

**KNOWLEDGE MANAGEMENT CAPABILITIES AS PREDICTOR OF
PROJECT PERFORMANCE IN MALAYSIAN CONSTRUCTION
COMPANIES**

by

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Thesis submitted in fulfillment of the requirements

for the degree of

Doctor of Philosophy

August 2013

ACKNOWLEDGEMENT

I would like to express my gratitude to all those who gave me the possibility to complete this theses. First and foremost I am very grateful to Al Mighty, the Creator and the Guardian, and to whom I owe my very existence. Thanks to Allah and may His peace and blessings be upon all his prophets for granting me the chance and the ability to successfully complete this study. To be able to step strong and smooth in this way, I have also been supported and supervised by many people to whom I would like to express my gratitude.

I wish to express my profound gratitude to my supervisor Prof. Abu Hassan Abu Bakar, for his valuable advice and guidance of this work, for his encouragement and support he has provided throughout my time as his student. I have been extremely lucky to have a supervisor who cares so much about my work and my life, and who responded to my questions, queries, and problems so promptly.

A bunch of thanks to all USM staff and lecturers, especially those from School of HBP, from whom I got support in many aspects of my study. Special thanks to USM for fellowship during my study time. Furthermore, I would like to express my gratitude to all postgraduate colleagues, especially postgraduate students from School of HBP. Not to forget, I would like to acknowledge Malaysian construction companies who dedicated their precious time to participate in this study and helped me during the stage of data collection.

I extend my profound thanks to my parents for their ever encouraging love and understanding, throughout my life. Thanks to my wife and my children, for their help

and support to in making this a reality. Thanks to all who was important in realization through out this course.

**KEUPAYAAN PENGURUSAN PENGETAHUAN SEBAGAI PREDIKTOR
PRESTASI PROJEK DALAM SYARIKAT PEMBINAAN MALAYSIA**

ABSTRAK

Bagi memahami kejayaan dan kegagalan pengurusan pengetahuan (KM), keupayaan KM mesti dikenal pasti dan dinilai. Literatur telah menawarkan asas teori yang menganggap keupayaan organisasi sebagai prediktor prestasi KM. Dalam usaha untuk menjadikan KM lebih berkesan, kajian ini cuba untuk mengintegrasikan perspektif KM yang terbahagi ke dalam kerangka holistik iaitu merangkumi keupayaan infrastruktur pengetahuan (teknologi, struktur, dan budaya) dan keupayaan proses pengetahuan (perolehan, penukaran, penggunaan, dan perlindungan), berdasarkan kajian Gold (2001) dan prestasi projek dari segi masa, kualiti, kos dan keselamatan di samping manfaat projek. Bagi merapatkan jurang di antara teori dan praktikal, kajian ini menjajarkan unit analisis yang lebih rapat kepada peringkat pengamal pelaksanaan dengan memilih organisasi berasaskan projek iaitu syarikat pembinaan sebagai populasi kajian. Sebanyak 85 sampel boleh guna berdasarkan kuasa statistik dan saiz sampel Cohen (1998) telah diperolehi daripada Syarikat G7 yang disenaraikan di bawah Lembaga Pembangunan Industri Pembinaan (CIDB), Malaysia. Analisis regresi telah dijalankan melalui pemodelan Kuasa Dua Terkecil Separa (partial least square regression, PLS) menggunakan perisian SmartPLS[©]. Keputusan kajian ini menunjukkan bahawa terdapat hubungan yang positif di antara keberkesanan KM dan projek. Keputusan kajian ini adalah penting dalam mewujudkan satu instrumen kajian yang sah dan boleh dipercayai untuk syarikat pembinaan, serta dalam menyediakan bukti kukuh bahawa keupayaan

KM adalah penting untuk meningkatkan projek. Kajian ini juga mencadangkan hala tuju untuk kajian masa depan yang berkaitan.

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ABSTRACT

To understand the success and failure of knowledge management (KM), KM capabilities must be identified and assessed. Literature has offered theoretical grounding with regard to organizational capabilities as predictor of KM performance. In order to make KM more effective this study attempts to integrate the fragmented KM perspectives into the holistic framework including, knowledge infrastructure capability (technology, structure, and culture) and knowledge process capability (acquisition, conversion, application, and protection), based on Gold's (2001) study and project performance from the standpoint of time, cost, quality and safety in addition to project benefits. To bridge the gap between theory and practice, this study aligns unit of analysis more closely with the practitioners' level of implementation by selecting project based organization (PBO), namely construction organization as population. The sample of 85 useable respondents was collected through Cohen's (1988) statistical power and sample size conventions, from G7 Companies listed with CIDB. The regression analysis was conducted through partial least squares structural equation modelling using SmartPIS[®] software. The results of this study indicated that there is a positive relationship between effective KM and performance. The results of this study are valuable in establishing a valid and reliable survey instrument for construction companies, as well as in providing strong

evidence that KM capabilities are essential to improving performance. It also recommends direction for future related studies.