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Article

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Knock! Knock! How Does Knowledge Management Maintain Organizational Performance in Organization? A Systematic Literature Review

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ABSTRACT

Purpose: The aim was to better understand Knowledge Management in organizations by a systematic literature review.

Design/methodology/approach: The present review followed the guidelines of PRISMA and conducted a thematic analysis. It encompassed a comprehensive examination of 24 articles obtained from Scopus, Emerald, and Science Direct databases.

Findings: Based on thematic analysis, this review identifies that knowledge management plays a crucial role in maintaining organizational performance. Through practices such as capturing, storing and sharing relevant knowledge, organizations can improve operational efficiency, innovation and responsiveness to the external environment. In addition, knowledge management also facilitates continuous organizational learning, enabling organizations to adapt to market changes and create added value for stakeholders.

Research limitations/implications: The recent study was limited to empirical research based on three databases and only for research conducted on knowledge management in organizations. These findings are expected to direct future research to ensure the theoretical framework in knowledge management research and have an outlook on influencing resources.

Originality/value: This study has successfully identified the theoretical foundation and resources that affect knowledge management performance. The theoretical foundation for the research is divided into RBV, KBV, and DCV which frame the reviewed study.

Keywords: Knowledge Management, Organizational Performance, Human Resource Management, Organizational Management, Resource Based View, Knowledge Based View

I. Introduction

Having a clear vision or goals is vital for the sustainability of any organization or company, and knowledge management is a critical factor in achieving these objectives. By implementing effective

knowledge management practices, companies can capture and utilize information, create new knowledge, share and learn from it, and manage their intellectual capital to gain sustainable competitive advantages in the long term (Alfawaire & Atan, 2021). It is essential in every industry to keep up with current trends and meet the needs of customers. Not only for marketing orientation but also for managerial implications and to boost organizational performance (Nikitina & Lapiņa, 2019).

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The capacity for knowledge management refers to a company's capability to obtain, distribute, and utilize knowledge in a manner that benefits the organization (Chawla et al., 2022). Such as in the hospitality industry, knowledge management can maximize a hotel's organizational performance by increasing innovation performance (Mota Veiga et al., 2022). According to Voegeli (2021), five-star hotels utilize knowledge management practices at a rudimentary level, and there is a lack of integration of knowledge management processes into the hotel's overall strategy. This underscores the potential for hotel companies to boost their performance by incorporating knowledge management practices. The available search results suggest that organizational performance can be impacted by various factors in the hotel industry. According to Jami Pour & Asarian (2019), by utilizing knowledge management, organizations can enhance their decision-making processes, obtain information more efficiently, expand their market shares, increase flexibility, and promote innovation in their products and services. It is widely acknowledged in the industry that implementing various knowledge management strategies can have a significant impact on achieving the goals of organizations, which ultimately leads to gaining a competitive advantage and organizational performance.

The previous study suggests that knowledge management has a significant positive impact on organizational performance, such as Dzenopoljac et al. (2018), Shahzad et al. (2020), Qader et al. (2022), and Urban & Matela (2022). On the other side, Attia & Salama (2018), Migdadi, (2022), and Chotivanich & Phomcharoen, (2023) has indicated that organizational performance does not be affected significantly by knowledge management. The research gap demonstrated that knowledge management has a number of changeable factors that, in various dimensions, influence its impact on organizational performance. Although several studies have investigated the correlation between knowledge management and organizational performance, there is still a need for more scholars to conduct a systematic review of the literature and examine the existing literature. As stated

by Robinson and Lowe (2015), a standard literature review is rarely exhaustive, prone to reviewer bias, and frequently overlooks variations in the quality of studies, hence a systematic literature review of prior studies is essential. Conducting a systematic literature review (SLR) can ensure a highly effective and top-quality method for exploring and evaluating extensive literature. Organizing the literature in this way is essential for a better understanding of research designs and the procedures used for their selection, implementation, evaluation, and enhancement (Hossain et al., 2022; Aguiar et al., 2023). Several studies have attempted to thoroughly review the topic of knowledge management, however, they have a development-focused approach that focuses on particular items.

The SLR also provides a detailed description of the review process, including keywords and article selection, allowing others to replicate, verify, or explore the study's relevance. The importance of this literature review is that it remains crucial even though many studies have explored the relationship between knowledge management and organizational performance. This is because a literature review enables understanding of the latest developments in the domain, discovering unfilled knowledge gaps, validating previous findings, identifying consensus or controversy in the literature, as well as strengthening research methodologies through learning from previously used approaches. Thus, literature review remains an essential step in deepening understanding, designing quality research, and directing future research in the correlation between knowledge management and organizational performance. A study by Mariano (2023) focuses on knowledge management in small and medium-sized enterprises. To achieve improved outcomes and establish effective knowledge management practices that enhance organizational performance, it is essential to conduct a systematic review of the existing literature. The lack of specific studies on the connection between knowledge management and organizational performance has made it difficult to understand how to systematically assess the material that is already available.

The primary focus of this review is to answer the core question: How can knowledge management enhance organizational performance? The purpose of this study is to analyze the role of knowledge management in maintaining organizational performance by conducting a systematic review of previous studies related to knowledge management and its impact on organizational performance. The purpose was to gain a better understanding of the research pattern, development of the theoretical foundation, and source of influence on organizational performance. Knowledge management was selected due to some reason. Knowledge management is essential for organizations to generate, disseminate, and leverage knowledge throughout the organization, integrating it into organizational processes. This is crucial in order to establish a sustainable competitive advantage (Meher & Mahajan, 2016). Previous studies showed a connection between knowledge management and organizational performance, which giving an impact on the organization's sustainability (Alfawaire & Atan, 2021; Qader et al., 2022).

II. Research Method

The five primary sections used in the current study are PRISMA, resources, inclusion and exclusion criteria, the systematic review process, and data extraction and analysis which are described in this text. The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines were followed in conducting the systematic review (Page et al., 2021). The aim of PRISMA is to provide a complete report of research, enabling readers to evaluate the validity of the methods and the reliability of the results. Presenting and summarizing the features of studies included in a synthesis enables professionals and policymakers to determine how applicable the findings are to their specific context. In order to enhance the existing knowledge regarding the critical success factors in implementing knowledge management

on organizational performance, a systematic review was conducted.

This review employed the PRISMA approach, which is a preferred reporting method for systematic reviews and meta-analysis, as originally outlined by Moher et al. (2009). Boaye Belle & Zhao (2023) claimed that PRISMA is suited for the social science field as it effectively outlines the research questions and the necessity of a systematic review. While PRISMA is commonly used in medical studies, it is capable of identifying the specific criteria for inclusion and exclusion in a given study. Furthermore, PRISMA investigates the scientific literature database at a specific point in time, facilitating a precise search for terms related to knowledge management in organizational performance. Additionally, the utilization of PRISMA allows for the extraction of coded information pertaining to future reviews of organizational management.

The review methodology employed in this study involved utilizing prominent databases, Scopus, along with additional databases such as Emerald and Science Direct. The main databases were chosen due to their extensive coverage across various fields of study, encompassing over 256 subject areas, including management studies. Scopus, in particular, indexes a comprehensive range of 1,810 management-related journals. However, it is important to acknowledge that no single database is flawless or all-encompassing, including Scopus. Therefore, to enhance the likelihood of finding relevant articles, it is recommended by Hossain et al. (2022) to conduct searches across multiple databases. Consequently, the present study also conducted manual searches on reliable sources such as Science Direct and Emerald, as they contain reputable journals related to management studies. For instance, Science Direct offers a total of 1,196 publication titles specifically focused on management studies.

The main steps of article selection are divided into identification, screening, and eligibility. The identification process yielded a total of 80 selected articles from the main databases. Additionally, manual searching using similar keywords was conducted on other databases, resulting in an additional 57 articles.

Overall, a total of 137 articles were retrieved in the first stage of the systematic review process. The first goal of the initial screening phase was to remove any duplicate articles. Eighteen articles were taken out at this stage. Based on specific inclusion and exclusion criteria defined by the researchers, 119 papers were examined in the second stage. In total, 42 articles were disqualified based on these standards.

In the third stage of the review process, known as eligibility assessment, a total of 77 articles were considered. The quality assessment of the articles was determined based on the research question, following the recommendations of Kitchenham and Charters (2007). Ultimately, only 24 articles and one report met the inclusion criteria and were selected for further analysis. Following that, the researcher conducted a thematic analysis that involved recognizing patterns and themes, grouping data, quantifying, noting similarities, and establishing relationships within the abstracted data (Braun & Clarke, 2006). The data analysis process uses Microsoft Excel for data grouping, and NVivo for

data extraction. In this phase, the researcher extracts the data one-by-one based on each article with knowledge management as the main identified role.

The flow diagram of the study in Figure 1.

III. Result & Discussion

A. Distribution of Articles based on Contextual

Twenty-four of the assessed papers used quantitative methods. In order to observe patterns in the number of research publications analyzed in this review between 2013 and 2023, there was a notable rise in publications over this time span. The increase was particularly significant from 2013 to 2022, with 2022 witnessing the highest peak in cumulative publications as served in Figure 2. Based on the research area, the chosen published articles were from 11 different countries and 2 certain regions. Finding that the knowledge management study is mostly comes from

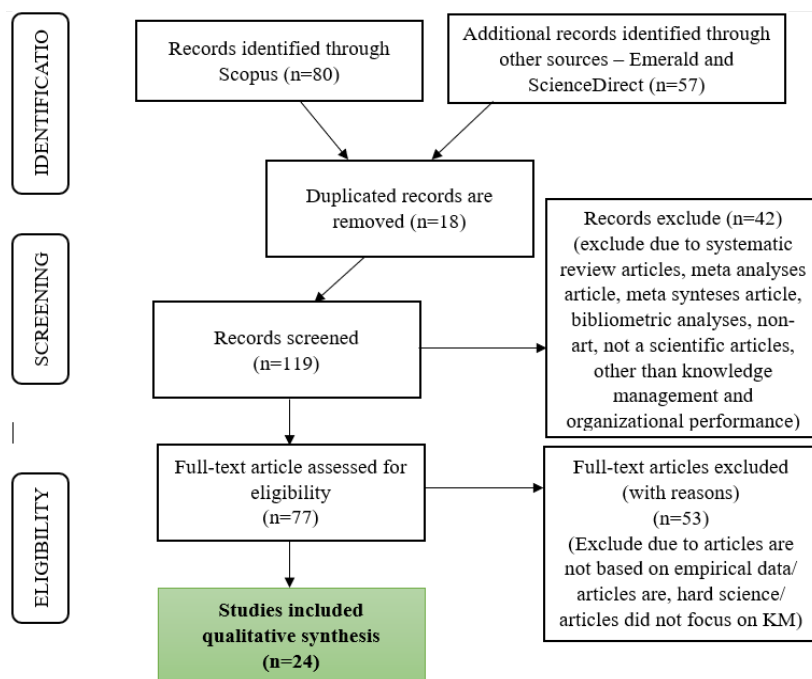


Figure 1. Flow diagram of the study

Asia and limited to the other continent. The details of the distribution location of articles are based in Figure 3.

The contextual aspect based on the reviewed articles' demographic scope outcomes various results. In the case of the study based on Asia and outside of Asia, the extent of demographic elements did not notably affect the effectiveness of knowledge management in enhancing organizational performance. In general, there is not much of a distinction between Asian and non-Asian-based organizations.

The systematic review includes 24 peer-reviewed

articles, and their information is represented in a cumulative frequency distribution chart. The initially published article, authored by Noruzy et al. (2013), focused on applying models to understand the mediating role of knowledge management in conceptualizing and evaluating organizational performance. These 24 articles were published across 13 different journals, as indicated in the Table 1. Notably, a significant portion of the articles appeared in esteemed management journals, including the Journal of Knowledge Management (29.17%), VINE Journal of Information and Knowledge Management Systems (12.50%), Kybernetes (12.50%), and Journal of Enterprise Information Management (8.33%).

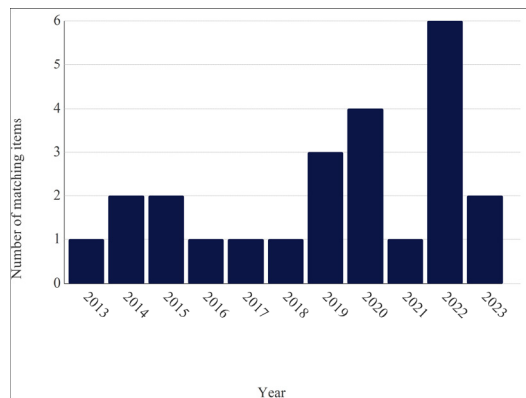


Figure 2. Distribution of articles categories per year

B. Theoretical Framework

Scopus database that represents the quality of the journal. This allows for the analysis of the number of papers for each of these types as well as the pertinent journals advancing the study topic. Between 2013 and 2023, more documents will be indexed in SCOPUS than in the additional databases combined. Theoretical foundations are an important component that drives the literature to explain the issue and

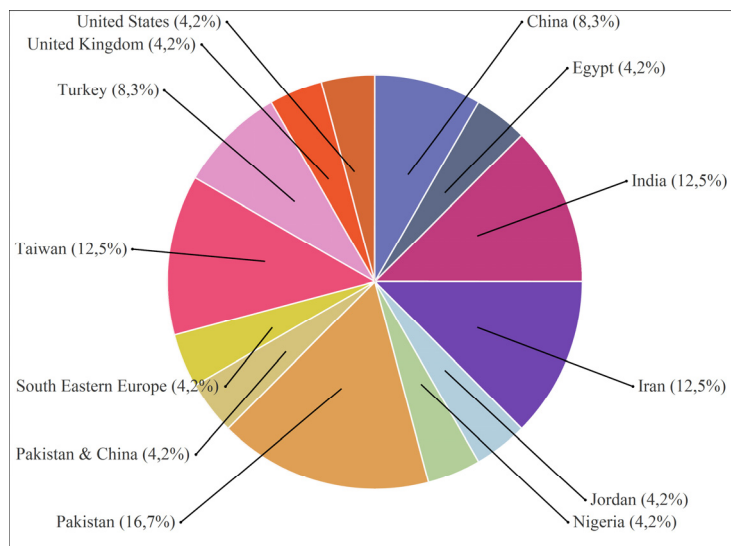


Figure 3. Distribution of articles categories by location of research samples

informs every aspect of it. In the literature regarding knowledge management, the Knowledge-based Theory (n = 14), the Resource-based View (n=9) and the Dynamic Capability View (n=1) are the three prevalent theories that establish the literature.

1. Knowledge-Based View (KBV)

According to Knowledge-Based Views (KBV), an organization's capacity to generate value is primarily dependent on its capacity to obtain, produce, and use knowledge, hence generating an organizational competency that translates into enhanced competencies, aptitudes, and skills (Migdadi, 2022; Vakharia & Poole, 2023). The knowledge-based view is an extension of the resource-based view that views knowledge as the most important strategic resource as the main controlling factor for the company's performance and competitiveness. Knowledge resources are essential to ensure sustainable competitive advantage (Daat & Sanggenafa, 2022). KBV emerges from a competitive strategy around its knowledge and capability resources developed by the company. Organizations must efficiently utilize knowledge and use it as a competitive advantage to meet goals centered on sustainable growth (Shehata, 2015; Jyoti & Rani,

2017; Song et al., 2019; Hu et al., 2022; Thomas et al., 2022; Abbas & Kumari, 2023).

Knowledge have a role as an essential element and primary source that emphasizes the KBV activity that primarily rooted to RBV with the intention of achieve superior performance (Muhammed & Zaim, 2020; Rehman & Iqbal, 2020). Knowledge is how a sharing process of a group of people from different places to start talking to each other, conveying ideas and ideas is now popular with the label learning organization. Knowledge as the basis of intellectual capital creation must be built through a management approach that focuses on human development as human capital (Basuki et al., 2021). Awareness of the application of knowledge management is indispensable in business strategy. Until now, there is still a lot of knowledge management in a company that has not been properly distributed. Its essence is still from individuals, in words, and has not been documented so that if an employee will resign from the company, the knowledge he has cannot be passed on to his successor. This is the reason why the application of knowledge management is an important point for the company (Rangkuti & Nurmianti, 2022).

Cabrera and Cabrera in Wibowo (2019) suggested three organizational interventions to solve the

Table 1. The journal scoop of reviewed articles

| No. | Journal Name | No. of Studies | Percentage (%) |
|-------|--|----------------|----------------|
| 1 | Asian Social Science | 1 | 4,17 |
| 2 | Business Process Management Journal | 1 | 4,17 |
| 3 | International Journal of Productivity and Performance Management | 1 | 4,17 |
| 4 | Journal of Asia Business Studies | 1 | 4,17 |
| 5 | Journal of Documentation | 1 | 4,17 |
| 6 | Journal of Economic and Administrative Sciences | 1 | 4,17 |
| 7 | Journal of Enterprise Information Management | 2 | 8,33 |
| 8 | Journal of Knowledge Management | 7 | 29,17 |
| 9 | Kybernetes | 3 | 12,5 |
| 10 | Personnel Review | 1 | 4,17 |
| 11 | Sustainability Journal | 1 | 4,17 |
| 12 | The International Journal of Advanced Manufacturing Technology | 1 | 4,17 |
| 13 | VINE Journal of Information and Knowledge Management Systems | 3 | 12,5 |
| Total | | 24 | 100,03 |

knowledge sharing problem, namely:

- 1) Interventions in organizational reward systems and reciprocal benefits. This type of intervention can be felt by knowledge workers, especially if it is supported by information system technology that makes it easy for knowledge workers to calculate organizational rewards and benefits.
- 2) Intervention in improving the self-reputation of knowledge workers. Workers who want to have a good reputation are willing to share their valuable knowledge with other workers.
- 3) Intervention in generating a sense of happiness from helping others. This intervention encourages a person, to be willing to share knowledge with others.

The Knowledge-Based View (KBV) emphasizes the importance of knowledge in creating value for organizations. Knowledge is considered a key strategic resource that influences a firm's performance and competitiveness. KBV states that organizations must be effective in managing, developing and using knowledge to achieve long-term competitive advantage. The application of knowledge management is key in ensuring that the knowledge owned by the organization is effectively conveyed, optimizing competitive advantage, and achieving sustainable growth. In addition, to improve knowledge sharing issues, organizational interventions such as changes in the reward system and an organizational culture that supports collaboration and learning need to be implemented.

2. Resource-Based View (RBV)

The organization is viewed by the RBV as a collection of valuable resources. Resources are the fundamental components of a business and should only be acquired to gain a competitive edge, whereas capabilities refer to a company's capacity to discover, develop, and use valuable resources (Asiaei et al., 2021). The resource-based view (RBV) was first developed in the field of strategic management to understand organizational internal strengths and

weaknesses and their relationship with competitiveness and performance (M. Shahzad et al., 2020). It suggests that the main sources of competitive advantage over competitors are both competencies and resources. A company can have a sustained competitive advantage if it possesses uncommon, precious, non-replaceable, and unique resources (Alfawaire & Atan, 2021; Asiaei et al., 2021; Abbas & Khan, 2022).

This Resource Based View (RBV) method examines a company's assets, expertise, capabilities, and intangible assets, including its internal resources, and determines its strategic advantage. RBV emphasizes strategic choices, optimizing human resources, managing, identifying, developing and using key resources to maximize firm value (Sukma, 2018). The Resource Based View (RBV) approach highlights a company's capabilities and resources that are unique to that company and add significant value to the company (Lubis, 2023). According to the resource-based view, each organization of any scope is explored as a set of resources. The most basic need is the selection of such capabilities of an organization that constitute core competencies. In other words, there are valuable, rare, non-imitable capabilities that are capable of providing an organization's long-term competitive advantage (Tanny & Putri, 2017).

In the RBV concept, the focus of attention is the problem of internal resources. For companies that implement RBV, they must be able to manage these internal resources through various strategies that make them able to compete for a long time (Rahadian, 2017). According to Barner (2001), the success of an organization is determined by internal resources which are grouped into 3 categories:

1. Physical resources, including all plants, equipment, locations, technology, and raw materials.
2. Human resources, including all employees, along with their training, experience, intelligence, knowledge, skills and abilities.
3. Organizational resources, including company structure, planning processes, information systems, patents, trademarks, copyrights, databases, and so on.

Thus, the Resource-Based View (RBV) is an approach in strategic management that considers an organization as a collection of valuable resources that must be leveraged to achieve competitive advantage. RBV highlights the importance of a company's ability to find, develop, and use valuable resources to improve performance. Resources that are rare, valuable, inimitable, and unique can provide long-term competitive advantage. RBV emphasizes the need for human resource optimization, management, identification, and development of key resources to maximize firm value. In addition, RBV highlights the importance of internal resource management, including physical, human, and organizational resources, to achieve long-term success in market competition.

3. Dynamic Capability View (DCV)

The DCV is an organizational performance-related theory that highlights the value of a company's capacity for adaptation to changing conditions (Lambourdière et al., 2022). Turulja & Bajgoric (2018) model's emphasis on the dynamic capability aspect such as IT, KM, and HRM capability, have a significant relation to organizational performance. From the model, the dynamic capability could gain superior business performance through empirical and developed tests. DCV also leads the company's development that directs to quickly adapting to transform business situations. This refers to the purpose, of aiming for a competitive advantage (Teece, 2020; Modgil et al., 2022).

Dynamic capabilities are derived from routine activities in a strategic manner, so that the company is able to deal with market changes. Dynamic capability view (DCV) has its roots in resources based theory (RBT). RBT states that competitive advantage comes from empowering resources that have characteristics: (1) valuable, (2) rare, (3) inimitability and (4) non-substitutable (Rachmawati, 2015). For companies, the most valuable knowledge is knowledge that already belongs to the organization. For this reason, effective knowledge management is needed

by providing a conducive learning habitat where mutual trust is built so that employees feel the need to share knowledge. Because there is mutual trust and motivation to share knowledge, a conducive learning habitat will also facilitate the formation of employee profiles that have type T expertise, namely experts in their fields as well as being able to collaborate. Information technology is also a factor that supports the effectiveness of knowledge management (Kristinawati & Tjakraatmadja, 2018).

Thus, the Dynamic Capability View (DCV) is a theory that highlights the importance of firm adaptation to changing conditions in achieving superior organizational performance. DCV emphasizes that dynamic capabilities such as IT, knowledge management, and human resource management have a significant relationship with organizational performance. These dynamic capabilities are developed through the strategic execution of routine activities, enabling firms to adapt to market fluctuations. DCV is rooted in Resource-Based Theory (RBT), which emphasizes that competitive advantage comes from the empowerment of valuable, rare, inimitable, and irreplaceable resources. In the context of knowledge management, DCV highlights the importance of creating a conducive learning environment and utilizing information technology to support effective knowledge exchange among employees.

According to Teece in Asrunputri & Zulkarnaen (2019) dynamic capabilities can be divided into three categories, namely: 1) sensing capability; 2) seizing capability; 3) reconfiguring capability. Sensing capability is how the organization identifies opportunities that can be obtained by the organization by evaluating the environment. Meanwhile, seizing capability is when the opportunity is perceived, the opportunity must be grabbed and the value and potential of the opportunity must be realized. Seizing capability serves to choose the right technology or choose target consumers. Reconfiguring capability is when the opportunity is perceived and seized, the opportunity must be reconfigured. Reconfiguring capability means the ability to recombine and reconfigure the resource base to help the organization respond to

changes and opportunities within and outside the scope of the organization.

Based on a systematic review of 24 articles about knowledge management and organizational performance, specifically the resources that affect the establishment of a degree of involvement, Table 2 presents a balanced composition of research that addresses knowledge-based and organizational resources by thematic analysis. There are a total of 15 papers on organizational resources, 3 articles on knowledge-based resources with different sorts of specialized resources, and 6 articles that combine these two categories of resources into one research model.

According to this review, each of the 24 articles under consideration has a distinct theoretical stance that explains how knowledge management functions and is complemented by additional resources to enhance organizational performance. Table 2 demonstrates that the two theories that dominated knowledge management research were the knowledge-based view and the resource-based view. This circumstance is a result of the organization's or company's goal to obtain a competitive advantage in the extremely competitive industry. Studies that emphasize the Knowledge-based View focus on knowledge management itself and how to utilize knowledge in an organization to gain organizational performance (Jami Pour & Asarian, 2019; Rehman & Iqbal, 2020; Vakharia & Poole, 2023). In the other studies, the organization must consider other organizational resources to achieve a competitive advantage that aims at the organizational performance.

Both theoretical frameworks can lead to the knowledge management roles in the organization and how it works to gain the organization's performance.

C. Thematic Analysis

1. Organizational resources

The term "organizational resources" describes how employees interact with the contextual, distal, "upstream," or system-level elements of the workplace (Albrecht et al., 2018). Knowledge generation, incorporation, mobilization, and harnessing with other organizational resources improves competencies and operational efficiency, enables proactive response to developments in unstable markets, and fosters creativity and innovation. It also increases the ability to take advantage of new opportunities when customer preferences change. This can lead to achieving competitive advantage and gaining organizational performance (Noruzy et al., 2013; Bamel & Bamel, 2018; Migdadi, 2022).

2. Knowledge-based resources

Employees' intangible knowledge is referred to as knowledge-based resources since it can help an organization establish a competitive advantage. Specific talents, such as technical, creative, and collaborative skills, are examples of knowledge-based resources that are directly applicable to the

Table 2. Distribution of theoretical framework in knowledge management articles

| No. | Name Of Theory Framework | Number of Studies | Literature That Referring to The Theory |
|-----|-------------------------------|-------------------|---|
| 2 | Knowledge-based View (KBV) | 16 | (Lin, 2014; Wu & Chen, 2014; Shehata, 2015; Tseng, 2016; Jyoti & Rani, 2017; Iqbal et al., 2019; Jami Pour & Asarian, 2019; Song et al., 2019; Gürlek & Çemberci, 2020; Muhammed & Zaim, 2020; Rehman & Iqbal, 2020; Hu et al., 2022; Migdadi, 2022; Thomas et al., 2022; Abbas & Kumari, 2023; Vakharia & Poole, 2023) |
| 3 | Resource-based View (RBV) | 7 | (Noruzy et al., 2013; Aliyu et al., 2015; Shahzad et al., 2020; Asiaei et al., 2021; Abbas & Khan, 2022; Chawla et al., 2022; Dash, 2022) |
| 1 | Dynamic Capability View (DCV) | 1 | (Turulja & Bajgoric, 2018) |

coordination and integration of interdisciplinary teamwork (Hu et al., 2022; Ouriques et al., 2023). When KBRs participate in tasks that demand communication between people both inside and outside the organization, they get greater attention (Mjahed Hammami et al., 2021). Roles involving knowledge-based resources are also essential for enhancing organizational innovation competency (Baik & Kang, 2020; Le, 2023).

The resources linked to knowledge management are displayed in Table 3. The Knowledge-based Resource is based on the system and intangible resources of employees. It describes the operation of knowledge management in an organizational setting and how performance is affected by it. The resources depend on the human resources and managers or company officials. Such as KM strategy, KM evolution, KM system, and effective knowledge management are impacting knowledge management performance. Despite that, based on Organizational Resources there are many resources in the organization that can associated with knowledge management that can lead to organizational performance. Resources like innovation, organizational culture, and leadership are suitable to collaborate and corporate with knowledge management to achieve high organizational

performance. By collaborating both resources create more in-depth research in knowledge management study. This is so that high organizational performance can be attained by growing knowledge management on its own and integrating it with other resources to create ideal match work.

IV. Conclusion

The knowledge management studies' understanding of research patterns has been filled by the present study. The domains and variables that were produced from the study's findings could advance current knowledge in the field of academic study (organizational management) and have filled any gaps in the literature. Through a systematic quantitative review, this study synthesized 24 reviewed articles to examine the theoretical and research pattern applied to the relationship between knowledge management and organizational performance. By applying the same methodology to other subject areas in general and the knowledge management context specifically, this type of evaluation could address significant

Tabel 3. Thematic analysis

| Resources Research in Studies | Number of Studies | Author and Year Publication |
|--|-------------------|--|
| Organizational Resources Innovation (n=5); organizational culture (n=4); leadership (n=2) ; human resources management (n=2); information technology (n=2); total quality management (n=1); organizational agility (n=1); incentives (n=1); high performance work system (n=1); performance measurement system (n=1); strategic orientations (n=1); customer knowledge (n=1); organizational structure (n=1); staff skill (n=1); customer centricity (n=1); market orientation (n=1); trust (n=1); organizational climate (n=1); nature of work (n=1); organizational justice (n=1); organizational commitment (n=1) | 15 | (Aliyu et al., 2015; Tseng, 2016; Jyoti & Rani, 2017; Turulja & Bajgoric, 2018; Iqbal et al., 2019; Jami Pour & Asarian, 2019; Shahzad et al., 2020; Asiaei et al., 2021; Abbas & Khan, 2022; Chawla et al., 2022; Dash, 2022; Migdadi, 2022; Thomas et al., 2022; Abbas & Kumari, 2023; Vakharia & Poole, 2023) |
| Knowledge-based Resources KM strategy (n=1); KM evolution (n=1); effective knowledge management (n=1); KM system (n=1) | 3 | (Lin, 2014; Shehata, 2015; Hu et al., 2022) |
| Combination of Organizational and Knowledge-based Resources | 6 | (Noruzy et al., 2013; Wu & Chen, 2014; Song et al., 2019; Gürlek & Çemberci, 2020; Muhammed & Zaim, 2020; Rehman & Iqbal, 2020) |

worldwide concerns related to the shortage of studies. This systematic review study hopefully could facilitate information to the decision-makers, managers, and the rest element of the organization in case of adopting knowledge management to increase organizational performance. The review concluded that the relationship between knowledge management and organizational performance have various result with some factor and resources. Also, different types of organizations could change the effect of knowledge management on organizational performance.

This study contributes to the body of literature by articulating the various viewpoints of organizations that either collaborate with other resources or use knowledge management as a system. Furthermore, this research highlights gaps in the literature, particularly in the areas of knowledge management and organizational performance, and offers an overview and insight into earlier empirical investigations that were conducted in diverse managerial situation. Along with the limits of this study, instructions and suggestions for further research are also given. There are a few restrictions on this study, though. First, the environment of technological adaption should be carefully evaluated, even though this study may have successfully identified prospective elements that can influence the development of knowledge management. Each organization uses technology differently, especially when it comes to organizations from diverse industries and nations. This undoubtedly has an impact on how well knowledge management functions and is applied. To create evidence-based comparisons on technology adaption, future research may take into account performing cross-country analyses in a range of developed and developing nations. The selection of the research terms and the scope of the study is a limitation of a systematic literature review approach. According to existing research, the search phrases used for this review were only relevant to knowledge management in organizations. The presented study has several suggestions for future research, such as the importance of conducting diverse studies in the field of knowledge management and exploring different countries,

including Europe, South America, and Asia. The discussion is in depth focusing on the knowledge management roles in Asia and how it can work better on organizational performance.

The results of the study have several implications for future research. The prevalence of KBV and RBV theories in comprehending the development of knowledge management in many circumstances makes this research theoretically relevant. These two theories, which place a strong emphasis on resource ownership for achieving high performance inside the organization, can offer a sound theoretical basis. Additionally, this study has management significance. The focus of most knowledge management literature is on organizational performance. As a result, the influence of employee knowledge encouraging personal competitive advantage—an area that has received less attention in previous studies—will be examined in greater detail in the upcoming research.

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