



Section One

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Section Two

Proposal Outline

Evaluating the relationship between knowledge management and organizational performance in PDO

Background, Statement of the Research Problem, Aims, Research Objectives, Research Questions and Significance of the Project

Background:

The implementation of robust knowledge management frameworks is fundamental in enhancing organizational efficacy and competitiveness amidst the prevailing global trade landscape (Jennex & Olfman, 2003). The oil and gas sector, inclusive of enterprises such as PDO, is heavily reliant on a specialized set of skills and information in order to maintain a competitive and efficient standing within the industry (Bhatnagar, 2012). While previous studies have demonstrated the advantageous impact of knowledge management practices on the overall performance of diverse organizations, the nature of this relationship is intricate and contingent on specific contextual factors (Al-Alawi, 2007). The effectiveness of information management practices can be influenced by various factors such as organizational culture, administration, and representative conduct. By examining the correlation between knowledge management and organizational performance within PDO, an opportunity arises to identify avenues for improvement, develop strategies to enhance organizational efficiency and make a valuable contribution to the current literature on knowledge management and organizational performance. Research studies have demonstrated that the implementation of effective information management practices can lead to increased levels of employee satisfaction and retention. Typically, employees experience a heightened sense of value and engagement when their knowledge and skills are acknowledged and effectively leveraged by their employer, resulting in a stronger commitment to achieving the organizational objectives.

Statement of the Research Problem:

The central concern addressed in evaluating the correlation between knowledge management and organizational performance within PDO pertains to determining the extent to which knowledge management practices impact the overall effectiveness and efficiency of the company. The purpose of this study is to critically evaluate and scrutinize the existing knowledge management practices within PDO and assess their influence on the company's organizational performance. Additionally, the investigative inquiry entails an examination of the variables that govern mediate the association linking knowledge management practices and organizational performance within PDO. By responding to these interrogative inquiries, the investigation aims to identify areas in which knowledge management practices can be enhanced to improve organizational performance and to provide additional insights into

the correlation between knowledge management and organizational performance within PDO.

Aims: The aim of the study is to discover how knowledge management influences the performance of an organization in PDO.

Research Objectives:

1. To evaluate the relationship between knowledge management and organizational performance in PDO.
2. To examine the impacts of knowledge management on organizational performance in PDO.
3. To analyse knowledge management process.
4. To examine the challenges of knowledge management.

Research Questions:

1. What is the relationship between knowledge management and organizational performance in PDO?
1. What are the impacts of knowledge management on organizational performance in PDO?
2. What is knowledge management process?
3. What are the challenges of knowledge management?

Significance of the Project:

Assessing the correlation between knowledge management and organizational performance in Petroleum Development Oman (PDO) is of utmost significance, given that PDO is a company that heavily relies on expert expertise and information to extract and refine oil and gas. Given the fundamental importance of knowledge management in the enhancement of organizational performance, the outcomes of evaluation possess the potential to guide knowledge management strategies, enhance research in the arena of knowledge management and organizational performance, and eventually stimulate the inflow of investment resources, augmented effectiveness, and refined decision-making abilities.

According to Al-Alawi (2007), witnessed a growing body of evidence highlighting the positive impact of knowledge management practices on organizational performance. As such, it has become imperative for organizations to prioritize the enhancement of their knowledge management practices as a means of improving their overall performance.

Research Methodology

Nature and type of research:

The research will use a quantitative approach to evaluate the connection between knowledge management and organizational performance by collecting data via a survey questionnaire from employees in the organization.

Research Design:

The study will use a quantitative research design, survey questionnaire, and interview to examine the relationship between knowledge management and organizational performance using numerical data and statistical analysis. Qualitative research will complement the study by gathering detailed information through interviews.

Population of study:

The population of the study will be employees from PDO that has implemented knowledge management practices, including staff from various levels of the organization.

Sampling procedure:

The study will use random sampling and a sample size calculator to select participants from the population of employees in the chosen organization. The survey questionnaire will be distributed online using SurveyMonkey to the selected sample size.

Data Needs:

The primary data collection method for the study will be a survey questionnaire to obtain data related to knowledge management practices and organizational performance.

Data collection methods:

The primary data collection method for the study will be an online survey using SurveyMonkey, with the researcher conducting interviews with selected employees. Secondary data will also be gathered from magazines, newspapers, and websites.

Data analysis technique:

The study will use descriptive and inferential statistics to analyze data collected from a survey questionnaire to test hypotheses and draw conclusions about knowledge management and organizational performance.

Interpreting results:

The study results will be interpreted by analyzing the statistical findings obtained from the survey questionnaire data, presented visually using tables, charts, and graphs.

Literature Review

Introduction

The process of knowledge management is strongly linked to an organization's performance. This is because it involves capturing, storing, sharing, and utilizing knowledge and information in a way that can improve various aspects of the organization such as decision-making, innovation, customer satisfaction, and employee productivity. By doing so, organizations can better achieve their objectives and goals, thus enhancing their overall performance. Effective knowledge management can also allow organizations to capitalize on their knowledge and expertise to spur innovation, make better decisions, and create a more satisfying customer experience and productive work environment, resulting in beneficial effects on organizational performance.

Evaluate the relationship between knowledge management and organizational performance

Several research studies, such as those carried out by Wang and Noe (2010), and Alavi and Leidner (2001), consistently demonstrate the positive correlation between knowledge management and organizational performance. Successful knowledge management practices are necessary for attaining sustainable competitive advantage and have been proven to positively influence various elements of organizational performance, such as innovation, productivity, customer satisfaction, decision-making, and employee engagement.

The impacts of knowledge management on organizational performance

Effective knowledge management has been found to have a number of beneficial impacts on organizational performance. These include enhancing decision-making quality, promoting innovation, improving customer satisfaction and service, increasing employee productivity, and contributing to sustainable competitive advantage. By encouraging the sharing of knowledge and ideas, knowledge management can enable organizations to make better decisions, develop new products and services, and better meet the needs of their customers. Additionally, it can provide employees with the information and tools they need to perform their duties more efficiently, leading to greater productivity. Ultimately, by allowing organizations to tap into their expertise and knowledge, knowledge management can enable them to establish a competitive edge that is sustainable over the long term. One specific area where knowledge management has been found to be particularly beneficial is innovation (Alavi and Leidner, 2001).

Knowledge management process

The knowledge management process is a continuous cycle of acquiring, creating, organizing, sharing, and applying knowledge and information within an organization. It involves gathering information from multiple sources, synthesizing it to create new insights, categorizing and organizing the knowledge,

disseminating it to the relevant stakeholders, using it to solve problems and innovate, and retaining it for future cite. To ensure effective utilization of knowledge, the process requires constant improvement, aligning with the organization's goals and objectives.

The challenges of knowledge management

Knowledge management (KM) is the process of utilizing knowledge to achieve organizational objectives. However, implementing KM can be difficult for organizations. Challenges such as capturing and sharing tacit knowledge, cultural barriers, resistance to change, technology limitations, and knowledge hoarding can hinder successful implementation of KM practices. To overcome these challenges, organizations should cultivate a culture that encourages knowledge sharing, communicate the benefits of KM to employees, invest in appropriate technology, and provide incentives for sharing knowledge. Successfully addressing these challenges can result in increased productivity, innovation, and a competitive edge for organizations.

Research Ethics

The researcher needs to conduct their research ethically and responsibly. To achieve this, they will evaluate the potential benefits and risks of the research, obtain informed consent from participants, ensure the privacy and confidentiality of participants, obtain approval from the institution's research ethics committee, use appropriate data management methods to securely store and use collected data, and provide participants with a debriefing session at the end of the research. Also, All participants will have their anonymity and privacy protected. These measures are essential for safeguarding the rights and well-being of the participants and for ensuring that the research is conducted in an ethical, trustworthy, and respectful manner. The primary objective of research ethics is to ensure that research is conducted in a manner that upholds the dignity, autonomy, privacy, and safety of all participants, and that it complies with professional and legal regulations. There are several ethical principles that researchers must abide by, such as respect for persons, beneficence, non-maleficence, and justice. These principles require that research subjects are treated with respect and autonomy, that potential risks are minimized, that harm is avoided, and that the benefits and burdens of research are distributed equitably.

Timeline

S.No.	Tasks	Work	Beginning	Ending
1	Select project title	4	13 March 2023	14 March 2023
2	Start write the proposal		18 13 March 2023	25 March 2023
3	Submit the proposal		27 March 2023	28 March 2023
4	Submit project diary 1	5	6 April 2023	7 April 2023
5	Chapter 1 Introduction			
5.1	Background of the study		30 March 2023	31 March 2023
5.2	Statement of the research problem		1 April 2023	2 April 2023
5.3	Aims and objectives of the study		3 April 2023	4 April 2023
5.4	Research objectives		5 April 2023	5 April 2023
5.5	Research questions		5 April 2023	5 April 2023
5.6	Scope of the study		5 April 2023	5 May 2023
5.7	Significance of the study		6 April 2023	7 April 2023

5.8	Limitation of the study	6	6 April 2023	6 April 2023
5.9	Operational definition of terms		7 April 2023	8 April 2023
5.10	Structure of the research		9 April 2023	9 April 2023
5.11	Summary		10 May 2023	12 June 2023
5.12	Submit of chapter 1		14 April 2023	15 April 2023
6	Submit project diary 2	7	19 April 2023	22 April 2023
7	Chapter 2 Literature Review			
7.1	Start write literature review	8	1 April 2023	25 April 2023
7.2	Submit chapter 2		28 April 2023	29 April 2023
7.3	Submit project diary 3	9	4 May 2023	5 May 2023
9	Chapter 3 Research Methodology			
9.1	Introduction	10	1 May 2023	2 May 2023
9.2	Research design		1 May 2023	2 May 2023
9.3	Population of the study		3 May 2023	4 May 2023
9.4	Sampling technique and sample size		3 May 2023	4 May 2023
9.5	Research instruments and validity and reliability testing		3 May 2023	4 May 2023
9.6	Data collection techniques		5 May 2023	6 May 2023
9.7	Data analysis technique		7 May 2023	8 May 2023
9.8	Legal, Ethical and Social Considerations		9 May 2023	10 May 2023
9.9	Summary		11 May 2023	11 May 2023
9.10	Submit of chapter 3		12 May 2023	13 May 2023
9.11	Submit project diary 4	11	19 May 2023	20 May 2023
11	Chapter 4 Data Analysis			
11.1	Introduction	12	21 May 2023	22 May 2023
11.2	Analysis of the questionnaire data		23 May 2023	25 May 2023
11.3	Submit of chapter 4		26 May 2023	27 May 2023
11.4	Submit project diary 5		26 May 2023	27 May 2023
12	Chapter 5 Summary of findings, Conclusion and Recommendations			
12.1	Introduction	13	28 May 2023	28 May 2023
12.2	Summary of findings		28 May 2023	28 May 2023
12.3	Conclusion		29 May 2023	29 May 2023
12.4	Recommendations		29 May 2023	29 May 2023
12.5	Limitations	13	30 May 2023	30 May 2023

12.6	Future research		31 May 2023	1 June 2023
12.7	Submit of chapter 5		2 June 2023	3 June 2023
12.8	Submit project diary 6		2 June 2023	3 June 2023
13	Final project report	14	8 June 2023	8 June 2023
14	Project presentation		30 June 2023	30 June 2023

References

- Alavi, M., & Leidner, D. E. (2001). Review: Knowledge Management and Knowledge Management Systems: Conceptual Foundations and Research Issues. *MIS Quarterly*, 25(1), 107. <https://doi.org/10.2307/3250961>
- Ha, S.-T., Lo, M.-C., & Wang, Y.-C. (2016). Relationship between Knowledge Management and Organizational Performance: A Test on SMEs in Malaysia. *Procedia - Social and Behavioral Sciences*, 224(6), 184–189. <https://doi.org/10.1016/j.sbspro.2016.05.438>
- Ismail Al-Alawi, A., Yousif Al-Marzooqi, N., & Fraidoon Mohammed, Y. (2007). Organizational culture and knowledge sharing: critical success factors. *Journal of Knowledge Management*, 11(2), 22–42. <https://doi.org/10.1108/13673270710738898>
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- Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human Resource Management Review*, 20(2), 115–131. <https://doi.org/10.1016/j.hrmr.2009.10.001>

Appendices

1. Student Declaration Form



Document Name & Type	Student Declaration for coursework Form	Author/Department	Head, Centre for Academic Practices
Approval Date	14/05/2020	Effective Date	14/05/2020
Review Date	08/05/2022	Next Review Date	07/05/2023

Student Declaration for Coursework

(To be scanned and attached with coursework report after signing)

I/We confirm that this submission is part of a coursework (as chosen below) undertaken in semester _____ 8 _____ towards completion of the following module:

Module Name and Code: _____ Project II(Spring 2023 - S23 PROJ-HR 30001)_____

(Please tick the correct choice below)

- Individual Assignment or Case Study
- Group Assignment or Case Study/Mini Project *(in this case, all members have to sign below in space provided)*

I/We declare that the coursework report and artifacts submitted by me/us are original, duly written and prepared by me/us and has not been copied or taken in part or in whole from any other source except where duly acknowledged. All use of previously published work (from books, journals, magazines, internet sources etc.) has been acknowledged within the main report to an item in the References or Bibliography lists. I/we also agree that an electronic copy of this report and artifacts may be stored and used for the purposes of prevention and detection of all types of academic integrity violations.

I/We also acknowledge that I (am)/we are aware of MEC Student Academic Integrity Policy and Research Ethics and Biosafety Policy and the disciplinary action that shall be taken in case of violation of the policies. Further, in case of group work each of us in the group are equally responsible for the group component and liable for application of penalty on policy violation.

Student ID, Name and Sign: _____ 18F18058 Ahoud Salim Alhajri _____
Student ID, Name and Sign: _____