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APPENDIX I

Statistics based survey on influence of knowledge management for effective technology transfer in Sri Lankan Software industry based companies.

Section A

1. Please select your gender

Male

Female

2. Age
3. Level of education
4. Name of the Organization
5. What is your role in the company?
6. No of Employees in the company
7. Please state your Working experience in current organization

Section B

Strongly disagree	1
Disagree	2
Uncertain	3
Agree	4
Strongly agree	5

Independent variables

		1	2	3	4	5
	You believe that Knowledge Management (KM) is crucial to your organization					
	There is cooperation and trust to KM policy formulation throughout your Organization!					
	You believe that Knowledge Management inside the organization will influence the technology transfer process					
Knowledge Capture						
	Questions	1	2	3	4	5
1	Organization identified knowledge capturing as important factor for the technology transfer					
2	Management policy, partnerships, strategic alliances or strategy available for capture the knowledge to organization					
3	Employees have the decision making power on which knowledge area to acquire or not					
4	Knowledge acquiring is managed effectively inside the organization					
5	Captured knowledge effectively used in technology transfer process					
Knowledge Create/Develop						
	Questions	1	2	3	4	5
1	Employees have clear idea about how they can participate for the technology transfer process through knowledge development					
2	Organization encourages systematic neighbor training and interdisciplinary training groups					
3	In-house training process available for develop the knowledge inside the organization					
4	Required tool and technology is available in the organization for provide support to knowledge develop process.					
5	In house developed knowledge used to enhance the level of technology transfer					

	process					
Knowledge Share						
	Questions	1	2	3	4	5
1	Management Policy or Strategy is available for sharing Knowledge in organization					
2	Value System or culture intended is available to promote Knowledge Sharing					
3	Organization has advisory boards and internal meeting to exchange Knowledge					
4	Employees aware about the benefits that they can achieve through knowledge share					
5	Organization top management provides necessary resources to share knowledge within the organization.					
6	Employees motivated to share knowledge					
Effectively use of Knowledge						
	Questions	1	2	3	4	5
1	Employees have positive feedback about getting benefit from knowledge when it used effectively					
2	Number of employee participation for the knowledge sessions getting increased with the time					
3	Effective usage of knowledge in the organization is monitored by separately					
4	Number of technology transfers perform within the year getting increased in the organization					
Innovation						
	Questions	1	2	3	4	5
1	Rate of employees' innovations getting increased within the organization					
2	Innovation is identified a part of employees work process					
3	Organization provide facility to employees, to deploy innovations in real world					
4	Organization select best innovations from their employees and present those to international level competitions					
5	Organization reward employees, who are come up with innovative ideas and innovations					

Section C

Moderator variables

	Questions	1	2	3	4	5
1	Reward system is available in the organization for employees					
2	Training programs are available for the employees					
3	Employees have positive attitude about the influence of knowledge management for the technology transfer					
1	Communication process available in the organization for all level of employees					
2	Employees can communicate with the top level management without having intermediate person					
3	Knowledge meet up's are organized within the organization and also outside of the organization for the employees who wish to share ideas					
1	All stakeholders have necessary knowledge and skills					
2	High level of awareness maintain in the organization					
3	Organization have comprehensive and credible specifications on the technology performance					
1	Knowledge workers are genuinely invested in contributing to the value added in organizational process					
2	Employees are committed to overcome the challenges that they faced during knowledge management and technology transfer process					
3	Works can easily adopt the organization work flow					
1	Technologies within the organization are highly adaptable					
2	Economically viable technologies are available in organization					

3	Technologies and management processes use in the organization are sustainable					
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Section D

Dependent variables

	Questions	1	2	3	4	5
1	Organization follows technology transfer strategy					
2	During the technology transfer employees are responsible for different tasks.					
3	Knowledge management increase the efficiency of technology transfer process					
4	Organization publish research results in scientific journal articles or making invention disclosures					
5	Support from all organizational level is support is available for facilitating technology transfer at your organization					

APPENDIX II

Detail frequency analysis of independent variable, moderator variables and dependent variable.

Frequencies

Statistics

		knowcap1	knowcap2	knowcap3	knowcap4	knowcap5	knowcre1
N	Valid	321	321	321	321	321	321
	Missing	0	0	0	0	0	0

Statistics

		knowcre2	knowcre3	knowcre4	knowcre5	knowshr1	knowshr2	knowshr3
N	Valid	321	321	321	321	321	321	321
	Missing	0	0	0	0	0	0	0

Statistics

		knowshr4	knowshr5	knowshr6	effecuse1	effecuse2	effecuse3	effecuse4
N	Valid	321	321	321	321	321	321	321
	Missing	0	0	0	0	0	0	0

Statistics

		inno1	inno2	inno3	inno4	inno5	empmoti1	empmoti2
N	Valid	321	321	321	321	321	321	321
	Missing	0	0	0	0	0	0	0

Statistics

		empmoti3	commu1	commu2	commu3	capa1	capa2	capa3
N	Valid	321	321	321	321	321	321	321
	Missing	0	0	0	0	0	0	0

Statistics

		commit1	commit2	commit3	context1	context2	context3	tt1
N	Valid	321	321	321	321	321	321	321
	Missing	0	0	0	0	0	0	0

Statistics

		tt2	tt3	tt4	tt5
N	Valid	321	321	321	321
	Missing	0	0	0	0

Frequency Table

knowcap1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	8	2.5	2.5	2.5
2	4	1.2	1.2	3.7
3	41	12.8	12.8	16.5
4	177	55.1	55.1	71.7
5	91	28.3	28.3	100.0
Total	321	100.0	100.0	

knowcap2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	9	2.8	2.8	2.8
2	9	2.8	2.8	5.6
3	62	19.3	19.3	24.9
4	176	54.8	54.8	79.8
5	65	20.2	20.2	100.0
Total	321	100.0	100.0	

knowcap3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	6	1.9	1.9	1.9
2	22	6.9	6.9	8.7
3	41	12.8	12.8	21.5
4	165	51.4	51.4	72.9
5	87	27.1	27.1	100.0
Total	321	100.0	100.0	

knowcap4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	7	2.2	2.2	2.2
2	24	7.5	7.5	9.7
3	68	21.2	21.2	30.8
4	150	46.7	46.7	77.6
5	72	22.4	22.4	100.0
Total	321	100.0	100.0	

knowcap5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	.9	.9	.9
2	10	3.1	3.1	4.0
3	61	19.0	19.0	23.1
4	166	51.7	51.7	74.8
5	81	25.2	25.2	100.0
Total	321	100.0	100.0	

knowere1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	.9	.9	.9
2	22	6.9	6.9	7.8
3	71	22.1	22.1	29.9
4	160	49.8	49.8	79.8
5	65	20.2	20.2	100.0
Total	321	100.0	100.0	

knowcre2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	4	1.2	1.2	1.2
2	15	4.7	4.7	5.9
3	52	16.2	16.2	22.1
4	168	52.3	52.3	74.5
5	82	25.5	25.5	100.0
Total	321	100.0	100.0	

knowcre3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	.9	.9	.9
2	10	3.1	3.1	4.0
3	53	16.5	16.5	20.6
4	179	55.8	55.8	76.3
5	76	23.7	23.7	100.0
Total	321	100.0	100.0	

knowcre4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	5	1.6	1.6	1.6

2	14	4.4	4.4	5.9
3	42	13.1	13.1	19.0
4	161	50.2	50.2	69.2
5	99	30.8	30.8	100.0
Total	321	100.0	100.0	

knowcre5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	.9	.9	.9
2	6	1.9	1.9	2.8
3	51	15.9	15.9	18.7
4	158	49.2	49.2	67.9
5	103	32.1	32.1	100.0
Total	321	100.0	100.0	

knowshr1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	6	1.9	1.9	1.9
2	10	3.1	3.1	5.0
3	52	16.2	16.2	21.2
4	158	49.2	49.2	70.4
5	95	29.6	29.6	100.0
Total	321	100.0	100.0	

knowshr2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	4	1.2	1.2	1.2
2	18	5.6	5.6	6.9
3	41	12.8	12.8	19.6

4	178	55.5	55.5	75.1
5	80	24.9	24.9	100.0
Total	321	100.0	100.0	

knowshr3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	.9	.9	.9
2	14	4.4	4.4	5.3
3	77	24.0	24.0	29.3
4	142	44.2	44.2	73.5
5	85	26.5	26.5	100.0
Total	321	100.0	100.0	

knowshr4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	9	2.8	2.8	2.8
2	11	3.4	3.4	6.2
3	56	17.4	17.4	23.7
4	181	56.4	56.4	80.1
5	64	19.9	19.9	100.0
Total	321	100.0	100.0	

knowshr5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	10	3.1	3.1	3.1
2	13	4.0	4.0	7.2
3	62	19.3	19.3	26.5
4	146	45.5	45.5	72.0

5	90	28.0	28.0	100.0
Total	321	100.0	100.0	

knowshr6

	Frequency	Percent	Valid Percent	Cumulative Percent
1	14	4.4	4.4	4.4
2	15	4.7	4.7	9.0
3	53	16.5	16.5	25.5
4	142	44.2	44.2	69.8
5	97	30.2	30.2	100.0
Total	321	100.0	100.0	

effecuse1

	Frequency	Percent	Valid Percent	Cumulative Percent
1	2	.6	.6	.6
2	12	3.7	3.7	4.4
3	33	10.3	10.3	14.6
4	172	53.6	53.6	68.2
5	102	31.8	31.8	100.0
Total	321	100.0	100.0	

effecuse2

	Frequency	Percent	Valid Percent	Cumulative Percent
1	4	1.2	1.2	1.2
2	22	6.9	6.9	8.1
3	56	17.4	17.4	25.5
4	143	44.5	44.5	70.1
5	96	29.9	29.9	100.0
Total	321	100.0	100.0	

effecuse3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	5	1.6	1.6	1.6
2	21	6.5	6.5	8.1
3	65	20.2	20.2	28.3
4	139	43.3	43.3	71.7
5	91	28.3	28.3	100.0
Total	321	100.0	100.0	

effecuse4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	11	3.4	3.4	3.4
2	19	5.9	5.9	9.3
3	86	26.8	26.8	36.1
4	112	34.9	34.9	71.0
5	93	29.0	29.0	100.0
Total	321	100.0	100.0	

inn01

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	5	1.6	1.6	1.6
2	9	2.8	2.8	4.4
3	48	15.0	15.0	19.3
4	182	56.7	56.7	76.0
5	77	24.0	24.0	100.0
Total	321	100.0	100.0	

inn02

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	5	1.6	1.6	1.6
2	13	4.0	4.0	5.6
3	41	12.8	12.8	18.4
4	181	56.4	56.4	74.8
5	81	25.2	25.2	100.0
Total	321	100.0	100.0	

inn03

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	12	3.7	3.7	3.7
2	13	4.0	4.0	7.8
3	59	18.4	18.4	26.2
4	148	46.1	46.1	72.3
5	89	27.7	27.7	100.0
Total	321	100.0	100.0	

inn04

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	11	3.4	3.4	3.4
2	18	5.6	5.6	9.0
3	81	25.2	25.2	34.3
4	112	34.9	34.9	69.2
5	99	30.8	30.8	100.0
Total	321	100.0	100.0	

inn05

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	1	11	3.4	3.4	3.4
	2	18	5.6	5.6	9.0
	3	42	13.1	13.1	22.1
	4	150	46.7	46.7	68.8
	5	100	31.2	31.2	100.0
	Total	321	100.0	100.0	

empmoti1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	3.7	3.7
	2	20	6.2	10.0
	3	33	10.3	20.2
	4	143	44.5	64.8
	5	113	35.2	100.0
	Total	321	100.0	100.0

empmoti2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	1.6	1.6
	2	12	3.7	5.3
	3	23	7.2	12.5
	4	145	45.2	57.6
	5	136	42.4	100.0
	Total	321	100.0	100.0

empmoti3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	11	3.4	3.4

2	13	4.0	4.0	7.5
3	52	16.2	16.2	23.7
4	128	39.9	39.9	63.6
5	117	36.4	36.4	100.0
Total	321	100.0	100.0	

commu1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	9	2.8	2.8	2.8
2	10	3.1	3.1	5.9
3	30	9.3	9.3	15.3
4	160	49.8	49.8	65.1
5	112	34.9	34.9	100.0
Total	321	100.0	100.0	

commu2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	8	2.5	2.5	2.5
2	18	5.6	5.6	8.1
3	25	7.8	7.8	15.9
4	138	43.0	43.0	58.9
5	132	41.1	41.1	100.0
Total	321	100.0	100.0	

commu3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	7	2.2	2.2	2.2
2	14	4.4	4.4	6.5
3	16	5.0	5.0	11.5

4	176	54.8	54.8	66.4
5	108	33.6	33.6	100.0
Total	321	100.0	100.0	

capa1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	6	1.9	1.9	1.9
2	13	4.0	4.0	5.9
3	70	21.8	21.8	27.7
4	150	46.7	46.7	74.5
5	82	25.5	25.5	100.0
Total	321	100.0	100.0	

capa2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	4	1.2	1.2	1.2
2	13	4.0	4.0	5.3
3	65	20.2	20.2	25.5
4	132	41.1	41.1	66.7
5	107	33.3	33.3	100.0
Total	321	100.0	100.0	

capa3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	.9	.9	.9
2	8	2.5	2.5	3.4
3	46	14.3	14.3	17.8
4	137	42.7	42.7	60.4

5	127	39.6	39.6	100.0
Total	321	100.0	100.0	

commit1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	9	2.8	2.8	2.8
2	5	1.6	1.6	4.4
3	51	15.9	15.9	20.2
4	158	49.2	49.2	69.5
5	98	30.5	30.5	100.0
Total	321	100.0	100.0	

commit3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	5	1.6	1.6	1.6
2	6	1.9	1.9	3.4
3	39	12.1	12.1	15.6
4	160	49.8	49.8	65.4
5	111	34.6	34.6	100.0
Total	321	100.0	100.0	

context1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	4	1.2	1.2	1.2
2	7	2.2	2.2	3.4
3	34	10.6	10.6	14.0
4	178	55.5	55.5	69.5
5	98	30.5	30.5	100.0
Total	321	100.0	100.0	

context2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	4	1.2	1.2	1.2
2	6	1.9	1.9	3.1
3	40	12.5	12.5	15.6
4	158	49.2	49.2	64.8
5	113	35.2	35.2	100.0
Total	321	100.0	100.0	

context3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	5	1.6	1.6	1.6
2	8	2.5	2.5	4.0
3	42	13.1	13.1	17.1
4	151	47.0	47.0	64.2
5	115	35.8	35.8	100.0
Total	321	100.0	100.0	

tt1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	.9	.9	.9
2	19	5.9	5.9	6.9
3	55	17.1	17.1	24.0
4	156	48.6	48.6	72.6
5	88	27.4	27.4	100.0
Total	321	100.0	100.0	

tt2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	.9	.9	.9
2	10	3.1	3.1	4.0
3	47	14.6	14.6	18.7
4	184	57.3	57.3	76.0
5	77	24.0	24.0	100.0
Total	321	100.0	100.0	

tt3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	4	1.2	1.2	1.2
2	9	2.8	2.8	4.0
3	38	11.8	11.8	15.9
4	168	52.3	52.3	68.2
5	102	31.8	31.8	100.0
Total	321	100.0	100.0	

tt4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	13	4.0	4.0	4.0
2	25	7.8	7.8	11.8
3	58	18.1	18.1	29.9
4	111	34.6	34.6	64.5
5	114	35.5	35.5	100.0
Total	321	100.0	100.0	

tt5

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	1	8	2.5	2.5	2.5
	2	5	1.6	1.6	4.0
	3	55	17.1	17.1	21.2
	4	103	32.1	32.1	53.3
	5	150	46.7	46.7	100.0
	Total	321	100.0	100.0	

APPENDIX III

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.838
Approx. Chi-Square		500.197
Bartlett's Test of Sphericity	df	10
	Sig.	.000

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

Component Matrix^a

	Component
	1
knowcap1	.703
knowcap2	.761
knowcap3	.753
knowcap4	.804
knowcap5	.785

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.767
Approx. Chi-Square		607.852
Bartlett's Test of Sphericity	df	10
	Sig.	.000

Extraction Method:
Principal Component
Analysis.^a

a. 1 components extracted.

Component Matrix^a

	Component
	1
knowcre1	.745
knowcre2	.810
knowcre3	.725
knowcre4	.745
knowcre5	.829

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.856
Approx. Chi-Square		922.271
Bartlett's Test of Sphericity	df	15
	Sig.	.000

Component Matrix^a

	Component
	1
knowshr1	.807
knowshr2	.799
knowshr3	.780

knowshr4	.792
knowshr5	.786
knowshr6	.765

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.758
Approx. Chi-Square		480.854
Bartlett's Test of Sphericity	df	6
	Sig.	.000

Component Matrix^a

	Component
	1
effecuse1	.719
effecuse2	.827
effecuse3	.862
effecuse4	.816

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.826
Approx. Chi-Square		874.139
Bartlett's Test of Sphericity	df	10
	Sig.	.000

Component Matrix^a

	Component
	1
inno1	.843
inno2	.802
inno3	.833
inno4	.826
inno5	.850

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.714
Approx. Chi-Square		343.269
Bartlett's Test of Sphericity	df	3
	Sig.	.000

Component Matrix^a

	Component
	1
empmoti1	.845
empmoti2	.851
empmoti3	.879

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.691
Approx. Chi-Square		283.599
Bartlett's Test of Sphericity	df	3
	Sig.	.000

Component Matrix^a

	Component
	1
commu1	.798
commu2	.868
commu3	.844

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.728
Approx. Chi-Square		497.292
Bartlett's Test of Sphericity	df	3
	Sig.	.000

Component Matrix^a

	Component
	1
capa1	.879
capa2	.918
capa3	.885

Extraction Method:
Principal Component
Analysis.^a

a. 1 components
extracted.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.725
Approx. Chi-Square		484.272
Bartlett's Test of Sphericity	df	3
	Sig.	.000

a. 1 components extracted.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.722
Approx. Chi-Square		493.012
Bartlett's Test of Sphericity	df	3
	Sig.	.000

Extraction Method:
Principal Component
Analysis.^a

a. 1 components extracted.

Component Matrix^a

	Component
	1
context1	.915
context2	.901
context3	.857

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.793
Approx. Chi-Square		668.137
Bartlett's Test of Sphericity	df	10
	Sig.	.000

Extraction Method:
Principal Component
Analysis.^a

a. 1 components
extracted.

Component Matrix^a

	Component
	1
tt1	.837
tt2	.805
tt3	.696
tt4	.772
tt5	.802