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Knowledge Management Factors and Its Impact on Organizational Performance: A Systematic Literature Review

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Abstract—Knowledge management can help organizations to improve their performance. Many studies show that knowledge management impacts organizational performance. Human capital is considered a mediating role in knowledge management's impact on organizational performance, but it is still blurred, and only a few studies are related to this issue. Moreover, various factors influence knowledge management, such as organizational structure, culture, technology, strategy, trust, and leadership, but maybe other factors have not been identified. This factor can help knowledge management impacts organizational performance. This study was conducted to determine how the human capital role mediates the impact of knowledge management on organizational performance and determine another factor that affects knowledge management, which can impact organizational performance. This study was based on the Systematic Literature Review (SLR), which includes 37 articles published from 2016 to 2021. The study showed that human capital mediates the impact of knowledge management on organizational performance directly and indirectly through innovation. Meanwhile, organizational structure, culture, trust, leadership, human behavior, human resources practices, technology, and strategy are identified as factors that affect knowledge management, whereas human resources practices affect human behavior and leadership. Finally, we proposed a conceptual model that described how knowledge management factors impact human capital and organizational performance. This research can contribute to enriching knowledge management theory and be used to give recommendations for improving the implementation of knowledge management. Further research involves data collection, and empirical analysis needs to be conducted in an organization to examine the conceptual model.

Keywords— Knowledge management; knowledge management system; organizational performance; KM impact; KM Factor.

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I. INTRODUCTION

Organizational performance (OP) must always be maintained and improved properly. One way to improve OP or success is to implement knowledge management (KM), especially in the COVID-19 pandemic that restricts interaction among people in or outside organizations [1]. A large part of KM is about communicating knowledge among people [2]. Knowledge is the core and most important asset of any organization, and the value of an organization depends on how knowledge is used. Knowledge resources help organizations to compete in the business environment in a certain way by gaining knowledge from employees in the form of experience, insight, creative thinking, and innovation to implement and change them effectively and efficiently to create new ways to compete, gain competitive advantage, and improve OP [3]. Based on a survey conducted by Deloitte in 2020 showed that 75 percent of organizations agree that KM

is very important in organizational success, but only 9% say they are very ready [4]. The survey confirms the importance of the impact of KM on OP. Therefore, researching how KM can impact is interesting and useful for organizational success.

KM depends on KM Solutions which include KM process and KM System, and KM foundation to support KM, which include KM infrastructure, KM mechanisms, and KM technologies [2]. The KM process is described as the level at which an organization creates, shares, and utilizes knowledge resources across functional boundaries. Several studies describe KM as the process of creating, sharing, transferring, and applying knowledge as the main process, with additional acquisition and utilization of knowledge as a secondary process [5]. KM infrastructure includes organizational culture, structure, information technology, common knowledge, and physical environment [2]. This KM infrastructure can be identified as a factor affecting KM

implementation's success. Many scholars were interested in finding and exploring these factors.

Meanwhile, The KM process is an important criterion for determining and improving OP [6]. The KM process's key is capturing, sharing, and developing knowledge, resulting in improved decision-making and organizational learning. This key helps a company turn results in better OP, considering quality, productivity, and satisfaction [7].

OP can be divided into four different levels: people, product, process, and overall OP [2]. At the process level, KM impacts the process innovation aspect [2]. Hsu and Sabherwal stated that intellectual capital and KM capabilities would lead to innovation and firms' performance improvement [2]. This innovation refers to process innovation that can affect value-added products [2].

HC is one of intellectual capital, which is defined as knowledge, skills, and capabilities possessed by the individual employee [2]. These definitions show that HC is an intangible aspect of human or employee in the organization, whereas human or employee itself is viewed as a physical asset. HC is an enabling factor in innovation and consists of three indicators: product innovation, process innovation, and any innovation (either product or process innovation, or both) [8].

Many studies show that KM has a direct impact on OP or indirectly on OP with certain variables, especially related to human capital (HC). However, how HC can mediate is still blurred, and there are gaps in the previous studies that need to be explored further, and there is still little research on this issue [7]. In addition, it is necessary to know what factors can affect KM to have an impact on OP, so we can make a recommendation to get a better OP. Some factors have been identified, such as organization culture, structure, technology, strategy, trust, and leadership, but a recent study suggests finding another factor that may be affecting KM and relationship among factors to affect KM indirectly [7].

A research by Rezaei, Khalilzadeh, and Soleimani [7] on Kabul Steel Plant was conducted to examine KM factors and KM impact on OP with mediating role HC show that factors such as organizational structure, culture, leadership, and trust have significantly affected KM implementation, whereas technology and strategy factors have not significantly affected KM. Moreover, this research shows that KM has an impact directly and indirectly moderated by HC on OP. Another research by Sensuse et al. [9] on Indonesian Electronic Power Company to examine the impact of KM practices on OP through four dimensions such as people, process, product, and OP show that KM has a significant impact on people, process and OP dimension directly, but not on product dimension. Another interesting result of this research shows that the people dimension has no significant impact on OP directly. Some mediating roles like HC maybe exist between KM and OP.

Based on research by Morcos [10], it said that customer and employee satisfaction are two important things that can be used as an effective performance measurement approach. According to Rezaei, Khalilzadeh, and Soleimani [7], customer and employee satisfaction can be formed by KM. Not only customer and employee satisfaction but KM also impacts OP and innovation [11] [12]. KM and OP have a positive relationship [13] [14]. Then the factor that drives development in KM and learning is the HC [7], [15], [16].

This shows that OP is influenced by KM directly and indirectly through HC [7].

HC stimulates learning [15], and individual learning orientation affects individual innovative behavior [17]. Based on research by Matošková and Směšná [18], HC practices affect the ability of employees to understand and incorporate new knowledge, motivate employees to share knowledge, and influence the design of work and relationships within the organization so that employees have the flexibility and opportunity to share knowledge [18]. This is also supported by Otoo and Mishra [19], which shows that HC practices significantly indirectly affect OP.

This research was conducted to find KM factors and how KM impacts OP with mediating role of HC. This research can enrich KM theory on OP impact and the KM Factors in academics. Meanwhile, this research can be used for practitioners to give recommendations for improving KM implementation, HC, and OP. This research aims to answer two research questions: (1) How is HC mediates KM's impact on OP? and (2) What are the factors that influence the impact of KM on OP?

II. MATERIALS AND METHOD

This study uses the Systematic Literature Review (SLR) with three stages: planning the review, conducting the review, and reporting the review [20], as shown in Fig. 1.

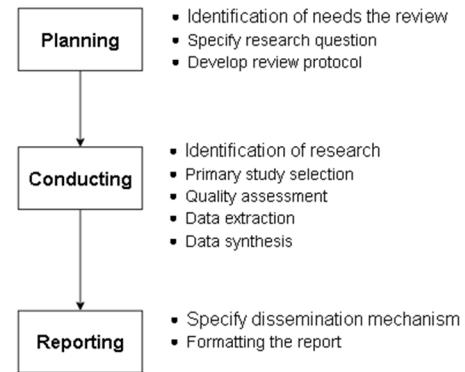


Fig. 1 SLR Process

A. Planning the Review

At this stage, we first defined the need for an SLR based on recent studies about KM's impact on OP based on the phenomenon and recommendations for recent studies, bringing the need to conduct further research activities. Second, we specify two research questions (RQ), and they are how HC mediates KM's impact on OP (RQ1) and the factors that influence KM (RQ2). Third, we developed the SLR protocol, as shown in Table 1.

TABLE I
SLR PROTOCOL

SLR Protocol	Description
Sources searched	Scopus, Science Direct, ACM Digital Library, Emerald Insight, and EBSCOhost
Search terms	(knowledge AND management AND impact AND "organizational performance") AND "factor" AND ("people" OR "employee" OR "worker" OR "human capital")
Inclusion	Year from 2016 to 2021, publication type

SLR Protocol	Description
Exclusion	"journals" or "conferences.", written in English, and the focus of research related knowledge management and human capital impact on organizational performance and knowledge management factor.
Quality assessment criteria	Written non-English, paper cannot be accessed, as Systematic Literature Review Paper, and duplicated paper. <ul style="list-style-type: none"> • clarity of research objectives • contains a literature review, background, and research context • contains related work from previous research • describe the proposed architecture or methodology used • have research results • show relevant conclusions • have future work recommendations or improvements for the future • Scopus indexed
Data extraction strategy	We use a form that contains some information to extract every paper, such as research objectives, research questions, factors affecting KM/organizational performance/ human capital, the impact of KM on organizational performance/human capital, impact of human capital on organization performance, and research result.
Data synthesis strategy	The data synthesis uses a data-driven approach, which is based on the results of the paper extraction. In this data-driven approach, a comparison list for each paper is made to answer the research question.

B. Conducting the Review

In this stage, the identification of research is carried out using a boolean search string on an electronic database of journals that have been determined at the planning stage. We used Mendeley Desktop to manage the references of study that have been obtained from the literature search. Primary studies selection consists of initial search, title and abstract, and full-text selection, as shown in Fig. 2.

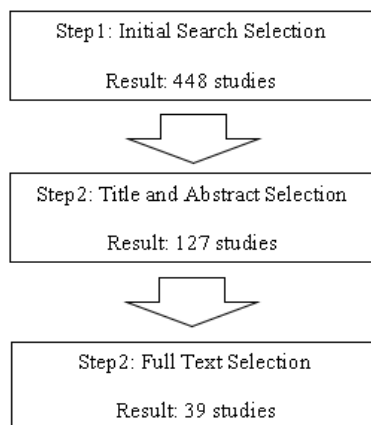


Fig. 2 Primary Studies Selection Process

Based on Figure 2, we have 448 studies from the initial search selection from five journal databases, 127 studies from the title and abstract selection, and finally, 39 studies from the full-text selection. Then, we conducted a quality assessment

for 39 studies with eight criteria determined at the planning stage. We gave a score of 1 if the criteria were met, otherwise 0. From this assessment, we have 37 studies as selected articles that have a minimum score of 7 from Scopus, ACM Digital Library, EBSCOHost, and Emerald Insight, as shown in Table 2.

TABLE II
PRIMARY STUDIES AFTER QUALITY ASSESSMENT

No	Sources	Articles	Total
1	Scopus	[7] [12] [18] [21] [22] [19] [23] [24] [25] [26] [11]	11
2	ACM Digital Library	[27] [28] [29] [10] [3] [30]	6
3	EBSCOHost	[31] [32] [33]	3
4	Emerald Insight	[34] [35] [36] [37] [17] [38] [39] [40] [41] [42] [15] [16] [14] [43] [44] [13] [45]	17
5	ScienceDirect	-	0
Total			37

Data extraction and data synthesis were conducted on 37 articles as primary studies after a quality assessment based on the strategy that was defined in the planning stage. Based on Table 2, we conducted the review on 37 articles as primary studies that came from the year 2016 to 2021 (September) with the distribution increases from the year 2016 to 2020, as shown in Fig. 3.

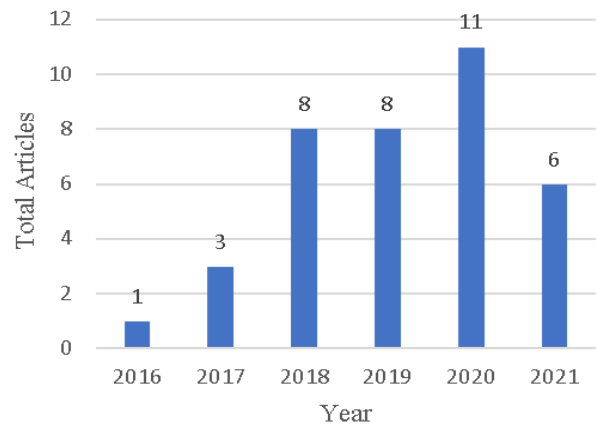


Fig. 3 Articles by Year

The articles can be grouped by nine publishers such as Emerald Publishing Limited, Hindawi, Association for Computing Machinery (ACM), University of Niš (Republic of Serbia), Abasyn University, Wolters Kluwer Medknow Publications, Universidad Nacional Autonoma de Mexico, Sciendo, and Routledge, as shown in Table 3.

TABLE III
ARTICLES BY PUBLISHERS

Publishers	Articles	Total
Emerald Publishing Limited	[34] [35] [36] [37] [17] [39] [40] [41] [42] [15] [16] [14] [43] [44] [13] [45] [38] [12] [25] [11] [23] [19] [21]	24
Hindawi	[7]	1

Publishers	Articles	Total
Association for Computing Machinery	[28] [10] [3] [27] [30] [29]	6
University of Niš (Republic of Serbia)	[32]	1
Abasyn University	[33]	1
Wolters Kluwer	[31]	1
Medknow Publications		
Universidad Nacional Autonoma de Mexico	[26]	1
Sciendo	[18]	1
Routledge	[22]	1

We use some questions for data extraction, including the title of the paper, the writer of the paper, type of publication (journal/conference), year of publication, publisher, publisher rating (Q1/Q2/Q3/Q4/unindexed), research objectives, research questions, Reporting the Review, factors affecting KM/OP/HC, impact of KM on OP/HC, impact of HC on OP, and research results. Meanwhile, we used a data-driven approach for data synthesis based on the results of the paper that SLR has carried out. In this data-driven approach, a comparison list for each paper is made with the criteria detailed in two criteria, including the impact of human capital on organizational performance and knowledge management factors that directly and indirectly affect organizational performance. The SLR result is reported in academic journals and/or conferences as a dissemination mechanism and in a journal or conference paper as report formatting.

III. RESULTS AND DISCUSSION

A. How is HC Mediates KM's Impact on OP?

HC impacts OP by bringing innovation to the product [7], [16], affecting employee job performance [34], encouraging building customer experience and value creation [45], motivating employees to share knowledge, and affecting employees' ability to understand and incorporate new knowledge [18]. HC encourages building customer experiences [45] to increase customer satisfaction as an OP [9] metric. In this case, there is no mediating role between HC and OP. HC directly affects OP.

Meanwhile, HC can create a new product or value creation as an innovation [7], [16], [45] that increases OP [16]. The innovation can be in product and process [36] and has a significant impact on organization [14], [24], [39], [42], [43]. In this case, innovation variables are mediating roles between HC and OP. HC indirectly affects OP through innovation. In another way, HC encourages and stimulates learning [15]. Learning affects individual behavior to implement innovation [17].

In these findings, we can conclude that innovation is an important factor in mediating human capital's impact on organizational performance. Human capital on people needs to make innovation on product or process or both to affect organizational performance. These findings may explain why in research by Sensuse et al [9], KM can impact the people

dimension, but the people dimension has no impact on organizational. The results of this study can be considered in line with Becerra-Fernandez and Sabherwal [2] in the impact of KM on OP but in a different way. KM has an impact on processes and products, but this finding, processes, and products are considered to be included in innovation and people become HC [2], [9].

B. What are the factors that influence the impact of KM on OP?

There are many factors that can affect the implementation of KM which in turn has an impact on OP. Our research finds eight factors that can affect the implementation of KM. They are organizational culture, organizational structure, leadership, trust, technology, strategy, human behavior, and human resources practices, as shown in Table 4. Several factors may influence other factors, such as human resources that can affect human behavior and leadership

TABLE IV
KNOWLEDGE MANAGEMENT FACTORS

KM Factors	Affect to KM		References
	Directly	Mediating (indirectly)	
Organizational Culture	Yes	-	[7] [40]
Organizational structure	Yes	-	[7]
Leadership	Yes	-	[7] [24] [36]
Trust	Yes	-	[7]
Technology	Yes	-	[40] [33] [23]
Strategy	Yes	-	[40] [33]
Human Behavior	Yes	-	[25]
Human Resources Practices	Yes	Human Behavior and Leadership	[44] [12] [15]

One thing that often happens in organizational culture is the reluctance of people to share knowledge because they consider the knowledge they have to be a power that can be reduced or lost if it is shared with others [7] [40]. This is in line with Becerra-Fernandez and Sabherwal [2] revealed that the reluctance of people to contribute to knowledge sharing is the most difficult thing in KM. Some organizations provide rewards, whereas others may create regulations that force employees to do so within a system to overcome the resistance.

Hierarchical organizational structures can affect how often people interact with one another and with whom people want to share knowledge [2]. A bureaucratic and hierarchical organizational structure can limit people in interacting and communicating with each other in teams, departments, or with outside the organization to share knowledge, so it needs an informal aspect in organizational structure [7]. A community of practice is an informal part of an organization, a group of individuals that regularly interact to discuss issues of common interest [2].

Leadership is needed to support and encourage staff to contribute to knowledge sharing within the organization [24] [36]. Moreover, leadership is needed to build a good relationship with staff and build trust and organizational

culture to support knowledge sharing [7]. Meanwhile, trust is needed to overcome people's reluctance to share knowledge [7].

Information technology supports and improves knowledge sharing between people in an organization and becomes a powerful enabler in implementing KM [40]. Information technology supports KM to retain, recall, and utilize knowledge by people [33]. Information technology provides access to databases and repositories that help people to explore and share explicit knowledge [23]. Information technology support KM by enhancing common knowledge or facilitating KM process [2].

KM strategy is needed in allocating resources in KM implementation and contributes to the failure of KM implementation [40]. KM strategy is important that leads to effective KM [7]. The development of a strategy with a clear goal is important for effective KM implementation [33]. Meanwhile, Human behavior is a crucial factor that helps people to create, share, store, and transfer knowledge through motivation, perception, personality, attitude, moods, beliefs, and values, so it needs to create a conducive environment for workers [25]

Human resources (HR) practice recruit new talent or leader that can be developed, retained, and utilized as a source of knowledge creation [44], and motivates an employee to acquire, share and apply knowledge in the organization [12]. Human resources practices are needed to build a good climate for employees, produce leadership, and promote employee behavior to support KM [15].

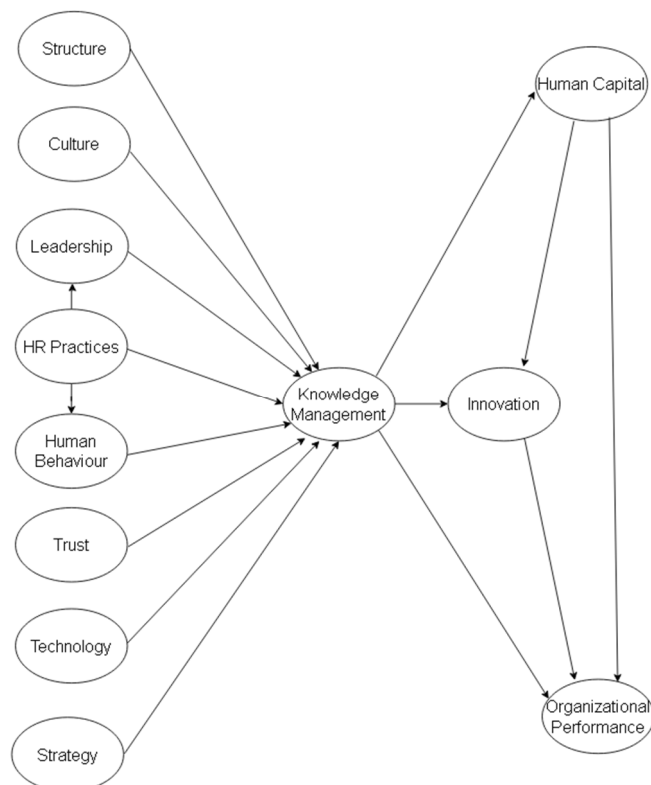


Fig. 4 Conceptual Model of KM Factors and Impact on Organizational Performance

These factors can influence KM implementation, which will impact OP. KM, knowledge sharing, and knowledge management system (KMS) can have a positive impact on OP

[3], [7], [11], [12] directly and indirectly through HC as mediating role [7]. KM can enlarge the knowledge and a precise understanding of business [12], resulting in improved decision making, increasing OP [11]. KM also can enhance HC in the organization [7]

KM, knowledge sharing, and KMS can have a positive impact on innovation [11], [24], [36]. The innovation can be in product and process [36] and has a significant impact on organization [14], [24], [39], [42], [43]. In this case, innovation variables are mediating roles between KM and OP. KM indirectly affects OP through innovation [24], whereas innovation can be on product, process, or both. This finding is in line with Becerra-Fernandez and Sabherwal [2], [9] that KM impacts product and process dimensions then impact on OP. Our findings show that most used innovation rather than product and process dimensions, but both have similarities in how to impact OP but in different ways. These findings can be illustrated with a conceptual model, as shown in Fig. 4.

Fig 4 shows a conceptual model that describes KM factors and their impact on OP through HC and innovation. We can use the model to examine KM factors and impact on OP to use partial least squares techniques [7] and Sensuse et al. [9]. Based on the model, we have eight factors that influence KM implementation in an organization. We recommend that organizations need to pay attention to these factors to support successful KM implementation. This research highlights providing understanding to employees about the importance of sharing knowledge. This research also considers correcting employee misunderstandings that sharing knowledge does not reduce individual strengths. This research emphasizes creating a community of practices, encouraging good relations between subordinates and superiors, and building mutual trust between employees. Also, this research considers the use of proper information technology infrastructure, developing a clear strategy, paying attention to employee psychology, and proper management of human resources. Effective and successful KM will have an impact on HC and innovation, which will ultimately improve OP. In other words, KM has a contribution to HC development that will stimulate innovation in both products or processes in an organization that will lead to the improvement of OP.

IV. CONCLUSION

This study found how HC impacts OP and factors that affect KM implementation. Eight factors directly influence KM implementation: organizational structure, culture, leadership, human resources practices, human behavior, trust, technology, and strategy, which can enhance OP. Meanwhile, human resources practices can indirectly influence KM by mediating leadership and human behavior. Good KM implementation in the organization will ultimately have a good impact on organizational performance.

KM has impacts on OP and HC, whereas HC has impacts on OP. The impact of KM on OP can be mediated by HC and innovation, whereas the HC impact on OP can be mediated by innovation. HC can mediate KM's impact on OP by bringing innovation to the product, affecting employee job performance, and motivating employees to share knowledge. The impact also affects employees' ability to understand and incorporate new knowledge, encouraging building customer experiences to increase customer satisfaction and creating a

new product or value creation as an innovation. In addition, the impact encourages learning and then affects individual behavior to implement innovation. Organizations can use KM and HC to improve their OP, but they must consider the eight factors. This research focuses on the role of HC in mediating KM's impact on OP, so maybe another variable needs to be explored. However, further research involves data collection, and empirical analysis needs to be conducted in an organization to examine the conceptual model.

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