

**Antecedents and Consequences of Codification-
Personalization Strategy: An Investigation of MSC-Status
Companies in Malaysia**

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*I hereby certify that the work embodied in this dissertation project
is the result of original research and has not been submitted for a
higher degree to any other University or Institution.*



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DEDICATION

This dissertation is dedicated to the memory of my late father.

ABBREVIATIONS

ANOVA	Analysis of variance
BRS	Business reply service
CEO	Chief executive officer
CFA	Confirmatory factor analysis
COP	Community of practice
EFA	Exploratory factor analysis
HNT	Hansen, Nohria and Tierney
ICT	Information and communication technology
IP	Internet protocol
IPO	Initial public offering
IQ	Intelligence quotient
IRSA	Identify, reflect, share and apply
IT	Information technology
KM	Knowledge management
MCAR	Missing completely at random
MDeC	Multimedia Development Corporation
MSC	Multimedia Super Corridor
PCA	Principal components analysis
RBV	Resource-based view
SECI	Socialization, externalization, combination and internalization
SWOT	Strength, weakness, opportunity and threat
UK	United Kingdom
US	United States of America

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SYNOPSIS

The landmark article by Hansen, Nohria and Tierney alerts companies against adopting a dual emphasis on the strategies of codification and personalization. This research investigates whether companies can adopt a hybrid strategy by straddling both codification and personalization without affecting organizational performance.

Based on a survey of 219 MSC-status companies in Malaysia, the research determined that organizational culture, leadership and organizational structure do not contribute to codification-personalization strategy. Statistically, the strength of organizational culture and the degree of transactional leadership are highly correlated; the extent of organic structure and the strength of organizational culture are moderately correlated; and the degree of transactional leadership and the extent of organic structure are uncorrelated. While level of codification does not contribute to organizational performance, a strong organizational culture and a high degree of transactional leadership contribute positively to organizational performance, whereas the extent of organic structure is insignificant in predicting organizational performance.

There is no statistical evidence to show that the further a company progresses along the knowledge life-cycle, the higher the level of codification; nor does firm size contribute to level of codification. However, knowledge life-cycle and firm size are highly correlated with each other.

The level of codification differs significantly across the six sectors of MSC-status companies. There is a difference in the choice of codification-personalization strategy between local- and foreign-owned companies, whereby the level of codification for local-owned companies is significantly higher than foreign-owned companies. Companies adopting a hybrid strategy have higher organizational performance than companies adopting either a codification or a personalization strategy, but the difference is not statistically significant.

The low Cronbach's alpha for local-owned companies indicates the absence of knowledge management strategy among Malaysian companies. In this light, the alignment of knowledge management strategy with business strategy is proposed for further study.