
An empirical examination of knowledge management and organisational performance among Malaysian manufacturing SMEs

Shiaw Tong Ha* and May Chiun Lo

Faculty of Economics and Business,
Universiti Malaysia Sarawak,
94300 Sarawak, Malaysia
Email: revetong@gmail.com
Email: mclo@unimas.my
*Corresponding author

Abstract: Knowledge management has gained increased attention recently, as many researchers have revealed its significant roles on enhancing organisational performance. This study aims to examine the relationship between knowledge management and organisational performance in the context of Malaysia. Knowledge management was conceptualised as capabilities made up of knowledge acquisition, knowledge conversion, knowledge application, and knowledge protection. One hundred sixteen respondents comprising of the top management from manufacturing SMEs had participated in this study. SmartPLS 2.0 (M3) was employed to examine the hypothesised relationships between knowledge management and organisational performance. The results revealed that among the four knowledge management capabilities, only knowledge acquisition and protection had a significant positive relationship with organisational performance, whereas knowledge conversion and application had not. Implications, limitations as well as directions for future research were further discussed.

Keywords: knowledge acquisition; knowledge conversion; knowledge application; knowledge protection; organisational performance; Malaysia.

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Biographical notes: Shiaw Tong Ha is currently pursuing his MSc specialising in Management at the Faculty of Economics and Business, Universiti Malaysia Sarawak, Malaysia. He obtained his Bachelor's degree in Business Administration from Universiti Malaysia Sarawak. His research interests are primarily on management, entrepreneurship, and organisational behaviour.

May Chiun Lo is a Professor at the Faculty of Economics and Business, Universiti Malaysia Sarawak, Malaysia. She obtained her Master of Business Administration from Herriot-Watt University, UK, and completed her PhD specialising in organisational behaviour from Universiti Sains Malaysia, Malaysia. To date, she produced more than 200 publications that cover topics of organisational behaviour, operation management, tourism, finance, and strategic management in local and international journals inclusive of few high-impact journals.