model is R<sup>2</sup>. The R<sup>2</sup> estimates the association of an LV's elucidated variable to its aggregate variance. In order to have a low level of descriptive power, the values should be adequately high for the model. This model explained 63% (see figure 2).

### 5.2.2 Hypotheses Testing

Table seven describes the summary of hypotheses testing, including the path coefficient and T-value from each path of construct obtain from smart PLS analysis result. Three from six paths were found significant and support the previous hypotheses. The three supported hypotheses are H1, 2 and 6. Detail discussion related with the hypotheses testing will present in discussion section.

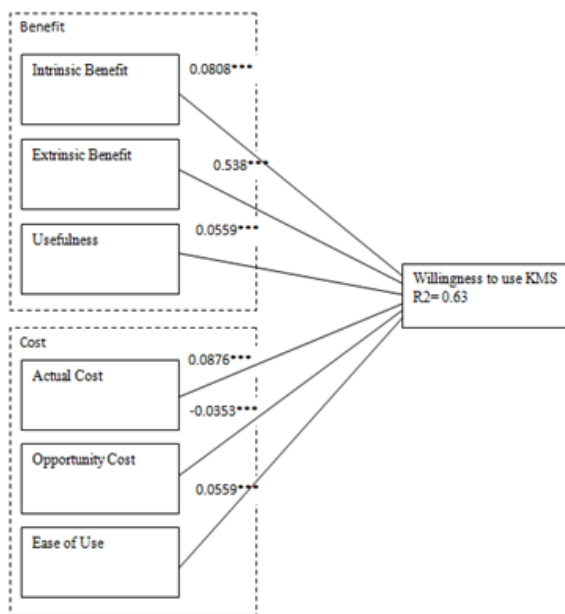


Figure 1. Structural Model Assessment.

## 6 DISCUSSION

This study investigates the benefit and cost factors influences people when contributing their knowledge through KMS. We use social exchange theory incorporate with TAM to develop our research model. The finding of our investigation

shows that: Hypotheses 1, we argue that intrinsic benefit influences people intention in using KMS. Our research finding is relevant with the hypotheses. The positive relationship and the significant path coefficient indicates that people in Indonesia banking institution are consider the satisfaction, confident and expertise when they using KMS for contributing their knowledge. This finding is appropriate with previous finding. They found intrinsic benefit was impact in people intention to use KMS; Hypotheses 2, consistent with Kankahali (2005) finding, we reveals that people who believe in extrinsic benefit will contribute their knowledge by using KMS. This support Carbera and Carbera (2005) indication that people will use KMS and contributing their knowledge when if they get some reward from the organization. Hypotheses 3, this hypothesis were not supported. The willingness of using KMS is not associated with people beliefs that using KMS provide benefit for people who sharing their knowledge. This finding was contradicted with money and turner (2008); Hypotheses 4, we hypotheses actual cost has positive relationship with people willingness in using KMS. The finding implies people that beliefs if they sharing their knowledge by using KMS would lose their value of knowledge. This finding is contradictory to those in literature that state if people did not intent to sharing their knowledge to the system because the afraid of losing the power occur from their knowledge (Kankanhalli et al., 2005); Hypotheses 5, Carbera and Carbera (2005) indicates the people belief if they helping others by answering the question in KMS would require additional time and effort to allocate. However, the finding of this investigation shows the different finding. People did not consider opportunity cost as barriers in using KMS and sharing their knowledge; Hypotheses 6, as hypotheses, the ease of use of KMS has associated with people willingness in using KMS. The result is relevant with investigation by Money and Turner (2008) that found ease of use as one of main predictor influences people in KMS acceptance.

### 6.1 Limitation

The results demonstrate that all of our propose items, constructs within research model are fulfill acceptable level of requirement. However, the investigation should be replicated across other setting and over time to understand people behavior in different context.

### 6.2 Implication

Theoretically our research framework developed under TAM and Social Exchange Theory, and enhanced it by considers knowledge sharing behavior and motivational perspective to the antecedents of the framework. The people perception in using KMS

is found influences by benefit and cost in general. This finding are relevant with Davis (1989) that state there are two main predictor influencing people intention using technology perceived usefulness and perceived ease of use. By breakdown the two main construct of TAM, this study successfully present detail information what kind of benefit and cost impact people belief in using technology.

Our finding should useful for future research to advance understanding of people behavior when using complex and unique technology in various types of user and organization. We also encourage other researchers to examine the model in the different context of organization and culture. The research model also potentially to be extended and incorporate other factors to be test. Practically, the organization that are implemented KMS can use our result and consider different type of benefit and cost in their strategy and activities that will have impact to increase people intention in using KMS and sharing their knowledge. Our study report the role of benefit and cots in people KMS acceptance, the organization could take to increase the people intention in sharing knowledge by design and implement reward scheme by consider different type of benefit and cost.

## 7 SUMMARY

This study is one of few study investigate KMS acceptance that consider different belief of people when perform as contributor and seeker. Motivated by a need to advanced understanding and underlying driver of what kind benefit and the cost factors influence people in using KMS, this study enhanced TAM with social theory by redefine and breakdown the perceived usefulness and perceived ease to be more detail to express the various type of benefit and cost potentially impact user in KMS Acceptance. The research model could use to examine. The measurement model was confirmed with adequate convergent and discriminant validity with respect to the measurement of all construct in research framework. The structural model show the good of predictive power of the model and three from six path coefficients found as significant. The result show that people are belief in extrinsic and intrinsic benefit (as benefit factors) and ease of use (cost factor) when they using KMS and contributing their knowledge. This study reveals that intrinsic and extrinsic benefit and ease of use are important for contributor belief when using KMS.

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