

The Hong Kong University of Science and Technology  
Department of Information Systems,  
Business Statistics and Operations Management

Seminar Announcement

***Knowledge Sharing Is Power: A Multi-Level Approach  
to Understand the Role Of Awareness and Leadership in  
Facilitating KMS Success***

by

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**Date: Tuesday, 8 February 2011**

**Time: 2:30 – 4:00 pm**

**Venue: Room 4379, ISOM Conference Room (Lift 17/18)**

~~~~~ All interested are welcome ~~~~~

**Abstract:** By integrating information systems and management literatures, this paper advances research on knowledge management system (KMS) implementation. Specifically, a three-level model that incorporates use of KMS design features (individual level), social network (dyadic level) and leadership (business unit level) to understand knowledge sharing and job outcomes is developed. This paper theorizes the use of KMS design features that support employees' interactions will be positively related to employees' awareness of others' areas of expertise, and such relationship will be stronger when there is higher level of transformational leadership. In addition, this paper theorizes awareness of others' areas of expertise will be positively related to knowledge sharing and knowledge sharing will be positively related to job outcomes. The model was largely supported in a field study among 1,441 employees representing about 12,000 dyads within 7 business units in a large financial company. In addition, a qualitative study was conducted to identify the design features and a qualitative study was conducted to cross-validate the model. Such a multimethod approach provides greater validity to model specification and model validation. The paper concludes with theoretical and practical implications.

**Biography:** Xiaojun Zhang, who received his PhD from the University of Arkansas in 2010, is an assistant professor of Information Systems at HEC Montréal. His research focuses on understanding the impacts of technology on performance outcomes. His dissertation develops multi-level models to understand the impacts of knowledge management systems on job outcomes. It adopts a multimethod approach to strengthen model specification and validation. His dissertation essays are under review at *MIS Quarterly* and *Information Systems Research*. He has other completed projects that are in various stages of the process at different journals. One of his papers was conditionally accepted at *MIS Quarterly* and two are forthcoming in *Information Systems Research* and *Journal of the Association for Information Systems* respectively. Other journals where he has published are the *European Journal of Information Systems*, *Journal of Global Information Technology Management* and *Information Systems Frontiers*. He has taught several IS courses including business project development, business application in visual basic and introduction to information systems.