



Using Knowledge Management to Enhance Organizational Performance and Effectiveness

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Abstract— Beyond just system deployment efficiency and labor competency, a number of crucial aspects affect an organization's effectiveness. While the effectiveness of these factors is important, they are not the only factors that matter. The performance as a whole is greatly influenced by a number of other important factors. Recent observations have revealed a consistent upward trend in the metrics related to organizational performance, highlighting the importance of different elements cooperating. Therefore, the main goal of this research project is to carry out a thorough analysis into the complex and dynamic relationship between knowledge management inside an organization and its overall performance. The goal of this study is to delve deeply into the underlying mechanisms and examine how knowledge management techniques directly affect and contribute to an organization's overall performance. The approach used in this study is survey-based, providing for a detailed understanding of the respondents' viewpoints on a variety of topics, including knowledge dissemination, knowledge responsiveness, and organizational skills. By using this technique, the researchers were able to quantitatively and qualitatively evaluate the participants' points of view and acquire important insights into the intricate relationships that exist between knowledge management techniques and an organization's overall success. The survey's findings showed a strong positive relationship between increased organizational performance and effective knowledge management. This beneficial effect was apparent across a number of variables, illuminating the critical roles that organizational capacities, responsiveness to knowledge, and knowledge distribution play in boosting overall efficiency and production within the company. The results do, however, highlight the significance of developing a solid strategy or methodology that guarantees the successful deployment and seamless integration of knowledge management methods inside the business. Recognizing that a complete strategy involving careful planning, strategic alignment, proper resource allocation, and ongoing evaluation is required for the effective transformation of knowledge management within the organizational structure is crucial. Organizations can better harness their intellectual assets and maximize their total performance by concentrating on the implementation of a well-structured strategy, which will support sustained growth and competitive advantage in the dynamic business environment.

Keywords— Knowledge Management, Organizational Performance, Transformation.

I. INTRODUCTION

The importance of knowledge management in facilitating organizational functions has grown significantly in the modern business landscape, which is defined by fierce competition and a dynamic marketplace. The importance of knowledge management in the current context cannot be understated; according to Asongu and Simplicio (2017), it plays a crucial role in helping firms to grow and prosper in both internal and external market situations. The scope for

assessing the efficiency of knowledge management is complex and multifaceted, spanning a range of elements and situations. The cornerstones of knowledge management are inextricably tied to an organization's performance. After careful examination, it has become clear that knowledge management is a systematic process that involves the generation, sharing, and use of information within the context of an organization's operations (Pauleen, David, & Gary, 2016). Knowledge management is frequently used to refer to a thorough and multidisciplinary approach that aims

to effectively match corporate goals with the best use of the knowledge resources at hand. This strategy places a strong emphasis on the necessity of successfully utilizing knowledge to guide strategic decision-making and improve organizational performance.

As identified by Lavia, Oro, Martin, and Hieb in 2014, a trio of crucial steps form the basis of knowledge management. These phases, which cover a variety of actions directly related to knowledge management initiatives, include the pre-process phase, the active phase during the knowledge management process, and the succeeding phase post-implementation. These phases all work together to help firms comprehend knowledge management holistically and put it into reality. As a crucial instrument for improving operational efficiency inside business networks, knowledge management strategies are used. Additionally, these tactics are crucial in helping firms use the strength of knowledge management to their advantage as they navigate the difficult terrain of a fiercely competitive market environment (Asongu & Simplice, 2017). Organizations can streamline their operations, improve decision-making skills, and ultimately strengthen their competitive advantage in the ever-changing business environment by utilizing knowledge management's capabilities.

The primary goal is to examine & analyze the real effects of knowledge management on the general effectiveness of companies. This investigation's focus is on understanding the procedural complexities of knowledge management, the mechanisms of knowledge acquisition (Kwon, Ohbyung, Namyoon, and Bongsik, 2014), the dynamics of knowledge dissemination (Pauleen, David, and Gary, 2016), the responsiveness to knowledge in organizational settings (Lavia, Oro, Martin, and Hieb, 2014), and the assessment of organizational capability. These essential elements work together to help us understand the complex connections between the many aspects of knowledge management and their effects on organizational performance (Arnold, Markus, and Martin, 2015). This study intends to shed light on the diverse nature of knowledge management and its crucial role in molding and boosting organizational efficiency and success through a thorough examination of these components.

The main objective of this study project is to discover and clarify the wide range of advantages connected to the application of knowledge management within organizational structures. The main goal is to comprehend the amount to which these advantages can be utilized, which would result in a notable improvement in performance and general productivity at work. This study explores the complex dynamics of how the application of knowledge management strategies might favorably affect a number of

organizational functioning factors, ultimately resulting in a richer and more productive workplace. This research aims to provide a comprehensive understanding of the transformative role that effective knowledge management can play in fostering organizational success and productivity by carefully examining the visible benefits and their potential impact.

Problem Statement

In the emergence of globalization and advancements of technologies, role of knowledge management is incredibly inevitable. Knowledge management deals with the efficient utilization and management of resources and information. It is considered that significance of knowledge management deployment is organization carries immense importance. In Pakistani organizations and businesses, knowledge management is still not being implemented to its full potential. Furthermore, there is still debate on the relationship between knowledge management and the overall effectiveness and trustworthiness of these companies. This study's main objective is to carefully examine and scrutinize how knowledge management affects organizational performance, with a focus on determining how much it helps those businesses grow and prosper. This study intends to shed light on the complex relationship between the adoption of efficient knowledge management techniques and the subsequent improvement of an organization's performance, growth trajectory, and financial viability by examining these crucial factors.

Research Questions

RQ-1: How knowledge management and acquisition does impacts on organization's performance?

RQ-2: What is the role of knowledge dissemination and increase responsiveness to knowledge on the organization's performance?

RQ-3: What are major benefits of deploying knowledge management on the organizational performance and how the advantages can be improved?

Research Objectives

- Examine and investigate the influence of KM & acquisition on organization's performance.
- Identify and examine the role of knowledge dissemination and increase responsiveness to knowledge on the organization's performance,
- Investigate the impact of organization's capabilities and learning orientations on the organization performance in terms of profitability and growth.

Gaps in the Existing Research

The research has determined particular major gaps that are inextricably linked to the influence of knowledge

management on organizational performance after a thorough analysis and evaluation of the relevant literature. These gaps draw attention to crucial areas where knowledge management's existing understanding and application may fall short in satisfying the all-encompassing needs of enhancing organizational performance. This study attempts to identify these gaps and offer insightful information that can help open the door for a more thorough and successful integration of knowledge management strategies within the organizational structure, ultimately leading to increased success and performance.

The finding shows that organizations prioritize performance, but their inadequate grasp of information systems or knowledge management is a substantial barrier. As a result, many organizations find it difficult to identify and assess the precise information systems that would improve their performance and increase operational efficiency.

The act of making decisions is frequently acknowledged as a difficult undertaking, and it has been noted that when this process is not carried out well, there is a significant risk of failing to achieve important goals. Within the parameters of this study, attention will be paid to assessing and figuring out ways to improve the decision-making process along with other important factors.

Research Significance

In order to effectively analyze the genuine impact of organizational performance in the market, this research looks into the vital relevance of understanding the fundamental principles of knowledge management. Within the contemporary business environment, the field of knowledge management is broad and complex. Its main objective is to facilitate procedures for the production, transfer, and effective management of pertinent knowledge and information inside an organization. By providing management teams with the resources they need to not only complete their jobs but also strengthen their competitive advantage in the market, this strategic approach to knowledge management serves as a priceless asset that helps them meet and even exceed the changing expectations of consumers.

II. LITERATURE REVIEW

Knowledge Management

The generation, use, and efficient processing of information within any organization worldwide are all components of an effective knowledge management process. This multidisciplinary method known as the holistic approach aims to maximize the goals of a company by making the

most use of knowledge. Additionally, this aspect of knowledge management plays a key role in ensuring that the appropriate people have easy access to essential knowledge, facilitating informed decision-making and promoting an organizational culture of continual learning. Organizations are empowered by the adoption of such a management system to not only gain information but also to successfully retrieve and use it in real-world situations. By facilitating coordination and utilizing the organizational knowledge base, knowledge management is used to give the company a competitive edge in the market. Furthermore, the integration of knowledge management is closely related to an organization's strategic and tactical needs, highlighting the requirement to continuously expand the organizational knowledge base and strengthening the ability to address complex problems and do so in an effective and efficient way (Malhotra & Segars, 2001).



Fig.1: Knowledge Management Cycle

The use of knowledge management within businesses, according to Gibbert and Leibold (2002), centers around the systematic administration of corporate knowledge, assuring its acquisition, retention, organization, application, sharing, and timely renewal. This comprehensive strategy acknowledges the tacit and explicit knowledge's dual nature and makes use of it to improve workforce productivity and foster corporate value. This management method is praised for its proactive approach to utilizing organizational resources, enabling beneficial enhancements intended to secure and utilize knowledge resources to meet the changing needs of the business. Additionally, by enabling organizational learning from prior mistakes, this dynamic process fosters continued success and progress. The management framework works to secure a competitive advantage for the firm by strategically utilizing these resources, encouraging ongoing development and the cultivation of the necessary skills and competencies, and methodically getting rid of out-of-date knowledge. Internally, this management structure strengthens the organization's ability for innovation by encouraging a positive atmosphere that supports a culture of constant improvement and adaptation (Bhatt, 2001).



Fig.2: Knowledge Management Strategies

(Source: <https://www.slideteam.net/6-types-of-knowledge-management-strategies.html#images-1>)

Knowledge Acquisition

In order for knowledge-based systems to operate properly, many ontologies and rules must normally be established during the knowledge collecting process. In this essential acquisition phase, which acts as the first step in building an expert system, specialists in the given topic are methodically sought, interrogated, and their knowledge is properly recorded. This complete technique lays the framework for the creation of a successful knowledge-based system by extracting important knowledge about objects, rules, and frame-based ontologies. This acquired knowledge is used by numerous organizations around the world as the foundation for the creation of strong external knowledge repositories, facilitating the development of priceless external knowledge sources that can be used for improved operational efficiency and strategic decision-making (Fu, Sun, & Ghauri, 2018). Additionally, these outside knowledge sources play a crucial part in fostering a thorough awareness of the complex business environment by providing a holistic view of the interconnected value chain. Moreover, there are different sources including customers, suppliers, partners, and others.

Knowledge about the customer: This is the type of knowledge that enable for the customers to get awareness about better customers to gain understanding and motivating them by fulfilling needs, purchasing, and expecting the activities.

Knowledge for customers: This is another knowledge in which the customers use to gain the maximum satisfaction of the needs of their knowledge. This use to involve a product, supplier, and market-based knowledge.

Knowledge from a customer: This is the kind of the knowledge which use to deal with suppliers, products as well as markets. It further supports organization to use the knowledge in an adequate manner by improving services and products.

Knowledge of suppliers: This knowledge is directly concerned with the supplier that needs and involve

forecasts, production’s needs, customers, inventory, and markets.

Knowledge from suppliers: The suppliers use to gather the knowledge so that they deal properly with organizations.

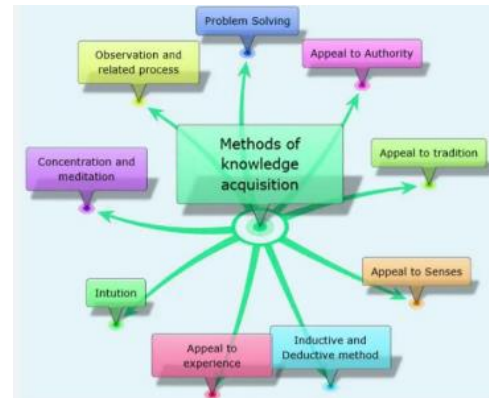


Fig.3: Knowledge Acquisition Methods

Knowledge Dissemination

Given its critical role in assuring the timely provision and accessibility of vital knowledge resources to satisfy organizational demands, the dissemination of knowledge stands as an integral component within the context of organizational knowledge management. This dissemination process is not just a normal task; rather, it is a purposeful strategy that calls for a commitment to upholding high standards and a contextual awareness. By ensuring that the dissemination plans are carried out meticulously and methodically, the efficacy and efficiency of the organization are maximized. When a company chooses to use knowledge dissemination, it is crucial to convey messages simply and succinctly, using a simplified strategy that encourages proactive and beneficial action. This simplified method highlights the importance of clearly communicating information and demystifying complicated ideas to promote quick and informed decision-making. The careful dissemination of strategies inside the business is essential because it not only permits effective implementation but also allows the organization to precisely analyze their direct influence, permitting the thorough evaluation of the overall success trajectory.

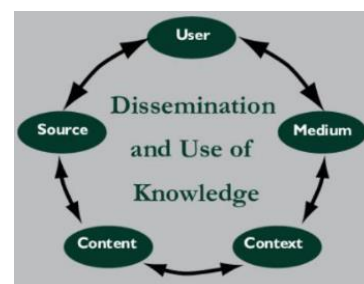


Fig.4: Knowledge Dissemination

Responsiveness to Knowledge

Within a framework that is knowledge-centric, the capacity to respond to knowledge is essential for coordinating the cautious gathering and accurate filtration of significant information. The main goal of this knowledge responsiveness is to promote a thorough awareness of the collective or individual knowledge of an organization, consequently influencing the overall effectiveness of knowledge usage. Additionally, this responsiveness to knowledge emphasizes the need to make it easier for people to convert, acquire, defend, and use knowledge, as each of these processes is essential to the responsiveness to knowledge paradigm's overall efficacy. This openness to new information forms the basis of knowledge management, assisting in the careful evaluation of an organization's skills and competencies within a changing environment and ultimately raising organizational performance to new heights. In order to utilize key capabilities and maintain a competitive advantage, it becomes more important for businesses to adapt and evolve their knowledge base. They must see it as a concrete asset that merits strategic attention and comprehensive investment. Adopting this holistic strategy enables firms to not only respond to industry changes early on but also ensures that organizational performance is continually improved (Oriarewo, 2014).

Organizational Capabilities

The concept of organizational capability, as highlighted by Spanos and Prastacos (2004), encompasses a company's aptitude in efficiently managing its range of resources, including its employees, to achieve a significant competitive edge within the dynamic marketplace. It is the responsibility of the company to direct its attention toward developing these talents and making sure they are in line with the needs and preferences of its clientele. The development of a distinctive organizational perspective, which enables the business to traverse the competitive landscape with resiliency and creativity, is an essential component of this strategy. An corporation can orchestrate major business changes by strategically utilizing its resources, creating a strategic environment that opens the door for long-term competitive advantage.

According to Bititci and GurkanInan (2015), a strong portfolio of skills enables an organization to operate efficiently within the market, permitting the continuous development and upgrading of current competencies to successfully resist competitive forces. These capabilities cover a wide range, including product licenses, knowledge assets, and innovative designs. As a result, an adaptive strategy is required that prioritizes the ongoing development of a workforce with knowledge-based skills in a flexible

work environment, leading to successful business domain transformations.

Furthermore, Martelo (2013) explains how organizational qualities are closely related to developing strong customer relationships, underlining the necessity of ongoing competition and market expansion. The development of employee capabilities, which have a substantial impact on the organization's reputation, sales success, and customer loyalty, is essential for building good customer relationships. A harmonious workplace that is geared to addressing the changing requirements and expectations of customers in a timely and effective manner is crucial. Within the organizational framework, both existing and new customer interactions serve as important drivers of overall growth.

Learning Orientation

According to Wang's (2008) observations, the idea of a learning organization entails an organizational paradigm that places a high priority on the acquisition and dissemination of information with the goal of causing positive market transformations by staying tuned in to the changing needs and expectations of customers, competitor behavior, technological advancements, and other relevant factors. The creation of novel, superior goods or services, which secures a competitive edge through a strong grasp of numerous situational aspects, with stakeholders playing a crucial role among these determinants, is at the center of this process.

Within the organization, this learning orientation plays a crucial function as a catalyst for improving competencies through specialized training programs and educational activities. It includes a number of crucial elements, such as motives, beliefs, abilities, and self-control, all of which are intricately intertwined to produce concrete learning outcomes. This learning orientation supports the accomplishment of predetermined goals within the corporate context, fostering an environment that is conducive to individuals' experience learning. The constructivist approach, which emphasizes the need of dynamic interactions within difficult situations as a way to achieve and maintain a competitive edge, is also perfectly aligned with it (Keskin, 2006).

Calantone and Cavusgil (2002) emphasize the need for modern businesses to foster a strong learning orientation by describing it as a crucial instrument for obtaining long-term benefits. The foundation of this learning orientation, according to a large body of research, is made up of four essential elements: a strong commitment to learning, the development of a common vision, the encouragement of intra-organizational knowledge sharing, and an innate openness to new ideas and viewpoints. This transformative

learning orientation is a cutting-edge idea with a significant and immediate effect on an organization's general performance levels.

Organizational Performance

According to Tzabbar and Baruch (2017), the idea of organizational performance encompasses the thorough assessment of a company's effectiveness in achieving its set goals in the competitive marketplace. As a result, it is essential to continuously evaluate and review the organizational performance, which forms a crucial part of the larger strategic management viewpoint. A clear understanding of performance within the operational framework of any business is extremely valuable to stakeholders, empowering them to take well-informed decisions and put those decisions into action whenever necessary to support continuing improvements. It is critical to understand that organizational performance is a complex and nuanced idea that requires constant observation and assessment throughout time in order to pinpoint areas that could be improved.

orderly manner. The preservation and enhancement of organizational performance remain dependent on the seamless integration of organizational learning efforts and the availability of a skilled workforce, despite the fact that the dynamic character of business settings frequently necessitates quick recalibrations and adaptations. According to Devece, Palacios, and Simarro (2017), this proactive approach enables the timely implementation of critical adjustments, enabling the company to maintain and improve performance standards over time.

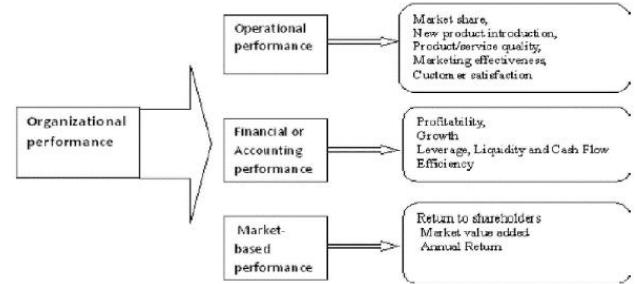


Figure 6: Measuring OP

(Source: DOI:10.5897/AJBM11.1768)



Fig.5: Sustainable High Performance Organizational

(Source: <https://www.insidehr.com.au/how-to-build-a-sustainable-high-Performance-organisation/>)

The efficacy of organizational performance is closely related to the common vision that is articulated to and accepted by all levels of the workforce and serves as a compass for group strategic initiatives. Employee performance directly affects how smoothly tasks are carried out at each organizational level, underlining how crucial it is for each team member to strategically contribute to the overall goal. A culture of active involvement and reciprocal cooperation is established when the company, its administrative staff, employees, and other stakeholders work together in a structured and coordinated manner. A systematic strategy is necessary for the development of a successful organizational performance landscape, ensuring that work activities are streamlined and coordinated in an

According to observations made by Loosemore (2017), organizational performance emerges as a continuous and dynamic process that forms the basis for protecting and distributing resources in accordance with an organization's broad goals. The nurturing of staff development initiatives, a crucial path that thrives via the facilitation of effective learning mechanisms, is integral to this process. The active participation of managerial and executive personnel, who supervise the creation of customized developmental strategies and keep an eye on workforce activities to support overall development and productivity levels inside the firm, is closely linked to this learning imperative. As a greater emphasis on comprehensive learning efforts invariably converts into a similarly increased performance standard within the cutthroat marketplace, the symbiotic relationship between organizational learning and performance becomes clear. The combination of learning-driven processes and a proactive dedication to supporting employee development strengthens the basis for long-term organizational success.



Fig.7: Key Organizational Performance/Effectiveness Indicators

(Source: <https://www.beringer.net/beringerblog/why-does-my-organization-need-key-Performance-indicators-kpis/>)



Fig.8: Principles of Organizational Performance/ Effectiveness

(Source: <https://motivate2b.com/principles-for-org-Performance/>)

III. METHODOLOGY

The use of a carefully designed research methodology plays a crucial part in aiding the study's effective conclusion. This specific study approach has been painstakingly created to carefully monitor and examine the complex interactions between knowledge management and the subsequent effects on organizational performance. This research methodology, which is quantitative in nature and heavily depends on primary data sources, will be compiled and processed using the SPSS software to enable a thorough analysis of the complex dynamics underlying the relationship between knowledge management and organizational performance. The inclusion of different variables stands as a crucial requirement for this study. Following are the research methodology (RM) phases:

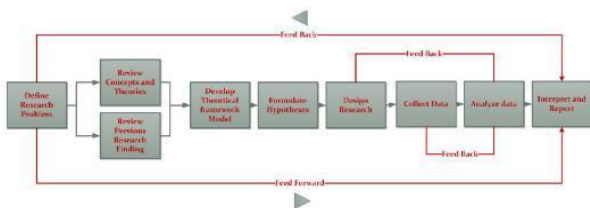


Fig.9: RM - Phases

The study process is divided into a number of connected steps, each of which is closely tied to the one before it. Determining the scope of the research problem is the first step in the process, and it is here that it is emphasized how crucial it is to give the problem a clear definition within the context of existing research because this will serve as the foundation for the study.

Next phase is the reviewing concept, theories as well as prior research findings. This component will be known as literature review. The creation of the study's theoretical framework model will be referred to as the third step. The formulation and conceptualization of the study's hypotheses, based on the theoretical framework model, will be greatly aided by the fourth phase. Fifth phase will be research design. It is considered that in the research design focus will be laid on the transformation of the knowledge, idea as well as information about the knowledge management for improving overall organizational performance into the meaningful aspect. Sixth phase is collect data through Information source considered from the primary data. Information source considered from the primary data includes questionnaire techniques. Seventh phase will be conducting analysis of the data with the assistance of the SPSS business software (Tanner, Emily & Elizabeth, 2014). In the end, researcher will develop the interpret report for improving knowledge management to examining within current system of organization.

The creation and development of a model for KM & its impact on organizational Performance are related to research methodology. Quantitative methods will be used in the investigation. For the purpose of data collection, information from the main data will be used as a source, and SPSS software will be used to process the data. The steps of research technique are numerous. Overall, each stage of the research technique would be connected to the stage before it. The formulation of the research problem is the initial stage of methodology. The attention has been placed on the precise definition of the issue within the context of current research, which is regarded as the basis of the investigation.



Fig.10: Research Framework

The review of concepts, hypotheses, and previous study findings comes next. The literature review component will be known as such. The development of the theoretical model framework will be referred to as the third phase. It will be quite helpful to create and formulate hypotheses during the fourth step. The theoretical foundation of the investigation will serve as a guide for designing hypotheses.

Research design will be the fifth phase. It is anticipated that the research design will place special emphasis on how knowledge, ideas, and information concerning knowledge management may be transformed into significant organizational Performance improvements. The sixth stage involves gathering data from sources that are taken into account while using primary data. Questionnaire methods are one information source from the basic data taken into consideration. The data analysis process will be carried out in the seventh step with the aid of SPSS (Statistical Package for the Social Sciences) tool.

Research Design

The basis for the research's design was knowledge management's potential to boost organizational performance. The emphasis will be on carefully examining ideas concerning knowledge management that have been successfully applied within a particular company, in this case Pakistan Tabaco Company, PTC.

Data Collection Tools

Information source considered from the primary data will be utilized for the process of data collection (Questionnaires distributed among Engro Foods, Nestle Pakistan, P & G Pakistan and Coca-Cola Pakistan employees) acting as a tool for investigation. SPSS (Statistical Package for the Social Sciences) tool will be used for analysis.

Part 1: Personal Information

Section I	
Your Organization (Tick 1 or zero):	Government = 1 2. Private = 0
Your gender (Tick 1 or zero):	Male = 1 2. Female = 0
Your age (in years like 25 years, 29 years,)	
Your education (actual total years of schooling, like 14 years, 18 years)	
Your area of specialization:	
Your job title in this organization:	
Experience: Working years in this organization:	

Part 2: Instructions

Strongly Agree(SA)	Agree (A)	Neutral (N)	Disagree (D)	Strongly Disagree(SD)
1	2	3	4	5

Section A: Knowledge Management and acquisition

N	A			D
Knowledge management and acquisition policies in the organization are really important, relevant and latest.				
Organization can easily accept or share useful knowledge with other organizations.				
Knowledge management and acquisition procedures that used in organization are friendly, easy, relevant and latest.				
Staff is encouraged to transfer their professional knowledge to less experience or new employees.				

Section B: Knowledge Dissemination

N	A			D
Use of IT in KM dissemination and implementation is very great.				
Your library staff has basic IT knowledge that is required to implement the KM dissemination and practices.				
Internet and KM software are the tools that are frequently used for obtaining relevant knowledge dissemination.				
Library does encourage the staff to effectively use the network and web for the research purpose and solving of problems.				
Software used for KM practices and dissemination should be updated when required.				

Section C: Responsiveness to knowledge

N	A			D
Responsiveness to the value of KM as compare to public with private institutions.				
Public and private organizations face more obstacles than implementing KM practices.				
Organization should focus more on complete knowledge process (i.e. storage, retrieval, transfer, sharing, and application) than their public counterparts and/or competitors.				

Section D: Organizational capabilities

N	A			D
Organizational capabilities is based on KM.				
Organizational capabilities understand value of KM				
Lack of training is major issue in implementation of knowledge management practices.				
Systems are complicated for the implementation and use of KM practices.				
Troubleshooting and technical issues are hurdles in smooth operation of the KM practices.				

Section E: learning orientation

N	A			D
Training is the key stage for implementation of learning orientation.				
External training resources are necessary for learning orientation.				
It is easy for me to become skillful at using the learning orientation.				
Learning to use the organizational knowledge system is easy for me.				
Strong and meaningful training programs are necessary for learning orientation and its implementation.				

Fig.11: Questionnaires

Sampling Size Technique

Techniques of random sampling would be used. One Hundred (100) respondents, both directly and indirectly related to the organization's knowledge management, will be the maximum sample size. Engro Foods, Nestle Pakistan, P & G Pakistan and Coca-Cola Pakistan will provide a representative sample size that is dispersed around the nation.

Statistical Instrument Development

The development of the statistical tools used in this inquiry will be based on the SPSS tool. This business software was chosen based on how well it processed, analyzed, and produced the necessary data. These results or outcomes will be examined for reliability data, demographic data, correlational analysis, and regression analysis.

Conceptualized Research Model

The researcher created his own conceptualized model for analysis based on the literature review and existing Knowledge Management and organizational Performance models (as indicated below).

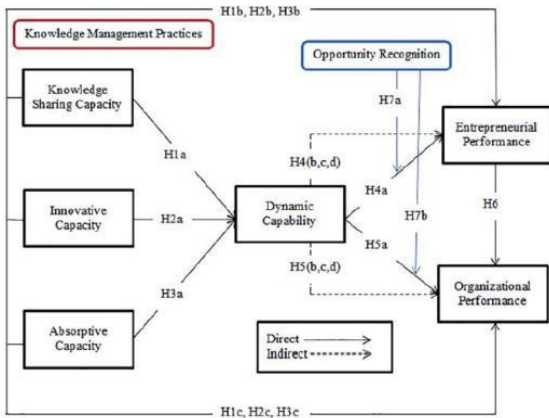


Fig.12: Influence of Knowledge Management Practices on Entrepreneurial and Organizational Performance: A Mediated-Moderation Model

(Source:

<https://www.frontiersin.org/articles/10.3389/fpsyg.2020.577106/full>)

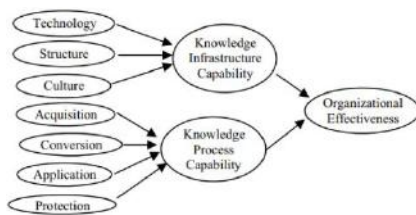


Fig.13: Knowledge Management Capabilities and Organizational Effectiveness

(Source: DOI:10.1186/s40064-016-3173-6)

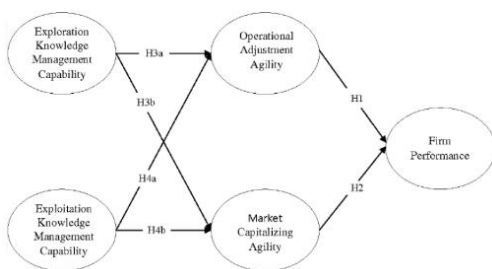


Fig.14: Knowledge Management Capability and Firm Performance: Mediating Role of Organizational Agility

(Source:

<https://www.semanticscholar.org/paper/Knowledge-Management-Capability-and-Firm-the-Role-Liu-Song/8592cd74513ca29c68cbc38141e14f40d9340121>)

The researcher conceptualized the model for the analysis shown below based on the aforementioned and the literature review.



Fig.15: Researchers Conceptualized Model

IV. DATA ANALYSIS, RESULTS & INTERPRETATION

The successful conclusion of this inquiry depends heavily on the chapter devoted to data processing, outcomes, and interpretation. This section was created with the explicit goal of examining the connection between knowledge management and organizational performance. It has been observed that knowledge management plays an active role in context of any organization. Without practical implementation of knowledge management, it's very difficult for organization to accomplish their goals and objectives according to management requirements (Bhatt, 2001). The domain for measuring knowledge management is wide and complex in situations. This is the key reasons that well-known companies are using KM for overall increase their organizational performances in market and also increase high competition in market.

A variety of statistical tests are included in the chapter on data analysis, outcomes, and interpretation. These tests entail analyzing user demographic data, using correlational analysis, presenting a summary evaluating hypotheses, as well as actually using multiple regression analysis models and mediation analysis. In the context of this investigation, these approaches help to demonstrate the genuine influence of research factors on performance as a whole.

The key operative functional activities of demographic information are associated with respect to marital status of respondents, gender differentiation, employee age, employee work experience and private companies that are directly and indirectly connected with knowledge management in order to measure their performance in market. In this investigation, researchers apply correlational analysis for testing of suggested hypotheses derived from research framework model. Hypotheses assessment summary is typically design and develop by using correlational values to know the importance of research model in this study. The multiple regression analysis model's main job is to show the variations present in the

current research model and to evaluate the impact of all independent variables on the dependent variable. Mediation analysis is also applied in this investigation. The key main functionality of mediation analysis is to check the moderating effect on independent variables and dependent variable. In this investigation, main variables are in the form of knowledge management (Bhatt, 2001) and learning orientation (Asongu & Simplicie, 2017) having mediation impact on organization capabilities (Keskin, 2006) that lead towards organizational performance (Malhotra & Segars, 2001). Some of the imperative outcomes of statistical tests are assumed below:

Demographic Information

Some of the imperative demographic information with respect to KM on organizational performances is assumed below:

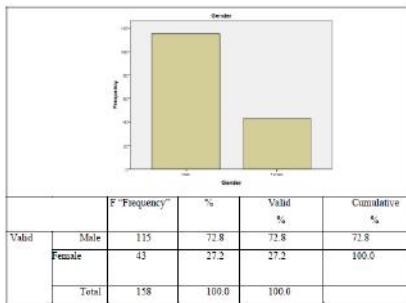


Fig.16: Gender

A key demographic data point for comprehending the users engaged is the gender information that is included. The binary classification of people into male and female groups is represented by two main components in this particular dataset. Male participants made up 72.8% of the sample, according to an examination of this data by gender, while female participants made up 27.2% of the entire population involved.

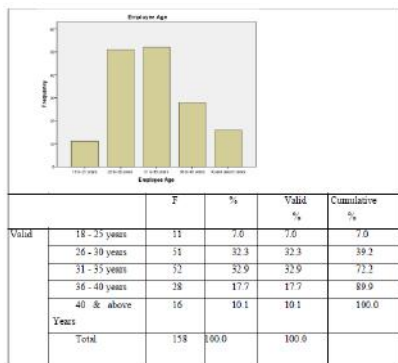


Fig.17: Employee Age

In this investigation, employee age plays an active role in context of any organization. This employee age shows

employees skills, abilities, knowledge and decision making powers to effectively run business operations in market. Employee age encompasses a wide range of age groups that can be divided into various unique categories. These age ranges include 18 to 25 years old, 26 to 30 years old, 31 to 35 years old, 36 to 40 years old, and over 40. According to the study of this statistics, the distribution of workers within these age groups was as follows: Those between the ages of 18 and 25 made up 7% of the workforce, those between the ages of 26 and 30 made up 32.3%, those between the ages of 31 and 35 made up 32.9%, those between the ages of 36 and 40 made up 17.7%, and those beyond the age of 40 made up 10.1% of the studied population.

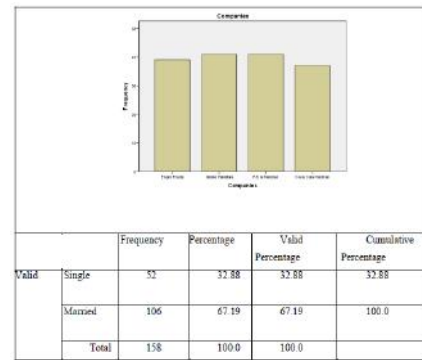


Fig.18: Marital Statistics

In order to comprehend the user population, it is essential to provide information on marital status. This dataset consists of two main parts that classify people as either single or married. According to the analysis, 32.9% of the participants were single, compared to 67.1% of the sample who were married and actively participating in the investigations.

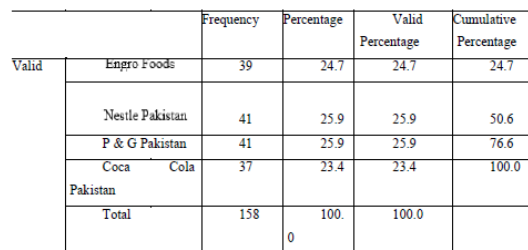


Fig.19: Companies

In order to evaluate the application of knowledge management in connection to organizational performance, the researcher worked with a variety of businesses. Engro Food, Nestle Pakistan, P & G, and Coca Cola Pakistan were among the businesses that took part in the survey. The results showed that the management of Engro Food made up 24.7% of the study's participants, Nestle Pakistan

contributed 25.9%, P & G contributed 25.9%, and Coca-Cola Pakistan participated at a rate of 23.4%.

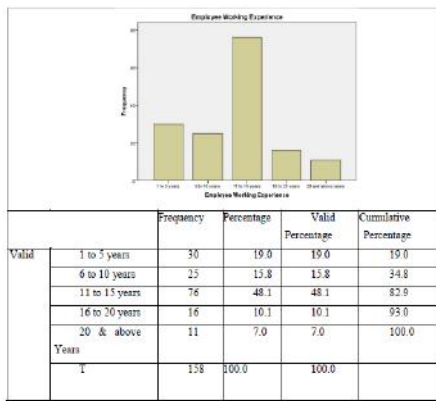


Fig.20: Employee Working Experience

Within organizational framework of this study, the length of an employee's employment history acquires a key significance. An employee's professional experience is evidence of their learned abilities, knowledge, and decision-making skills, all of which help to run business operations within the market effectively. The length of an employee's employment history is divided into numerous unique groups, including: 1 - 5 years, 6 - 10 years, 11 - 15 years, 16- 20 years & 20 years and above. According to the research, workers with 1 to 5 years of experience made up 19.0% of the workforce, followed by workers with 6 to 10 years of experience (15.8%), workers with 11 to 15 years of experience (48.1%), workers with 16 to 20 years of experience (10.1%), and workers with 20 years of experience or more (7.0%) of the workforce.

Reliability Statistics

In Statistics, reliability is in order to measure the inner consistency among variables. This reliability statistic is known as pilot testing of investigation.

Table 1: Reliability Statistics

RS - Reliability Statistics	
Cronbach's Alpha	Number of Items
.975	19

In reliability statistics, Cronbach's alpha having value of .975 which is considered as excellent for further proceeding of this investigation & N of items are 19. Reliability statistics values are good for further proceeding.

Correlational Analysis

Table 2: Correlational Analysis

		Knowledge Management	Learning Orientation	Organizational Capabilities	Organizational Performance
Knowledge Management	Pearson Correlation	1	.349*	.070	.158*
	Sig. (2-tailed)		.000	.000	.000
Learning Orientation	Pearson Correlation	.349**	1	.143	.255**
	Sig. (2-tailed)	.000		.000	.000
Organizational Capabilities	Pearson Correlation	.070	.143	1	.913**
	Sig. (2-tailed)	.385	.074		.255
Organizational Performance	Pearson Correlation	.158*	.255*	.913**	1
	Sig. (2-tailed)	.000	.000	.000	

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

In the field of statistics, correlational analysis is employed to assess proposed hypotheses that stem from a theoretical framework model. The initial research hypothesis suggests a positive correlation between knowledge management and organizational performance. The correlation coefficient for knowledge management and organizational performance is .158*, indicating a positive association. The level of significance is .000, and the sample size is 158 respondents.

The second research hypothesis posits a positive correlation between learning management and organizational performance. The correlation coefficient for learning management and organizational performance is .255**, indicating a positive relationship. The level of significance is 0.000, and the sample size is 158 respondents.

Third research hypothesis is about knowledge management is positively associated with respect to organizational performance and having mediating effect of organizational capabilities. The correlation value of knowledge management and organizational performance is .158* and having mediation effective of organizational capabilities is .913**, significant level is .000 and sample size n is 158 respondents.

Fourth research hypothesis is about learning management is positively associated with respect to organizational performance and having mediating effect of organizational capabilities. The level of significance is 0.000, sample size is 158 respondents, and the correlational value between learning management and organizational performance is .255**. The moderating influence of organizational capacities is .913**. As a result, the framework of this investigation is supported by all of these research theories.

Hypotheses

The hypotheses are derived by using correlational analysis. The outcome of hypotheses assessment summary is presented in the form of table are assumed below:

Table 3: Hypotheses Assessment Summary

Hypotheses	Correlational Value	Significant Level	Remarks (Admit / Reject)
Knowledge Management is positively associated with respect to organizational performance.	.158*	0.000	Admit
Learning Management is positively associated with respect to organizational performance.	.255**	0.000	Admit
Knowledge Management is positively associated with respect to organizational performance and Having mediating Effect of organizational capabilities.	.158* and .913**	0.000	Admit
Learning Management is positively associated with respect to organizational performance and Having mediating Effect of organizational capabilities.	.255** and .913**	0.000	Admit

Research hypotheses, correlational values, levels of significance, and statements designating acceptance or rejection are only a few of the important components that make up the summary of hypotheses evaluation.

According to the first research hypothesis, knowledge management and organizational performance are positively correlated. Knowledge management and organizational performance have a .158* correlation value, which indicates a favorable link. The related comment recommends acceptance, and the level of relevance is noted as .000.

According to the second research hypothesis, learning management and organizational performance are positively correlated. Learning management and organizational performance have a .255** correlational value, which indicates a very significant positive link. The significance level is shown as 0.000, and the comment that follows denotes approval.

According to the third study hypothesis, organizational capabilities also have a mediating role in the relationship between knowledge management and organizational performance. Knowledge management and organizational performance have a .158* correlation value, and organizational capabilities have a .913** mediating influence. The comment indicates acceptance and specifies the level of relevance as .000.

According to the fourth study hypothesis, organizational capacities have a mediating role in the relationship between

learning management and organizational performance. Learning management and organizational performance have a .255** correlational value, and organizational capabilities have a .913** moderating influence. The related comment denotes acceptance and the level of significance is noted as 0.000. As a result, each research hypothesis is verified, supporting the investigation's theoretical framework.

Multiple Regression

Table 4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.367 ^a	.135	.118	1.57184

a. Predictors: (Constant), Organizational Capabilities, Knowledge Management, Learning Orientation

Organizational performance was the dependent variable, and the findings showed that organizational capabilities, knowledge management, and learning orientation were the main predictors in the model summary. With a score of 36.7%, R indicates that a regression has occurred. The standard error of estimation is 1.57184, the R square value is 13.5%, and the adjusted R square is 11.8%. These values are regarded as acceptable and offer a strong foundation for the development of this inquiry.

Table 5: ANOVA Analysis

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.276	3	19.759	7.99	.000
	Residual	380.483	154	2.471		
	Total	439.759	157			

a. Predictors: (Constant), Organizational Capabilities, Knowledge Management, Learning Orientation
b. Dependent Variable: Organizational Performance

Frequency analysis is the main emphasis of this ANOVA analysis, as shown by the F value of 7.9%, which indicates that the variation within the model is significant at 0.000. These results are also supported by other related numbers. The findings show that the sum of squares and degrees of freedom are used to evaluate the regression and residual values, with values of (59.276, 380.483, and 3, 154) and mean square values of (19.759 and 2.471) correspondingly. These ANOVA analysis results give a solid foundation for continued development of this inquiry. The following results of the coefficient analysis are listed:

Table 6: Coefficient Analysis

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	2.535	.690		3.673
Knowledge Management	.409	.118	.278	3.450	.011
Learning Orientation	.675	.158	.349	4.289	.000
Organizational Capabilities	.029	.102	.022	.288	.773

a. Dependent Variable: Organizational Performance

The main goal of the coefficient analysis, which was developed using multiple regression analysis models, is to find the study variables' best predictors by using standardized coefficients. Using the Beta value, these standardized coefficients are measured. Learning orientation, with a Beta value of .349, is the first and most significant predictor, according to the results. With a Beta value of .278, the second predictor, knowledge management, follows closely behind, and subsequent predictors follow suit. All of these factors are therefore considered important and offer a solid foundation for continued development of this inquiry.

Mediation Analysis

In statistical term mediation analysis plays an active role to properly analyze the real worth of mediation in framework model. The outcome of mediation analysis is presented in the form of table are assumed below:

Table 7: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.399 ^a	.159	.142	1.54985

a. Predictors: (Constant), Moderator Variable, Knowledge Management, Learning Orientation

According to the findings, the moderator variable, knowledge management, and learning orientation are the main predictors in the model summary, with organizational performance serving as the dependent variable. R, which represents the regression and represents 39.9%, is used. The calculated R square value is 15.9%, the adjusted R square is 14.2%, and the estimated standard error is 1.54985. These values represent a solid basis for moving this inquiry forward. The following is a summary of the ANOVA analyses' findings:

Table 8: ANOVA Analysis

ANOVA ^b					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	69.848	3	23.283	9.693	.000
Residual	369.911	154	2.402		
Total	439.759	157			

a. Predictors: (Constant), Moderator Variable, Knowledge Management, Learning Orientation
b. Dependent Variable: Organizational Performance

The F value of 9.693%, which shows the variation within the model at a significant level of 0.000, indicates that the main purpose of this ANOVA analysis is to undertake frequency analysis. This judgment is consistent with other related values. With values of (69.848, 369.911 and 3, 154) and mean square values of (23.283 and 2.402), respectively, the sum of squares and degrees of freedom are used to evaluate regression and residual values. The results of the ANOVA analysis lay a strong foundation for the development of this inquiry. Below are the findings of the coefficient analysis:

Table 9: Coefficient Analysis

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	2.534	.610		4.157
Knowledge Management	.393	.116	.267	3.377	.011
Learning Orientation	.711	.153	.367	4.637	.000
Moderator Variable	.255	.120	.158	2.118	.034

a. Dependent Variable: Organizational Performance

The main goal of the coefficient analysis, which was built using mediation analysis models, is to determine the study variables' best predictors using standardized coefficients. The Beta value is a representation of these standardized coefficients. The results show that learning orientation, which has a significant Beta value of .367, is the main and most important predictor. Knowledge management, the second predictor, follows closely behind with a Beta value of .267, and successive predictors continue this trend. All of these factors are therefore regarded as crucial and provide a strong foundation for the development of this inquiry.

V. CONCLUSION, RECOMMENDATION AND FUTURE RESEARCH

Conclusions

It has been concluded that the concept of knowledge management plays an active role in context of any organization. Position of knowledge management cannot be overlooked at any cost, typically in background to well

perform business internal and external operation in market. Knowledge management is considered as a source of energy to well perform business activities and also increase high competition in market. The domain for measuring knowledge management is always considered as complex tasks for management to accomplish organizational goals and objectives within set time framework model. This is the key reasons that management should emphasize for increasing the term of knowledge management within their current business setup. Importance of knowledge management is highly dependent upon effective use of operational knowledge management approaches; use the sources of strategic knowledge management, practical implementation of market and strategy, use people skills and abilities for creating more innovation, promotes the real concepts of knowledge and system that lead towards effectively managing and directing structure and parameter in state. The outcome of this investigation demonstrated that knowledge management is always acting of getting people together to accomplish desired organizational goals.

It has been concluded that learning orientation is considered as a part of knowledge management. The concept of learning orientation is increase due to knowledge management to well perform business tasks and meet consumer's obligations. The main operative functional activities of learning orientation are in procedural of focus on present tasks, in order to measure or sort seek new and broaden existing knowledge, use the concepts of actively experiment that directly lead towards seek feedback and reflect in environment. Currently, in the presence of high competitive business environment management of well-known companies are emphasize on learning orientation to create awareness among people for development of new products or services and also improve their existing products or services. It has been observed that failure or success of any companies is highly dependent upon learning orientation of their developed products. This is the key reasons that management should need to develop and establish various organizational strategies for speedup their processes and capturing more consumer's attentions towards their services.

It has been concluded that management of well-known organizations such as Engro Foods, Nestle Pakistan, P & G Pakistan and Coca Cola Pakistan are using the concepts of knowledge management to well execute their product development. The concept of knowledge management is working in procedural of organizational capabilities that directly and indirectly lead towards more organizational performance all around the globe. Knowledge management is known as emerging concept of management. This knowledge management involves within the area of business strategies and practices in order to sort or measure

enterprise to create and represent practical implementation of insights and experiences. Management should need to practical implemented organizational capabilities model that shows their value and worth in state. This organizational capabilities of innovation work through creative abrasion, creative agility and create resolution. The key operative functional activities of creative abrasion are the ability to generate ideas by using discourse and debate. Management should need to use creative agility in order to measure the ability to test and experiment by using quick pursuit and adjustment. Creative resolution is known as the ability in order to make integrative decision making powers that combine disparate and opposing ideas as well.

Recommendations

It has been highly recommended that the term knowledge management is considered as an important part of any organizations. Without positive implementation of knowledge management, it's very difficult for management to accomplish organizational goals, tasks and objectives within set time framework model. The domain for measuring the real importance of knowledge management is wide and complex in state. Based on outcome demonstrated that private companies of Pakistan is to be seem within current area of appreciated the potential and value of KM needs. This knowledge management need is to be evaluated in terms of further education in context of principles and specific methodology as best to leverage their knowledge in their organization to evolve transform into learning organization.

It has been high recommended that in order to measure or create a knowledge sharing culture that make a visible connection among sharing knowledge and use effective source of business practical goals and problems. Human resource network is considered as one of the main source of vehicles for sharing knowledge. The source of knowledge management is very helpful tool in order to sort or measure builds a sharing culture and also enhances networks that already exist in state. The outcome of this investigation is associated with respect to the term of knowledge management shows organizational real performance in market. It has been investigated that knowledge management is composed of three key stages. Knowledge management implementation consists of three main stages: the preparatory phase, which occurs before knowledge management is started, the active phase, which occurs when knowledge management is put into practice, and the post-process phase, which includes tasks related to the ongoing management of knowledge. Through the proper use of knowledge management approaches, knowledge management strategies serve as essential tools for effectively managing business operations and developing a

competitive edge in the market. These tactics not only help company networks run smoothly, but they also considerably increase competition and support ongoing growth within the changing market environment.

It has been highly recommended that for creating improvement in current business setup management should need to use knowledge auditor services for increasing their overall outcome in market. This knowledge audit is that should be conducted as a pilot study in context of targeted business area. This target business area is very helpful tools for management to capturing more consumers' attentions and on the other side companies increases their value and worth in market by using business sharing knowledge concepts. This term of business sharing knowledge concept is highly dependent upon expert employees by using their skills, knowledge and abilities to accomplish organizational goals according to management requirements.

Future Research

Research "Using Knowledge Management to Enhance Organizational Performance and Effectiveness" limelight and reflects the influence of the knowledge management to well perform business operations in market. Position of knowledge management cannot be overlooked at any cost. However, in future, more researches needs to be conducted on the similar domain researching on the other sectors such as governmental and NGO's as well.

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