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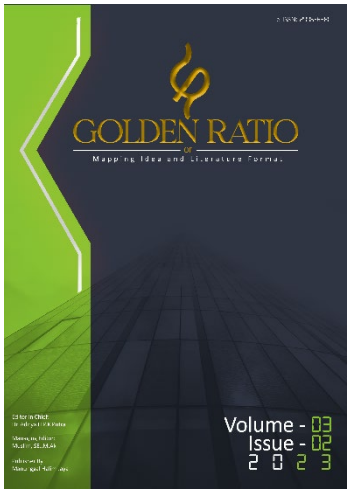

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MAPPING IDEA & LITERATURE FORMAT

Unlocking the Symphony of Innovation: Weaving Knowledge Management into Organizational Performance

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Abstract: In the relentless pursuit of organizational excellence, the synergistic interplay between knowledge management, innovation, and organizational performance has emerged as a central focal point. This study embarks on a quantitative exploration to decipher the intricate connections that underlie these phenomena. The investigation delves into the dynamic landscape of knowledge management and its profound impact on innovation within organizations. It hypothesizes that adept knowledge acquisition, sharing, and utilization practices engender heightened innovation levels. Simultaneously, the study postulates that organizations effectively harnessing knowledge management experience superior overall performance, characterized by enhanced flexibility, productivity, and competitiveness. Further delving into the innovation dimension, the research scrutinizes the symbiotic relationship between innovation and organizational performance. It proposes a positive correlation between a higher degree of innovation and an organization's prowess in competitive advantage, revenue generation, and customer satisfaction. The study also sheds light on the instrumental role of wise leadership in fostering knowledge management capabilities. It anticipates that leaders embracing qualities such as discernment, adept communication, and an understanding of core issues stimulate knowledge management prowess. This, in turn, is expected to positively influence innovation performance through the mediation of knowledge management capabilities. Amidst the tapestry of these relationships, the study examines the context of industry clusters and their impact on knowledge management and innovation performance. It theorizes that industry clusters, rich in resources and robust relationships, will synergistically promote knowledge sharing and acquisition practices, thereby amplifying innovation performance. Furthermore, the research probes the intersection of organizational sustainability, knowledge management, and open innovation. It postulates that organizations effectively integrating social and environmental dimensions within their business strategies will experience a positive influence on innovation performance. In this rigorous empirical journey, quantitative methodologies are employed to unveil the intricacies of these interconnections. Data collection, analysis, and interpretation form the keystones of the research process, facilitating the validation or rejection of the proposed hypotheses. Ultimately, this study aspires to illuminate the underlying mechanisms that propel organizations towards unparalleled success by orchestrating knowledge management, innovation, and organizational performance into a harmonious crescendo.

Keywords: Knowledge Management, Innovation, Organizational Performance, Wise Leadership, Industry Clusters.
JEL Classification Code: O32, M15, O33, O14, L25, D83.

1. INTRODUCTION

In the dynamic dance of today's business world, where competition blazes and technology reigns supreme, the melody of innovation has become the anthem of success. But what orchestrates this harmonious fusion of ideas, strategies, and breakthroughs that push organizations to the forefront?

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The answer, hidden within the corridors of knowledge management, paints an intriguing narrative of discovery and transformation. Imagine a world where knowledge isn't just information; it's power, growth, and the very essence of evolution. From the inception of knowledge management as a scientific discipline to its intricate connections with innovation, a symphony of research threads has emerged, weaving a captivating tale of how organizations harness, share, and amplify their intellectual resources.

Guided by the baton of academic curiosity, the research tableau begins with a crucial inquiry: What kind of relationship is carved between knowledge management and the pulsating heartbeat of innovation? Envision the industry clusters that resemble galaxies, where knowledge is both the glue and the catalyst, interlinking firms and boosting their innovation performance. Through the looking glass of innovation, we step into a realm where companies redesign the landscapes of products and processes. Delve into the very fabric of knowledge management innovations – organizational, social, and technological – and explore their interplay with enterprise competitiveness, revenue streams, and stakeholder satisfaction. The canvas of innovation, once barren, is now a tapestry of unexplored potential.

As the sun sets on traditional performance evaluation, a new dawn break. The horizon is painted with the hues of organizational sustainability, a realm where knowledge management and open innovation converge. In this captivating ecosystem, industry, knowledge, and creativity intertwine, urging us to question how we measure, understand, and foster the very essence of a sustainable organization. Amidst the cacophony of theoretical constructs and empirical explorations, the spotlight illuminates the enigmatic concept of wise leadership. Leaders who wield not just authority, but also wisdom, guide organizations on the path to innovation. How does the resonance of wise leadership resonate with knowledge management capability and shape the symphony of innovation performance?

In this symposium of thought-provoking studies, we voyage through dimensions where the abstract becomes tangible, and the hypothetical molds reality. Join us as we navigate the realms of knowledge transfer, innovation ecosystems, and the intricate art of managing intellectual wealth. Let this symphony unfold, revealing the intricate connections that transform knowledge into innovation and shape the destiny of organizations.

2. Literature Review Procedure

The provided table contains summaries of several research papers related to knowledge management, innovation, and their interplay within organizational contexts. I'll provide an interpretation of each entry and desribe in Table 1:

1. **Knowledge Management → Innovation → Performance (Breznik, 2018)**

This paper explores the connection between knowledge management, innovation, and performance in the context of competitive organizations. It emphasizes that innovation has become essential for organizations and highlights the role of knowledge transfer as a source for innovation. The study aims to investigate the development of knowledge management as a discipline and analyze its linkage with innovation. The key variables include knowledge management, knowledge sharing, innovation, and organizational learning. Effects of Industry Cluster Knowledge Management on Innovation Performance (Lai et al., 2014). This research focuses on the relationship between knowledge management in industry clusters and corporate innovation performance. The study explores how knowledge management acts as a mediator in the context of industry clusters, enhancing innovation performance. It identifies various variables related to industry clusters, knowledge management, and innovation performance.

2. **Innovations within Knowledge Management (Nowacki & Bachnik, 2016)**

This paper examines innovative approaches in designing, implementing, and maintaining knowledge management structures. The study investigates the level of knowledge management innovation in companies and its influence on competitiveness, revenues, and satisfaction of

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stakeholders. The research categorizes knowledge management innovations into organizational, social, and technological aspects and assesses their impact.

3. **Organizational Performance Evaluation with Knowledge Management and Innovation Management (Dickel & Moura, 2016)**

This study addresses the challenge of evaluating organizational competitiveness and innovation. It proposes a model that incorporates knowledge management and innovation management to measure organizational performance. The model identifies key components and processes related to knowledge management and innovation, providing insights for performance improvement.

4. **Interplay Between Organizational Sustainability, Knowledge Management, and Open Innovation (Lopes et al., 2017)**

This research investigates the relationship between organizational sustainability, knowledge management, and open innovation. It explores how companies can integrate social and environmental aspects into their core business strategies. The study aims to understand the influence of these factors on organizational sustainability and innovation performance.

5. **Knowledge-Based Human Resource Management Practices, Intellectual Capital, and Innovation (Kianto et al., 2017)**

This paper proposes a conceptual model that examines the impact of knowledge-based human resource management practices on intellectual capital and innovation performance. The study identifies key elements for innovation within intellectual capital and explores how HRM practices contribute to enhancing organizational knowledge assets.

6. **Open Innovation in Ecosystems: Integrating Innovation and Management Literature (Öberg & Alexander, 2019)**

This research delves into the concept of open innovation and its impact on companies' innovation processes. It analyzes company-to-company linkages within open innovation and categorizes these linkages based on their openness and relationship to knowledge management. The study seeks to understand how different linkages enable the flow of knowledge.

7. **Relational Study of Wise Leadership, Knowledge Management Capability, and Innovation Performance (Ding et al., 2019)**

This research examines the relationship between wise leadership, knowledge management capability, and innovation performance. It explores how leaders with wisdom contribute to organizational innovation and how knowledge management capability acts as a mediator. The study identifies specific attributes of wise leaders and their impact on innovation. Each research paper explores various dimensions of the relationship between knowledge management, innovation, and organizational performance. The studies contribute to understanding how these factors interact and influence each other within different contexts.

3. Conclusion and Proposition

Hypothesis 1: Knowledge Management and Innovation

- There is a positive relationship between knowledge management practices and the level of innovation achieved by an organization.
- Organizations that implement knowledge acquisition, knowledge sharing, and knowledge utilization practices will have a higher level of innovation.

Hypothesis 2: Knowledge Management and Organizational Performance

- Knowledge management practices have a positive influence on organizational performance.
- Organizations that manage knowledge effectively will have better performance in terms of flexibility, productivity, and competitiveness.

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Hypothesis 3: Innovation and Organizational Performance

- A high level of innovation in the organization will correlate with better organizational performance, both in terms of competitive advantage, revenue, and customer satisfaction.

Hypothesis 4: Wise Leadership and Knowledge Management Capability

- Wise leadership will have a positive influence on the organization's knowledge management capability.
- Leaders who have characteristics such as the ability to assess goodness, being able to create a context for knowledge sharing, and understanding the core of the problem will tend to encourage the organization's ability to manage knowledge.

Hypothesis 5: Wise Leadership, Knowledge Management Capability, and Innovation Performance

- Wise leadership will be positively related to organizational innovation performance.
- Organizational capability in managing knowledge will act as a mediator between wise leadership and innovation performance.

Hypothesis 6: Industry Clusters, Knowledge Management, and Innovation Performance

- Industries that are members of a cluster will have a positive relationship with knowledge management practices and innovation performance.
- Industry clusters that have strong resources and relationships will support knowledge sharing and knowledge acquisition practices, which in turn will improve innovation performance.

Hypothesis 7: Organizational Sustainability, Knowledge Management, and Open Innovation

- Organizations that successfully incorporate social and environmental aspects in their business practices will tend to have a positive relationship with innovation performance.
- Engagement in open innovation and implementation of knowledge management practices will support the organization's efforts in achieving organizational sustainability.

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Table 1: Mapping Literature

Title	Research Problem	Research Purpose	Variable / Item	Theory	Result
Knowledge Management → Innovation → Performance					
Knowledge Management – from its Inception to the InnovationLinkage (Breznik, 2018)	Today's environment for organizations is intensively competitive and therefore innovation has become an indispensable counterpart of knowledge management today's environment for organizations is intensively competitive and therefore innovation has. In the past, some prominent authors (e.g. Nonaka, 1994; Kogut & Zander, 1996; Grant, 1996) already emphasized knowledge transfer as a source for innovation. They were followed by du Plessis (2007) who clarifies the role of knowledge management in innovation as an aid to addressing its complexity. Become indispensable counter part of knowledge management	The purpose of this paper is two-fold. First, to investigate development of knowledge management as a scientific discipline, and second, to analyse the linkage between knowledge management and innovation related with innovation topic	Relations Knowledge management – knowledge sharing – innovation – organizational learning	Resource based view	This paper provides an excellent tool to study such a relevant phenomenon.
The effects of industry cluster knowledge management on innovation performance (Lai et al., 2014)	With the increasing importance of knowledge management and innovation, what is the current level of awareness of knowledge management in relation to cluster firms? With the special	Knowledge management emerges as the mediator of industry clusters in terms of corporate innovation performance, thus providing support for the research hypotheses. The findings of	**Industry cluster:** • Industry resources • Industry Relationship **Knowledge Management** • Knowledge Creation and acquisition	Network Theory	Knowledge management emerges as the mediator of industry clusters in terms of corporate innovation performance, thus providing support for the research hypotheses. The findings of

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Title	Research Problem	Research Purpose	Variable / Item	Theory	Result
	resources and relationships that characterize cluster firms, are the effects on corporate knowledge management significant and do they influence performance?	this study are valuable for further research and strategic thinking on the sustainability of corporate operations.	• Knowledge Dissemination and storage **Innovation Performance** • Market Performance • Product performance		this study are valuable for further research and strategic thinking on the sustainability of corporate operations. This study probes into industrial clustering resources and relationships, knowledge management, and innovation performance. The theoretical discussion gives rise to several hypotheses concerning relationships between the above variables. Statistical testing thenvalidates these hypotheses and relationships. Key findings are as follows. When the resources of an industrial cluster are complete, firms vertically integrate in central locations to lower costs and share resources. Such actions enhance knowledge creation and acquisition, and knowledge storage and dissemination. Upon the formation of an industrial cluster, firm scan easily acquires resources and lower costs, thereby reinforcing the effects of cluster relationships, which influence corporate innovation performance. The firms in industry clusters

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Title	Research Problem	Research Purpose	Variable / Item	Theory	Result
					achieve better innovation performance due to knowledge management. In practice, industrial clustering not only unites similar industries, but also attracts industry talent, which leads to information and knowledge exchange, with a spillover effect of sharing techniques. Regarding knowledge management, through the effects of industrial clustering, firms enhance their operational performance. Thus, industry clusters indirectly influence innovation performance
Innovations within knowledge management (Nowacki & Bachnik, 2016)	Another relevant question is how innovative companies should be when designing, implementing, and maintaining their knowledge management structures and systems by: 1. What is the level of knowledge management innovations in the researched companies? 2. What is the influence of knowledge management innovations on a company's competitiveness, revenues,	The research aims at studying the scope of innovative knowledge management. It uses the concept of eight pro-cesses of knowledge management and identifies three broad categories of knowledge management innovations in an organizational context. It tries to verify the outcomes of these innovative efforts. The research considers fouraspects of organizational effectiveness: enterprise competitiveness, revenues, buyers' satisfaction, and	• Enterprise competitiveness • Revenue • Buyers' satisfaction • Business partner satisfaction		robst, Raub, and Romhardt (2002) propose a concept of eight knowledge management processes: localizing, acquiring, developing (creating), sharing, disseminating, leveraging, and storing knowledge. They stress the linkage between internal and external processes and assume that managers know where knowledge resources lie in the organization and that every employee should be engaged in the knowledge management processes. Employees serve as transmitters of knowledge. To

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	Its business partners' satisfaction, and its buyers' satisfaction? 3. Is there a statistically relevant association between the type of knowledge management innovations (if they are organizational, social, or technological) and the benefits they bring? 4. What is the motivation for knowledge management innovations?	businesspartners' satisfaction.			enable free information sharing, it is also necessary to adopt the right organizational culture and structure. Knowledge management processes and systems should be designed to leverage the expertise of the workforce and to add new value by making people collaborate on new information, extract vital data, and process it appropriately to the organizational needs. Smart processes and systems may help recognize upcoming trends, anticipate possible scenarios, reduce uncertainty, gain new skills and allies, and streamline daily operations. Having in mind these potential benefits, companies arewilling to experiment with new approaches to knowledge manage-ment, such as design thinking (Beckman, & Barry, 2007; Bachnik,2011; Bitkowska, Nowacki, & Zaleśna, 2012; Brown & Katz, 2009; Martin, 2009). The industry does not seem to influence the companies' innovative-ness in the area of

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					knowledge management. The most importantinsights are: • Production companies less frequently implement innovations in developing and creating knowledge and spend less on localizing knowledge. • Trading companies more frequently invest in innovations in sharing and disseminating knowledge and prefer a wider scope of knowledge acquisition. More service companies pursue innovations in developing and creating knowledge. They prefer a smaller scope of knowledge acquisition, and put less emphasis on acquiring, developing, and creating knowledge than on localizing.
Organizational performance evaluation in intangible criteria: a model based on knowledge management and innovation management	However, how to evaluate whether an organization is or is not competitive and innovative? How to measure the results of the management of its knowledge? Innovation and knowledge management are now considered intangible assets and, therefore, their	The objective of this study was to develop a model to measure organizational performance with a focus on knowledge management and innovation management. Therefore, it was considered necessary to build a measurement tool; to apply	**Knowledge management** • People = Incentives for the generation of knowledge Functions oriented for knowledge management Recruitment and selection based on skills	Selectivity Theory	Similarly, the management of organizational knowledge has proved to be decisive for achieving objective and competitive advantage, since the knowledge of organizations and their experiences have made the decision-making easier, precise and assertive. In

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(Dickel & Moura, 2016)	measurements become a big challenge for organizations	the proposed tool to evaluate it seff ectiveness; to analyze the performance index obtained in the surveyed organizations; and to compare the results obtained from the companies surveyed to identify key areas for performance improvement.	• Structure = Search engine knowledge Intranet Internal expertise available to decision • Processes = Knowledge documentation Performance measurement Knowledge transfer between sectors **Innovation Management** • Organizational Alignment = Clear focus on innovation. Well communicated organizational goals • Support and organizational resources = Financial resources for innovation Adequate infrastructure to generate value • Innovation process = Clear process for innovation Ideas from various sectors • Behavior and organizational = Innovative organizational culture & partnership with universities		this context, this studys howed that it is possible to measure aspects taken asintangible, such as innovation management and knowledge management, so that we can know more precisely on which competitive level the company is, throug has pecific methodology that considers the key indicators of measuring that performance
An analysis of the interplay between organizational sustainability, knowledge management, and open innovation	Survival is the goal any organization. Under the perspective ofan environment of limited resources, competitiveness arises as wellas the search for new strategies for organizational	1. Whether organizational sustainability, knowledge man-agement, and open innovation are intertwined? 2. Whether organizational sustainability, knowledge	**Organizational Sustainability (with competitive advantage)** • Flexibility • Performance • Technology • Innovation Process and product	• Capacity Theory • Absorptive capacity theory	The case study's results explore in depth the company's experience in adoptingthe strategic organizational sustainability using knowledge management and open innovation to promote

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(Lopes et al., 2017)	sustainability (Buys et al., 2014) In this sense, there is still lack ofsufficient knowledge on how to incorporate social and environ-mental aspects in the organizational core business or how toovercome existing barriers and encouraging companies to fullydeploy sustainability in business processes **problem mark question:** For organizational sustainability company should focus its efforts on knowledge management and innovation. The development of sustainable new products adds layers of complexity to the traditional new product development process, but is equally a potential source of gains for the economy, society, and people (Thome and Scavarda,2015; Thome et al., 2016).	man-agement, and open innovation interact in practice in a real worldenvironment?	**Absorptive Capacity with:** • Knowledge management • Open Innovation		sustainable innovations in accordance with the model of the Organization for Economic Co-operation and Development for eco-innovation, acting as a driver for significant changes in the orga-nization's culture in organizational sustainability. **Open innovations mean:** It leads to business growth by permitting companies to leverage more ideas from a variety of external sources. (Huang et al. 2010)
Knowledge-based human resource management practices,	Banyak peneliti yang menggagas tentang hubungan antara Intelectual capital (IC) dan HRM dan hubungan	This paper proposes a conceptual model in which a human resource management (HRM) system	This scarcity of research highlights the need for further studies on the relationships between HRM, IC and	Knowledge Management Theory	The results show that intellectual capital positivelymediates the relationship between

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intellectual capital and innovation (Kianto et al., 2017)	sebab akibatnya (vis-à-vis) terhadap innovation. Moreover, the HRM practices considered inthese studies tend to be insufficiently adapted for the purpose of en-hancing companies' knowledge processes	of explicitlyknowledge-based HRM practices impacts afirm's intellectual capital, producing higher innovation performance.	innovation performance. The present paper aims to fill this gap. Specifically, we have built a conceptual model that: 1. Identifies key IC elements for innovation, 2. Suggests key knowledge based HRM practices and 3. Examines the impact of knowledge based HRM on IC and innovation		knowledge-based HRM practices and innovation performance and illustratethe pivotal role of human capital in this relationship: knowledge-based HRM practices impact structural andrelational capital partially through human capital, and human capital affects innovation performance by en-hancing structural and relational capital. This paper makes several contributions to existing literature. First, it contributes to the strategic HRM literature by extending the under-standing of knowledge based HRM practices. Building on previous re-search byLópez-Cabrales et al. (2009) and Minbaeva (2013), this paperexplicitly discusses the composition of the bundle of HRM practices thatfocuses on stimulating organizational knowledge processes. We con-ceptualize such practices as knowledge-based HRM, and our empirical.

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					results suggest that these practices increase organizational knowledge assets and, thus, through them, have a positive indirect impact on innovation performance. Our study also adds to the knowledge on the impact of knowledge-based HRM practices on various elements of IC, thereby strengthening the link between strategic HRM and the knowledge-based view of the firm by demonstrating that HRM increases other organizational knowledge assets besides human capital.
The openness of open innovation in ecosystems – Integrating innovation and management literature on knowledge linkages (Öberg & Alexander, 2019)	Literature describes how knowledge may be created, retained, and transferred. Different linkages would expectedly enable such outcomes to different extends, and promote the transfer of tacit or explicit knowledge to various degrees	Open innovation entails both internal and external processes. This paper focuses on the interlink between the two, that is, how companies engage with other firms in their innovation processes, and thus targets the company-to-company linkages between firms. The purpose of the paper is to describe and discuss company-to-company linkages for open innovation. The following	**Open Innovation** (Chesbrough,2012). • Internal & external technology base as research → Out licensing (e.g. other firm market) & Technology spin-off → New market & Current market • Technology in-source as a development • **Open innovation:** • Breadth = The more different the competences, the more open. (Idrissia et al, 2012)		The paper describes and discusses company-to-company linkages for open innovation. It categorises and discusses such linkages in terms of their opennes s and how they relate to knowledge management. The introduction raised three questions that are elaborated on tabel 2.

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		research questions are addressed: - What type of company-to-company linkages are described in the management literature? - How can they be categorized related to innovation and ecosystems? - How do they enable the unconstrained flow of knowledge?	• Depth = The deeper the knowledge, the more open (Idrissia et al, 2012) • Freedom, lack of formalization = The freer the collaboration, the less formalized (Herzog, 2008; Aslesen & Freel, 2012) • Number of phases = saluran distribusi / tahapan birokrasi Lazzarotti & Manzini, 2009) Number of actors = banyaknya pihak Lazzarotti & Manzini, 2009		
Relational study of wise (phronetic) leadership, knowledge management capability, and innovation performance (Ding et al., 2019)	Phronetic artinya wisdom to use power & based on ethics. So, Leadership perhaps memiliki hubungan yang erat untuk mewujudkan phronetic dengan baik. Sehingga Further, a wise organization has been regarded as transferring useful knowledge to staff and stimulating employees' potentials. In the workplace, some knowledge as experience is helpful for individuals' problem solving	As Chen and Huang (2009) utilized empirical methods to provethat KM capability has impacted innovation performance positively, according to the logical derivation, this study presents the assumption that organizational members' wise leadership has a significant relation on organizational innovation performance, and KM capability acts as the vehicle in the process. Hence, this research begins to test what kind of characteristics of wise leaders contribute to organizational innovation, and how to use KM as a tool	**Wise leadership:** • Judges Goodness • Create sharing context • Grasp the essence. • Communication arts • Exercise political power • Foster phronesis **Knowledge management:** • Knowledge acquitting • Knowledge sharing • Knowledge utilization **Innovation Performance:** • Administrative innovation Adapting abilities for Changes; Progress management; Long-term goal	**The upper echelon theory** = This theory considers the concept of top management as the main strategic decision maker in the organization. organization. Thus, strategic decisions made by leaders have a direct impact on organizational outcomes. organizational outcomes. Since it is the executives who have responsibility for the organization, their characteristics,	Prof. Nonaka and his colleagues summarize six abilities of the phronetic leader as" 1- making judgment based on the social value of the organization (Judge goodness); 2- equipped with keen perception (Grasp the essence); 3- good at creating the opportunity for sharing (Create sharing context); 4- excellent communicating skills and vivid verbal ability (Communication arts);

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		as a result, this study seeks ways to enhance enterprises' innovation performance. 1. Wise Leadership → Knowledge management capability 2. Wise Leadership → Innovation Performance 3. Knowledge management capability → Innovation Performance	for innovation; Coordination mechanism. • Technical innovation ability of research and development; the ability to combining products and new technology; Ability of reducing the cost and improving the quality	what they do, and how they do it, will have a direct impact on organizational outcomes. their characteristics, what they do, and how they do it, specifically. influence organizational outcomes (Finkelstein dan Hambrick 1996).	5- strong policy enforcement and collective consciousness (Exercise political power); 6- merit ability on cultivating other people (Foster phronesis)' (Nonaka&Takeuchi, 2011). according to the illustration byNonaka et al. (2016), this research proves that distributed leadership has a positive relationship with organizational innovation performance. Thedistributed leadership is focusing on middle-level managers; hence the research results mean that the middle managers' leadership has positive relations with organizational performance. Both topmanagers and middle managers are employees' the formal posi-tions in organizations, however, the employees' status competitiontheory illustrate that some informal status as people's prestigeand

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					reputations **(All variables → on innovation performance)**
Knowledge-oriented leadership and open innovation: Role of knowledge management capability in France-based multinationals (Naqshbandi & Jasimuddin, 2018)	The lack of research onknowledge-oriented leadership and KM capability in the open innovation context is a significant research gap inour knowledge.	This paper discusses the links between knowledge-oriented leadership, open innovation and knowledge man-agement in the international business context. Open innovation has become crucial for an increasing number ofmultinational enterprises (MNEs) to gain and maintain competitive advantage and become a market leader.	• **Knowledge-Oriented Leadership** = Leadership combines transformational and transactional leadership styles and is characterized by a leader's focus on enhanced communication regarding employee expectations and firm's objectives. • **Knowledge management capability** (e.g., KMI Technological, KM Structural, Cultural, Application, Acquisition, Sharing) • **Open Innovation (e.g., outbound & inbound)**	• Leadership & Management Theory = Donate and de Pablo (2015) argue that to effectively manage knowledge, leaders are required to adopt a combination of leadership styles, and not just adopt a single leadership style. • Knowledge based view theory.	Open innovation indicates that innovative performance can be improved by both acquiring knowledge from outside sources and employing external paths to commercialize knowledge resources developed internally. Open innovation (e.g., the quality of new products, new processes) Based on the findings of this study, it is argued that firms should support such leaders and strive to develop such systems and infra-structure that promotes speedy and effective flow of information to the right sources where it can be used to create value. Leaders should be encouraged to bring such systems and technologies into practice so that the firm can benefit from its knowledge resources. It is anticipated that this study will serve as a guideline for the organizations that are striving towards achieving competitive

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					advantage through excelling in in-novation.
Top management knowledge value, knowledge sharing practices, openinnovation and organizational performance (Singh et al., 2019)	However, the extant literature suggests that the focus of open innovation research is primarily on large high-tech firms than SMEs, though innovation plays a significant role in SMEs too. The key findings and the gaps in the abovementioned past studies draw our attention to investigate how top management value knowledge and knowledge sharing practices affect open innovation and organizational performance. Using the resource-based view and the knowledge-based view, we speculate that knowledge sharing practices drive innovation (Calantone & Stanko,2007; Castro,2015; Khedhaouria&Jamal,2015; Lin, 2007; Oliva et al., 2019) and top management's emphasis on valuing knowledge as strategic resources for knowledge sharing practices (Al Ahbabi, Singh, Balasubramanian, & Gaur,2018; Kwon &	This study makes three key contributions to advance knowledge inthe domain of open innovation in SMEs together with advancing theaims of the Journal of Business Research. First, our study suggests the critical role of top management valuing knowledge and knowledge sharing practices to support open innovation. Second, this study predicts that open innovation affects organizational performance of SMEs. wherein the extant literature has scarce research-based knowledge on linkage between open innovation and organizational performance. Third, this study supports emerging research interest in open innovation in SMEs and how to use internal knowledge sharing practices and external information and research collaborations for product innovation to stay competitive in their markets. Lastly, this study contributes to the aims of	• Top management knowledge value • Knowledge sharing practices • Inbound open innovation • Outbound open Innovation • Organizational performance	• Resource-based view (RBV) • Knowledge-based view (KBV)	Drawing on the RBV and the KBV, our study focuses on the antecedents and the outcomes of open innovation in SMEs. The findings of our study confirm that organizations with strong knowledge sharing practices are more competent in chasing open innovation. The results of our study support the findings of previous studies where top management knowledge value influences knowledge sharing practices and knowledge sharing practices affect open innovation. Our study also supports previous studies that suggest that open innovation benefits organizations in terms of enhanced organizational performance. Furthermore, our study suggests that top management knowledge value indirectly affects open innovation through knowledge sharing practices and that is the unique contribution of our study. However, in a dynamic business environment, organizational knowledge quickly becomes outdated, but

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	Cho,2016; Lin, 2007) influences OI in SMEs	the Journal of Business Research to apply theoretical knowledge to actual business decisions, processes, and activities, especially those of SMEs			open innovation policies and practices help SMEs to stay relevant and competitive in the markets. Therefore, the findings of this study have theoretical and practical implications.
The mediating role of knowledge application in the relationship between knowledge management practices and firm innovation (Ode & Ayavoo, 2020)	Very limited studies have examined the link between knowledge management and innovation from a developing country perspective. Are cent study by Gaviria-Marin, Merigó, and Baier-Fuentes, (2018) using bibliometric analysis demonstrate that very few studies focus on knowledge management-relate dissues in developing countries, especially Africa. Anning-Dorson (2018) demonstrate that the effect of firm-level practices can be context specific, thus it is essential for researchers to investigate practices that suit different contexts.	This study makes three contributions to literature. First, the paper conceptualises knowledge management as an organisational function involving many practices that are context-specific whichc an improve innovation effectiveness. Secondly, the paper demonstrates that different knowledge management practices interact in different ways to enhance innovation effectiveness. Third, the paper provides ananalys is of how knowledge management practices interact with firm innovation in developing country service firms	**Knowledge Diffusion** • Can locate and apply knowledge to changing competitive conditions. • Has processes for using knowledge in development to new products / services. • Has processes for using knowledge to solve new problems. • Has processes for applying knowledge learned from experiences. • Takes advantage of new knowledge. • Uses knowledge to improve efficiency. • Makes knowledge accessible to those who need it. • Quickly apply knowledge to critical competitive needs. • Quickly links sources of knowledge in solving problems.	• Resources Based View	The results show that knowledge generation, storage and application have significant and positive effects on firm innovation. The findings also show that knowledge application mediates the relationship between knowledge generation, diffusion, storage and firm innovation. The findings imply that knowledge management practices contribute to innovation as a hierarchy, with the link through knowledge application having the greatest impact on firm innovation.

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			• Has processes for applying knowledge learned from mistakes. • Uses knowledge to adjust strategic direction. • uses feedback from projects to improve subsequent projects. **Knowledge Generation** • has processes for acquiring knowledge about our suppliers. • has processes for acquiring knowledge about our customers. • has processes for acquiring knowledge about new products/services within our industry. • has processes for exchanging knowledge with our business partners. • has processes for acquiring knowledge about competitors within our industry. • has processes for generating new knowledge from existing knowledge. • has processes for distributing knowledge throughout the organization. • has processes for inter-organizational collaboration.		

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			• has processes for benchmarking performance. • has processes to protect knowledge from theft from within the organization. • has processes to protect knowledge from theft from outside the organization. **Knowledge Storage** • has incentives that encourage the protection of knowledge. • has processes to protect knowledge from inappropriate use outside the organization has processes to protect knowledge from inappropriate use inside the organization. • has the existence of tools to access the stored knowledge. • has technology that restricts access to some sources of knowledge. • has mechanisms to foster information sharing by employees. • has employees' participation techniques such as multidisciplinary teams, quality circles, improvement groups.		

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			Knowledge Diffusion • improvement groups, etc • has information distribution systems for employees, customers, and suppliers' effective systems for the dissemination of knowledge. • has systems of explicit knowledge codification • uses technology to disseminate knowledge. • availability of resources to engage in developing new products. • Our company seeks out new ways to do things. • ability to respond to related technology activities and unexpected activities created by competitors. **Innovation** • availability of knowledge to develop new products that meet market needs. • Our company frequently tries out new ideas. • availability of skills to apply appropriate process technologies to producing new products. • our company is creative in its methods of operation.		

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			• ability to develop and adopt new products and process technologies to satisfy future needs. • our company is often the first to market with new products and services innovation in our company is perceived as too risky and is resisted		
Knowledge management capabilities and organizational risk-taking for business model innovation in SMEs (Hock-Doepgen et al., 2020)	To minimize uncertainties and to improve the ability to make well informed decisions, SMEs must permanently identify innovative opportunities and threats arising from within and outside the boundaries of the firm and to sense and leverage the knowledge about these threats require special knowledge management (KM) capabilities, which allow them to identify and process existing and new knowledge into innovative business opportunities. KM capabilities are those underlying organizational activities which facilitate the infrastructure and the processes for exploiting internal knowledge and acquiring, converting, and applying external knowledge	Our study provides three main contributions to research. First, we contribute to the emerging literature on the internal enablers of Business Model Innovation (BMI) by providing a better understanding of how particular KM capabilities affect BMI in SMEs. Theoretically, this also helps to specify the role of dynamic capabilities for BMI (e.g., Leih, Linden, & Teece,2015; Teece, 2018). Second, we enrich the literature linking KM and innovation (e.g., Clauss & Kesting, 2016; Cohen & Levinthal, 1990; Trantopoulos, von Krogh, Wallin & Woerter, 2017). So far, KM and KM capabilities have primarily been linked to product and	**Business Model Innovation** • Overall, dramatic cost advantages. • Dramatic improvements of operative processes' effectiveness (e.g., R&D/production/marketing). • Completely new sources of revenue. • A dramatic expansion of the product or services range. • Capture new consumer segments. • Significant new sales and distribution channels. • Significantly improved satisfaction of customer desires and requirements. • Greatly improved efficiency in resources (HR, finance, technologies, etc.).	• Dynamic Capability Theory	The results from the SEM indicate that particularly external KM capabilities stimulate BMI. This relationship is strengthened for firms with a high risk-taking tolerance. Internal knowledge is only effective for firms with a low risk-taking tolerance.

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	sources (Gold, Segars, & Malhotra, 2001). For example, these KM capabilities could comprise the utilization of technologies to screen customer data, the distribution of new knowledge among the employees, or the organizational processes acquiring, storing, and using knowledge. The ability to gather internal and ex-ternal knowledge and to apply it at the right time is assumed to be essential for BMI (Teece & Leih, 2016). Thus, SMEs must develop an understanding of which KM capabilities to possess to be able to innovate the business model	process innovation. Thus, our findings provide new insights on how the nature of KM may vary according to the type of innovation and whether the innovation is pursuing data at a more holistic level. Third, we contribute to the literature on the particularities of BMI management for SMEs (e.g., Anwar, 2018; Clauss, Bouncken, Laudien, & Kraus, 2019b; Laudien &Daxböck, 2016).	• New forms of value or supply chains. **Knowledge Management Technology** • It is to search for new knowledge. • It retrieves and uses knowledge about its products and processes. • It to retrieve and use knowledge about its markets and competition. **Knowledge Management Structure** • Structure facilitates the discovery of new knowledge. • Structure facilitates the creation of new knowledge. • Designs processes to facilitate knowledge exchange across functional boundaries. Structure facilitates the transfer of new knowledge across structural boundaries. **Knowledge Management Culture** • Employees are valued for their individual expertise.		

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			• Employees are encouraged to ask others for assistance when needed. • Employees are encouraged to interact with other groups. • Employees are encouraged to discuss their work with people in other work groups. **Knowledge Management Acquisition Process** • Has processes for benchmarking performance. • Has teams devoted to identifying best practices. • Has processes for exchanging knowledge with our business partners. • Has processes for acquiring knowledge about new products/services within our industry. • Has processes for acquiring knowledge about competitors within our industry. **Knowledge management conversion process** • as processes for using knowledge to solve new problems. • Matches sources of knowledge to problems and challenges.		

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			• Uses knowledge to improve efficiency. • Can locate and apply knowledge to changing competitive conditions. • Quickly apply knowledge to critical competitive needs. • Quickly links sources of knowledge in solving problems. **Organizational risk-taking tolerance** • Our company places high value on taking risks, even if there are occasional mistakes. In our company, risky activities are commonplace. • Relative to other companies, we tend to favor higher-risk, higher return decisions. Managers in our company rarely make risky decisions. **Environmental dynamism** • Technological changes in our industry were rapid and unpredictable. • The market competitive conditions were highly unpredictable.		

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			• Customers' product preferences changed quite rapidly. • Changes in customers' needs were quite unpredictable. **Competitive intensity** • Competition in our industry is cutthroat. • There are many competitive rivalries in our industry. Intensive competitor-related activities are a hallmark in our industry. **Firm hierarchy**** • Our organization the employees can communicate directly with the CEO. • In our organization it is easy to distribute new ideas to people responsible for decision making. • Our organizational reporting channels are unbureaucratic. • Our organization has lean organizational structures. • Our organization has a very flat hierarchical structure.		
Impact of knowledge management practices on green	Although several researchers have studied KM and SD from different perspectives, inadequate attention has been	1. What is the role of KM in green innovation and CSD?	**Knowledge Management** • Knowledge Creation • Knowledge Acquisition • Knowledge Sharing	• Knowledge Management	Asper the results, KM significantly impacts on green innovation and CSD activities. Green innovation also

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innovation and corporate sustainable development: A structural analysis (Abbas & Sağsan, 2019)	paid to exploring the role of KM in achieving SD, particularly with the help of green innovation. also highlighted the need for enriching the limited literature on KM, green innovation, and corporate sustain-able development (CSD). There are even few studies that have used the multivariate statistical technique followed by structural equation modelling (SEM) to investigate the causal relationship between the variables in manufacturing as well as the services industries in Pakistan. To fill this gap, the current study analyses the multi-dimensional relationship between KM, green innovation and CSD and examines how KM processes impact on green innovation and CSD activities. Considering the significance of contextual factors, the researcher took organizational size and industry category as control variables.	2. Do contextual factors, such as organizational size and industry category, significantly impact CSD activities? This study will expand the inadequate literature on the rela-tionship between KM, green innovation and CSD, and the findings will provide valuable insights to the managers of manufacturing and services industries about how they can achieve their SD goals by benefiting from KM and green innovation.	• Knowledge Application **Green Innovation** • Green technology Innovation • Green Management innovation **Corporate Sustainable Development** • Environmental Sustainability • Social Sustainability • Economics Sustainability	• Sustainability Development Theory	indicated a significant positive impact on CSD. The dimensional analysis indicated that except for knowledge creation and acquisition, which indicated an insignificant impact on social sustainability, all the paths indicated significant results. Moreover, KM is found as equally important for all sizes manufacturing and services firms.

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