

## Factors Influencing the Knowledge Seekers in Adopting the Knowledge Management System (KMS)

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### Abstract

One indication of Knowledge Management System (KMS) success is when the knowledge seeker actively access the knowledge stored within the system's repository. Unfortunately, studies that specifically designed to provide more understanding about the behavior of the knowledge seeker with regard to their acceptance of KMS are still quite rare. The purpose of this study is to investigate the factors that influence the behavior of knowledge seeker(s) in KMS acceptance. A research model for this study was developed using the Theory of Reasoned Action (TRA), and the data was collected from 125 knowledge seekers from three companies in Indonesia. By utilizing the Squares Structural Equation Modeling (SEM) techniques with Smart PLS V2 software, the results of the statistical analysis confirmed that there is a positive correlation between the factors of management, effort and social relationship and the intention of knowledge seeker(s) in KMS acceptance. However, the correlation between the benefit factor and the intention of knowledge seeker(s) in KMS acceptance was not found.

### Faktor yang Mempengaruhi *Knowledge Seeker* dalam Memanfaatkan *Knowledge Management System*

#### Abstrak

Salah satu indikasi kesuksesan KMS adalah ketika pengetahuan yang tersimpan didalam sistem secara aktif diakses oleh *knowledge seeker*. Namun disayangkan, kajian untuk memahami perilaku dalam penerimaan KMS oleh *knowledge seeker* masih terbatas. Tujuan dari penelitian ini adalah untuk menyelidiki faktor-faktor apa saja yang mempengaruhi perilaku *knowledge seeker* dalam menerima KMS. Sebuah model penelitian dikembangkan dengan menggunakan *Theory Reason of Action* (TRA) untuk penelitian ini, dan data dikumpulkan dari 125 orang *knowledge seeker* yang berasal dari tiga perusahaan di Indonesia. Menggunakan teknik SEM dengan *software* Smart PLS V2, hasil analisis statistik mengkonfirmasi bahwa terdapat hubungan positif antara faktor *management*, *effort*, dan *social relationship* dengan niat *knowledge seeker* menerima KMS. Namun hubungan antara faktor *benefit* dengan niat *knowledge seeker* menerima KMS tidak ditemukan.

*Keywords: knowledge seeker, knowledge management, knowledge management system, technology acceptance*

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### 1. Introduction

In general, the process of adapting and utilizing information technology that supports the Knowledge Management (KM) within a corporation or an organization is referred to as the Knowledge Management System

(KMS) (Maier & Hädrich, 2011). Currently, KMS has evolved into the main tool that facilitates various activities related to KM within an organization. KMS is endowed with a mission to support KM's related processes in an organization, therefore, enabling these processes to run in effective and efficient manner (Alavi

& Leidner, 2001). In a way KMS is the “enabler” which allows the implementation of KM. Due to its crucial role, it is vital for an organization to ensure the success of KMS implementation (Jennex & Olfman, 2003). One indication of KMS success is when the knowledge seeker actively access the knowledge stored within the system’s repository (Xu & Quaddus, 2012). Therefore, it is quite obvious why an organization will focus its energy on ensuring the acceptance and adoption of KMS by its members. Henceforth, the workers within an organization that already implement KM, will be referred to as the knowledge workers (Davenport & Prusak, 2000). In any of these organizations, the knowledge worker will have the skill, competence and knowledge that differ from person to another.

On one hand, knowledge worker(s) with limited skill, competence and knowledge will be required by their organization to develop their own capacities by utilizing the various knowledge repositories provided by the company (Kankanhalli, *et al.*, 2005; Wasko & Faraj, 2005). The company’s requirement that its workers must develop their own capacities will encourage the workers to seek sources of knowledge proactively. The worker who actively seeks knowledge is referred to as a knowledge seeker. On the other hand, a knowledge worker with high skill, competence and knowledge will be required to disseminate or spread what they know to other workers or to other member of the organization. Such an endeavor may be carried out in different methods by the company, one of which is by codifying that knowledge into a system of electronic repository or storage. The system then should be accessible by each person within the organization. A knowledge worker who participated in spreading their knowledge by contributing their knowledge into the system shall be referred to as a knowledge contributor.

The efforts to implement KM by encouraging the workers to actively seek and share their knowledge (knowledge sharing) would not be an easy one. Fact of the matter is that until now many organizations have yet or failed to establish the proper method that will encourage their knowledge workers to actively seek or share what they know for the company’s benefit (He & Wei, 2009). This issue has been the major focus for practitioners and researcher engaging in KM related matters. A number of studies on the strategy, efforts and factors that will encourage a knowledge worker to share their knowledge have been conducted (He & Wei, 2009; Kankanhalli *et al.*, 2005; Wasko & Faraj, 2005). These studies have enriched our knowledge in understanding the phenomenon related to knowledge sharing. One of such studies that are quite important is the one that identify factors that encourage a person to share his/her knowledge. The study revealed that a worker would be motivated to share his/her knowledge when they feel that would they receive some sort of benefit or a reward for their activities. Such a

benefit and reward that may motivate the worker may be in the form of financial incentive or something in monetary form or even something non-financial such as a promotion or positional advancement in the organization. Even though such a motivation is closely linked to the two types of workers mentioned previously; however, as it turned out these workers are influenced by other factors before they would even consider sharing their knowledge. A study conducted by He & Wei (2009) revealed that a knowledge contributor will be motivated by the following factors; i.e. image, organizational reward, management influences, contributor effort, the feeling of reciprocity, enjoying the feeling of being able to help and social relationship.

Meanwhile, from the perspective of a knowledge seeker, the study found that they are influenced by factors such as organizational reward, perceived usefulness, knowledge growth, social relationship, management influences and seeking effort. He & Wei (2009) argued that in order to understand the behavior of a knowledge worker, whether they carrying the role as a contributor or a seeker, then the factors influencing the two types of workers must be carefully examined. If we ignored these factors, then in all likelihood we will not be able to gain an understanding of the behaviors of these contributor and seeker. An in depth understanding on the behaviors of the two types of workers is quite crucial for the organization to establish the most effective strategy for a successful implementation of KM’s programs. However, unfortunately, as it turned out, studies that deal with the behaviors of the two types of workers with regard to their role in knowledge sharing are quite rare. After tracking down the current researches on the subject, it was clear that the majority of studies on the acceptance of KMS were focused solely on the general perspective of motivation in understanding the behavior of a knowledge worker (Clay *et al.*, 2005; Money & Turner, 2008; Xu & Quaddus, 2009; Xu & Quaddus, 2012).

Not many of these studies discussed in any detail the motivational difference between the two types of workers. The researcher put forward the argument that such a study will ultimately only describe the behaviors of knowledge seeker and knowledge contributor from the same perspective.

Motivated by the above-mentioned phenomenon, therefore, we would like to take this opportunity to participate actively and to contribute in the matter by conducting our own study on the behaviors related to the acceptance of KMS as seen from two different perspectives. In this study, we will direct our focus on studying the behaviors related to the acceptance of KMS from the perspective of a knowledge seeker. In the next agenda, we will carry the discussion even further to include the perspective of a knowledge contributor.

This study is important because one indication of the success of KMS is when the knowledge seeker actively access the knowledge stored within the system's repository. Studies on the model, theory and concept about how to implement KMS successfully have been proposed and researched many times by scholars, researchers and practitioners alike. A number of KMS success models that have been used as reference include, among others, the models by Xu & Quaddus (2009), Clay & Dennis (2005).

Erickson & Advic (2005) proposed a model to identify a person's behavior with regard to KMS acceptance. They developed a model on KMS acceptance based on the Technology Acceptance Model (TAM) theory as well as the TAM2. These models are built according to the anthropocentric perspective that knowledge is inextricable from human. Another model of KMS acceptance was developed by Clay & Dennis (2005). This model was developed based on the IS Success Model as proposed by Delone & McLean (2001). It was used to study the behavior of workers in banking institutions regarding their adaptation of KMS. The model provided information related to the level of acceptance by the user with regard to KMS utilization. The third model on KMS acceptance by its user was proposed by Ju & Quaddus (2009). This particular model was developed by applying the TAM Theory, Theory of Reasoned Action (TRA), and the Diffusion of Innovation (DOI). The model was tested and validated in a survey conducted on workers in the manufacturing sectors in Australia. It was quite successful in identifying the factors that influencing the workers in adopting KMS.

Even though studies on KMS success models with regard to KMS acceptance have been conducted by many researchers; however, not all of them took into account the different motivational concept behind a knowledge seeker and a knowledge contributor that may influenced their decision-making. The existing KMS success models used a single perspective in their evaluation of the behaviors of the knowledge worker. They are applying a generalized marker on the knowledge worker and have yet to accommodate the different factors that may influence a particular knowledge worker when accessing KMS, whether that worker is using KMS as a seeker or as a contributor. We argue that the implication of using a single perspective will only create a generalization of the findings about the behaviors that influenced a knowledge worker in utilizing KMS, therefore, the understanding with regard the behaviors of knowledge in KMS acceptance will be rather lacking in depth. Based on those facts, we are proposing an alternative research instrument. The alternative research instrument, which we proposed is expected to accommodate the different motivational measurements of the knowledge seeker when adapting and sharing their knowledge through KMS.

In this research, we would like to direct our focus on identifying the factors that will influence the behaviors of a knowledge seeker in his/her activity as a knowledge seeker. We developed a research model to identify the factors that potentially may influence the behaviors of a knowledge seeker with regard to KMS acceptance. The model adheres to the theories of TAM, TRA and Social Exchange Theory. TAM was created by Davis (1989) and currently it has evolved into TAM V3 (Venkatesh & Davis, 2000). Overall, TAM consisted of three domains; i.e. user belief, external factors and social influences. Referring to the previous studies by (Clay *et al.*, 2005; Davis, 1989; Money & Turner, 2008; Xu & Quaddus, 2009; Xu & Quaddus, 2012) the construct of beliefs, which consisted of perceived usefulness and perceived effort are the main factors that influenced the user's behaviors in technology acceptance. We argue that the three theories above are relevant and have the capacity to explain the behaviors of a knowledge seeker. Therefore, we then charted the relation between these factors into a research model as illustrated in the following Graphic 1.

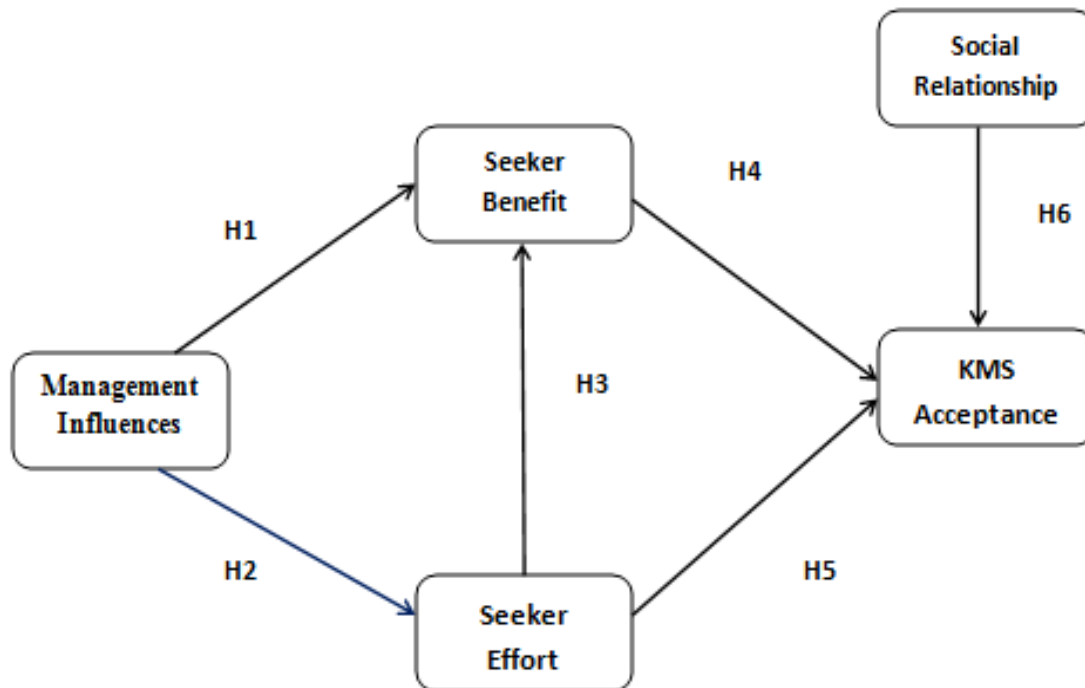
Graphic 1 above shows the six-hypotheses build from the existing five factors. The hypotheses are summarized as follows:

**Management Influences.** Support from top management for any activity within an organization plays an important role for the success of that activity. The same goes for the implementation of KMS in an organization, with regard to the results of previous studies on KMS implementation, where the researchers found that there is a positive correlation between support from top management and the success of an activity (Cabrera *et al.*, 2006; Chang *et al.*, 2012; Chang & Chuang, 2011; Chiang & Birtch, 2006; Chiang & Birtch, 2012; Davenport & Prusak, 2000). Such a support in this context may be by providing specific facilities, infrastructures or relevant policies. The theory of TAM (Davis, 1989) states that there is a positive correlation between the external factor(s) (one of them is the support from top management) and the actual benefit felt by the user when they are using a system. In this study, we argue that:

*H1: Management influences will influence benefit seeker when accepting KMS*

*H2: Management influences will influence seeker effort when accepting KMS*

**Seeker Benefit.** Seeker Benefit refers to the perception maintained by a knowledge seeker with regard to the benefit they are supposed to get when adopting KMS. The benefit factor has been identified by the previous researchers as the main motivational factor that influences the behaviors of a user in accepting KMS. In this research we proposed the following elements as



Graphic 1. Research Model

benefits for a knowledge seeker in adopting KMS; i.e. creativity, productivity, cost and time reduction, knowledge building, avoiding some mistake and effectiveness. TAM (Davis, 1989) states that benefit clearly have a positive correlation with the intention and behaviors of the user (the knowledge seeker) in accepting KMS. This is in line with the results of the previous studies that established a positive correlation between the benefit and user's intention in accepting KMS (Xu & Quaddus, 2013). In this study, we argue that:

*H4: Seeker benefit will influence KMS acceptance by a seeker*

**Seeker Effort.** Seeker Effort relates to the effort/sacrifice/cost that must be endured by the user when utilizing a system (Davis, 1989). In this research, for the knowledge seeker, the element of effort/sacrifice/cost that they have to endured consisted of simple and cheap to use, speed, accessibility, security, and risk of the knowledge. TAM (Davis, 1989) states that effort has a positive correlation with the intention and behaviors of the user (the knowledge seeker) in accepting KMS. This is in line with the results of previous studies, which found that effort has positive influence on the user's intention in accepting KMS (Xu & Quaddus, 2013). In this study, we argue that:

*H5: Seeker effort will influence KMS acceptance by a seeker*

*H3: Seeker effort will influence benefit seeker when accepting KMS*

**Social Relationship.** Ijek Fisben (1979) in proposing the TRA model, believes that social relationship will have an impact on user behaviors in accepting technology. This was later supported by a research conducted by Money & Turner (2008), in which they found that the people we trust the most would have an influence on the decision we make with regard to an action. In this study, we argue that:

*H6: Social relationship will influence KMS acceptance by a seeker*

**KMS Acceptance.** KMS acceptance is the knowledge seeker's intention to accept or to utilize KMS. TAM (Davis, 1989) states that KMS acceptance is influenced by two main factors, i.e. benefit and effort. This is in line with the result of previous studies, which found that benefit and effort have a positive influence on user's intention in KMS acceptance (Xu & Quaddus, 2013).

Next, developing a research instrument that accommodates the factors that can be used to evaluate the behaviors of a knowledge seeker in accepting KMS. Taking into account the theories of TAM, TRA and the Social Exchange Theory and previous KMS models, we developed the definition for each construct, which we used in the research as follows (see Table 1).

**Table 1. Constructs used in the Research Model**

Factor(s)	Definition	Number of indicator(s)
Management Influences	Management influences is a factor in this research, it is represented by a support provided by the management in a corporation for KMS utilization. It consisted of three indicators, i.e. management support, facilities and policies.	3
Seeker Benefit	This particular construct is the knowledge seeker's perception that seeking knowledge will ultimately bring benefit to their work.	6
Seeker Effort	This construct is the knowledge seeker's perception that to seek for knowledge by utilizing KMS will be effortless.	4
Social Relationship	This is the knowledge seeker's perception regarding the person they consider as important who thought that they must or should use KMS to seek for knowledge.	3
KMS Acceptance	The knowledge seeker's intention or wish to accept/ use KMS.	3

**Table 2. Respondents' Profiles**

Personal Data	Category	Total	Percentage (%)
Organization	A	40	32
	B	35	28
	C	50	40
Age	30 or younger	31	24.8
	31-40	45	36
	41-50	22	17.6
	51-50	27	21.6
	51 or older	0	0
Sex	Male	74	59.2
	Female	51	40.8
Educational background	Senior high school or lower	5	4
	Diploma	21	16.8
	S1 (undergraduate)	67	53.6
	S2 (postgraduate)	32	25.6
	S3 (master degree)	0	0
Position in the company	Staff	89	71.2
	Supervisor	36	28.8
	Manager	0	0
	Director	0	0
How long the with the respondent have been company	Less than 1 year	38	30.4
	1-5 year	57	45.6
	6-10 year	30	24
	11-15 year	0	0
	16 year or more	0	0

The alternative measurements we developed for the study mainly referred to the results of the study conducted by He & Wei (2009), which we have mentioned above, in addition to other relevant studies on KMS acceptance. These measurements are then translated into indicators for each construct (see Table 3 for a detailed description of the questionnaires).

## 2. Methods

This section will describe the activities carried out for collecting and analyzing the data for this study. Respondents in the study are workers in institutions that already implement KMS. The respondents were asked to fill-out the questionnaires prepared by the researcher. One of the items in the questionnaires will specifically verify whether the respondents have the experience as a knowledge seeker who makes use of KMS. The questionnaires were sent to 300 workers in three organizations. Of the 175 questionnaires returned, 125 of them were considered as valid. The following table provides an illustration of the respondents' profiles (Table 2).

Based on the research model, a research instrument was developed, which encompassed each of the factors and indicators prescribed in the model. Such indicators were then translated into itemized questionnaires. There are nineteen questions build around the five factors of the developed research model (the questions are described in detail in Table 3). To ensure that the instrument used in the study met the prescribed criteria, the said instrument needs to be validated. First is to ensure that the contents of the questions are in line with the concept and implementation of KM. For validating the content, the researcher invited three known experts in the field of KM from a KM consultant in Indonesia. Result of the validation is then incorporated as an input to improve the instrument content. Second, is to ensure that each construct and indicator of the instrument met the criteria for validity and reliability. The validity and reliability is tested using Smart PLS. The data and model are then analyzed using SEM through Smart PLS software.

## 3. Results and Discussion

Prior to testing the hypotheses, we have to ensure that the instrument and research model met the prescribed criteria. Essentially, in SEM there are two activities that must be carried out beforehand. First is conducting an evaluation on the measurement model and followed later by evaluating the structural model. Evaluating the measurement model is the step prior to conducting the hypotheses test during the structural model analysis (Chin, 2010; Urbach & Ahlemann, 2010). The objective of measurement model analysis is to ensure that each construct and indicator associated with the model is valid and reliable.

Urbach & Ahleman (2010) in their research outlined the steps and methods for validating the measurement model analysis. Primarily among them is the Internal Consistency Reliability, which is evaluated by examining the Cronbach Alpha, which should generate a value higher than 0.60 as outlined by Cronbach (1951), Nunally & Bernstein (1994) in Urbach & Ahleman (2010). Next, Internal Consistency Reliability, which is evaluated through the Composite Reliability value, with a value higher than 0.60 as outlined by Werts *et al.*, (1974) and Nunally & Bernstein (1994) in Chin (2010). Followed by validating the Indicator Reliability, in which the evaluated value is the Loading Indicator with a minimum value higher than 0.50 as outlined by Chin (1998b) in Chin (2010). For Convergent validity, the evaluated value is the Average Variance Extract (AVE) with a minimum value higher than 0.50 as outlined by Fornell & Larcker (1981) in Urbach & Ahleman (2010). Lastly, the Discriminant Validity, in which the evaluated value is the Cross Loading Factor, if the loading factor value of the collective indicators associated with a particular construct is higher than any loading factor indicator, then such indicator is considered as valid as part of the construct as outlined to by Chin (1998b) in Chin (2010).

The first step is carried out to ensure that the indicators and constructs associated with the research model have met the minimum criteria for a model. An indicator is said to meet the required level when its loading factor is higher than 0.5 and possessing the highest threshold value from other indicator in their respective group in accordance with the result of the "cross loading factor". The result of the measurement model analysis can be viewed in Tables 3, 4, 5 and 6. Table 3 provides an illustration of the evaluation results of all indicators used in the study. The evaluation result revealed that all indicators have value higher than 0.5, which mean that they are all met the minimum criteria, with the exception of the SR3 indicator (itemized question number 16). Thus, question number 16 is excluded in subsequent analysis. After eliminating indicator 16 and reevaluating the remaining indicators, the result showed that they are all met the prescribed criteria. Other evaluation with regard to validity and reliability test showed that all criteria such as internal consistency, discriminant validity and reliability have met the prescribed parameter (see Tables 3,4,5,6).

Meanwhile, evaluation of the construct may be carried out through their internal consistency component by referring to the values of CR, Cronbach Alpha and AVE. An analysis conducted using Smart PLS revealed the following results (Table 6).

After completing the measurement model analysis, the next step is to carry out the analysis on the structural model. The evaluation, which is done before testing the

hypotheses is performed by validating the model used. The technique used for model validation is through evaluation of the Coefficient of Determination (R2), as outlined by Chin (1998b); Ringle (2004), the value of Path Coefficient Huber *et al.*, 2007 and the effect size (Cohen (1988); Chin (1998b); Ringle (2004) in Urbach & Alehman, 2010). SEM’s important criteria in PLS is the value of R2. The value of R2 is linked to the estimated association between constructs within a model. The higher the value of R2 means the model is better in predicting a decision made by the user. The value of R2 in this study is 0.242 (see Graphic 2), which considered as moderate. This model is said to be capable of predicting the behaviors of a knowledge seeker at the level of 24%.

Other technique for validating a research model is by evaluating the value of the path coefficient between the

constructs. The path coefficient will describe the strength of relationship between two constructs. Many researchers argued that to be considered as good, the value of path coefficient should be higher than 0.1, and if we examine Graphic 2, it is clear that all the path coefficient associated with the research model are higher than 0.1, therefore, the relationship between the constructs is significant.

Meanwhile, effect size is the value found only in dependent construct. In this study, the factors of seeker benefit, seeker effort and KMS acceptance are categorized as dependent constructs. Each of these three constructs has an effect size value higher than 0.20 (see Graphic 2), therefore, they are classified as significant (Cohen (1988); Chin (1998b); Ringle (2004) in Chin, 2010).

**Table 3. Research Instrument’s Indicators**

Itemized questions (Indicators)	Loading Factor
<b>Seeker Benefit</b>	
Utilizing KMS will improve my work productivity	0.8199
Utilizing KMS will improve my creativity	0.7431
Utilizing knowledge in KMS will have an impact on the amount of time and sacrifice I have to make to finish my job	0.73
Utilizing will increase the knowledge I have	0.635
Utilizing knowledge in KMS will have an impact in reducing the mistakes I make in carrying out my job	0.7059
Utilizing knowledge in KMS will have an impact in increasing my effectiveness in working	0.6773
<b>Seeker Effort</b>	
Seeking knowledge from KMS is easy and inexpensive	0.824
Knowledge in KMS is validated and up-to-date	0.8873
KMS can be accessed anytime and anywhere	0.7939
KMS has a sufficient safety features	0.6213
<b>Management Influences</b>	
The management give their support for me to use KMS	0.7917
The management provides the necessary facility for me to access KMS	0.8454
The management set up a policy that support the utilization of KMS	0.7984
<b>Social Relationship</b>	
My superior recommends me to use KMS	0.9758
My colleague recommends me to use KMS	0.9746
My senior recommends me to use KMS	0.3125
<b>KMS Acceptance</b>	
I will seek knowledge by using KMS	0.9241
I will participate in the utilization of KMS	0.8952
I will be involved in the utilization of KMS	0.8613

**Table 4. Validity and Reliability Test**

	AVE	Composite Reliability	R Square	Cronbach Alpha	Communality	Redundancy
KMS	0.799	0.9226	0.249	0.8752	0.799	0.0725
MI	0.6596	0.8531	0	0.7443	0.6596	0
SB	0.5196	0.8657	0.4278	0.8135	0.5196	0.1363
SE	0.6206	0.8656	0.2345	0.788	0.6206	0.1442
SR	0.6666	0.8366	0	0.6775	0.6666	0

**Table 5. Cross Loading Factor**

	KMS	MI	SB	SE	SR
KMS1	0.9235	0.3533	0.3875	0.3858	0.3356
KMS2	0.8941	0.2844	0.2173	0.269	0.2452
KMS3	0.8627	0.317	0.3373	0.4176	0.2797
MI1	0.2592	0.7917	0.4771	0.3717	0.0059
MI2	0.351	0.8454	0.4978	0.4608	0.1797
MI3	0.2569	0.7984	0.3627	0.3298	-0.0045
SB1	0.2535	0.3724	0.8198	0.4392	0.1259
SB2	0.2032	0.3658	0.743	0.3982	0.1631
SB3	0.2897	0.36	0.73	0.3179	0.0293
SB4	0.2473	0.3356	0.6351	0.4081	0.1474
SB5	0.2489	0.3642	0.7059	0.4468	0.1052
SB6	0.312	0.5552	0.6773	0.4287	0.2247
SE1	0.3216	0.3885	0.3691	0.8241	0.1961
SE2	0.3564	0.4077	0.4212	0.8873	0.2004
SE3	0.3173	0.401	0.5008	0.7939	0.1752
SE4	0.2903	0.3161	0.4867	0.6212	0.2486
SI1	0.3325	0.0989	0.2003	0.2621	0.992
SI2	0.3153	0.0697	0.1776	0.255	0.9911

**Table 6. AVE Values**

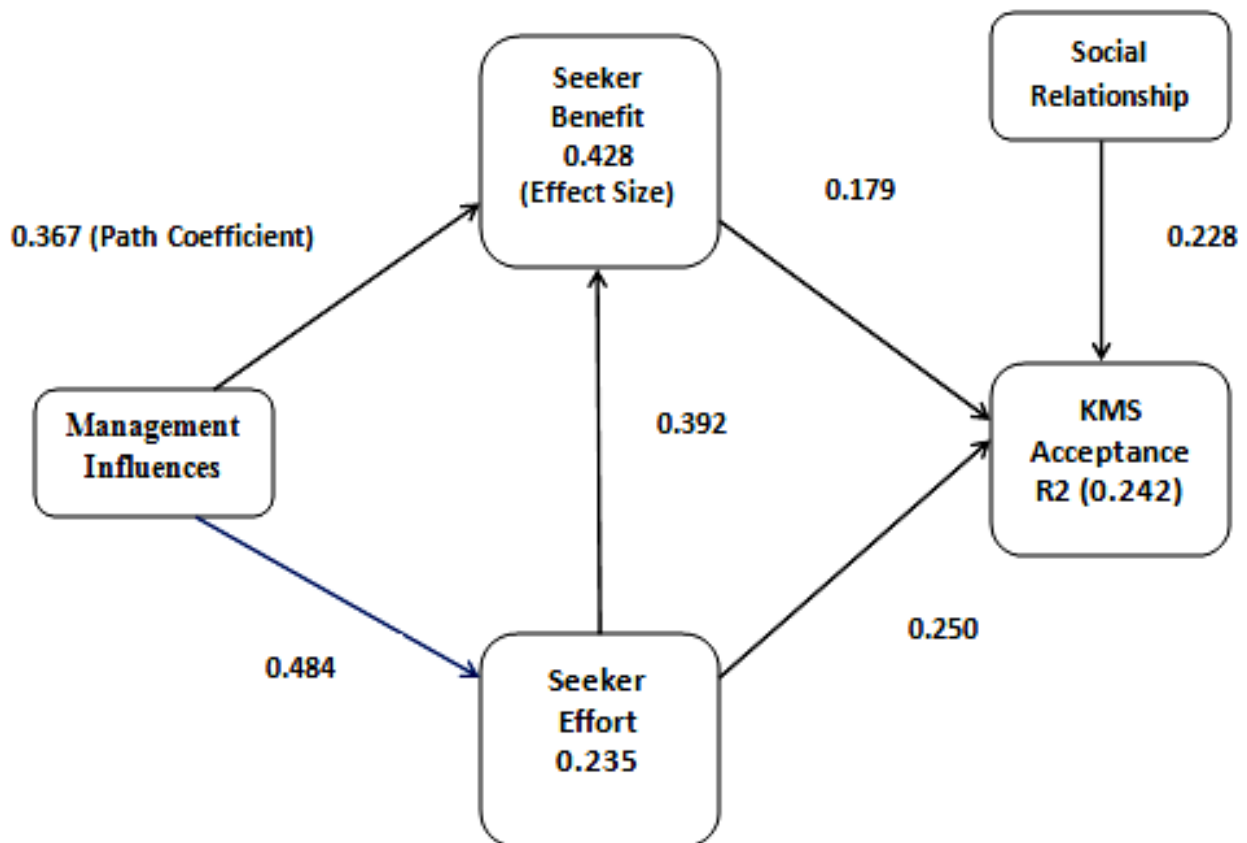
	AVE	KMS	MI	SB	SE	SR
KMS	0.799	0.893868				
MI	0.6596	0.3606	0.812158			
SB	0.5196	0.364	0.5569	0.720833		
SE	0.6206	0.4104	0.4843	0.5698	0.787782	
SR	0.6666	0.3356	0.0736	0.1952	0.2316	0.816456



After we established that the model met the prescribed criteria, the next step is testing the hypotheses. Hypotheses testing are done to find out whether the hypotheses built at the beginning of the research are supported by the study. The following criteria are used to evaluate the hypotheses by examining the value of path coefficient and the p value. P value is calculated based on the value of T statistic from the relationship

between constructs. Table 7 below describes the T value of each relationship between constructs.

After obtaining the value of T statistic, calculate the p value, the following table shows the result of calculation of p value of each relationship between constructs (Table 8)



Graphic 2. Result of the Research Model Analysis

Table 7. Relationship Value between the Constructs

	Original sample (O)	Mean	Standard deviation	Standard error	T Statistics (O/STERR)
MI ->SB	0.5569	0.56	0.0667	0.0667	8.3493
MI ->SE	0.4843	0.4908	0.0648	0.0648	7.4706
SB ->KMS	0.1787	0.1752	0.1057	0.1057	1.6904
SE ->KMS	0.3198	0.3208	0.0787	0.0787	4.0653
SE ->SB	0.392	0.3994	0.0726	0.0726	5.3989
SR ->KMS	0.2277	0.2345	0.0932	0.0932	2.4429

**Table 8. Result of Hypotheses Test**

Hypotheses	Path coefficient	P Value DF=120	Result
H1	0.367	0.0001	Supported
H2	0.484	0.0001	Supported
H3	0.392	0.0001	Supported
H4	0.179	0.0935	Not Supported
H5	0.250	0.0001	Supported
H6	0.228	0.0160	Supported

\*DF= 120

Result of the hypotheses testing performed on the model is as follows: Hypothesis 1 that states “management influence” will influence “seeker benefit” is supported by the result. The two-tailed test revealed that the p value of this relationship is lower than 0.0001, therefore, it is categorized as highly significant. Hypothesis 2 that states “management influence” will influence “seeker effort” is supported by the result. The two-tailed test revealed that the p value of this relationship is lower than 0.0001, therefore, it is categorized as highly significant. Hypothesis 3 that states “seeker effort” will influence “seeker benefit” is supported by the result. The two-tailed test revealed that the p value of this relationship is lower than 0.0001, therefore, it is categorized as highly significant. Hypothesis 4 that states “seeker benefit” will influence “KMS acceptance” is supported by the result. The two-tailed test revealed that the p value of this relationship is lower than 0.0935, therefore, it is categorized as not too significant. Hypothesis 5 that states “seeker effort” will influence “KMS acceptance” is supported by the result. The two-tailed test revealed that the p value of this relationship is lower than 0.0001, therefore, it is categorized as highly significant. Hypothesis 6 that states “social relationship” will influence “KMS acceptance” is supported by the result. The two-tailed test revealed that the p value of this relationship is lower than 0.0160, therefore, it is categorized as significant.

Result of the study revealed that factors such as “management influences”, “seeker effort”, “social influences”, have been proven to influence the behaviors of knowledge seeker in KMS acceptance. In general, this result is in line with the results of previous studies on KMS Acceptance (Clay *et al.*, 2005; Money & Turner, 2008; Xu & Quaddus, 2009; Xu & Quaddus, 2012).

One aspect that is quite interesting from this study is the revelation that effort is the most influential factor on the behaviors of a knowledge seeker, which is different from the finding of the majority of previous studies, which identify benefit as the major factor that influences a user in accepting technology. This study also revealed

that there is no significant influence associated with the factor of benefit and how people KMS is accepted by the people. If we are to refer back to the basic theory (TAM) used in this study, then the factors of effort and benefit are two factors that act as the key elements in influencing the behavior of a person. Previous studies also revealed that these two factors significantly influencing people behaviors in accepting or utilizing KMS technology. However, the result of this study contradicts the findings of previous studies. We, therefore, argue that this may be the result of cultural difference between workers in Indonesia and workers in other part of the world, which served as location for the previous studies. Workers in Asia, Indonesia included tend to make less demand and complying with the various policies made by the companies. This may be related to the expectation of “reward” or “benefit” from the company. This may be particularly relevant since the majority of respondents in this study are relative young (25% of them under 30 years old) and 71% of the respondents are in staff positions or they are just joining the company (30 % of the respondents). Therefore, they may not concern themselves too much about making excessive demand to the company for reward.

To ensure that the result of this study is supported by proper research methodology, the researcher has done things. First of all, reviewing the appropriateness of the methodology used in the study. Secondly, verifying that the samples collected for the study, the instrument and analysis of the data met the accepted scientific norms. The methodology used in the study is adopted from Sekaran (2010), which is known as the Hypo Deductive Method.

This study has complied with all the steps and research guidelines proposed by Sekaran (2010). Samples are selected in accordance with specific criteria, i.e. the respondents are workers in banking organizations in Indonesia, wherein each organization has already utilizing KMS for more than a year. The said workers who then became respondents in the study must have the experience as knowledge seeker through KMS.

The research instrument is one of the vital tools to obtain a valid data from the respondents. In this study, the tool is built from the relevant theories and ultimately developed into a research model and from there building the hypotheses that explain the relationship between the factors while referring to the prevailing theories. The indicators used for testing the factors are also adopted from previous studies, therefore, corroborating their validity and reliability. Of the nineteen itemized indicators, only one item has a loading factor under 0.5 (indicator for the factor of “social relationship”).

This particular indicator is not included in the subsequent step, therefore, all the indicators used are proven valid and reliable. Last but not least, the study has met all the norms of scientific research, therefore, the justification for why “effort” is the factor with significant influence on the behaviors of the seeker, is due to the cultural difference between the respondents in this study and the respondents in previous studies (as explained above).

#### 4. Conclusions

The results of data analysis in this study shows that the constructs and indicators as proposed in the research model have passed the test and met the minimum criteria which have been set previously. Nevertheless, to ensure the consistency of the model and instrument used in this study, such models and instruments need to be applied in an organization with a different culture and scope. Theoretically, the model and instrument used in this study were developed based on TAM, TRA and SET, and enhanced by adding alternative indicators based on research related to the KS and KM. In general, the study found that the behavior of knowledge seeker in adopting KMS is primarily influenced by the factors of “Effort”, “Management”, and “Social”. The results of this study is somewhat different from previous studies wherein the finding showed that “Effort” was the most dominant factor influencing the user in accepting KMS (Clay *et al.*, 2005; Money & Turner, 2008; Xu & Quaddus, 2009; Xu & Quaddus, 2012). Ultimately, this study is expected to provide a deeper and better understanding of the knowledge seekers’ behavior in the adaptation and acceptance of KMS. In principle sense, this study confirms the previous theories relating to the acceptance of the technology. In practical sense, the results of this study may be used as valuable input for any organization that requires it, thus enabling such an organization to develop the appropriate strategies and policies that support the active role of knowledge seekers in adopting KMS.

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