

5. The following statements describe your feeling (and or views) about knowledge sharing in your distribution center. (Please mark with an “X” your feeling or view)

	In my DC...	Strongly Disagree	Disagree	Unsure	Agree	Strongly agree
1	It is better to show and explain to employees how to do a job.				73%	27%
2	Employees are not likely to share knowledge without strong personal motivation.		27%		55%	18%
3	Employees regard knowledge as power (the more knowledge one has the more powerful he/she is)...		18%	9%	64%	9%
4	Reciprocity (the mutual give-and-take) is seen as a motivator for knowledge sharing by employees.		27%		73%	
5	The motivation to share knowledge is enhanced by trust.		9%		73%	18%
6	The motivation to share knowledge is enhanced by the power and status of recipient.	9%	45%	9%	36%	
7	We should stay away from explaining and communicating in writing-unless if you need to keep proof.	27%	27%	9%	27%	9%

6. The following statements describe your general feelings and beliefs about technology, organizational structure and the culture at your DC. (Please mark with “X’ the option you feel best describe your beliefs)

As a Manager I believe that...	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
Head office spends too much on technology e.g. SAP.	18%	46%	9%	27%	
Technology helps us to better do our work.				64%	36%
The time and money spend on	18%	64%		9%	9%

technology is a waste (could have been spent better).					
There is nothing wrong with the way employees communicate and work with each other.	9%	36%		55%	
Head office should stop spending on technology.	36%	46%		18%	
Head office should spent more on culture	9%	46%	9%	27%	9%
The DC's culture, and fitting in with it is important for success.		9%	18%	55%	18%
The DC's culture affects employees positively.		18%		73%	9%
There is too much red tape for decision making.		18%	9%	73%	
There are groups which share knowledge between themselves only.		18%	18%	64%	

Thank you for your time and cooperation
 If you have any questions regarding this survey, please feel free to contact the researcher, Mr. Chadrick George through any of the following contact details.
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Or my supervisor Professor Visvanathan Naicker on (011) 652 0223 or naickv@unisa.ac.za

Appendix F- Interview questions

The purpose of these Interview Questions is to probe your understanding of how technology, organizational structure and culture contribute to the knowledge infrastructure; and how the knowledge infrastructure capability contribute to knowledge sharing at a large Fast Moving Consumer Goods (FMCG) distribution center in the Western Cape.

Interview Question

Research Questions	Interview Questions
How does technology contribute to the knowledge infrastructure at the distribution center?	(1) How do you use technology to monitor competitors and partners? (2) How does technology encourage employees to work together inside and outside the distribution center? (3) How does technology ensure that people in different locations can learn as a group from a single source (teleconferencing)? (4) How does technology assist in the retrieval and use of knowledge about products and processes? (5) When and how does technology contribute to the generation of new opportunities?
How does the organizational structure contribute to the knowledge infrastructure at the distribution center?	(6) How does the structure of departments and divisions encourage interaction and knowledge? (7) How does the structure assist with the discovery and or creation of new knowledge? (8) When is performance based on knowledge creation? (9) When and where are employees encouraged to search for knowledge? (10) How often do managers search through knowledge for error or mistakes? (11) How does the organisational structure ensure the transfer of new knowledge across departments and

	<p>divisions?</p> <p>(12) When do you find that employees are readily accessible to assist others?</p>
<p>How does culture contribute to the knowledge infrastructure at the distribution center?</p>	<p>(13) How and when do employees show their understanding of the importance of knowledge to corporate success?</p> <p>(14) How do you encourage employees to explore and experiment?</p> <p>(15) What do you think are the value in on-the-job training and learning to:</p> <p>(a) the employee</p> <p>(b) the distribution center</p> <p>(16) How do you demonstrate your appreciation of individual expertise to employees?</p> <p>(17) How do you encourage co-operation amongst employees within and across groups?</p> <p>(18) How is the organization's vision articulated or stated?</p> <p>(19) When do you share knowledge with other distribution centers?</p> <p>(20) How do the benefits of knowledge sharing outweigh the costs?</p> <p>(21) How do Senior Managers support the role of knowledge sharing?</p>
<p>How does the knowledge infrastructure capability contribute to knowledge sharing at the distribution center?</p>	<p>(22) How does the nature of knowledge (tacit versus explicit) influence the way it is shared?</p> <p>(23) When do you find that employees are more likely to share knowledge?</p> <p>(24) In your opinion: what type of view do employees have of knowledge?</p> <p>(25) What is the benefit of mutual give-and-take (reciprocity) with regard to knowledge sharing?</p> <p>(26) What motivate employees to share knowledge?</p>

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