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## **A study to analyze the role of knowledge management in enhancing the impact of the entrepreneurial approach in managing organizational changes.**

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### **Abstract:**

The Research study aims to investigate the significance of knowledge management correlating with the influence of the entrepreneurial approach in the realm of organizational change management. According to the current market situation, it is a requirement to adapt to the changing market. This adoption is innovation, resilience, agility, etc.

Although the successful implementation of the entrepreneur approach in change management needs effective management of knowledge resources in the organization. As knowledge management plays a crucial role in capturing, organizing, sharing, and leveraging the knowledge inside an organization for effective decision-making or strategic action.

The research methodology includes data collection through surveys, interviews, and case studies of bank muscat. The responses are further analyzed using stactical methods as well as qualitative methods. The finding of this research will offer valuable insight into relationship management and entrepreneurial approaches to managing organizational change. In addition, the result will help the organization guide and seek to enhance change management capabilities in a dynamic market. Sum

**Keywords:** Leadership, Leadership Style, Employee Engagement, Technology

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## Introduction:

Recently, many Organizations operated in a dynamic environment where change is constant. As a result, organizations need to be flexible and adjustable to the changing environment to maintain growth and achieve business objectives. Organizations can become more flexible and adaptable by implementing an entrepreneurial approach to managing organizational changes. Organizations functioning in exhaustive based on knowledge division experience challenges as dynamic business changes and transformation occur within the business environment, such as social, environmental, and economic problems which could be beyond the organization's control. Organizations are always looking for Mediating efficient knowledge management roles for enhancing the entrepreneurial approach and tools for managing organizational changes. That can assist in adjusting rapidly to these changes; in addition, they must continually satisfy the demand of organization stakeholders.

## Statement of the Research Problem

This research plays the role of knowledge management in enhancing the impact of the entrepreneurial approach in managing organizational changes that will benefit the private sector. These industries operate in highly competitive and dynamic environments.

This research can provide insights and practical recommendations for these sectors to improve their organizational effectiveness and competitiveness.

This study explores the benefits of adopting a knowledge management approach to entrepreneurship and organizational change in the banking sector by identifying the challenges and opportunities of banks and providing insight on how to overcome these challenges. The beneficiaries of this study include Bank Muscat and Bank Meethaq, for improving their knowledge management practices and managing their organizational changes. Other banks also benefit as it helps them to enhance their practices. The overall goal of this study is to address the issue of a need for more knowledge about the role of knowledge management in improving the impact of the entrepreneurial approach in managing organizational changes in the banking sector.

## **Research aims and objectives.**

Our research aims to investigate the role of knowledge management in enhancing the impact of entrepreneurial approaches in managing organizational changes within the banking industry in Oman.

- To analyze the connection between knowledge management and the success of the entrepreneurial approach in managing organizational changes.
- To Examine the function of knowledge management as a mediator between organizational leadership and business education.
- To investigate the effect of knowledge management on managing organizational changes.
- To identify the knowledge management improvement of the entrepreneurial strategies for handling the organizational changes.

## **Literature Review:**

### **i)The value of Knowledge management in the organization's performance**

According to Sari-Johanna Karmapa, etc. in their article "Trust and Performance: a contextual Study of Management Change in the Private and public organization," the findings of the study show that in a private and public organization, management change lead to renewed decision making which helps in improving employee job performance at the organizational level and

boosting the organizational performance through effective communication.(Karhapää, et al.,2022) Furthermore, the researcher agrees that change management roles reenergized decision-making in businesses where the expectations were better managed among public-affiliated workers.

### **ii)Employee engagement concept and definitions:**

Othman et al. (2017) define employee engagement as when employees are attached emotionally towards their organization, feel passionate about their job, and care about the organization's success. Devi and Narayanamma (2016) define employee engagement as an individual's satisfaction and involvement in the workplace and enthusiasm for work. It is when the employee is can express themselves emotionally, physically, and cognitively during role performance. Employee engagement is related to employee commitment, involvement, and devotion when the employee is engrossed with the job and finds it difficult to disconnect from their job.

### **iii)The relationship between Knowledge management, quality, and leadership management**

According to Sahoo and Yadav in their article “Entrepreneurial Orientation of SMEs, total quality management and Firm Performance.” The findings are that firms with higher levels of Entrepreneurial orientation are better and able to implement total quality management strategies, enabling them to develop new capabilities and enhance their overall performance.(Sahoo and Yadav, 2017) The researcher agrees with the findings and suggests that companies with more entrepreneurial mindsets should consider implementing total quality management strategies to leverage their Entrepreneurial orientation and improve their performance. Regarding Shahzadi et al. in their article “The dynamic relationship of knowledge management processes and project success: modeling the mediating role of knowledge worker satisfaction.” The results indicate that entrepreneurial leadership uniquely and meaningfully affects knowledge management processes. The study also discovered that the satisfaction of knowledge workers partially mediates the relationship between knowledge management processes and project success. (Shahzadi et al. 2021).

### **iv)Knowledge Management Diversity and New Technology**

According to Kianto, etc. in their article “The Impact of knowledge management on knowledge worker Productivity,”. Refers that the more IT capabilities inside the company, the more diverse the knowledge in the company, which boosts the company’s performance. (Kianto et al.,2019). The researcher disagrees with the author’s Perspective, given that higher IT capabilities do not always mean more robust and diverse knowledge in the firm. Therefore, Chen and Liang, in their article “Knowledge Diversity and firm performance: an ecological view,” the author refers to knowledge creation and utilization positively impacting workers’ productivity. Demographic Factors such as gender, managerial position, and formal education do not affect productivity. (Chen and Liang, 2016). The researcher agrees with the researcher’s Perspective, as knowledge utilization will positively impact worker’s productivity and will not be affected by Demographic Factors

## Research Methodology:

### Research Design:

The research methodology of this study consists of a mixed methods design, utilizing both quantitative and qualitative data collection methods. Quantitative data refers to numerical data that can be analyzed using statistical methods. Qualitative data refers to non-numerical data, such as words or images, that provide a more in-depth understanding of a phenomenon. Quantitative data will be collected through a survey questionnaire distributed to employees from various organizations and industries, including service, manufacturing, and non-profit sectors. The survey questionnaire will consist of both open-ended and closed-ended questions on the survey. The qualitative data will be gathered through in-depth interviews with a subset of employees chosen based on their roles and experiences within their organizations. The open-ended interview questions will allow participants to share their insights, experiences, and perceptions to associate the mediating effect of knowledge management on the relationship between entrepreneurial approach, organizational change

management, and its impact on organizational performance.

### Data collection techniques

The primary data was collected from the private sector through the survey, which will be analyzed to test the assumed relationships between the variables. Additionally, secondary sources such as articles from emerald insight and related studies will be analyzed to gather more information and better understand the problem.

### Quantitative data analysis:

Knowledge management facilitates communication and collaboration among stakeholders who are involved in managing the change management

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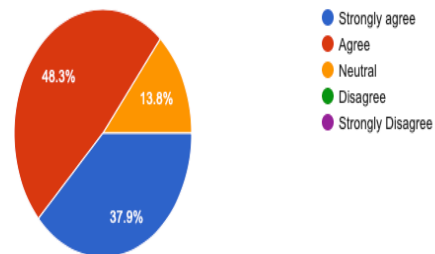


Figure 1: Diagram

Based on the survey data collected, knowledge management facilities communication and stakeholder collaboration in managing change

management. As there is no disagreement on this topic, 37.9% responded strongly agree, and 48.3% agreed. The rest were 13.8% neutral. From these responses, we can conclude that knowledge management facilitates and collaborates with the stakeholder for managing the change management furthermore, the answer reflects the findings of the researcher in 3,13 literature review article “Entrepreneurial orientation of SMEs, total quality management and Firm performance” as higher level stakeholders can implement quality management strategies through effective communication and collaborations which helps them to develop new capabilities and boost their performance. (Sahoo & Yadav, 2017). Therefore, effective Knowledge management helps facilitate communication and collaboration in an organization, and it is considered a key factor for Change management; due to this reason, there is no disagreement in this question, and all the employees were very confident regarding the impact of knowledge management during a change occurs in the organization the proper information should be passed to employees for smoother functioning of the organization during a change period.

Knowledge management provides a competitive advantage in an entrepreneurial situation.

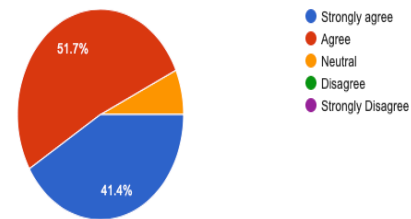


Figure 2: Diagram

According to the survey participants' responses, it can be interpreted that there is no disagreement as effective knowledge management Definity provides a competitive advantage for an enterprise. It can be seen in response that 52% agreed and 41% strongly agreed on this point. Furthermore, the answer reflects the findings of the researcher in the 3.13 literature review article “Review of empirical research on knowledge management practices and firm performance” as effective knowledge management leads to innovation and organizational arrangements, which is a critical component in a company as it leads to improvement of firms' performance. (Inkinen,2016)

We can agree that knowledge management provides a competitive advantage in the

entrepreneurial situation as knowledge management helps the organization to develop leadership characteristics in employees, which is a critical asset in any organization leading to the organizational arrangement and providing improved performance and success for the company. This can help companies to edge over their competitors, which will significantly impact the company and employees in the long run.

.Knowledge management helps in adapting to changes more efficiently and effectively

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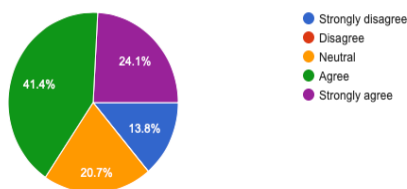


Figure 3: Diagram

Analysis of survey data demonstrates that knowledge management has helped most employees adapt to changes more effectively and efficiently. The results per response are 24% strongly agree, 41% agree, 19% strongly disagree on the topic, and the rest 21 % are neutral. Hence the result of going with the majority will agree on knowledge management held by the employees for adapting to changes more efficiently and effectively. Therefore, the response reflects the researcher’s findings in the 3.13 literature review article “Trust and performance: a contextual study of

management change in the private and public organization” as Knowledge management leads change through renewed decision-making leading improve employee performance in the job and booting the company performance. (Karhapää, et al.,2022) Knowledge management helps employees and organizations adapt to changes efficiently and effectively. However, unfortunately, 14% strongly disagreed on the topic as they found knowledge management did not allow them to adapt to changes more effectively; this might be caused due to incorrect or poor knowledge management because knowledge management is a critical factor in any organization as they provide better management among the employees in the organization. Which indeed helps the employees in adapting to changes more effectively and efficiently.

Knowledge management is an important source of competitive advantage, leading to .increased researchers' interest in transferring knowledge effectively

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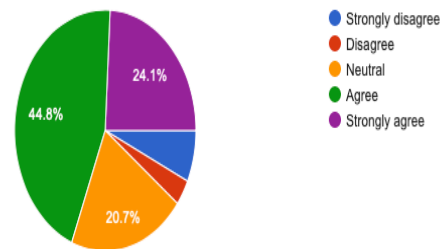


Figure 4: Diagram

Outcomes of the questionnaire in the above graph show that less than half of the participants, about 44.8% agree with the statement that knowledge management is an essential source of competitive advantage. Additionally, 24.1% of participants strongly agree with the same. However, 20.7% of participants selected neutral, 3.4% selected disagree, and the same rate strongly disagreed. Founded on that data, outcomes show that acquiring management skills in business can increase the researcher's interest in transferring knowledge efficiently.

### **Summary:**

We have delimited our study in terms of subject matter, focusing exclusively on the role of knowledge management and entrepreneurial approaches in managing organizational changes within the banking industry.:

- 1 The retrieved data from the survey indicates interesting results, where the largest population strongly agreed or agreed with the impact of knowledge management in enhancing g change management. Additionally, based on the

finding, the change that was implemented in the organization had a notable positive impact on the organization in terms of applying knowledge management as part of regular work practices for enhancing change management. Therefore, the respondents, the organization's staff, have shown satisfaction, reflecting the organization's effectiveness in the aspects of change and knowledge management. However, the minority that didn't strongly agree or remained neutral indicates an opportunity for improvement in specific factors that could benefit the organization better. Therefore, many participants support the prioritization of investment in knowledge management in the context of change management. This will reflect the value of knowledge management in enhancing employee satisfaction and the organization's performance.

- 2 The analysis indicates that Knowledge management plays a crucial role in enhancing the success of the entrepreneurial approach in managing organizational change. Effective Knowledge management literally facility communication and collaboration among stakeholders inside an organization for a



better competitive position compared to its competitors and helps in minimizing the risk related to the change. Employees adapt to change efficiently and effectively; are contributing to the organization's success in change management. Implementing knowledge management practices in the organization has a profound impact on change management, helping the organization achieve the positive outcomes vital for the successful operation of the organization. These findings emphasize the crucial relationship between knowledge management and the success of the entrepreneurial approach in navigating organizational change.

## **Recommendation**

1. The organization needs to enhance the communication channels and awareness between the top management and the employees through different mechanisms, such as surveys, employee feedback, or suggestions box. It is essential to communicate and engage employees in the organization's strategy by effectively implementing knowledge management related to change management. Furthermore, organizations

should create a collaborative work environment that encourages knowledge-sharing between all levels of employees within the organization. Also, the organization could utilize its staff's creativity and innovation by creating a shared knowledge platform and implementing cross-function practices by promoting effective learning and sharing environment. Furthermore, evaluating and continuously monitoring the effectiveness of knowledge management through establishing (KPIs) key performance indicators. To assess gaps and identify opportunities for improvement by addressing challenges and providing solutions. Another thing, training, development, and support are essential aspects that organizations should prioritize in knowledge management related to change management concepts. Therefore, it provides training and resources to familiarize the staff with knowledge management and its approach. This will assist staff to adapt and undertake changes effectively and make the best of implementing its strategies. To illustrate, the organization's leadership plays a vital role in the knowledge management approach effectiveness by encouraging

and creating a sharing knowledge culture that prioritizes knowledge creation, utilization, and values.

2. Based on the findings and analysis of the research, comprehensive Recommendations can be made. First, that Organization must understand the role of knowledge management in the success of the entrepreneurial approach during organizational change management. These integrated knowledge management practices connecting to change management strategies by leveraging knowledge sharing and organizing can improve the effectiveness of the entrepreneurial approach during transformation. Second, it is also essential that an organization should prioritize the development of knowledge management capabilities along with developing its workforce through training and education programs. These will help the employees to utilize and apply knowledge management practices in the organization effectively. Third, management of organizational change leads to improved organizational outcomes. Therefore, there is the requirement of conducting regular

meetings and assessments for measuring the knowledge management practices, then identifying the areas required for improvement and implementing the strategies needed for enhancement of knowledge management, all these helping the organization to make informed and strategic decision-making, leading to optimizing the change management approach. Fourth, the organization should also focus on enhancing knowledge management practices for improvement in handling organizational changes. This is achieved through a developed knowledge-sharing platform, creating a culture of continuous learning and knowledge exchange across the organization. All these strengthen the organization's knowledge management capabilities and empower the organization's entrepreneurial strategies for navigating organizational change more effectively.

## Conclusion

Overall, integrating knowledge management, investment of employee education, evaluation of impact, and improvement of knowledge management

capabilities inside the organization can enhance the ability to adapt to the organizational change helping the organization by providing an improvised performance and outcomes.

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