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A Review of Knowledge Management Orientation: Revisiting the Paradigm

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Abstract

This review asserts that knowledge management orientation is a vital strategic orientation for organizations seeking sustained competitiveness in the current business environment. The review emphasizes the importance of knowledge leadership as the primary driver of an organization's KMO strategy and the significance of identifying knowledge-based capabilities to enhance organizational competitiveness. Through the synthesis of relevant literature, the review highlights the essential role of knowledge management orientation in transforming knowledge-based capabilities into a competitive advantage. The review concludes by constructing a comprehensive KMO model that incorporates all the relevant variables, calling for further empirical research to test the model's efficacy and enhance its reliability and validity. Ultimately, the review highlights the importance of knowledge management orientation in driving organizational competitiveness .

Keywords: Knowledge Management Orientation, Knowledge Leadership, Knowledge-based Capabilities and Competitiveness.

1. Introduction

The unpredictability of the business environment has compelled organizations to seek long-term competitiveness strategies. Consequently, the subject of strategic orientation has garnered increasing attention among academicians and practitioners in the realm of strategic management. According to Hakala (2011), strategic orientation encompasses strategic management concepts that influence and guide an organization's endeavors, with the aim of ensuring sustainability and superior outcomes. In a similar vein, Gatignon and Xuereb, (1997), contend that strategic orientation is the primary approach adopted by firms towards certain behaviors aimed at gaining a competitive edge. In essence, strategic orientation reflects the managerial mindset towards competition and environmental factors. A review of previous research literature indicates that scholars have focused on four primary types of organizational strategic orientations as essential strategies for organizational survival: technology orientation, market orientation, entrepreneurial orientation, and learning orientation. These orientations are not mutually exclusive and may be concurrently employed (Hakala, 2011).

Strategic management literature has consistently emphasized the importance of knowledge management for organizational survival and growth. Esteemed scholars, such as Grant (1996) and Nonaka (2007), have highlighted the significance of knowledge as a critical resource. Additionally, a significant body of empirical research has shown a positive relationship between knowledge management and competitive advantage, as evidenced by studies conducted by scholars such as Mahdi et al. (2019) and Teixeira et al., (2018), among others. The main objective of this review is to propose knowledge management orientation as another essential strategic orientation that requires comprehensive exploration, building on the idea initially suggested by Wang et al. (2008). The review aims to emphasize the critical role that knowledge management plays in promoting organizational capabilities, and how it can be leveraged to achieve competitiveness in the business environment.

The proposed KMO view differs from other schools of thought by emphasizing knowledge management as the primary driver in the building of organizational long-term goals. According to Wang, Ahmed, & Rafiq (2008), knowledge management orientation (KMO) refers to the propensity in which daily organization activities are tailored towards knowledge collection and utilization. Knowledge management-oriented organizations are characterized by the constant adoption of knowledge management behavior and methods (Ghahroudi, Hoshino, & Ahmadpoury, 2019). Wang et al. (2008) further outline knowledge management orientation as a construct consisting of four main indicators: organizational Memory, knowledge sharing, knowledge absorption, and knowledge receptivity. Vij and Sharma (2004) perceive KMO as the merger of information technology, innovation, learning, and knowledge sharing. Hence, it is imperative that a comprehensive exploration of the existing literature be conducted to identify any crucial characteristics that may be integral to the formation of the knowledge management orientation (KMO) construct. Such an examination would enable researchers to identify key factors that contribute to the development of an efficacious KMO and its impact on organizational capabilities. The insights gained from this exercise can inform the design and implementation of effective KMO strategies, which would enable firms to attain a competitive advantage in the dynamic and complex business environment.

Over a substantial period, the four strategic orientations that were previously mentioned, namely entrepreneurial orientation (EO), learning orientation (LO), market orientation (MO), and technological orientation (TO), have significantly dominated the scholarly literature. These orientations have been subjected to extensive research and analysis, due to their fundamental role in shaping organizational strategies and outcomes. Entrepreneurial orientation requires that an organization's strategic decision-making process, managerial philosophies, and overall behavior align with certain entrepreneurship principles. The principles of entrepreneurial orientation are based on Miller's (1983) seminal work (Anderson et al., 2015). The learning orientation construct suggests that organizations that are aligned towards this strategy are more open-minded, flexible, and adaptable, and can respond to changes in their environment more effectively. These organizations tend to have a shared vision and a culture of continuous learning, which enables them to learn from their experiences and apply that learning to improve their performance. The work of Argyris, Senge, and Antonacopoulou has helped to deepen our understanding of the role that learning orientation plays in organizational performance.

Gummesson, (1991), observes that the concept of marketing orientation has a long history in literature, with the central idea being that the customer is pivotal to the success of a business. This perspective is reflected in a company's attitude towards the gathering, dissemination, and implementation of market intelligence to fulfil the needs of its consumers (Feng et al., 2019). Marketing orientation, therefore, involves actively promoting and supporting the collection and use of market intelligence to stay accustomed to the changing needs of customers. Technological orientation refers to an organization's proclivity towards technology, it is closely associated with innovation and product orientation. Organizations that are highly technologically oriented tend to focus on the production of new and advanced products, utilizing cutting-edge technology. These organizations place a greater emphasis on research and development activities. In contrast, organizations with a low technological orientation tend to prioritize conventional products and processes and may invest less in technology (Aloulou, 2019).

Organizations that embrace a knowledge management demonstrate a heightened awareness of the multifaceted factors that can exert a significant influence on their performance, ranging from technological shifts and competitive pressures to evolving institutional requirements and stakeholders' attitudes. By remaining cognizant of these crucial factors, companies can adopt a proactive and adaptable approach that enables them to achieve a competitive edge and enhance their overall performance. (Donate & Sánchez de Pablo, 2015). It is widely

acknowledged that knowledge management plays a crucial role in the attainment of organizational success, however, there remains a dearth of research about the identification and integration of knowledge management orientation as a holistic strategic paradigm within organizations.

The knowledge-based view theory highlights the criticality of a firm's internal knowledge and intellectual capital as vital determinants of competitiveness (Grant, 1996). To fully realize the benefits of this theory, a company must adopt it as a comprehensive knowledge-based strategic orientation. This involves actively identifying and leveraging the company's knowledge assets, as well as investing in processes and systems that support the creation, dissemination, and application of knowledge throughout the organization. By adopting a knowledge-based perspective and integrating it into all aspects of strategic planning and decision-making, a firm can gain a competitive advantage by continuously improving its products, services, and processes through the effective use of its internal knowledge resources (Aydin & Dube, 2018a). However, Hajimohammadi et al., (2019), assert that Superior knowledge management, rather than a unique knowledge base, is often the key factor that enables some businesses to outperform their competitors. Therefore, firms must examine their knowledge and establish methods for further development and protection.

The current review is premised on the assumption that a systematic analysis of the relationship between knowledge management orientation and firm competitive advantage has not been comprehensively investigated. The paucity of interest in this topic may be attributed to several reasons. There is currently a lack of agreement on how to define and operationalize the concept of Knowledge Management Orientation (KMO). Multiple indicators have been used to measure KMO, employing various scales, which further compounds the issue. Additionally, the role and significance of other organizational factors such as knowledge-based capabilities and knowledge leadership have not been fully elucidated in the whole paradigm of knowledge management. Besides exploring the principles and aspects of the knowledge management concept, it is crucial to comprehend the potential moderating and mediating factors within and without the organization. In conclusion, although much of the literature on knowledge management stems from information science and technology studies rather than strategic management, it is vital to recognize knowledge as a critical strategic resource that should not be disregarded by scholars of strategic management. Hence, taking a strategic management perspective on knowledge management is imperative.

It is essential to provide an initial remark on the significance of knowledge leadership and knowledge-based factors, considering their critical role as variables in the KMO paradigm. These factors represent critical drivers of an organization's knowledge management approach, with a profound impact on its overall performance and competitive standing. A strategic focus on knowledge leadership and knowledge-based capabilities allows firms to develop a comprehensive KMO strategy. Leadership serves as the driving force that establishes the direction and vision for the organization, whereas capabilities represent the means to achieve these objectives. The goal of the review is to develop a framework that incorporates both knowledge leadership and knowledge-based capabilities. An organization's leadership is the process by which leaders influence others' attitudes, behaviors, and values toward organizational goals (O'Reilly et al., 2010). It is widely accepted that effective leadership is a key contributor to the success of an organization. In the context of knowledge management, leadership plays a particularly important role in facilitating the creation, sharing, and use of knowledge within the organization, this has led to the concept of knowledge leadership, which refers to the ability of leaders to promote and support knowledge management behaviors and practices within the organization (Boussenna & Elkharraz, 2021; Pellegrini et al., 2020; Ting et al., 2021). The current review appreciates the significant impact that leadership can have on organizational success, and thus believes that the potential moderating effect of knowledge leadership in the KMO paradigm is worthy of further investigation.

The knowledge-based theory suggests that when knowledge management processes are in line with organizational strategy, unique capabilities emerge. The distillation and identification of these unique capabilities have remained a subject of scholarly interrogation. The current review posits that the capabilities emanating from knowledge management processes are critical in building the pillars of organizational competitiveness. For this reason, the review seeks to unearth the possible immediate outcomes of knowledge management orientation attributes, thus identified as knowledge-based capabilities. Firms' competitiveness and performance are the outcomes of organizational-specific resources and capabilities (Barney, 1991; Teece et al., 1997; Wernerfelt, 1995).

O'Regan and Ghobadian, (2004), assert that organizational capabilities can either be unique or generic; unique capabilities are specific to organizations in a distinct competitive position, whereas generic capabilities are standard across organizations. The relationship between unique capabilities and competitiveness has attracted studies from different perspectives such as dynamic capabilities, organizational learning, and knowledge-based theory. The current competitive landscape, according to Kaur (2019), has shifted to knowledge-based competition, and organizational superiority lies not only in the possession of superior knowledge but also in leveraging it to develop superior knowledge-based capabilities and competencies.

The present review aims to address concerns related to theoretical ambiguity and impracticability by formulating a coherent framework that links the fundamental components of knowledge management orientation, knowledge-based capabilities, and competitive advantage. By synthesizing relevant literature on the knowledge-based view of the firm and various capabilities, the review seeks to underscore the significance of knowledge management activities in the transformation of knowledge-based capabilities into a source of competitive advantage. As such, the approach presented in this review will be denoted as knowledge management strategic orientation.

2. Problem Statement

Despite the abundance of literature on the impact of various strategic orientations on business performance, there has been a lack of focus on knowledge management orientation (KMO). While other orientations such as customer/marketing orientation, entrepreneurial orientation, learning orientation, and technological orientation have received extensive attention concerning organizational competitiveness, knowledge management orientation has largely been overlooked. This presents an opportunity for further investigation into the mechanics and ramifications of knowledge management orientation. Since the pioneering work on knowledge management orientation by Wang, Ahmed, and Rafiq, (2008), it has become apparent that KMO is a viable organizational strategy worthy of further investigation. Although the practical implications of knowledge management are significant, the existing literature is inconclusive and needs further refinement. This review suggests that knowledge management orientation should be further studied and interpreted as a strategic orientation typology. The KMO framework aims to unite key components of knowledge management into a comprehensive and coherent agenda. However, the lack of research from strategic management experts on this topic is alarming. Despite significant academic attention given to knowledge management, its thorough examination as an organizational strategic orientation has been rare. Few studies have endeavored to expand on the concept, and empirical research is almost nonexistent.

The primary concern for many strategic management scholars is how to effectively integrate knowledge management into a comprehensive organizational strategy. There is a lack of clarity among researchers on how to incorporate previous frameworks of knowledge management parameters into a strategic orientation for the organization. This review aims to address this ambiguity by synthesizing multiple knowledge management-related narratives and building upon the hypotheses of previous scholars to create a unified strategic orientation centered on knowledge management. Previous research on knowledge management will serve as the foundation for the development of this proposed orientation.

Drucker, (1999), points out that knowledge and knowledge workers are the most valuable assets of an organization, and therefore, an organization's ability to exploit the intangible asset is more crucial than its ability to invest in the physical assets. However, Al Saifi, (2019), asserts that the knowledge asset is always in constant flux and requires a holistic understanding and elaborate systems for its management. According to Hitt, (1998), in the current economic age, businesses face a complex competitive landscape driven by technological revolution and globalization, knowledge must be recognized as a fundamental commodity, the rapid knowledge production and innovation is critical for organizational survival. Farooq and Vij, (2020), opine that the ability to locate and utilize opportunities is significantly higher in organizations with a good knowledge management orientation. Clearly, organizations have not given knowledge management the level of attention and importance it deserves. Knowledge Management strategic orientation could potentially be the remedy to the numerous challenges that organizations face today.

Wang et al (2008). proposed a KMO framework consisting of four pillars, namely knowledge absorption, organizational memory, knowledge sharing, and knowledge receptivity. However, there are other knowledge management paradigms in the strategic management literature that need to be considered for a thorough analysis. Furthermore, the literature does not state the criteria used by Wang et al. to select those four pillars. This review aims to strengthen the arguments of Wang et al. by evaluating other significant dimensions and their potential to be integrated into the model.

This review seeks to deepen the understanding of the interplay between knowledge management orientation (KMO), knowledge leadership, and knowledge-based capabilities by delving into their ideal elements. The review identifies the specific characteristics and practices that constitute effective KMO, and the key attributes of effective knowledge leaders. Additionally, the study aims to identify the specific types of knowledge-based capabilities that are most pertinent in the current context. By providing a comprehensive understanding of these ideal elements, the review offers valuable insights for organizations to optimize their knowledge management practices, foster effective knowledge leadership, and develop dynamic knowledge-based capabilities to improve their competitiveness in the marketplace.

In the next section, the paper proceeds as follows: a literature survey on the previous conceptualizations of the selected knowledge-related variables, and underpinning theories is undertaken. The third section and final section advance the author's propositions based on the findings from section two.

3. Conceptual Review

The ensuing section scrutinizes the fundamental concept of knowledge management orientation, which serves as the bedrock of the review, and expounds on its interconnectedness with other related concepts, including knowledge leadership and knowledge-based capabilities. The paper underscores the significance of these variables in generating value and enhancing organizational competitiveness. The central objective of this section is to elucidate the precise meaning of the pertinent variables and to identify potential indicators for future empirical investigations. By providing a clear and concise definition of the variables and identifying indicators, this section paves the way for future empirical research, which has the potential to advance the current understanding of knowledge management and its implications for organizations.

3.1 Knowledge Management Orientation

The groundbreaking study by Wang et al. in 2008 outlined four key components of knowledge management orientation, namely organizational Memory, Knowledge Acquisition, Knowledge Sharing, and Knowledge Receptivity. Since then, a few other researchers have delved deeper into the concept and explored the significance of these dimensions in empirical investigations (Ghahroudi et al., 2019; Jian, 2013; Kmiecik & Michna, 2018; Ullah et al., 2019). According to Ghahroudi et al., (2019), in a study that investigated the impact of firms' knowledge management orientation on new product commercialization performance, it was found that knowledge management orientation positively affects aspects of new product commercialization, and that market orientation does not significantly mediate this relationship. The results of the study indicate that both market orientation and knowledge management orientation can improve new product commercialization performance.

In their 2013 study, Yazhou & Jian examined the relationships between knowledge management orientation, organizational innovation, and organizational performance. They found that knowledge management orientation had a positive impact on organizational performance, and that organizational innovation partially mediated this relationship. The study also analyzed the effects of four dimensions of knowledge management orientation on two dimensions of organizational innovation, as well as the effects of these dimensions on organizational performance. The results showed that the effects of organizational memory on organizational performance and administrative innovation were not significant, while the effects of other dimensions were significant.

Kmieciak and Michna (2018) conducted a study to empirically test the link between knowledge management orientation, competitive intensity, and the innovativeness of small and medium-sized enterprises (SMEs). They collected survey data from 120 Polish SMEs and analyzed the dimensions of knowledge management orientation, including organizational memory, knowledge sharing, knowledge absorption, and knowledge receptivity. The results of the study established a positive and significant relationship between knowledge management orientation and the innovativeness of SMEs. In particular, the study found that organizational memory has a direct effect on innovation. Interestingly, the study showed that competitive intensity does not moderate the relationship between knowledge management orientation and innovativeness. Overall, the study provided empirical evidence for the importance of knowledge management orientation for the innovativeness of SMEs. The authors recommended that SMEs looking to increase their innovativeness should focus on improving all four dimensions of knowledge management orientation. This study emphasizes the role of knowledge management in improving SMEs' competitiveness and innovation capacity.

Ullah et al., (2019) established that knowledge management orientation has a positive impact on organizational performance when considering the mediating role of organizational innovation and market orientation. Data was collected through a survey-based questionnaire of 343 employees from the Telecom sector in Pakistan, and SEM was applied to observe the research model. The results revealed that organizational innovation and market orientation have a significant impact on performance. Additionally, organizational innovation and market orientation were found to mediate the relationship between knowledge management orientation and organizational performance.

The KMO construct has also been conceptualized by other scholars, Farooq and Vij, (2019), in their perspective knowledge management orientation is a higher-order construct consisting of learning orientation, knowledge-sharing orientation, and information technology orientation. The results of this study established that the dimensions of knowledge management orientation, such as learning orientation, knowledge sharing orientation, and information technology orientation, are significantly related to the dimensions of entrepreneurial orientation, such as innovativeness, risk-taking, and proactiveness. The study aimed to look at the association between the dimensions of entrepreneurial orientation and knowledge management orientation in the manufacturing and service sectors of the National Capital Region and the state of Punjab, India. The survey method was employed with a sample of 276 key informants, and data were analyzed using the chi-square test. The study contributes to the knowledge management literature by providing empirical support for the knowledge-based view of the firm. Darroch and McNaughton, (2003) suggest that a knowledge management orientation (KMO) is like marketing orientation, but encompasses a wider range of information and dimensions, such as market-based information, technology, and internal financial information. They found that KMO consists of three components: knowledge responsiveness, knowledge acquisition, and knowledge dissemination. Their research showed that companies with a KMO tended to have improved innovation and financial performance.

In the literature review, various parameters have been utilized to signify dimensions of knowledge management orientation. This section aims to highlight some of the key indicators that have been utilized in previous studies. These indicators include but are not limited to, organizational memory, knowledge sharing, knowledge acquisition, knowledge receptivity, and learning orientation.

3.1.1 Organizational Memory

Organizational memory is an organization's collective knowledge and experience that is kept and retrieved through various mechanisms such as routines, processes, protocols, and documentation. Organizational memory has a significant impact on an organization's ability to learn, adapt, and innovate (Kmieciak, 2019).

A study by Cegarra-Navarro & Martelo-Landroguez, (2020) sort to examine the relationship between a company's intellectual capital, specifically its organizational memory, and its organizational agility, the researchers aimed to determine whether improving organizational memory leads to increased organizational agility. The study identified organizational memory as comprising validated routines and protocols for knowledge application, as well as unproven theories, rumors, and colloquial expressions that could be considered counter- knowledge. Using

SmartPLS 3.2.8, the study assessed whether the simultaneous growth of counter-knowledge and knowledge application hinders agility. The findings indicate that organizational memory can have a dual effect by enhancing knowledge application and enabling the spread of counter-knowledge. However, the emergence of counter-knowledge and knowledge application at the same time can lead to bad references and a degradation of organizational agility, which highlights the importance of effective management strategies for organizational memory.

Organizational memory is a critical precursor to organizational learning. The effectiveness of stored knowledge determines the success of organizational memory, as demonstrated in a study that examined the relationship between organizational memory and knowledge sharing in a medical services university. The organizational memory construct was broken down into four dimensions: personal, managerial, cultural, and research and development. All four dimensions were found to have a significant impact on knowledge sharing (Rastgoo, 2016).

A study by Almomani et al., (2019) examined the impact of organizational memory and knowledge management on marketing innovation and cost of quality. The results of the study showed that both organizational memory and knowledge management are significantly and positively related to market innovation and cost of quality. The study suggests that organizations that effectively manage and retain their knowledge and past experiences are more likely to generate innovative marketing ideas and reduce quality-related costs. The findings highlight the significance of organizational memory and knowledge management in organizational success, particularly in the construction industry. The study's outcomes provide important insights for managers and researchers to prioritize the construction, dissemination, and application of knowledge to enhance marketing innovation and cost of quality. Nonetheless, the study recognizes its limitations and calls for further research to broaden the conceptualization of organizational memory using more diverse populations and industries and to explore other potential relationships in the research model.

3.1.2 Knowledge Absorption

A literature search has demonstrated a robust interest in the subject of external knowledge acquisition and its implications for organizations. Building upon the seminal research of Cohen and Levinthal (1990), several strategic management scholars have undertaken extensive studies on the construct of absorptive capacity. Absorptive capacity, as a construct, pertains to a firm's capability to effectively identify, assimilate, and employ external knowledge for organizational benefit (Lichtenthaler, 2016). The majority of works from previous scholars have confirmed the positive effects of absorptive capacity on various firms' performance parameters; these parameters include innovation, labor productivity, marketing capabilities, and financial performance (da Costa et al., 2018; Kale et al., 2019; Liu et al., 2020).

Dahiyat, (2015), emphasizes that innovation and knowledge management should not be seen as independent of each other, instead, they should be viewed as intertwined and mutually beneficial. The author further states that KM practices constitute the generic elements of innovation that are critical in attaining competitive advantage. In an empirical study, the author observed that there were positive and significant relationships between the three knowledge management processes (acquisition, integration, and application,) and innovation. Furthermore, knowledge integration and knowledge application were found to have strong and significant mediation effects on the relationship between knowledge acquisition and innovation. This suggests that organizations would benefit from integrating and applying externally acquired knowledge to maximize their innovation performance.

Friesl's (2011) study aimed to evaluate the diverse approaches of knowledge acquisition and their possible influence on organizational performance. The research identified four separate strategies, namely low-key, mid-range, focus, and explorer, and suggested that the impact of these strategies on company performance might differ based on the arrangement of knowledge acquisition activities and the nature of the knowledge acquired.

According to Papa, Dezi, Gregori, Mueller, and Miglietta, (2018), knowledge acquisition has a positive effect on innovation performance, and that human resource management (HRM) can moderate this relationship. This conclusion was drawn from a study that surveyed 129 firms from various industries using a standardized questionnaire, and the hypotheses were tested using OLS (Ordinary Least Squares) regression models. The authors

suggest that the open innovation paradigm requires the integration of external knowledge and internal knowledge generated by employees. They propose that employees should seek out external expertise and integrate it with their internal understanding to improve products and practices.

A study conducted by Garcia Martinez, Zouaghi, Garcia Marco, and Robinson, (2019) that examined the causes of business failure determined that financial crises tend to augment the probability of business failure. Nevertheless, firms with high levels of research and development human capital are better equipped to endure uncertain financial conditions. Furthermore, the study revealed that cooperation with vertical partners serves to mitigate the impact of business failure in manufacturing sectors. The subtle message in this study is that external knowledge acquisition plays a critical role in mitigating business failure.

Environmental dynamism is a propellant of external knowledge acquisition. According to Kim, Li, Yoo, and Kim, (2020), this follows a study which found that dynamism, complexity, and hostility, all three environmental dimensions have positive effects on innovation and external knowledge acquisition and that external knowledge acquisition completely mediates the relationship between these environments and innovation. The study's results indicate that as the environment becomes more dynamic, firms are motivated to acquire new knowledge from the outside, which in turn enhances their ability to innovate.

A study of knowledge-based organizations in Malaysia found that the practices of knowledge acquisition and utilization had a positive impact on both strategic and operational improvement within the organization. In contrast, knowledge dissemination was found to have a positive effect only on strategic improvement. Furthermore, the study revealed that the size of the organization plays a role in moderating the relationship between knowledge management practices and performance outcomes (Jayasingam et al., 2013).

In a study that sort to examine the effects of two knowledge-driven strategies, internal knowledge development and external knowledge access through inter-firm relationships, on the performance of venture capital firms, De Clercq and Dimov, (2008) found that investing in industries where the firm has more knowledge and investing with more familiar external partners enhances investment performance. Furthermore, the study revealed that external knowledge access is particularly advantageous when the investment exposes gaps in the firm's expertise and it is more effective when there is an incongruity between what the firm knows and what it intends to do.

In another study, an effort was made to resolve contradictions in the literature regarding the relationship between knowledge sharing and absorptive capacity. The authors employed a systematic review of the literature, hypotheses testing, and structural equation modelling to assess the proposed model. The findings of the study reveal the nature of the relationship between knowledge sharing and absorptive capacity and that absorptive capacity is bi-dimensional, with the relationship between these two dimensions (realized and potential) dependents on knowledge sharing (Balle et al., 2020). This study further concludes that the quickness at which knowledge is shared within the organization determines its position among the competitors, and that the connection between individual knowledge and organizational knowledge is achieved through the knowledge sharing process, individual employees can propagate what is otherwise a tacit form of knowledge to the other employees

3.1.3 Knowledge Sharing

Knowledge sharing is defined as the process by which one-unit gains from the experience of another unit (Balle et al., 2020). Knowledge sharing is the process by which organizational knowledge is transmitted between employees in the organization, consequently, knowledge sharing is the act of availing knowledge to others in the organization. On the other hand, knowledge hiding is a deliberate attempt by an individual to refuse to give or obscure knowledge that has been asked for by another individual. An attitude of knowledge sharing has a great influence on organizational performance, previous scholars have noted that continual knowledge sharing is a common practice in high-performing organizations, whereas knowledge hiding prohibits organizational growth (Gagné et al., 2019).

A study by Muhammed & Zaim, (2020) examined the relationship between peer knowledge sharing and firms' financial and innovation performance, including the mechanism and the impact of leadership support on it. The results indicated that employee engagement and supportive leadership positively affected organizations' knowledge management success, innovation performance, and financial performance. The results of this study lend support to the notion that leadership plays a critical role in knowledge management processes, specifically in the context of peer knowledge sharing. It highlights the importance of leadership support in promoting peer knowledge sharing behaviors, and how it can positively impact the organizations' knowledge management success, innovation performance and financial performance. These findings are supported by the study conducted by Gui, Lei, and Le (2021) that established a positive relationship between knowledge sharing, leadership, and innovation.

Davenport and Prusak (2000) suggest that employees may be hesitant to share their knowledge due to concerns of losing power and social status within the organization, which could impede the overall knowledge sharing culture. To encourage knowledge sharing, it is important to create an environment where employees are encouraged to interact and share their knowledge with one another. Additionally, some scholars have suggested that when employees have high levels of job satisfaction, they are more likely to engage in knowledge sharing behaviors. Therefore, fostering a positive work environment and promoting job satisfaction can be crucial in stimulating knowledge sharing within an organization (Rafique & Mahmood, 2018).

Knowledge sharing can be broken down into two distinct processes: knowledge donating, which refers to individuals actively communicating or providing their personal intellectual capital to colleagues, and knowledge collecting, which refers to individuals actively seeking skills and information from colleagues (Lei et al., 2019). Using the terms "inbound" and "outbound", (Zhao, Jiang, Peng, and Hong, (2020), differentiates between the two processes of knowledge sharing. "Inbound" refers to individuals actively seeking skills and information from colleagues, while "outbound" refers to individuals actively communicating or providing their personal intellectual capital to colleagues.

3.1.4 Knowledge Receptivity

An organization's capacity and openness to receive and incorporate new knowledge from both internal and external sources is referred to as its "knowledge receptivity," which is a feature of the knowledge management orientation (Ullah et al., 2019). Knowledge receptivity signifies an organizational positive attitude toward new ideas and reflects the ease with which innovative ideas are adopted within a company, accordingly, knowledge receptivity illustrates the first stages in learning; hence, forms the beginning of a successful knowledge management process (Wang et al., 2009). It is crucial to cultivate and promote an organization's willingness to embrace unique experiences and expertise. This disposition can lead to increased innovation, improved problem-solving, and enhanced creativity, ultimately driving competitiveness. A culture of curiosity and exploration can enable organizations to effectively leverage their collective knowledge and expertise, contributing to long-term growth and sustainability in the business environment.

A positive attitude is attained when employees are encouraged to share ideas without ramifications. Lin, (2015), asserts that new ideas are accepted and integrated irrespective of the origin. Empirical examinations have shown that an organization's willingness to accept new information is linked to the ability to innovate (Ullah et al., 2019).

Wang and Lin (2013) confirm that in Chinese firms that employ more than 50 people, knowledge receptivity has a positive effect on both technical and administrative innovations.

3.1.5 Knowledge Resources

Knowledge resources are a collection of internal assets and capabilities used by organizations to generate, disseminate, and exploit knowledge. Such resources include a diverse mix of tacit and explicit knowledge held by employees, intricate organizational structures and frameworks designed to foster knowledge sharing and creation, sophisticated technologies, and a comprehensive culture that prioritizes learning and innovation, allowing

organizations to achieve and sustain a competitive advantage in today's dynamic and unpredictable business environment (Davenport & Prusak, 2000).

In an empirical study conducted to investigate the relationship between knowledge resources and innovation performance, the authors proposed that innovation capability plays a mediating role, and management commitment exerts a moderating effect on this relationship. The study's findings revealed that knowledge resources have both a direct and indirect positive impact on innovation performance through innovation capability. Furthermore, the research confirmed that management commitment moderates this relationship, albeit with some limitations. Overall, the study highlights how organizations can leverage their knowledge resources to achieve a competitive advantage through innovation (Urgal et al., 2013).

In another study that placed knowledge resources as a critical determinants of service recovery performance, researchers proposed that three distinct knowledge-based resources - Customer Orientation, Internal Orientation, and Technology Orientation - play essential roles in explaining variation in firms' recovery performance. Building upon this conceptualization, the present study employed multilevel analysis of data collected from 500 complaining customers nested in 100 firms to investigate the specific functions of Customer Orientation, Internal Orientation, and Technology Orientation in service recovery performance. The results indicate that while all three knowledge-based resources contribute to customers' recovery satisfaction, only human knowledge resources serve as a buffer against the adverse effects of service failures through the activation of confirmatory biases. Notably, the findings also suggest that technological orientation functions more effectively as a reactive resource for recovery rather than as a preventive resource. Overall, this study highlights the critical role of knowledge-based resources in optimizing firms' service recovery performance and underscores the unique and interdependent roles of customer orientation, internal orientation, and technology orientation (Mjahed Hammami et al., 2020).

The final study under the subject of knowledge resources is a study that sought to investigate the complex relationships between knowledge-based resources, market orientation, learning orientation, and innovation performance surveyed a sample of 135 firms across various industries in Turkey. The results validated the existence of significant associations between these constructs, with knowledge-based resources, learning orientation, and market orientation all demonstrating a noteworthy impact on innovation performance. Moreover, the study revealed that knowledge-based resources played a crucial mediating role in the relationship between learning orientation and innovation performance (Kaya & Patton, 2011).

3.1.5 Learning Orientation

Contemporary organizations confront a hyper-competitive business landscape, necessitating a robust focus on learning orientation to secure a sustainable competitive advantage. In a comprehensive research undertaking, Calantone et al., (2002) conducted in-depth interviews with senior executives and undertook a thorough literature review to identify four critical components of learning orientation: commitment to learning, a shared vision, open-mindedness mindset, and a culture of intra-organizational knowledge sharing. Through a diverse dataset drawn from various industries in the United States, the study evaluated the impact of learning orientation on firm innovativeness, which subsequently exerts a profound influence on the overall performance of the organization. The empirical findings effectively corroborate the theoretical predictions, thereby generating several intriguing insights that further enrich the scholarship on the topic.

Within the realm of knowledge management, learning orientation has been identified as a crucial component by several studies. Learning orientation can be described as a process of information acquisition, dissemination, and shared interpretation that enhances both individual and organizational effectiveness by directly influencing outcomes. Several scholars have characterized learning orientation as the process through which organizational members develop shared values and knowledge based on their past experiences. Essential components of this concept include organizational culture and values that foster a climate of continuous learning and development (Kaya & Patton, 2011).

3.3 Knowledge-Based Capabilities

Organizational capability is a multifaceted concept that encompasses a variety of strategic management perspectives and contextual considerations. It has been studied and conceptualized in several different ways, with a wide range of typologies being developed to capture its complexity and diversity. As put forth by Ning et al. (2006), knowledge-based capability is a construct that is defined as a knowledge system that can integrate and reconfigure the resources, knowledge, and capabilities that are both internal and external to the organization, to attain a state of congruity with the organization's external environment. This knowledge system is composed of two main components: core knowledge resources that contribute to the competitiveness of the organization, and knowledge operating capabilities that aid in the effectiveness and profitability of these knowledge resources. These operating capabilities, such as knowledge communication, innovation, culture, and learning, are highlighted as crucial for organizations to consider. Furthermore, Ning et al. suggest that knowledge capabilities act as a conduit between knowledge resources and organizational performance, serving as a link between the two.

The chronological assessment of previous literature related to capabilities reveals that 'strategic', 'dynamic', and 'core' are common adjectives used along with capabilities (Ray & Ramakrishnan, 2006). It is worth noting that within academic literature, the terminologies knowledge capabilities, dynamic knowledge capabilities, and knowledge management capabilities tend to be used interchangeably and can be overlapping in meaning. As a result, this analysis will consider all three concepts.

According to Kaur and Mehta (2016), knowledge management processes are a precursor to high-order dynamic capabilities, such as absorptive, innovative, and adaptive capabilities. These higher-order capabilities are preceded by knowledge acquisition, conversion, and application processes. In a later study, Kaur (2019) delves further into the concept of knowledge-based dynamic capabilities, which are a combination of first-order dynamic capabilities (knowledge acquisition, combination, and protection) and higher-order dynamic capabilities (adaptive, absorptive, and innovative). The study concludes that both knowledge process capabilities and high-order dynamic capabilities significantly impact a firm's competitive advantage, with the latter mediating the relationship between process capabilities and competitive advantage. Kaur (2022) argues that, despite the growing interest in knowledge-based dynamic capacities (KBDCs) as a theoretical lens in the literature, there is a lack of consistent conceptualization and systematization of the construct. This is a difficulty for researchers in the subject, as it inhibits their ability to completely comprehend and quantify the influence of KBDCs on organizational performance.

O'Regan and Ghobadian, (2004), segregates organizational capabilities into generic and unique capabilities. Generic capabilities are those that are considered as standard or common across an industry and do not necessarily provide a competitive advantage. Unique capabilities, on the other hand, are considered distinct and specific to a particular organization or industry and are considered the main source of competitiveness as they provide a strategic advantage over competitors. Helfat and Peteraf, (2003), propose a classification of capabilities into two types: operational and dynamic. Operational capabilities refer to the recurring patterns of activities that organizations undertake in fulfilling their regular obligations, while dynamic capabilities, as conceptualized by Teece et al., (1997), pertain to a firm's aptitude to aggregate, establish, and adapt internal and external competences to address rapidly changing conditions.

Wernerfelt, (1995) associates capabilities with resources that are directly related to competitive advantage; (Teece et al., 1997) concur with Wernerfelt but highlight the impact of the changing external environment. As posited by Aujirapongpan, Vadhanasindhu, Chandrachai, and Cooperat, (2010), there exists a paucity of substantive indicators within the literature pertaining to knowledge management capabilities. The authors proffer a conceptualization of KMC consisting of two broad dimensions: resource-based knowledge management capabilities and knowledge-based capabilities. The former, resource-based knowledge management capabilities are characterized as organizational structure, culture, and technology, while the latter, knowledge-based capabilities, are characterized by expertise capability, learning capability, and information capability. This framework endeavors to provide a more holistic understanding of KMC and its various components, which can serve as a guide for assessing the effectiveness of KM in different KM processes.

In a study that aimed to examine the impact of knowledge management capacities on a firm's competitive advantage and supply chain agility, Hu et al., (2022) assert that these capacities, including absorptive capacity, transformative capacity, and inventive capacity, have a significant effect on a firm's performance. The study collected data from 308 supply chain managers in Pakistan through questionnaires and found that inter-functional integration also played a role in moderating the relationship between supply chain agility and competitive advantage. The results provide strong evidence for the importance of these knowledge management capacities, supply chain agility, and inter-functional integration in enhancing a firm's performance.

According to Battor, Zairi, and Francis, (2008), a significant proportion of the market value of top companies can be attributed to knowledge-based capabilities. They identify key knowledge capabilities such as customer relationship management, market orientation, organizational learning, and innovation. These capabilities are seen as crucial for companies to compete effectively and drive value for shareholders.

In a study of supply chain management, Ogulin, Guzman, and Nuwangi, (2020) discovered that organizations must possess three distinct dimensions of knowledge capabilities to effectively manage their supply chains. These dimensions include exploitative, explorative, and ambidextrous capabilities. Exploitative capabilities involve the organization's ability to effectively use and leverage existing knowledge to improve efficiency and reduce costs. Explorative capabilities involve the organization's ability to generate new knowledge and insights through experimentation and innovation. Ambidextrous capabilities involve the organization's ability to effectively balance and integrate exploitative and explorative capabilities, allowing it to adapt to changing market conditions and customer needs. The study suggests that these three dimensions are crucial for organizations to effectively manage their supply chains, and that organizations that possess a strong balance of all three capabilities are more likely to be successful in the long term.

In Gold's view, knowledge management capabilities are seen in the light information technology. Consequently, knowledge management capabilities consist of knowledge process capabilities (KPC) and knowledge infrastructure capabilities (KIC). Knowledge process capability is the ability of an organization to generate crucial strategic knowledge through a sequence of coordinated pursuits. KPC consists of acquisition, conversion, application, and protection. Knowledge infrastructure capability is a multidimensional construct comprised of three critical aspects of culture, structure, and technology (Gold et al., 2001) Previous scholars have investigated the relationship between KIC and organizational performance. Jasimuddin and Naqshbandi, (2019) established that high levels of KIC impact on absorptive capacity and open inbound innovation. Shehzad, Davis, and Ahmad, (2020) observed that KIC and KPC mediate the relationship between knowledge-oriented leadership and open innovation. Cui, Griffith, and Cavusgil, (2005) interrogated and concluded that knowledge management capabilities result from market dynamism and competitive intensity.

3.4 Knowledge Leadership

The study of strategic management often focuses on identifying the factors that lead to success within an organization, with many experts agreeing that strong leadership plays a crucial role in achieving this success (Dagnino et al., 2021). Leadership sets the track, oversees change, and determines the functions and capabilities for organizational performance and progress. In their study, Cavaleri et al., (2012) utilize the literary character of Frodo from J.R.R. Tolkien's Lord of the Rings trilogy as a paradigm for steadfast leadership. The authors posit that, akin to Frodo's journey to destroy the One Ring, the fulfillment of leadership tasks often necessitates the ability to forge ahead amidst hurdles and tribulations. The authors assert that leadership serves as a vital conduit for the attainment of organizational goals, and as such, it is indubitable that leaders exert a significant impact on the way organizations approach and engage with the knowledge paradigm.

The characterization of a leadership construct has perpetually settled on the dichotomy of transactional and transformational leadership components. It is now becoming clear that there is a need for a type of leadership that places a high emphasis on knowledge management procedures. Donate and Sánchez de Pablo, (2015) have labeled this type of leadership as knowledge-oriented leadership. It's worth noting that the terms "knowledge leadership" and "knowledge-oriented leadership" are used interchangeably in the literature. Knowledge-oriented leadership is

defined as the propensity towards attitudes and actions on creating, sharing, and utilizing new knowledge in fulfilling organizational strategic goals (Gürlek & Çemberci, 2020). According to Latif et al., (2020), knowledge leadership is the company's capacity to integrate knowledge management activities with organizational strategy, discover knowledge opportunities, promote knowledge management values, and nurture learning is known as knowledge leadership. Following a rigorous assessment of many elements vital to the success of KM strategy in firms, Rehman and Iqbal, (2020) conclude that leadership and information technology infrastructure are the most substantial of all.

The identity of leadership behavior emphasizes the scope of knowledge acquisition, knowledge structuring and knowledge utilization in problem-solving as a superordinate indicator in leadership behavior (Lakshman, 2009). Knowledge Leaders create a psychological environment for the organization that allows employees to exercise knowledge skills, attain knowledge from the organization's practices and contribute to the organizational knowledge resources (Shamim et al., 2019). Knowledge leadership is the catalyst for the link between the components of an organization's intellectual capital management (Sadeghi & Rad, 2018).

Pellegrini et al., (2020) conducted a comprehensive desktop study on the relationship between knowledge management and leadership, exploring the literature published over the past 20 years through a bibliometric analysis and systematic literature review of 488 peer-reviewed articles. The study revealed the presence of four distinct clusters of themes, including human and relational aspects, systematic and performance aspects, contextual and contingent aspects, and cultural and learning aspects. The study emphasized the crucial role of leadership in the effective implementation of knowledge management processes, establishing that full involvement of individuals, effective leadership, and adequate motivation are essential for success. The study concluded that leadership is the most crucial enabler in the knowledge management process and offered valuable insights and a roadmap for future research in this area.

According to Zhang and Guo, (2019a), the focus of knowledge leadership is premised on three central facets: fundamental leadership elements of motivation and communication, relational strategies as well as methods and techniques for achieving successful knowledge management. The outcomes of knowledge leadership are noticed when team members become devoted to collective goals, become active in learning and knowledge activities. The employees also gain the ability to communicate information and learn across boundaries. Zhang and Guo, (2019), further posit that knowledge leadership can drive members' demand for cognition and epistemic drive, causing them to look for and acquire information and therefore make better use of the huge pool of knowledge resources. Based on their findings, Zhang, and Guo, (2019), argue that knowledge leadership serves as a moderator in the relationship between knowledge diversity and performance.

A study by Sadeghi and Rad, (2018) found that innovation is essential for organizations to stand out in today's competitive markets and that improving innovation performance is crucial for gaining a competitive advantage. The study, conducted in the Fars governor in Iran, explored the relationship between knowledge-based leadership, knowledge management, and innovation performance. The results showed a significant relationship between these three factors, with knowledge management and knowledge-based leadership positively impacting innovation performance. The study emphasizes the importance of knowledge management and knowledge-based leadership in promoting innovation and creating a competitive advantage.

In a study that explored the impact of knowledge-oriented leadership (KOL) on knowledge management (KM) behavior among employees in the hospitality sector, Shamim et al., (2019) assert that KOL has a positive effect on KM behavior, as well as on employee work attitudes such as affective commitment, creative self-efficacy, and work engagement. The study also established that work attitudes mediate the relationship between KOL and KM behavior, and that there is a direct positive effect of employee work attitudes on KM behavior. These findings contribute to the understanding of KOL and its connection to KM behavior and work attitudes among hospitality employees at the individual level.

Xia et al., (2019) conducted a study on the relationship between knowledge leadership, knowledge hiding, and the moderating effect of psychological ownership. The results showed an inverted U-shaped relationship between

knowledge leadership and knowledge hiding, with employees exhibiting more knowledge hiding at moderate levels of knowledge leadership. Psychological ownership was found to play a significant role in this relationship, making the inverted U-shape more pronounced among employees with high psychological ownership. The study highlights the importance of considering both the level of knowledge leadership and employees' psychological ownership in managing knowledge in the workplace and contributes to the existing literature on leadership and knowledge management.

To comprehend the relationship between different leadership styles and knowledge acquisition, Politis (2001) classified leadership into five distinct categories: self-management leadership behavior, transformational leadership, transactional leadership, initiating structure, and consideration leadership behavior. The study's findings confirmed that self-management leadership behavior, transformational leadership, and consideration leadership promote knowledge acquisition behavior within organizations.

Transformational leadership is a key driving force for knowledge sharing processes, this is confirmed in a study by Gui et al., (2021), that analyzed the relationship between transformational leadership and innovation. The study found that knowledge sharing behaviors play a significant role in the relationship between transformational leadership and both radical and incremental innovation, with knowledge collecting having a greater effect on incremental innovation and knowledge donating having a greater effect on radical innovation. The study also found that knowledge-centered culture enhances the effects of transformational leadership on knowledge sharing behaviors and innovation capabilities. The results suggest that managers should prioritize transformational leadership to improve employees' knowledge sharing behaviors and the firm's innovation capability. The study provides valuable insights into the impact of KS behaviors on innovation and the importance of knowledge centered culture in enhancing the effects of transformational leadership.

The integration of transformational and transactional leadership behaviors in the knowledge leadership construct, as described by Donate and Sánchez de Pablo (2015), highlights the importance of balancing both individual-focused and task-oriented approaches in effective knowledge leadership. Transformational leadership, with its emphasis on idealized influence, inspirational motivation, intellectual stimulation, and personal recognition, focuses on the development and motivation of individuals. Transactional leadership, on the other hand, places greater emphasis on task accomplishment and is motivated by rewards and penalties. By incorporating aspects of both transformational and transactional leadership, the knowledge leadership construct seeks to balance the needs of both the individual and the task, thereby promoting effective knowledge management.

3.4 Competitive advantage

The quest for competitive advantage has long been a subject of inquiry in the realm of strategic management scholarship. Researchers have been meticulous in their efforts to identify the factors that confer a distinct advantage to firms in their respective markets. The common thread that runs through all theories of strategic management is the identification of these determinants of competitiveness (Sigalas, 2015). The literature posits that superior performance is the result of a competitive advantage position and that the reasons for such performance are always tied to this advantage. It is the aim of strategic management research to uncover how firms may attain such superiority over their competitors. This objective, often referred to as the "Holy Grail" of the field, is predicated on the understanding that competitive advantage is derived from an organization's agility and its ability to effectively respond to the ever-evolving demands of the marketplace. Therefore, the current review asserts that a knowledge management orientation is a critical factor in achieving a competitive advantage.

Porter (1985) defines competitive advantage as an organization's ability to churn out superior products at a relatively lower price than the competition and thus attaining a market leadership position. Wang, (2014) suggests that a firm attains a competitive advantage position when it acquires attributes that permit it to outshine its competitors. Barney, (1991) asserts that a firm attains a competitive advantage by implementing value-creating strategies unique and unattainable for other firms. According to Mahdi et al., (2019), competitive advantage is the ability of a corporation to generate more economic worth than its competitors, the availability and utilization of resources play a major role. Kaur & Mehta, (2016b), define competitive advantage as the capacity to maintain a

growing market share by providing superior products and services while enjoying a faster rate of sales revenue and profit growth than competitors in the industry.

Dagnino et al., (2021) appreciates the literature from Peteraf (1993) and observe that a firm's competitive advantage position can result from three types of rents: Chamberlinian, Ricardian, and Schumpeterian. Chamberlinian or Monopoly rents are derived from a secure market position free from competition, while Ricardian rents are produced by the firm's specific resources, such as leadership, knowledge, or organizational culture, that result from intangible, internal contributions. The fundamental assumption of Schumpeterian rents is the organization's ability to innovate and maintain competitiveness through its dynamic capabilities. The Ricardian and Schumpeterian perspectives both describe the connection between Knowledge Management Orientation (KMO) and competitive advantage.

Sigalas, (2015) observe that, despite a voluminous amount of literature about competitive advantage, a definitive definition of the concept has remained elusive. Furthermore, they point out several drawbacks and fallacies in its conceptualization. In a subsequent observation, Sigalas and Papadakis (2018) emphasize that competitive advantage does not necessarily equate to superior performance, and caution against the interchangeable use of these terms. As a result, it can be concluded that an organization may achieve superior performance without necessarily possessing a competitive advantage, and conversely, possess a competitive advantage without necessarily achieving superior performance. Hence, the operationalization and measures of competitive advantage must be distinguished from those of performance (Sigalas & Papadakis, 2018).

Further scrutiny of the literature reveals that Porter's (1985) conceptualization has dominated past studies, he proposes cost leadership, differentiation, and focus as the strategies of competitive advantage. The cost leadership strategy allows the firm to pursue variables that allow it to keep minimum low unit costs. A differentiation strategy is premised on building an exclusive image or value for a services or products. Porter observes that by ingeniously pursuing the three strategies businesses can achieve a significant and lasting competitive advantage over their competitors Porter (1985) further pinpoint conditions that necessitate competition to include demand conditions, factor conditions, supporting and related industries, firm structure, rivalry and strategy as responsible considerations that necessitate competition; consequently, how a firm navigates through these conditions determines its competitiveness and position in the industry.

Kaur & Mehta, (2016) notice that early approaches in explaining competitive advantage highlighted the importance of external forces that can prevent entry and make existence unfavorable in terms of cost for rivals. According to these approaches, competitiveness was based on leveraging privileged market positions. Nonetheless, with the advent of emerging paradigms such as the resource-based view, dynamic Capability View, and knowledge-based view the emphasis progressively switched to the investigation of the impact of internal firm elements in boosting organizational competitiveness.

The relationship between knowledge management and competitive advantage has been a subject of extensive research in the field of strategy, particularly regarding its characterization, precursors, outcomes, and potential moderating and mediating relationships. There is a consensus among researchers that knowledge plays a crucial role in fostering a firm's competitiveness. Most authors agree that the processes of knowledge management have a significant impact on the (Mahdi et al., 2019) attainment of sustainable competitive advantage this includes (Hajimohammadi et al., 2019; Hu et al., 2022; Mahdi et al., 2019).

The attainment of competitiveness is determined by the firm's ability to leverage capability differentials; knowledge management is recognized as a plausible capability differential for attaining competitive advantage. Hajimohammadi et al.,(2019) contend that the prompt and efficient exchange of information is important for success in today's global, integrated economy. Sustainable competitive advantage is now based on the effective channeling of intellectual capital rather than physical and financial assets.

Shodiya, (2021) conducted an empirical study to examine the effect of knowledge management on the competitive advantage of Nigerian consumer goods businesses. The study utilized a survey research design and analyzed data

from 384 management staff members of six major consumer goods firms through descriptive statistics and covariance-based structural equation modeling. The findings indicated that the components of knowledge management, including acquisition, sharing, creation, codification, and retention, had a significant positive impact on the competitiveness of these companies. The results emphasized the importance of effective knowledge management in enhancing the competitiveness of consumer goods businesses.

Wahyono, (2019), suggests that the competitiveness of companies depends on their capacity to combine internal information generated by physical and human capital and their ability to absorb extra knowledge from external sources. This follows a study that he conducted to investigate the mediating effect of product innovation on the relationship between knowledge management and competitive advantage in small and medium enterprises (SMEs) in the food product industry in Riau and Central Java, Indonesia. The study employed a quantitative approach and analyzed data from 238 business units using structural equation modeling and a first-order factor analysis. The results indicated that product innovation acted as a mediator between knowledge management and competitive advantage, with higher knowledge management leading to increased competitiveness through improved product innovation. Additionally, the study found that knowledge management had a positive and significant impact on product innovation. These findings suggest that better knowledge management by SME entrepreneurs in the food product industry can lead to enhanced product innovation and increased competitiveness.

Given the empirical evidence available, it can be concluded that competitiveness is attainable through functional knowledge management. As such, the pursuit of competitive advantage is preceded by a well-designed knowledge management strategy.

4. Theoretical Review

The foregoing section undertook a comprehensive review of the conceptual literature to ascertain the association between knowledge management orientation, knowledge-based capabilities, knowledge leadership, and organizational competitiveness. The analysis disclosed that the tripartite theories of Resource-Based View (RBV), Dynamic Capabilities (DC), and Knowledge-Based View (KBV) were consistently present in the discourse, while some investigations underscored leadership as a fundamental antecedent in the Knowledge management orientation paradigm. In this segment, a precise exposition of the theories is submitted.

It is important to understand that the RBV theory is closely linked to the knowledge-based view and dynamic capabilities theory. The RBV theory posits that an organization's resources and capabilities are the primary determinants of its competitive advantage. It emphasizes that an organization's unique set of resources, such as its people, technology, and other assets, can enable it to develop and sustain a competitive advantage over time. In this context, the knowledge-based view provides a theoretical framework for understanding knowledge as a critical resource, while dynamic capabilities offer a practical framework for utilizing this resource to respond to changes in the market environment. Together, the RBV theory, knowledge-based view, and dynamic capabilities theory offer a comprehensive perspective on how organizations can leverage their resources and capabilities to achieve and sustain a competitive advantage.

The significance of knowledge leadership as a moderator necessitates an understanding of relevant leadership theories. The various leadership theories, including transformational and transactional, offer distinct perspectives on the role of leaders and can provide valuable insights on the correlation between leadership and organizational variables. Effective knowledge leadership involves an in-depth comprehension of organizational knowledge assets and the ability to create strategies to utilize them. An all-encompassing grasp of leadership theories and their association with knowledge leadership can provide very useful insights into leveraging knowledge assets to achieve competitive advantage. Integrating knowledge leadership into existing theories can enhance understanding on how leadership can be effectively utilized to achieve competitive advantage through knowledge management orientation.

4.1 Resource-Based Theories

Resource-based theories constitute a set of comprehensive theories that scrutinize the intricate ways in which resources can impact a firm's competitive advantage and overall success. These theories assert that a firm's resources and capabilities are pivotal factors that determine its performance and that the type and caliber of resources that a firm possesses can significantly affect its competitiveness in the market. The three primary resource-based theories, namely, the Resource-Based View (RBV) Theory, Dynamic Capability Theory, and Knowledge-Based Theory, are tailored to focus on different facets of a firm's resources, such as their inherent value, scarcity, and potential to adapt and develop over time. By consolidating the three theories, a theoretical perspective on the knowledge management orientation paradigm is synthesized.

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The Resource-Based Theory has established itself as a dominant perspective in the field of strategic management. As noted by Baia et al., (2020), almost no issue of the Strategic Management Journal is published without at least one work utilizing the resource-based theory. Foss (2005) similarly highlights the pervasive use of the resource-based theory in the field of strategic management. The Resource-Based Theory is an approach that seeks to explain the disparities in competitive advantage and performance among organizations through their resources and capabilities. According to the theory, a firm's competitive advantage stems from its utilization of unique resources. These resources are central to the firm's value-adding strategies and the development of its core competencies as strategic assets. As external conditions in the environment evolve, the firm's resources provide a foundation for its longevity and success. The resource-based theory posits that it is through the effective deployment of these resources that a firm can attain a sustained competitive advantage.

Since the seminal works of Penrose (1959), several other scholars have delved into the conceptualizations and practical application of the theory. Penrose (1959), describes firms as a collection of productive resources that facilitate or restrict growth, the resources are combined in different ways to create various goods for sale. Penrose further argues that that understanding critical issues such as why firms are characterized by certain relatively steady product portfolios, diversification, and the pursuit of competitive strategies can only be understood in terms of underlying resource endowment and capabilities that make firms essentially heterogeneous and path-dependent enterprises. Penrose's work, "The Theory of the Growth of the Firm," has remained highly referenced in the field of resource, capabilities, and knowledge management approaches to business strategy. So much so, that Aujirapongpan et al., (2004) referred to it as the definitive reference in the field. By the mid-1990s the resource-based view had been a focus of strategic management literature owing to its cogent combination of economic rigor and management experience.

Wernerfelt 1984) is credited with coining the term "RBV" (Resource-Based View), which suggests that resources and products are intertwined and that firms should be analyzed based on their resources. This approach holds that resources determine a firm's strategic position, allowing it to occupy a relative position in comparison to other firms (Bertram, 2016). Prahalad and Hamel (1990) further emphasized the significance of core competencies in fostering growth and competitiveness within a firm, thereby bringing resource-based arguments to the forefront.

Building upon the earlier conceptualizations of the Resource-Based View (RBV) theory, Barney (1991) proposed that the key attributes of a firm's resources that contribute to its competitiveness are value, rarity, inimitability, and non-substitutability (VRIN). A valuable resource provides the firm with the means to take advantage of market opportunities and gain an edge over competitors. Rare resources are held by only a small number of firms in the industry, making them difficult to obtain. Imitable resources can be sustained for extended periods without being

replicated by competitors, while non-substitutable resources are unique and cannot be replaced with any equivalent. In this light, knowledge management resources meet the criteria of VRIN-compliant resources and are essential for a firm's competitiveness.

A historical examination conducted by Bertram (2016) sheds light on Barney's (1991) impactful contribution to the Resource-Based View (RBV) theory. According to Bertram, Barney's view is grounded in the structure-conduct-performance paradigm, which posits that a firm's competitive advantage is tied to the distinctiveness and immobility of its resources. The RBV approach takes an intra-organizational perspective and suggests that performance is influenced by a firm's unique resources and capabilities, which are difficult to duplicate. This view is reinforced by a similar literature review by D'Oria et al., (2021) who trace the evolution of resource utilization and conclude that, in the early stages of the RBV's development, the mere possession of resources was the focus, but over time, the emphasis has shifted to the effective utilization of resources over mere possession.

Ciszewska-Mlinarič and Wasowska, (2015), assert that the Resource-Based View (RBV) is a well-established theory that provides valuable insights into various modern phenomena and has given rise to significant, interrelated perspectives such as the dynamic capability view, knowledge-based view, and natural resources-based view. The study of knowledge as a critical organizational resource can be traced back to the works of (Grant, 2016). Around this time, other researchers were also exploring the characteristics of resources, including some great work by Teece et al., (1997) on dynamic capabilities concept. In line with the RBV theory, dynamic capabilities play a critical role in enabling an organization to develop and utilize its resources effectively (Teece et al., 1997). Dynamic capabilities refer to the organization's capacity to sense, seize, and reconfigure its resources and capabilities in response to changes in its environment. Sensing is the ability to identify potential opportunities and threats, seizing is the ability to deploy and utilize resources and competencies to exploit the identified opportunities and mitigate the identified threats, while reconfiguring represents the organizational efforts aimed at continuously renewing and redeploying resources and competencies in alignment with the strategic direction of the organization.

Teece (1997) further asserts that dynamic capabilities enable a firm to achieve and sustain superior performance by facilitating the development and implementation of new strategies and processes. They represent a critical aspect of a firm's overall competitive advantage, as they allow the firm to respond to new market opportunities and evolving customer needs in a timely and effective manner. Thus, dynamic capabilities are seen as a key determinant of a firm's ability to remain competitive in a rapidly changing business landscape.

In evolutionary economics and organizational theory, it is a reality that the cognitive abilities and physical resources that comprise a firm's strategy encourages certain choices over time, as it were, the knowledge and physical resources are central to organizational strategy selection. Knowledge based views (KBV) in strategy extends the resource-based thinking by arguing that knowledge is the key resource that enables new value creation, diversity, and competitive advantage (Grant, 2016).

The central distinguishing criteria between knowledge-based strategy and the resource-based view is that resource-based strategy only considers the firm's internal approach. Yet the fundamental idea is that the firm's distinctive qualities in terms of know-how and managerial competence are essential sources of long-term competitive advantage. Unique knowledge and superior organizational processes in one or more of the firm's value chain roles may allow the firm to profit from a resource advantage (Chen et al., 2020).

The view of knowledge as a resource creates a theoretical link between the RBV and the KBV. Grant, (2016), observes that the knowledge-based view (KBV) has had a substantial influence on academic thinking on the nature and functions of organizations, as well as the role and content of managerial activity. This, in turn, had a significant impact on organizational knowledge management processes and strategies, as well as how organizations should be built to maximize knowledge development and utilization.

The literature on strategic management links competitive advantage disparity to intangible resources. Aside from natural resource monopolies, intangible assets have a higher possibility of producing competitive advantage since they are often uncommon, socially complex, and difficult to imitate. (Chen et al., 2021). In the same vein, it is

worth noting that there is a body of knowledge management literature that links superior knowledge bases arising from organizational learning to superior firm performance, as well as presenting variations in knowledge inventories as a source of competitive advantage. A stronger knowledge base is related to greater strategic flexibility and a speedier response to changes in the environment. Another critical part of the company's KBV is the requirement for knowledge integration in all organizational processes. The ability to integrate and use knowledge has an impact on the relationship between organizational knowledge and a firm's competitive advantage (Shodiya, 2021).

Håkanson, (2010), opine that many of the core assumptions of the knowledge-based view have remained debatable. The basis of these misunderstandings is a lack of agreement on the definitions of key terms such as "knowledge," "competences," and "capabilities," as well as the opacity on the relevant level of analysis. Similarly, while some researchers believe that knowledge exists in individuals, most contributions have taken a group perspective. Similarly, Kaplan et al., (2001) had earlier on indicated that the knowledge-based theory appears to be a theoretical patchwork rather than a coherent frame of theoretical knowledge. In effect, empirical research is scarce, and we should not imagine a successful empirical effort unless we can resolve some of the more fundamental problems at this moment. Nonetheless, this perspective has been refuted by numerous empirical studies that have been conducted based on the KBV theory, and which have substantiated that the KBV theory is indeed corroborated by some empirical evidence.

The knowledge-based view and dynamic capabilities theory are complementary in nature, as they both emphasize the importance of knowledge and learning in enabling an organization to achieve and sustain a competitive advantage. The knowledge-based view provides a theoretical framework for understanding the role of knowledge in creating and sustaining a competitive advantage, while dynamic capabilities provide a practical framework for applying knowledge to respond to changes in the market environment.

4.3 Leadership theories

Scholars have claimed that a high-performance company calls for first-rate leadership and that there is no quick fix to compensate for weak leadership. Over the last several years, the concept of leadership has been common in strategic management discourse (Zumitzavan & Michie, 2015). Leadership theories have shifted away from personality, conduct, and situational aspects towards the interaction between a leader and his or her subordinates, which has become the focal point of evaluation. As a result, the theories are founded on social-exchange or relationship-based theory, which holds that both leaders and followers devote themselves to working together in attaining organizational goals. Transformational, ethical, authentic, and other "newer genre" theories were developed to address issues such as follower inspiration, leader vision and transparency, emotional effects, integrity and morality, customized attention, and intellectual stimulation (Hannah et al., 2014). Leadership is a complex and multifaceted phenomenon that involves leaders influencing and directing their followers towards specific goals, while mobilizing them to act in certain ways (Berraies & Zine El Abidine, 2019). While previous scholarship has predominantly focused on the dichotomy of transactional and transformational leadership styles, this section aims to examine the conceptualizations of these two leadership styles, with a particular focus on the critical attributes that are central to knowledge leadership.

Bass (1985) defines transformational leadership as superior leadership performance and a meaningful interaction between the leader and the workforce that develops a vision-driven change in followers going beyond short-term achievements and focuses on subordinates' higher order intrinsic needs. A transformational leader is one who raises the level of consciousness of followers regarding the importance and value of desired objectives and the techniques for achieving those outcomes. Transformational leaders are known for inspiring, stimulating, motivating, and encouraging their employees to achieve organizational goals. A transformational leader piques employees' interests, inspires them to work hard to achieve the organization's goals, and transcends their personal interests for the sake of the organization. Bass (1985) identifies four characteristics of transformational leadership style: inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration.

Transactional leadership represents another style of leadership that emphasizes a mutually beneficial relationship between leaders or supervisors and their subordinates. Ugwu and Okore (2019) posit that transactional leaders

must execute their tasks irrespective of the circumstances, with a predominant focus on control and authority. Transactional leadership is regarded to be highly effective at times of crisis, chaos, immaturity, and no-rules conditions (Ma & Jiang, 2018). Transactional leadership directs and advances organizational goals by explicitly defining everyone's position and tasks then relating these to incentives and sanctions. The intention of a transactional leader lies in exchanging something for something else, and such transactions constitute most of the connection between leaders and followers (Atapattu & Ranawake, 2017).

Previous studies tend to associate transformational leadership with knowledge management success. Certain empirical research shows that transformational leaders promote knowledge management methods more aggressively than transactional leaders (Birasnav et al., 2013; E.-J. Kim & Park, 2020). Imran Ilyas, Aslam, and Ubaid-Ur-Rahman, (2016) assert that transformational leadership may help a company move from a resource-based to a knowledge-based view as required by contemporary market dynamics, the active components in the process are organizational learning and knowledge management.

5. The Case for a Knowledge Management Orientation Model

In the preceding section, a comprehensive survey of the literature was undertaken regarding the knowledge management paradigm, with the aim of acquiring a more profound comprehension of the conceptual and theoretical complexities that are inherent in this field. These intricacies, to say the least, constitute critical components in the development of a model for knowledge management orientation. During this review, it became evident that there are three significant gaps in the existing scholarship. To begin with, there is a conspicuous absence of attention by scholars to the subject of knowledge management orientation as a viable organizational strategy despite its potential for driving organizational success in the knowledge economy, only a limited number of scholars have endeavored to bring this topic to the forefront of the discussion.

Additionally, given the multitude of conceptualizations and dimensions that constitute the subject of knowledge management, developing a coherent model of knowledge management orientation (KMO) requires a clear understanding of the subject matter and identification of the necessary indicators. This entails distilling the key concepts and components of knowledge management studies and identifying the most pertinent and effective indicators for measuring KMO. This section proceeds by selecting major indicators of KMO model. By following this approach, organizations can establish a comprehensive and actionable model of KMO, which enables them to evaluate their existing knowledge management practices and identify areas for improvement.

Finally, it is essential to include other organizational factors, such as knowledge leadership and knowledge-based capabilities, in the model to provide a more comprehensive and holistic understanding based on the knowledge-based view theory. It is worth noting that a comprehensive model must encompass both dominant moderator and mediator variables. In this instance, knowledge leadership serves as the moderator, while knowledge-based capabilities function as the mediator variable. Considering that the immediate output of knowledge management procedures is the development of knowledge-based capabilities, competitive advantage must be centered on the continual development of such knowledge-based capabilities.

The primary goal of this model is to provide a framework for understanding how organizations can leverage KMO as a strategic orientation to gain a competitive advantage. By examining the various components of KMO, including knowledge leadership and knowledge-based capabilities, and their impact on organizational performance, this model seeks to offer a thorough comprehension of how KMO can be effectively utilized to drive success. The review contends that KMO is a solid organizational strategic orientation that when combined with other organizational factors, can propel a company to competitiveness.

In line with the primary objective of the review, the present section generates propositions that will be taken into consideration for future empirical studies. These propositions aim to identify the key factors that influence the efficacy of KMO and how they can be leveraged to achieve a competitive advantage. As discussed earlier, major variables under consideration include knowledge management orientation, knowledge leadership, knowledge-based capabilities, and competitive advantage.

5.1 Competitive Advantage as the proposed Outcome Variable

The foundation of strategic management scholarship oscillates around identifying ways to gain a sustainable competitive advantage in a particular industry. This paper proposes that a well-designed KMO model results in a competitive advantage. However, the proposed outcome variable "competitive advantage" is not a uniform concept, it has attracted various conceptualizations from the literature. The most significant consideration is how well a company performs relative to its competition with an emphasis on customer value propositions. Porter (1985) hypothesized that competitive advantage is achieved through cost leadership, differentiation or focus strategies. In their attempt to operationalize the concept of competitive advantage, Hwang et al., (2019) opine that competitive advantage is a challenging concept to define and even more difficult to quantify, consequently, competitive advantage can be a firm capability or a superior resource, such as a good location, desirable product, or well-known brand name, that allows the company to outperform the competition.

Further interrogation into the literature reveals that a multitude of indicators has been considered in delineating competitive advantage, items such as cost/ price leadership, quality leadership, time to market, rate of new products development, brand awareness, market share, technological differentiation, difficulty in imitation and comparative superiority have been used as measures of competitive advantage (Hosseini et al., 2018; Sachitra, 2016). The current review considers price leadership, quality leadership, delivery and dependability, time to market, better services compared to competitors and the rate of new product launches as the plausible indicators of competitive advantage.

5.2 Knowledge Management Orientation as the proposed Explanatory Variable

The review of the literature has revealed the significance of knowledge management to organizations. There is no doubt that the success of organizations depends on the critical dimensions of knowledge management. However, the challenge lies in the identification and selection of the important components of the KMO paradigm. While appreciating the seminal work from Wang et al., (2008), a few other scholars have attempted to further shed light on the concept of KMO. As earlier indicated, organizational memory, knowledge absorption, knowledge sharing, and knowledge receptivity are the key dimensions initially conceptualized by Wang et al (2008). The same dimensions have been put to test by Kmiecik and Michna, (2018) in an empirical study that sort to establish the link between each of the dimensions and innovativeness. The findings support the hypothesis that KMO has a significant impact on small- and medium-sized business (SMEs) innovation. Other authors who have used similar dimensions of KMO include but in different contexts include (Hussein, 2018; Lin, 2015; Tabar & Nemati, 2013; Ueasangkomsate et al., 2021).

As stated by (Farooq & Vij, 2019), knowledge management orientation refers to an organization's capacity to establish a conducive environment for effective learning, promote the dissemination of knowledge, and facilitate the storage of information. The author posits that the dimensions of knowledge management orientation include learning orientation, information technology orientation, and knowledge sharing orientation. In a study conducted by Ghahroudi et al., (2019) that sort to investigate the impact of knowledge management orientation (KMO) on new product commercialization, the authors examined three distinct dimensions of KMO: knowledge accountability, knowledge sharing, and knowledge acquisition.

Upon conducting an extensive review of the literature on knowledge management, this critique posits that knowledge resources, knowledge sharing, and learning orientation are the most pivotal dimensions of a knowledge management orientation variable. Although this view may diverge somewhat from other studies in the field, it is evident that these three dimensions encapsulate and interrelate with the other previously discussed dimensions. Thus, a more comprehensive and unified understanding of these variables is deemed essential. Knowledge resources are essential to effective knowledge management, and they include repositories, social networks, human capital, intellectual property, and infrastructure. Repositories, physical or digital, store and manage explicit knowledge, making it accessible and shareable. Social networks facilitate collaboration, knowledge sharing, and learning. Human capital is the knowledge, skills, and expertise of individuals that can be leveraged through training, mentoring, and collaboration. Intellectual property, including patents, trademarks, copyrights, and trade

secrets, can provide organizations with a competitive advantage and support ongoing innovation. Infrastructure, which refers to the systems, processes, and technologies used to support the creation, storage, and dissemination of knowledge, provides the foundation for the effective identification and management of other knowledge resources (Gold et al., 2001).

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An evaluation of the literature highlights the importance of knowledge management infrastructure as a key component of any knowledge management strategy. Previous scholars have identified the various components of a knowledge management infrastructure. Gold, Malhotra, and Segars (2001) identify structure, culture, and technology as the main components that make up knowledge management infrastructure capabilities. The technological element revolves around the firm's ability to avail itself of modern information technology systems.

The second critical indicator of the independent variable is knowledge sharing. Knowledge sharing is facilitated through three primary components: people, processes, and technology (Tangaraja et al., 2016). People are responsible for generating and transmitting knowledge, while processes provide structure and guidance for sharing knowledge, including the creation of communities of practice and organizational learning initiatives. Technology, such as collaboration platforms and knowledge management systems, supports and enhances the sharing of knowledge. Effective knowledge sharing requires a balance of these facets, allowing organizations to build a strong knowledge-sharing culture that supports ongoing capabilities.

The final indicator that is proposed for the KMO variable is organizational learning orientation. Learning orientation is a critical facet of the KMO model, emphasizing an organization's unwavering commitment to continuous learning and improvement, the key aspects of learning orientation include a culture that values learning and innovation, access to resources that support learning, supportive leadership, and feedback mechanisms that encourage reflection and improvement. In a study conducted by Vega Martinez et al. (2020), the aim was to examine the impact of different dimensions of learning orientation on competitiveness. The study discovered that commitment to learning and shared vision were significant factors that influenced competitiveness. By prioritizing organizational learning, organizations can easily attain a competitive edge. According to Easterby-Smith & Prieto, (2008) learning orientation is attained when there is ongoing investment and commitment from the organization, including initiatives such as training and development programs, knowledge-sharing protocols, and feedback mechanisms that support continuous learning and improvement. A study by established that the two dimensions of learning orientation.

The three critical facets of effective knowledge management - knowledge sharing, knowledge resources, and organizational learning orientation are interdependent and crucial for organizations to leverage their knowledge assets effectively. Organizations can achieve sustainable competitive advantage by fostering a culture of innovation and knowledge-sharing, utilizing knowledge resources effectively, and prioritizing continuous learning and improvement. Such organizations can remain responsive and agile to changing market conditions, drive innovation, and achieve a sustained competitive advantage. Consequently, these principles underpin the following three propositions of the proposed model.

- 1. Effective utilization of knowledge resources positively impacts an organization's competitive advantage.**

2. **Knowledge sharing has a positive influence on organizational competitive advantage.**
3. **Organizational learning orientation positively affects organizational competitive advantage.**

5.3 Knowledge Leadership as the Moderating Variable

Knowledge management remains a popular research topic in the strategic management arena. While research has concentrated on identifying the characteristics that promote or inhibit organizational knowledge management orientation, aspects of knowledge leadership have received less attention (Donate & Sánchez de Pablo, 2015; Lakshman, 2007; Shehzad et al., 2020), since the concept of leadership is one of the most researched organizational topics and is recognized as the pivot of organizational evolution. Scholars contend that a dynamic interface between leaders and followers is required to encourage and energize followers toward knowledge management procedures, as leaders can affect followers' attitude towards knowledge related activities (Atapattu & Ranawake, 2017).

While previous research has largely focused on external factors as determinants of organizational performance, there is evidence suggesting that internal components, such as leadership, may also play a moderating role (Donate & Sánchez de Pablo, 2015; Yang et al., 2014). Despite this, there remains a lack of consensus in the literature regarding which leadership style is most effective in supporting knowledge management practices, highlighting the need for further cross-cultural research on the topic (Denford et al., 2017; Naqshbandi & Jasimuddin, 2018; Valaei et al., 2017; Viitala, 2004). Scholars have referred to this type of leadership as "knowledge leadership," indicating that it is a distinct and advanced form of leadership, as it takes into consideration the crucial elements of knowledge management. While there is a wealth of literature on the concept of leadership, knowledge leadership has received relatively little attention from earlier scholars (Donate & Sánchez de Pablo, 2015; Shamim et al., 2019). Despite its importance as the foundation for organizational knowledge management capabilities, the dominant focus in research has been on transactional and transformational leadership, with less emphasis on knowledge leadership.

The knowledge leadership perspective is still at the infancy stage with rudimentary indicators and remains a rarely investigated concept (Shamim, Cang, & Yu, 2019). Donate and de Pablo (2015) evaluated the impact of knowledge leadership on four knowledge management processes and emphasized the importance of conducting additional research on the role of knowledge leadership in improving knowledge management processes. Latif, Afzal, Saqib, Sahibzada, & Alam, (2020), claim that a literature search on the web of science reveals only one study that attempted to investigate the role of knowledge leadership on project success. The shifting nature of leadership in the knowledge age necessitates the use of a variety of leadership styles that are adaptable to the requirements of knowledge-intensive enterprises (Gürlek & Çemberci, 2020).

Leadership behaviors have a significant impact on an organization's proclivity toward a certain strategic orientation (Jabbar & Hussein, 2017). Top-down, bureaucratic paradigms produced the leadership models of the previous century, these models were extremely effective in a physical production-based economy, but they are not well-suited to a more knowledge-based economy that is witnessed in the current times (Uhl-Bien et al., 2007).

Knowledge leaders place a premium on knowledge management and team learning. Furthermore, they establish a relational environment that emphasizes, cooperation, openness to experience, and trust to facilitate information and knowledge management (Xia et al., 2019) The current paper acknowledges the crucial power of knowledge leadership in business success. To this end, the paper posits that knowledge leadership facilitates knowledge management endeavors in organizations. By continuously seeking out new knowledge and applying it in innovative ways, a company can develop and improve its knowledge-based capabilities over time. This is an interesting and important area of study, as understanding the role that KMO plays in the development of knowledge-based capabilities and the impact it has on organizational competitiveness can provide valuable insights for practitioners and researchers alike.

In all successful knowledge management efforts, knowledge leadership plays a crucial role as the driving force behind the initiative. Donate & Sánchez de Pablo, (2015) propose that knowledge leadership is a blend of

transactional and transformational leadership attributes. Because the two leadership styles present essential components in knowledge leadership, some elements are included as dimensions of knowledge leadership.

Knowledge leadership is the ability to identify, acquire, create, share, and apply knowledge to enhance decision-making and problem-solving, promote a culture of learning and knowledge-sharing, and use knowledge to gain a competitive advantage (Jakubik, 2007; O'Reilly, Caldwell, Chatman, Lapiz, & Self, 2010). Knowledge leadership is a comprehensive approach to knowledge management that actively creates and shares knowledge within the organization in addition to simply gathering and archiving information. This entails fostering an environment that rewards learning, experimentation, and taking risks as well as providing the tools and infrastructure required to support knowledge management. Additionally, knowledge leaders are essential for identifying and acquiring the knowledge required to support the organization's goals and objectives as well as for fostering an atmosphere in which staff members feel free to share their knowledge and expertise with others (Viitala, 2004).

The existing body of literature has established that leaders play a pivotal role in fostering knowledge management behavior among employees by creating a psychological climate that facilitates the utilization of their knowledge management abilities. This involves enabling the acquisition of knowledge from organizational resources and encouraging the sharing of tacit knowledge within the organization to contribute to organizational knowledge. Effective leaders provide a supportive environment that encourages knowledge sharing and innovation, thereby promoting a culture of continuous learning and improvement. By emphasizing the value of knowledge management and providing the necessary resources and support, leaders can facilitate the effective utilization of organizational knowledge, thereby driving growth and success. Furthermore, knowledge leaders instill a thirst for knowledge by presenting a clear and inspiring vision and providing guidance for future endeavors. Nonetheless, leaders can also be the barrier to knowledge management behavior in organizations (Kaplan et al., 2001; von Krogh et al., 2012). Leadership is responsible for the development of knowledge management infrastructure that promote the knowledge management processes.

The current study further proposes that knowledge leadership involves a set of distinct abilities that individuals must possess to be considered knowledge leaders. These abilities are essential for effective knowledge management and utilization within organizations, and they form the necessary indicators of the knowledge leadership variable. Specifically, knowledge leaders must be able to identify and acquire relevant knowledge for the organization, create and share knowledge within the organization, apply and use knowledge to improve decision-making and problem-solving, foster a culture of learning and knowledge-sharing within the organization, and leverage knowledge to create a competitive advantage for the organization. By possessing these abilities, individuals can become effective knowledge leaders, driving innovation, growth, and success within their organizations. Based on the section the review proposes that.

4. Knowledge leadership moderates the relationship between knowledge management orientation and competitive advantage

5.4 Knowledge-Based Capabilities as the mediating Variable

The literature review has established that to connect a knowledge management orientation to competitiveness, various intermediate outcomes are necessary, known as knowledge-based capabilities. While the ultimate destination is critical, attention to these intermediary outcomes is also essential. Thus, the current review examines knowledge-based organizational capabilities from the perspective of a knowledge management orientation. By doing so, this review aims to provide a clear understanding of the role that knowledge-based capabilities play in achieving competitive advantage, highlighting the significance of these capabilities as an essential element of effective knowledge management.

An overall KMO strategy necessitates the inclusion of knowledge-based capabilities in the framework; however, the configurations and roles of knowledge-based capabilities remain scattered and ambiguous in the literature. There is a lack of consensus among researchers about the relationship between knowledge-based capabilities and

knowledge management practices. Some researchers believe that knowledge-based capabilities drive knowledge management practices, while others believe that a company's knowledge management practices shape its knowledge-based capabilities (Kaur, 2022). Furthermore, the real dimensions of KBCs are still contentious, this necessitates a further examination of the literature to define dominant themes on the subject. In essence, various conceptualizations of knowledge-based capabilities have emerged. Scholars have offered differing perspectives and operationalizations of the concept, with some emphasizing its role in gaining competitiveness (Denford, 2013). Bindra, Srivastava, Sharma, and Ongsakul (2020) have also highlighted the diversity of perspectives on knowledge-based capabilities, emphasizing the need for further research to clarify and refine the concept.

The review recognizes knowledge-based capabilities as outcomes of knowledge processes and knowledge infrastructure capabilities. According to Aydin & Dube, (2018), knowledge management influences performance, at least indirectly, through intervention by other variables. This view is supported study by Hussein, (2018), in which it was established that knowledge management orientation does not have a direct effect on business performance. However, the study revealed that it does have an indirect effect on business performance through the mediating variable of innovation. Dahiyat, (2015), highlights the importance of knowledge integration and utilization in the relationship between knowledge acquisition and innovation performance. He critiques prior studies that assume a direct connection and neglect the role of mediation variables. According to Dahiyat, the lack of attention to these variables is a critical shortcoming of previous research in this area. By emphasizing the importance of knowledge integration and utilization, Dahiyat highlights the need to consider mediating variables in future studies to provide a more accurate understanding of the relationship between knowledge acquisition and innovation performance.

Considering this understanding, the current review posits that knowledge-based capabilities may serve as a potential mediation variable. Wang and Ahmed (2007) define capabilities as a company's ability to deploy resources in multiple ways, incorporating both explicit and tacit processes. The generic elements of knowledge-based capabilities, therefore, include innovative, adaptive, and absorptive capabilities. The selection of these attributes is based on various conceptualizations from prior scholars, reflecting their significance in enabling effective knowledge management and utilization within organizations. By considering knowledge-based capabilities as a potential mediation variable, this review aims to provide a more comprehensive understanding of the link between knowledge management orientation and organizational competitiveness, highlighting the importance of these capabilities in driving sustained success and growth. Citing the same indicators of innovative, adaptive, and absorptive capabilities, Kaur, and Mehta (2016) propose that knowledge process capabilities (KPCs) can be harnessed to develop higher-order dynamic capabilities, which have the potential to create competitive advantage for a company. By leveraging knowledge process capabilities and knowledge-based capabilities, organizations can enhance their ability to manage and utilize knowledge resources, leading to improved organizational performance and competitive advantage. The emphasis on the interplay between knowledge process capabilities and knowledge-based capabilities, and dynamic capabilities highlights the need for a more comprehensive understanding of the mechanisms and outcomes of knowledge management orientation, and the critical role it plays in driving sustained success and growth in organizations.

As mentioned earlier this review considers innovative, adaptive, and absorptive capabilities as the critical elements of knowledge-based capabilities. The 'innovation capability' of an organization can be defined as its ability to innovate, or more specifically, its "ability to continuously translate knowledge and ideas into novel products, processes, and systems for the benefit of the organization and its stakeholders" (Aas & Breunig, 2017) . According to Kaur and (Mehta, 2016), innovative capabilities are higher-order capabilities that result from a synthesis of various knowledge-related activities. Indeed, the study by Akhavan et al., (2016)) confirmed that innovation capabilities are outcomes of knowledge behaviors. Various other studies have outlined the significance role of knowledge management process and infrastructure variables on organizational innovation capabilities (Bashir & Farooq, 2019; Migdadi, 2021).

Organizational adaptability, or adaptive capability, has been a fundamental focus of organizational research. The antecedents and consequences of adaptive capability have been the primary emphasis of strategic management literature for a significant period. Gibson and Birkinshaw (2004), defined adaptive capability as "the capacity to

quickly capitalize on emerging opportunities, adjust to volatile markets, and avoid complacency". Ployhart and Tunner, (2014), define organizational adaptive capability as the extent to which a company creates or responds to changing market demands or opportunities. To achieve adaptive capability, it is critical to have a thorough understanding of contextual organizational factors (Biedenbach & Müller, 2012). Consequently, knowledge management factors are of great significance, the current review posits that adaptive capability is one of the most critical components of knowledge-based capabilities.

Cohen and Levinthal (1990,) define absorptive capacity as 'a firm's capacity to recognize the value of new and external information, assimilate it, and utilize it to commercial purposes. According Biedenbach and Müller, (2012) the external knowledge acquisition is used in the three types of organizational learning processes: exploratory learning, exploitative learning, and transformative learning, the three learning processes are interconnected. It important to note that the ability to evaluate and apply outside knowledge is largely determined by previous existing knowledge levels. To this end, absorptive capability is an outcome of existing knowledge infrastructure and processes. Existing research has explored the drivers and antecedents of absorptive capability, according to Moos et al., (2013), knowledge management systems fully support absorptive capacity and absorptive capacity mediates the relationship between knowledge management systems and innovation. A few other scholars have also observed that knowledge related activities have a significant effect on an organization absorptive capability (Dabic et al., 2020; Valentim et al., 2016).

In conclusion, this systematic review proposes that an organization's adaptive, innovative, and absorptive capabilities act as key knowledge-based capabilities that mediate the relationship between Knowledge Management Outcomes (KMO) and competitive advantage. These capabilities enable organizations to leverage their knowledge assets effectively and create value from them, which, in turn, leads to a sustainable competitive edge. The final proposition is derived from this section, which states that.

- 5. The knowledge-based capabilities, including adaptive, innovative, and absorptive capabilities, mediate the relationship between Knowledge Management Orientation and competitive advantage.**

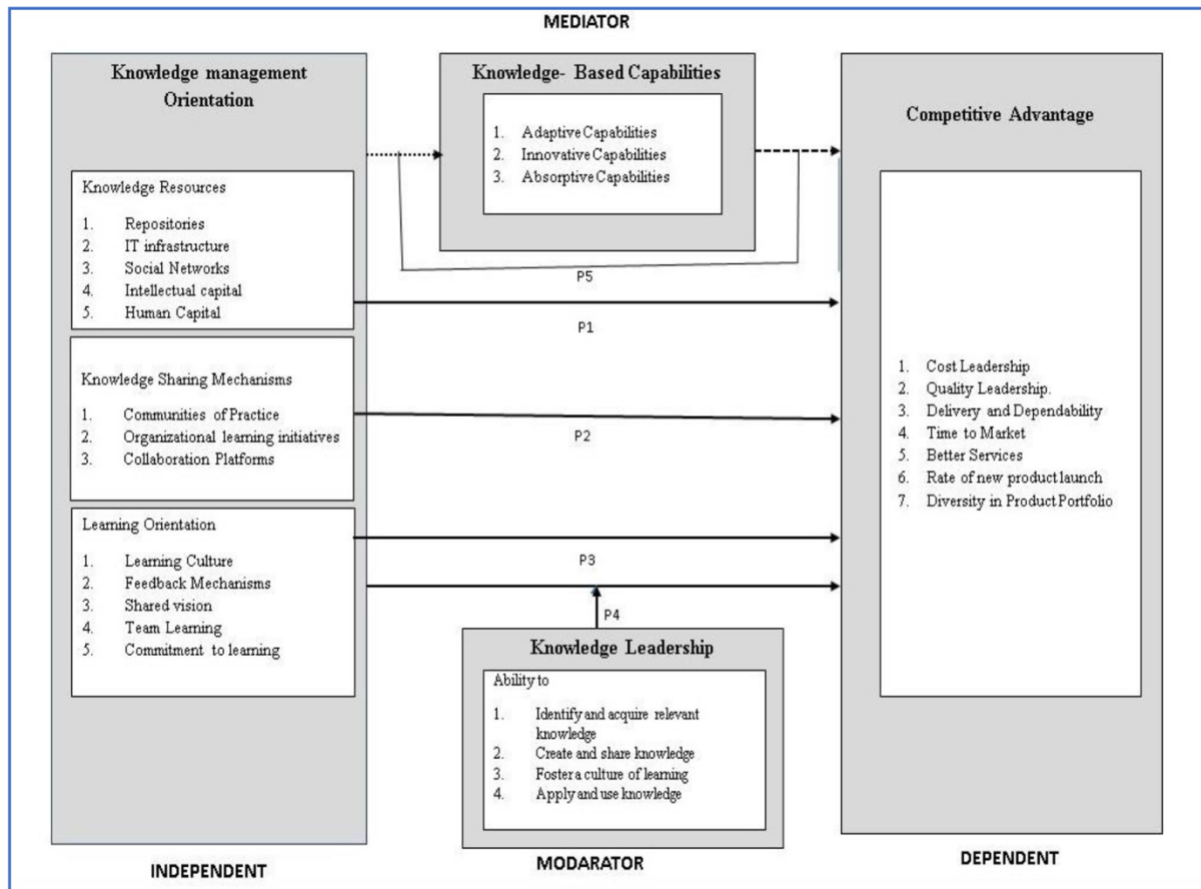


Figure 1: The KMO Conceptual Model

6. Conclusion

The primary objective of the review was to establish KMO as a strategic orientation, drawing upon previous scholarly attempts. To accomplish this objective, the review endeavored to define the concept with precision and to identify relevant indicators. As a result, knowledge resources, knowledge sharing, and learning orientation (LO) were identified as fitting indicators, while knowledge leadership and knowledge-based capabilities were established as the moderator and mediator variables, respectively. These findings culminated in the formulation of five propositions, offering a theoretical framework for the effective implementation of KMO.

However, it remains uncertain whether the proposed model will provide a panacea to the ambiguity that surrounds the literature on knowledge management and potentially offer a practical implementation approach to the plethora of studies. To achieve greater clarity and confidence in the proposed model, the author advocates for further empirical reviews. Such reviews could investigate the model's efficacy in diverse organizational settings and uncover potential limitations or areas for improvement. By conducting more rigorous and comprehensive studies, researchers can strengthen the reliability and validity of the proposed model and contribute to the development of more robust knowledge management strategies. Ultimately, this could yield practical and actionable insights that can be applied to organizations of all sizes and types.

By exploring the relationships and interactions between these variables, researchers can gain insights into how organizations can manage their knowledge resources to enhance their competitiveness and achieve sustainable success. Knowledge sharing involves exchanging information, experiences, best practices, and expertise through various methods of interaction among employees. Learning orientation involves fostering a culture of continuous learning and improvement through feedback mechanisms, shared vision and goals, team learning, and investing in employee development and training programs. These elements work together to establish a culture of continuous

learning and improvement that drives unique knowledge-based capabilities and competitiveness within the organization.

In conclusion, KMO is an essential strategic orientation that, when combined with other strategic orientations, can significantly improve an organization's performance. As highlighted in this conceptual paper, the delineation of variables is critical for future strategic management scholars to develop a more nuanced understanding of KMO's impact on organizational performance. Overall, the KMO framework offers a valuable perspective for organizations seeking to cultivate a culture of knowledge management and continuous learning, which is increasingly critical in today's fast-paced and competitive business environment. The author posits that the KMO model has reached a level of maturity that warrants it being viewed as an equally crucial strategic orientation to other well-established models. This viewpoint is strengthened by extensive research that has validated the knowledge management paradigm as an avenue to competitiveness in contemporary organizations. Therefore, it is imperative that the knowledge management orientation model be given a prominent place at the higher table of strategic orientations, where it can be accorded the respect and recognition it rightly deserves.

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