

# Improving the Individual Contextual Performance of Industrial Enterprises in Oman via Harmony between the Pillars of Organisational Knowledge Capabilities

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## ABSTRACT

Abstract Knowledge is not power unless shared. This study investigated the importance of maintaining a harmonious relationship between the different pillars of organisational knowledge capabilities in enhancing the individual contextual performance of employees working in the industrial sector in Oman. A conceptual model with three hypotheses was built and tested using data from 303 participants' e-questionnaires. WarpPLS8 was used to analyse data as an application of the structural equation modelling technique. The results indicated that all individual knowledge capabilities (IKC), managerial knowledge capabilities (MKC) and organisational collaborative capabilities (OCC) had positive effects on individual contextual performance (ICPER). The study recommends leveraging knowledge-sharing initiatives and having a rewarding system to work as a catalyst for building knowledge bridges to nurturing a learning culture and fostering a context of open communication, leading to streamlined processes to improve coordination among employees and departments and respond to industry challenges rapidly to boost the companies' efficiency. Findings may help policymakers and industrial sector executives hear the implication of wise investment in knowledge capabilities to increase the efficacy of industrial companies and develop an effective knowledge management strategy to sustain contextual performance by strengthening knowledge management processes and aligning them with business strategies.

**Keywords:** Knowledge, Organisation, Contextual Performance, Oman.

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## **INTRODUCTION**

Oman's economy relies heavily on oil, and the country has effectively transformed its oil riches into an inclusive economic expansion driven by the government's approach of diversifying the economy and diminishing reliance on petroleum resources. Although a latecomer to the tourism industry among Gulf countries, Oman is rapidly becoming one of the most appealing destinations on the Arabian Peninsula. The industry sector made for around 5.7% of the GDP in 2015 and provided tens of thousands of jobs (WTTC, 2016). The projected estimate for 2023 indicated that the industry will support thousands of job positions.

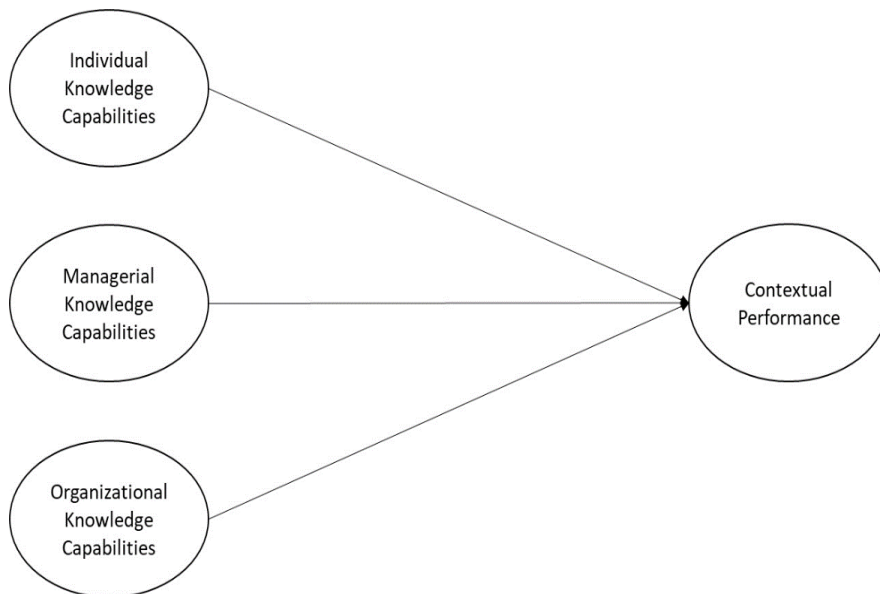
Employees in organisations who demonstrate contextual performance promote better collaboration and operational flexibility, increasing the company's or organisation's overall effectiveness (Hammami et al., 2021). These factors will increase a positive corporate culture to manage today's shifting industrial environment better (Bayo-Moriones et al., 2010). On the market side of the firm and its products, contextual performance increases Customer Satisfaction by meeting Customer needs beyond their formal scope (Hammami et al., 2022). Organisational factors such as individual and managerial knowledge and an organisation's ability to work collaboratively with others all have a role in promoting contextual performance (Hammami, 2017; Lai, 2013; Al-Husseini, 2023; LePine et al., 2000; Yildiz et al., 2021).

This study explored the factors affecting the compatibility and neutrality between different knowledge competencies within an organisation and how employee contextual performance is impacted. Guided by the existing research gap on these factors in the Omani context, the researchers addressed the research question of "How is knowledge applicable to the activities that take place in the workplace?". This will help to understand how to utilise organisational knowledge competencies to add value to the individual contextual performance. The study's nobility comes from increasing industrial employee commitment to positioning Omani industrial enterprises as a knowledge-driven competitiveness leader in the market. Also, it tries to align with national goals for developing a knowledge-based economy. The study contributes robust individual, managerial, and collaborative organisational knowledge capabilities, including a more innovative, adaptable, and collaborative workforce. The study will help industrial companies navigate challenges and capitalise on their implicit capabilities to maintain a competitive edge in their respective markets (Hammami et al., 2022) by building an organisational culture that can contribute to long-term organisation goals and objectives.

## LITERATURE REVIEW

The interaction of individual, managerial and organisational knowledge capabilities significantly affects overall contextual performance (Bouwma et al., 2022). Two research conducted by Peng et al. (2016) and Al-Husseini (2023) highlighted the importance of knowledge sharing as a moderating factor in contextual performance. Other researchers have recognised the significant influence of knowledge sharing on organisational performance (Bergman et al., 2008; Hammami & Alkhaldi, 2012; Nguyen et al., 2019).

Contextual performance is vital for industrial companies in the present era as it encompasses employee actions beyond formal job requirements (Hameed et al., 2023). The literature demonstrates how individual, managerial and organisational knowledge capabilities affect contextual performance (Abualoush et al., 2018; Ting et al., 2021b). Furthermore, within the specific contextual landscape of industrial companies in Oman, particularly among managerial personnel, these relationships still need to be explored. The absence of empirical investigations in this unique setting underscores the need for a comprehensive study. Given these gaps and the inconclusive nature of prior research, the researchers propose a conceptual model (Figure 1). This model is designed to confirm the existing relationships, shedding light on the nuanced interaction of individual, managerial and organisational collaborative capabilities in industrial companies in Oman.



**Figure 1. Conceptual Model**

**Source:** The authors

## **Underpinning Theory: The Knowledge-Based View of the Organisation (KBV)**

Drawing from the organisation's KBV as a high-level theoretical framework, the authors proposed that knowledge is the primary source of competitive advantage for organisations. Their assertion stems from knowledge's ability to enable superlative performance and, ultimately, enduring success in the competitive setting of modern business. This theoretical stance has been sustained over several historical developments concerning knowledge as an enabling strategic resource (Fu, 2022). Within this intellectual perspective are two strategic types of knowledge: explicit and tacit. On the one hand, explicit knowledge can be easily codified and stored in databases or transmitted through training programmes, manuals or other formal channels. On the other hand, tacit knowledge consists of skills, experience, and relationships embedded in people, which are strongly linked to their idiosyncratic (often subconscious) human capital. Tacit knowledge is difficult to articulate, broker, and transfer (Okumus, 2013). The earliest reference to tacit knowledge seemingly takes us as far back as Plato.

After acknowledging the significance of explicit and tacit knowledge, organisations can look at developing a knowledge management strategy. This could help them identify, capture, share and apply knowledge to innovate, optimise operations, improve products and services, and respond faster and more effectively to market shifts (Sudi & Jusman, 2023; Giampaoli et al., 2024). Roughly put, the KBV presents a fresh view of the role of knowledge in organisational performance. By becoming more knowledge-centric, organisations can find a new competitive edge in this fast-paced and dynamic business environment (Bogdanovska Djurovic, 2013; Fu, 2022).

Pazetto et al. (2023) Believed that contextual performance measures how well an individual meets their job requirements beyond the required core competencies. Linking both concepts of KBV and contextual performance involves analysing and evaluating how knowledge capabilities align with the demands of their job to optimise an individual's performance within their job role. The literature supports the positive correlation between knowledge management capabilities and organisational performance (Hammami et al., 2021; Cohen & Olsen, 2015).

### **Individual Knowledge Capabilities and Contextual Performance**

Motowidlo et al. (2014) had put a solid theoretical foundation by presenting a framework that aims to grasp how various factors contribute to individual differences and effectiveness in task and contextual performance. Bergman et al. (2008) have further strengthened the significance of this theoretical foundation through empirical validation. These investigations highlighted the nuanced ways in which individual characteristics influence outcomes in the workplace. Recognising and understanding these influences can contribute to making staffing decisions. LePine et al. (2001)

mentioned how contextual performance can be valuable in shaping team composition and collaboration decisions. Moving beyond individual capabilities, Jeske and Roßnagel (2015) shed light on the learning capability in later career stages and its connection to performance, particularly emphasising the contextual aspect. This perspective broadens our understanding of performance dynamics throughout an individual's career. Yildiz et al. (2021) examined the relationship between knowledge management and innovation performance; they highlighted that individual and contextual determinants are essential in influencing innovation outcomes. Furthermore, the moderating role of knowledge sharing is underscored in studies by Peng et al. (2016) and Al-Husseini (2023). These investigations demonstrated how knowledge sharing can influence contextual performance. Based on the above findings, the following hypothesis was proposed:

*H1. Individual knowledge capabilities impact an individual's contextual performance.*

## **Managerial Knowledge Capabilities and Contextual Performance**

The proper employment of managerial knowledge capabilities impacts contextual performance (Al-Husseini, 2023) conveniently according to the organisational context. The study conducted by Motowidlo et al. (2014) showed a direct relationship between contextual performance and managerial knowledge capabilities in determining the overall success of an organisation. LePine et al. (2000) emphasised the essential correlation between collaboration and contextual performance. It implied that having expertise in fostering cooperation is crucial in impacting contextual performance (Reilly & Aronson, 2009). Moreover, (Pinto et al., 2023) claimed that managers are critical in shaping productive team relationships, focusing on the value of knowledge in enhancing collaborative work.

Hartini et al. (2019) affirmed the impact of culture and managerial knowledge's on fostering positive interpersonal relationships. LePine et al.'s (2000) study demonstrated the integral connection between teamwork and contextual performance; it suggested that organisational knowledge, particularly in team collaboration, is vital in influencing contextual performance. Likewise, investigations into learning capability (Jeske & Roßnagel, 2015) contributed to understanding the multifaceted impact of managerial knowledge. Furthermore, Peng et al. (2016) introduced a dimension of technological competence, suggesting that information technology competence moderates the relationship between knowledge sharing and its impact (Hammami et al., 2022; Ting et al., 2021a; Le Sante et al., 2021). This highlighted the adaptive nature of managerial knowledge in shaping and enhancing knowledge-sharing practices within an organisational context. By considering the above literature, the following hypothesis was stated:

*H2. Managerial knowledge capabilities impact an individual's contextual performance.*

## **Organisational Collaborative Capabilities and Contextual Performance**

Organisational collaborative capabilities effectively support contextual performance (Motowidlo et al., 2014). The empirical assessment of Al-Husseini (2023) underlined the direct impact of knowledge-sharing and collaborative capability on contextual performance. According to (Jeske & Roßnagel, 2015), the learning capability points to the organisational collaborative capabilities for knowledge sharing and continuous learning influencing contextual performance. LePine et al. (2001) mentioned a direct connection between organisational collaborative capabilities and contextual performance, with implications for staffing decisions, is noticed. Yildiz et al. (2021) favoured the positive effect of collaborative capabilities with innovation, which ultimately leads to enhanced contextual performance. Moreover, the empirical assessment of Peng et al. (2016) highlighted the positive role of knowledge sharing, a collaborative capability, on contextual performance. According to Fang et al. (2018), the ability of an organisation to collaborate effectively in culturally varied situations is known as cultural intelligence, which is the shape of organisational collaborative capabilities that affect contextual performance in culturally diverse settings. A study by Lai (2013) revealed a clear correlation between an organisation's collaboration capabilities and contextual performance. Abbas et al. (2018) conducted an empirical study emphasising the beneficial effect of information sharing, a collaborative capacity, on contextual performance. Recognising the above literature, the authors proposed:

*H3. Organisational collaborative capabilities impact an individual's contextual performance.*

## **METHODOLOGY**

### **Instrument Design**

The authors employed the Organizational Knowledge Capabilities scale, which was formulated and adopted by (Hammami et al., 2022); Hammami & Alkhaldi, 2017). This scale comprised three subscales, namely Individual Knowledge Capabilities (IKC) consisting of 5 items, Managerial Knowledge Capabilities (MKC) with eight items, and Organizational Collaborative Capabilities (OCC) encompassing five items.

The Contextual Performance Scale, adopted from Çalışkan & Köroğlu (2022), Motowidlo and Van Scotter (1994), Pradhan et al. (2018), and Pasetto et al. (2023), encompassed 18 items.

## **Analysis Techniques**

Response alternatives ranged from 1 ("strongly disagree") to 5 ("strongly agree") on a Likert scale. The authors employed the structure equation modelling technique to test the model and hypotheses using WarpPLS8 software. The present empirical investigation adopted the PLS-SEM technique to analyse the data while assessing research-linked hypotheses through WarpPLS 8 software. (Kock, 2022). There are several primary reasons to employ this kind of analytical technique. For instance, this complementary technique is employed for advancing extant theories and assessing a structural model that incorporates multiple variables and their associated measures (Manley et al., 2021). Meanwhile, this method was frequently used in several empirical studies involving human resources management across different disciplines and contexts (Hassan & Soliman, 2021; Anasori et al., 2023; Mekawy et al., 2022).

## **Sampling Method and Data Collection Procedure**

The authors used a rigorous methodology for collecting survey data from industrial sector organisations, utilising the attached questionnaire in Appendix One. The questionnaire was clear and concise and directly addressed the research objectives according to the references used. The questionnaire was quick to complete to ensure the survey was not overly burdensome for respondents. The target population was well-delineated by specifying the industry in Oman. They procured a high-quality database specific to the industry sector from Oman's Chamber of Commerce and Industry.

The authors employed convenient sampling as a probability sampling technique to guarantee the representativeness of the target population. The data collection technique was vibrant enough, sourcing the selected organisation's clients' contact details (email addresses) from the sampling frame. The authors adhered to data privacy regulations and avoid unreliable contact lists. The authors sent a professionally crafted email explaining the study's purpose, the confidentiality of responses, and the estimated time commitment for completing the questionnaire. Three hundred and twenty-seven employees participated in the research. Accordingly, the authors sent an email containing the questionnaire link to each.

The authors utilised Google Forms as a secure online survey platform to administer the questionnaire electronically and collect samples from 303 Oman industry sectors in Oman. The response rate was 92.66%, which was acceptable according to the desired confidence level of the research questions and the anticipated response rate.

## **Measures and Respondents**

The respondents for this study were employees working in the industrial sector of the Sultanate of Oman, and data were collected by using the Arabic version of the

questionnaire, which was translated from English into Arabic by professional experts in the field. The data was collected from a convenience sample using an electronic questionnaire distributed to the respondents through an electronic link. The sample profile consisted of 191 men and 112 women, with 45% of respondents between the ages of 30 and 40, 66% being employed, and 49% holding a bachelor's degree. Of the respondents, almost 73% had more than five years of experience.

## RESEARCH RESULTS

Assessment of the measurement model and the structural model assessment were the two core phases of PLS-SEM (Kock, 2022).

### Measurement Model

To evaluate the reflective measurement model, both construct reliability and validity need to be established by assessing four basic measures, namely (1) indicator reliability, (2) internal consistency reliability, (3) convergent validity, and (4) discriminant validity, (Hair et al., 2011). Initially, the authors eliminated all factor loadings with values below the suggested threshold of 0.7 (Manley et al., 2021) (refer to Appendix 1). Therefore, the authors reran the analysis, ensuring all indicator loadings exceeded the suggested cutoff point 0.7. (Table 1), confirming indicator reliability (Hair et al., 2011). Next, internal consistency reliability was established since the composite reliability (CR) values were greater than the threshold of 0.7. Further, convergent validity had been confirmed since the average variance-extracted (AVE) values exceeded the recommended cutoff point of 0.50 (e.g., Manley et al., 2021), as given in Table 1.

**Table 1. Reliability and convergent validity**

Variable/ items	IL	CR	AVE	VIF
Individual Knowledge Capability (IKC)		0.850	0.653	2.254
IKC1	(0.800)			
IKC2	(0.817)			
IKC3	(0.807)			
Managerial Knowledge Capability (MKC)		0.898	0.594	3.591
MKC1	(0.735)			
MKC2	(0.830)			
MKC3	(0.761)			
MKC4	(0.771)			
MKC5	(0.721)			
MKC6	(0.801)			



Variable/ items	IL	CR	AVE	VIF
Organisational Collaborative Capability (OCC)		0.804	0.579	2.056
OCC1	(0.720)			
OCC2	(0.806)			
OCC3	(0.754)			
Individual Contextual Performance (ICPER)		0.882	0.555	1.580
ICPER1	(0.776)			
ICPER 2	(0.745)			
ICPER 3	(0.712)			
ICPER 4	(0.745)			
ICPER 5	(0.776)			
ICPER 6	(0.712)			

*Note:* The sources are from WarpPLS8.

The subsequent step was to evaluate discriminant validity using two widely used methods: Fornell and Larcker (1981) and HTMT ratio (Henseler et al., 2017). First, as presented in Table 2, each construct's square root of AVE was greater than its correlation with other latent constructs. Second, all HTMT1 and HTMT2 ratios of the examined constructs were less than 0.90, with the exception of one value that was still acceptable since it is < 1 (Henseler, 2017). The outcomes of both techniques confirmed discriminant validity.

**Table 2. Discriminant validity**

Fornell and Larcker (1981)					
Construct	IKC	MKC	OCC	KMS	ICPER
IKC	(0.808)				
MKC	0.706	(0.771)			
OCC	0.637	0.669	(0.761)		
KMS	0.576	0.745	0.538	(0.860)	
ICPER	0.471	0.537	0.446	0.519	(0.745)
HTMT Ratios					
Construct	IKC	MKC	OCC	KMS	ICPER
IKC					
MKC	0.887				
OCC	0.935	0.899			
KMS	0.717	0.856	0.720		
ICPER	0.599	0.628	0.607	0.599	

HTMT2 Ratios					
Construct	IKC	MKC	OCC	KMS	ICPER
IKC					
MKC	0.883				
OCC	0.932	0.887			
KMS	0.711	0.857	0.699		
ICPER	0.592	0.637	0.613	0.620	

*Note:* The sources are from WarpPLS8.

Regarding the goodness-of-fit indices, all fit indices values were appropriate and acceptable, apart from the NLBCDR value, which was relatively acceptable, as indicated in Table 3 (Kock, 2022).

**Table 3. Model Fit**

Average path coefficient (APC)	0.160	P=0.001
Average R-squared (ARS)	0.338	P<0.001
Average adjusted R-squared (AARS)	0.324	P<0.001
Average block VIF (AVIF)	2.800	ideally <= 3.3
Average full collinearity VIF (AFVIF)	2.746	ideally <= 3.3
Tenenhaus GoF (GoF)	0.508	large >= 0.36
Sympson's paradox ratio (SPR)	1.000	Ideally
R-squared contribution ratio (RSCR)	1.000	Ideally
Statistical suppression ratio (SSR)	0.833	>0.7, acceptable
Nonlinear bivariate causality direction ratio (NLBCDR)	0.500	

*Note:* The sources are from WarpPLS8.

## Structural Model Assessment

To evaluate the structural model and test the hypotheses, some measures were used, namely path coefficients ( $\beta$ ),  $p$ -value of  $\beta$ , effect size ( $f^2$ ) for  $\beta$ , and  $R^2$  (Hair et al., 2011; Kock, 2022). The PLS-SEM results (Table 4) showed that individual knowledge capability had a significant and positive connection with contextual performance ( $\beta= 0.136$ ,  $p <0.01$ ). Therefore, H1 was supported. Additionally, managerial knowledge capability significantly and positively affected contextual performance ( $\beta= 0.389$ ,  $p <0.001$ ), confirming H2. Organisational collaborative capability was positively and significantly associated with contextual performance ( $\beta= 0.113$ ,  $p <0.05$ ), supporting H3.

**Table 4. Structural model and hypotheses testing**

Hypotheses	Path Coefficient ( $\beta$ )	Effect size ( $f^2$ )	p-value	Supported?
H1: IKC $\rightarrow$ ICPER	0.136	0.064	0.008	Yes
H2: MKC $\rightarrow$ ICPER	0.389	0.209	< 0.001	Yes
H3: OCC $\rightarrow$ ICPER	0.113	0.050	0.023	Yes
R <sup>2</sup> value: ICPER = 0.338				

*Note:* The sources are from WarpPLS8

The results yielded an R<sup>2</sup> threshold for the contextual performance of 0.338 (Table 4). This indicated that the research model generally possessed adequate explanatory power (Cohen, 1988). Concerning the effect size ( $f^2$ ). Cohen (1988) Mentioned that the effects of  $\beta$  can be classified as low, medium, or high based on values of 0.02, 0.15, and 0.35, respectively. As shown in Table 3 all structural paths between the examined constructs had medium impact sizes.

## RESULTS AND DISCUSSION

The empirical findings indicated that individual knowledge significantly and positively influenced contextual performance. This points out that businesses that value and nurture the knowledge of their employees are likely to experience improved overall performance and a more favourable workplace environment. In addition, it was revealed that managerial knowledge capability had a significant and positive relationship with contextual performance. This implied that enhancing the knowledge and abilities of managers might yield several advantages for the business. This connection emphasised how crucial strong management and leadership are to creating a productive workplace environment and achieving overall organisational success. The results also indicated that organisational knowledge capability affects the individual's contextual performance positively and significantly. This finding highlights the importance of developing a knowledge-sharing culture and encouraging learning. The results are consistent with earlier studies by (Hammami et al., 2021; Boumarafi, 2009). Moreover, the results are consistent with the studies (Jeske & Roßnagel, 2015), which confirmed the relationship between performance and employee learning capability, focusing on the contextual element. The findings also support the research by Motowidlo et al. (2014) that showed a positive correlation between managerial knowledge capabilities and contextual performance. Furthermore, the results support the conclusion of Al-Husseini (2023), which showed how organisational knowledge-sharing capabilities affect contextual performance. Also, the findings support the research by (LePine & Van Dyne, 2001), which demonstrated a relationship between contextual performance and organisational collaboration skills.

## **Practical and Management Implications**

Thus, the knowledge pillars must work together synergistically to create a harmonious context to optimise the performance of any industrial enterprise. We must engage not just with more types of knowledge. However, we also need them to work harmoniously together to form the organisational knowledge pillars: the individual, organisational and collaborative knowledge capabilities. Once the knowledge pillars – the technical, market, customer, data and operation capabilities – are in synergy, the implications for contextual performance and action in practice are significant.

The authors outline several potential practical applications that can increase organisations' ability to foster innovation and creative problem-solving, augment operational efficiency and productivity, sustain a collaborative knowledge culture, and flourish organisational agility and adaptability. On top of enhancing organisational agility and adaptability and augmenting organisational efficiency and productivity, which we have previously illustrated, connecting the knowledge pillars might also enhance workflow efficiency by streamlining the work process and deleting redundant efforts and redundant processes. While a single pillar might have much information but hampers information flow because they are fragmented, connected knowledge pillars allow for the free flow of information, decreasing redundancies and improving workflow efficiency. The accumulated knowledge collected from analytics can then inform the necessary production adjustments, whereas technical expertise can assist with streamlining the maintenance schedules; both will improve organisational efficiency and productivity. Meanwhile, connecting knowledge pillars will also improve organisational agility and adaptability so that organisations can have a more comprehensive view of internal operational shifts and external market developments, reducing potential risks and improving their capacity to adapt to changing environments nimbly. First, by connecting the knowledge pillars, enterprises can acquire a holistic view of internal operational changes and external market developments, which could reduce the potential risks and help them swiftly adapt. As we have explained before, risks emerge when the reactions of the decision-makers vary from the 'standard' perspectives; by connecting the knowledge pillars, such information gaps would be reduced significantly. Second, connecting knowledge pillars might also enhance the learning capability of organisations by developing a more collaborative knowledge culture so that a 'continuously learning organisation' will become an escalating and courageous learning organisation that can thrive under uncertainty.

Likewise, fostering a collaborative learning culture will be focused on by developing several avenues, such as establishing knowledge cafés or structured mentoring where teams share tacit knowledge or where the novices can learn from experienced hands. These approaches enhance the individual's situational awareness of their organisation, fostering collaboration and breaking down silos. It also helps the organisation to have a skilled and effective workforce, ready to anticipate and respond to change.

## **Recommendations**

The authors recommend several actions to flourish and overcome some key challenges; the Omani industrial sector needs to have a high level of programs for workforce upskilling by bridging the skill gap between available talent and industry requirements, which is crucial for sustained growth by necessitating vocational training and education investments. The ability of the industrial sector in Oman to adapt and reconfigure knowledge resources in response to ever-evolving contextual demands. This construct posits that organisations with a strong foundation in knowledge integration are better equipped to sense and seize emerging opportunities, adjust strategies on the fly, and continuously learn from experience. In essence, they become chameleons of performance, seamlessly blending with the shifting landscape of the market. Likewise, these initiatives will foster the knowledge ecosystems to build a thriving jungle of expertise where knowledge flows freely, and cross-functional pollination thrives, creating a fertile ground for collective intelligence and shares learning. These actions will build contextual intelligence by effectively utilising knowledge resources to enhance the company's operations according to market challenges, customer base, and competitive landscape. Accordingly, companies can craft solutions that resonate deeply with their target markets, delivering exceptional customer experiences and achieving sustainable growth.

## **Limitations and Future Research Direction**

Organisational knowledge capabilities play a vital role in the current work environment of the industrial sector in Oman. This is because the Omani industrial sector has organisational knowledge capabilities, a significant element in the current workplace that directly affects the employees' perception, indirectly influencing their attitude towards improving their constructional performance to achieve the corporation's productivity. Therefore, the study has to be sector-oriented. The practical field investigation adopted a sector fundamental strategy. In contrast to other research, this research is original regarding the application area and directly illustrates the construct's relationship to the constructional performance. While it is sufficiently solid to draw some conclusions, there are some caveats to consider. With this in mind, it should be noted that several vital limitations were apparent about the application area of this study, including the fact that the study was carried out in the industrial sector in the Sultanate of Oman only. The concepts discussed above have been used in different sectors and contexts, so further research is necessary to extrapolate the results to organisational settings. In particular, the results of this study should not be blindly transferred to other contexts until a study comparing them in different contexts is conducted. However, this study offers an unprecedented, profitable opportunity for research to test the results against one another. A practical next step would be to use the same questionnaire to collect data on other businesses in states other than Massachusetts and other economic sectors, including service, oil and banking.

## CONCLUSION

Harmonious knowledge pillars are abstract ideas and the foundation on which successful industrial organisations are constructed. Organisations may achieve several practical advantages by fostering this collaboration, including promoting innovation, enhancing efficiency, improving customer happiness, and increasing organisational agility in today's competitive business environment. Achieving organisational success depends not only on collecting information but also on effectively coordinating its harmonic interaction. The research swells the importance of building knowledge bridges, nurturing a learning culture, and embracing contextual awareness as an electrode of organisational performance. It provides valuable insights and actionable recommendations for businesses seeking to optimise their knowledge management strategies and thrive in the unique Omani industrial ecosystem.

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## **Improving the Contextual Performance of Industrial Enterprises in Oman via Harmony Between the Pillars of Organisational Knowledge Capabilities**

### **Appendix 1. Measurement Scale**

<b>Constructs and items</b>	
<b>Individual knowledge capabilities</b>	
1. All staff members have a good reputation among their colleagues.	
2. All staff members are skilled at collaborating, interacting, and exchanging ideas and information.	R
3. All staff members have the intention to share knowledge.	
4. All staff members are committed to work rules, easy to integrate, and highly adapted to newly applied rules.	R
5. All highly qualified staff members can learn from business lessons.	
<b>Managerial knowledge capabilities</b>	
1. Managers play a vital role in assisting and helping employees absorb business processes.	
2. Managers play a vital role in facilitating social interactions between employees.	R
3. Managers investigate new ways to ease information sharing.	
4. Managers foster collaboration between employees.	R
5. Managers motivate knowledge sharing between employees.	
6. Managers focus on work standards, principles, and values.	
7. There is a defined strategy and plan for knowledge management.	
8. Managers can deal wisely with any change that affects the work.	
<b>Organisational collaborative capabilities</b>	
1. A culture of knowledge sharing exists among staff.	
2. Work climate facilitates knowledge transfer between staff.	
3. Work structure facilitates knowledge sharing between employees across departments.	
4. There is an existing trust between employees.	R
5. Work has a reward system for collaboration.	R
<b>Contextual performance</b>	
1. I contribute to creating a positive working environment in my institution.	R

- |   |   |
|---|---|
| 2. I offer to help group members with their work.   | R |
| 3. I am proud to be a part of this institution.   |   |
| 4. I pay close attention to details.  | R |
| 5. I feel a moral duty that motivates me to continue working in the organisation.                         | R |
| 6. I help and encourage my friends to complete their work.  |   |
| 7. I sacrifice my personal interests for the benefit of work.   | R |
| 8. I care more about showing the results of the team's work than I do about showing my contribution to it | R |
| 9. I deal carefully with in-kind assets in my workplace   | R |
| 10. I defend the leader's decisions.  |   |
| 11. I take on more challenging tasks.   | R |
| 12. I comply with instructions even when the leader or other group members are absent.                    | R |
| 13. I cooperate with others on our team.  |   |
| 14. I follow the rules and avoid shortcuts.   |   |
| 15. I am courteous to other group members.  | R |
| 16. I volunteer to do more than I should for the benefit of the group.                                    | R |
| 17. I exercise personal discipline and self-control.  |   |
| 18. I tackle challenging assignments enthusiastically.  | R |
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*Note: R= removed item based on the loading value*

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