

The Role of Knowledge Management: Organizational Culture and Leadership in Shaping Competitive Advantage



Aisyah Ratnasari^{1*}, Heri Sapari Kahpi², Septantri Shinta Wulandari³

¹Department of Management, Faculty of Economics and Business, Syekh-Yusuf Islamic University, Indonesia

^{2,3}Department of Management, Faculty of Economics and Business, University of Banten, Indonesia

ABSTRACT: This study looks into the relationship between knowledge management and Organizational competitive advantage. It investigates how knowledge management practises might help to mitigate the impact of Organizational culture and leadership on attaining a competitive advantage in the marketplace. A quantitative research approach is used to obtain data from employees in various organisations via questionnaires. The findings emphasise the critical role of knowledge management in encouraging innovation, improving decision-making, and increasing operational efficiency, all of which contribute to competitive advantage. The research also highlights the role of Organizational culture and leadership in fostering knowledge sharing and use. The research's results emphasise cultivating a positive culture, investing in leadership skills, and dedicating resources to support knowledge management activities. While the study has limitations, such as its specific context and reliance on self-reported data, future research recommendations include longitudinal studies, comparative analyses, qualitative investigations, and investigating the impact of technology on knowledge management and competitive advantage. This study offers useful insights for organisations seeking to leverage knowledge management for long-term competitive advantage in today's volatile business market.

KEYWORDS: Organizational culture, leadership, knowledge management, competitive advantage

INTRODUCTION

Organisations face severe competition and the need to innovate and adapt in today's fast-changing business world continuously (Lomineishvili, 2021). Organisations recognise the necessity of exploiting information as a strategic advantage to succeed in this dynamic environment (Schilke, 2014). Knowledge management, or the production, acquisition, sharing, and use of knowledge inside an organisation, is critical to achieving competitive advantage (Mahdi & Nassar, 2021). Organizational culture and leadership are important elements in determining the success of knowledge management projects (Wiewiora et al., 2014). The common values, beliefs, and standards that influence behaviours and decision-making inside an organisation are reflected in Organizational culture (Warrick, 2017). A culture that values knowledge exchange, cooperation, and constant learning creates an environment conducive to successful knowledge management (Santos et al., 2015). Leadership, on the other hand, is critical in creating a culture that promotes knowledge management (Sadeghi & Rad, 2018). Effective leaders encourage a knowledge-sharing mindset, set clear goals and expectations, allocate resources for knowledge management efforts, and serve as role models for information-sharing behaviours (Memon et al., 2020).

Knowledge management can contribute to developing a lasting competitive advantage when integrated into the Organizational culture and supported by competent leadership (Omotayo, 2015). Organisations may increase innovation, operational efficiency, customer experiences, and strategic decisions by efficiently managing and using knowledge assets (Bag et al., 2021). The capacity to draw into employee collective knowledge, capture and use external knowledge, and develop a continuous learning culture can offer organisations a competitive advantage (Moustaghfir & Schiuma, 2013). Despite acknowledging the importance of knowledge management, organisations need help in effectively adopting and sustaining knowledge management programmes (Hislop et al., 2018). Resistance to information sharing, a lack of supporting Organizational culture, insufficient leadership support, and difficulty in capturing and codifying tacit knowledge are all obstacles (Caballero-Anthony et al., 2021). Understanding the interaction between knowledge management, Organizational culture, and leadership is critical for organisations seeking to build and sustain a competitive advantage in the knowledge economy (Ahmady et al., 2016).

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As a result, this research aims to investigate the impact of knowledge management, Organizational culture, and leadership in building competitive advantage. The study aims to provide insights into the practices, tactics, and interventions organisations can use to effectively exploit knowledge assets, build a knowledge-sharing culture, and develop a competitive advantage by investigating the relationship between these characteristics. The findings of this study will add to the existing knowledge management literature and have practical implications for organisations looking to improve their competitiveness through effective knowledge management practices.

Despite a growing corpus of literature on knowledge management, Organizational culture, leadership, and competitive advantage, many study gaps exist in understanding how these variables interact. To begin, while prior research has looked at the individual effects of knowledge management, Organizational culture, and leadership on competitive advantage, a more comprehensive study is needed to examine the combined impact of these aspects. Understanding how knowledge management practises, as influenced by Organizational culture and leadership, help to attain a competitive advantage is an uncharted subject. Furthermore, present research frequently focuses on the effect of knowledge management in isolation, ignoring the critical importance of Organizational culture and leadership. This research gap necessitates a more comprehensive strategy that acknowledges the combinatorial effects of these variables on competitive advantage. This study tries to bridge this gap and provide a more thorough understanding of their combined impact by analysing the relationships between knowledge management, Organizational culture, and leadership.

Furthermore, while some studies have looked into the relationship between knowledge management, Organizational culture, leadership, and competitive advantage, there still needs to be more research that specifically looks at the role of knowledge management in shaping competitive advantage through Organizational culture and leadership. This study is unique because it investigates how knowledge management practices, guided by a supportive Organizational culture and strong leadership, can lead to a long-term competitive advantage. The study intends to elucidate how these variables interact and how they contribute to gaining a competitive advantage in a dynamic business environment.

This study adds to the existing literature by addressing these research gaps and emphasising the integrated function of knowledge management, Organizational culture, and leadership. The research findings will provide important insights into the tactics and actions that organisations may use to effectively utilise knowledge, promote a knowledge-sharing culture, and develop a competitive advantage. The study's novel approach advances knowledge management theory while providing practical implications for organisations striving to improve their competitive position in today's knowledge-driven economy.

LITERATURE REVIEW

Organizational culture and leadership are important factors in establishing a competitive advantage through knowledge management (Adeinat & Abdulfatah, 2019; Azeem et al., 2021; Mahdi & Nassar, 2021; Mansouri et al., 2018). Organizational culture establishes the tone for information exchange, cooperation, and continual learning, fostering an atmosphere conducive to efficient knowledge management practices (Gope et al., 2018). A good and supportive culture encourages people to contribute their knowledge and expertise by fostering a sense of trust, openness, and innovation (Berraies et al., 2021). In contrast, leadership is critical in shaping and influencing organizational culture (Eratosun & Adiguzel, 2018). Setting clear goals, assigning resources, and leading by example are all ways that effective leaders build and maintain a culture that appreciates and supports knowledge management (Wang et al., 2014). Organizations can obtain a competitive advantage by aligning organizational culture and leadership with knowledge management practices (El-Farr & Hosseingholizadeh, 2019). Organizations can stimulate innovation, enhance operational efficiency, and deliver superior products or services by properly managing knowledge resources (Rajapathirana & Hui, 2018). A culture that promotes constant learning and adaptation allows businesses to stay ahead of the competition by adapting rapidly to changing market conditions and client demands (Hayward, 2021). Effective leadership integrates knowledge management projects into the organization's strategic vision, providing the necessary support and resources for successful implementation (Garrido-Moreno et al., 2014).

Furthermore, knowledge management becomes a source of competitive advantage in and of itself (Mahdi et al., 2019). Organizations that acquire, store, manage, and exchange knowledge efficiently can use it to generate distinctive products, improve consumer experiences, and make educated decisions (Chandrasegaran et al., 2013). Organizations better understand industry trends, customer preferences, and future possibilities when they can access and utilize both internal and external knowledge resources (Nguyen et al., 2015). This knowledge-driven approach enables businesses to differentiate themselves and obtain a competitive advantage in the market (Kangru et al., 2020). Organizational culture and leadership are critical factors in determining competitive advantage through knowledge management (Arsawan et al., 2022). A supportive culture that promotes knowledge sharing, combined with good leadership, fosters the growth of knowledge management practices (Khan & Khan, 2019). Organizations may promote innovation, increase operational efficiency, and remain ahead of the competition by

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exploiting their collective expertise (Allal-Chérif et al., 2022). Successful knowledge management integration into organizational culture and leadership practises enables organizations to build and preserve a competitive advantage in today's volatile business landscape (Lin & Chen, 2017). Based on the literature review and previous research findings, the hypotheses proposed for this study are as follows:

Hypothesis 1: Organizational culture relates on knowledge management

Hypothesis 2: Organizational culture relates on competitive advantage

Hypothesis 3: Leadership relates on knowledge management

Hypothesis 4: Leadership relates on competitive advantage

Hypothesis 5: Knowledge management relates on competitive advantage

Hypothesis 6: Knowledge management mediates the relationship between organizational culture and competitive advantage

Hypothesis 7: Knowledge management mediates the relationship leadership culture and competitive advantage

METHODOLOGY

The methodology for this study will employ a quantitative approach using a cross-sectional research design. Data will be collected through surveys administered to employees within the organization who are involved in knowledge management practices, organizational culture, leadership, and competitive advantage. The questionnaire will consist of Likert scale items to measure respondents' perceptions of organizational culture, leadership styles, knowledge management practices, and competitive advantage outcome. The questionnaire involved top management in the Serang Regency shoe industry with 150 questionnaires distributed to participants via Email and WhatsApp in the form of a Google Form, out of which 148 questionnaires were returned and 123 questionnaires were completed and subsequently analyzed further. The collected data will be analyzed using statistical techniques such as correlation analysis and regression analysis to examine the relationships between the variables. Additionally, mediation analysis may be conducted to explore the potential mediating effects of knowledge management on the relationship between organizational culture, leadership, and competitive advantage. The findings from this study will provide valuable insights into the role of knowledge management in mediating the relationship between organizational culture, leadership, and competitive advantage. It will contribute to the existing body of knowledge by providing empirical evidence and practical implications for organizations seeking to leverage knowledge management practices to enhance competitive advantage.

FINDINGS AND DISCUSSION

Assessment of the structural model

After confirming the model's validity (as shown in Table 1), the analysis used 123 responses to evaluate the structural model and assess the significance of the path coefficients. Figure 1 and Table 1 display the regression weights of the structural model.

Table 1. Confirmatory factor analysis with reliability and validity statistic

Construct	Items	Outer Loading	α	rho_A	CR	AVE
Organizational Culture	ORCU1=Our company appreciates and supports an environment that values open and honest communication	0.957	0.979	0.983	0.982	0.889
	ORCU2=Employees don't worry about being punished when they voice their ideas and opinions	0.960				
	ORCU3Within our firm, cooperation and teamwork are strongly valued and nurtured	0.906				
	ORCU4=We strongly believe in diversity and inclusion and value people from all origins and viewpoints	0.955				
	ORCU5=Our corporate culture places a strong emphasis on workers' ongoing	0.974				

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	professional growth					
	ORCU6=Our work is strongly motivated by shared values and a joint mission	0.900				
	ORCU7=Work-life balance and employee well-being are prioritized because they are essential elements of our company culture	0.944				
Leadership	LEAD1=Our executives exhibit a distinct vision and offer the organization's strategic direction	0.923	0.917	0.92	0.937	0.683
	LEAD2=To inspire and motivate employees, our organization's leaders effectively convey our aims and expectations	0.861				
	LEAD3=Our leaders generate trust and goodwill by demonstrating outstanding interpersonal skills	0.644				
	LEAD4=Leadership encourages people to take measured risks and fosters an innovative culture	0.897				
	LEAD5=To improve employees' abilities and career development, our leaders actively mentor and develop staff members	0.849				
	LEAD6=Our organization's leaders encourage accountability and hold themselves and others accountable for outcomes	0.625				
	LEAD7-The organization's leadership exhibits a dedication to moral and responsible decision-making	0.925				
Knowledge Management	KNOW1=Our business has established well-defined systems and processes for gathering and storing knowledge	0.881	0.913	0.941	0.925	0.638
	KNOW2=A centralized knowledge repository that makes sharing and retrieving information easier is accessible to employees	0.738				
	KNOW3=We have put in place procedures to promote employee cooperation and knowledge sharing	0.762				
	KNOW4=Our company encourages lifelong learning and allows staff members to expand their skill sets	0.858				
	KNOW5=We evaluate the efficiency of knowledge consumption and transfer inside the company	0.711				
	KNOW6=Our decision-making procedures incorporate knowledge management approaches	0.762				

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	KNOW7=Our company encourages staff members to share information and perspectives to advance organizational understanding	0.862				
Competitive Advantage	COMP1=Our company stands out from rivals thanks to its distinctive resources and talents	0.950	0.97	0.97	0.975	0.849
	COMP2=We regularly track and examine the competitive landscape to spot possibilities and dangers	0.844				
	COMP3=Our company continuously innovates and adapts to stay abreast of consumer tastes and market changes	0.961				
	COMP4=We have a competitive advantage because of our solid brand reputation and devoted consumer base	0.936				
	COMP5=Our company efficiently uses technology and digital platforms to strengthen our position in the market	0.836				
	COMP6=Our clear market positioning strategy enables us to target and cater to our chosen market groups successfully	0.956				
	COMP7=Our company makes R&D investments to produce fresh goods or services that give us a competitive edge	0.954				

Table 2. Fornell-Larcker Criterion

*) Construct	COMP	KNOW	LEAD	ORCU
Competitive Advantage	0.921			
Knowledge Management	0.74	0.799		
Leadership	0.586	0.584	0.826	
Organizational Culture	0.5	0.466	0.384	0.943

*) ORCU=Organizational Culture; LEAD=Leadership; KNOW=Knowledge Management; COMP=Competitive Advantage

Table 3. Heterotrait-Monotrait Ratio (HTMT)

*) Construct	COMP	KNOW	LEAD	ORCU
Competitive Advantage				
Knowledge Management	0.715			
Leadership	0.619	0.614		
Organizational Culture	0.507	0.451	0.403	

*) ORCU=Organizational Culture; LEAD=Leadership; KNOW=Knowledge Management; COMP=Competitive Advantage

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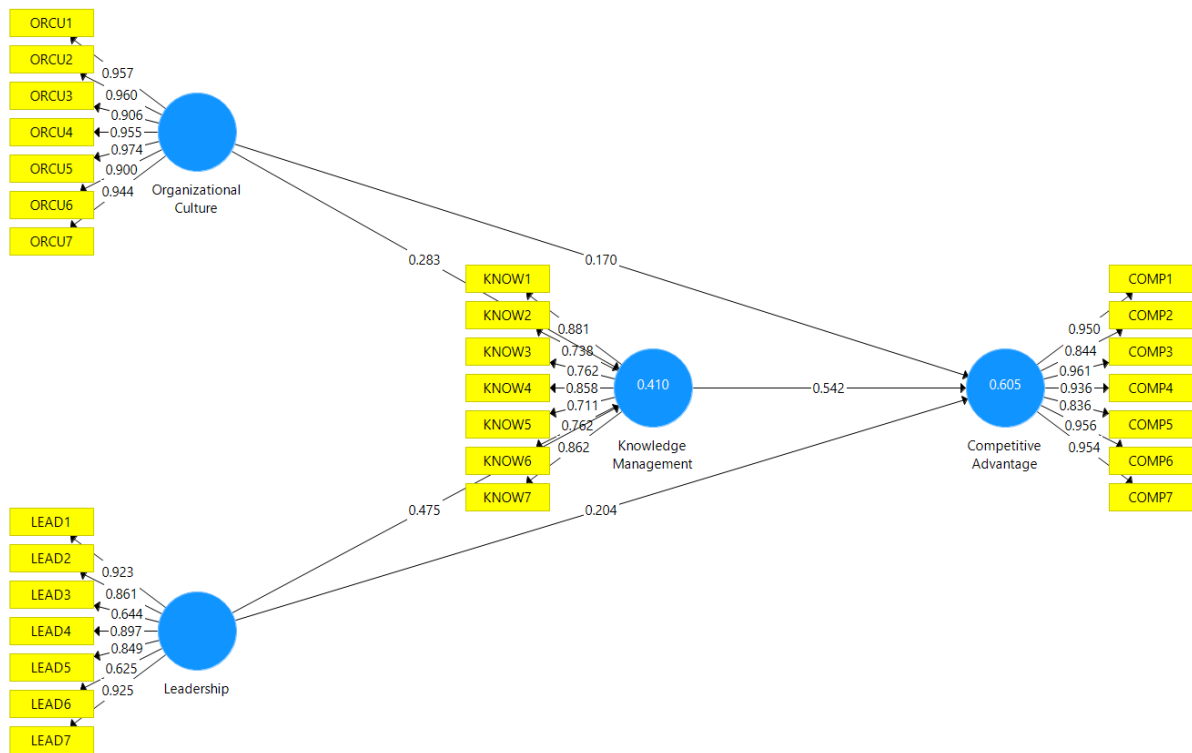


Figure 1. PLS Algorithm

Inner Model Test

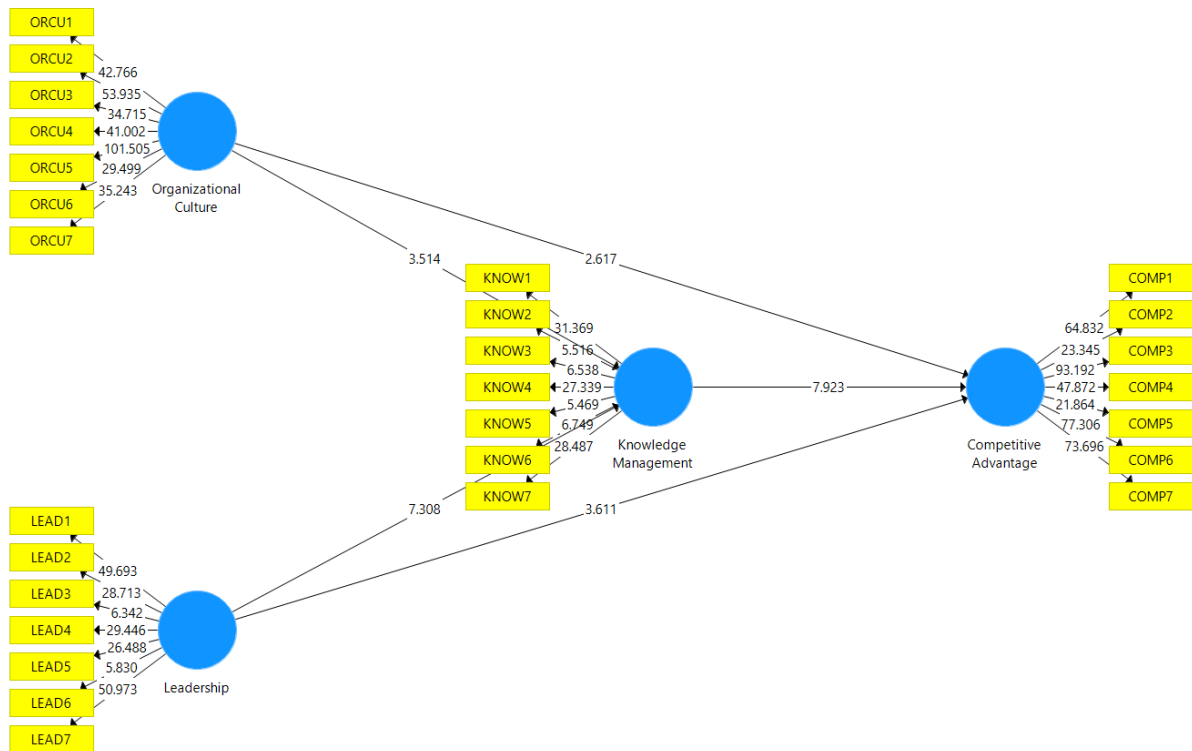


Figure 2. Bootstrapping Analysis

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Direct relationship

Table 4. Path Analysis

Hypothesis	Construct *)	Original Sample	Standard Deviation	T Statistics	P Values	Remark
H1	ORCU -> KNOW	0.283	0.081	3.514	0.000	Accepted
H2	ORCU -> COMP	0.17	0.065	2.617	0.009	Accepted
H3	LEAD -> KNOW	0.475	0.065	7.308	0.000	Accepted
H4	LEAD -> COMP	0.204	0.056	3.611	0.000	Accepted
H5	KNOW -> COMP	0.542	0.068	7.923	0.000	Accepted

*) ORCU=Organizational Culture; LEAD=Leadership; KNOW=Knowledge Management; COMP=Competitive Advantage

Indirect relationship

Table 5. Mediation test

Hypothesis	Construct *)	Original Sample	Standard Deviation	T Statistics	P Values	Remark
H6	ORCU -> KNOW -> COMP	0.154	0.047	3.235	0.001	Accepted
H7	LEAD -> KNOW -> COMP	0.257	0.041	6.225	0.000	Accepted

*) ORCU=Organizational Culture; LEAD=Leadership; KNOW=Knowledge Management; COMP=Competitive Advantage

Organizational culture has a significant impact on knowledge management practices within an organization (H1 Accepted). A robust, supportive culture that encourages information sharing, cooperation, and ongoing learning promotes effective knowledge management. Employees are encouraged to openly share their expertise, experiences, and best practices in such a culture, resulting in the production and distribution of useful knowledge throughout the organization. Because employees can access various knowledge and opinions, an open and collaborative atmosphere fosters innovation, problem-solving, and informed decision-making. On the other hand, a culture that discourages knowledge sharing or lacks openness might stymie knowledge management efforts, resulting in knowledge silos and missed chances for organizational learning and progress. As a result, organizations aiming to harness their knowledge assets and gain a competitive advantage in today's knowledge-driven economy must cultivate a positive organizational culture that fosters and supports knowledge management.

Organizational culture is critical in shaping a company's competitive edge (H2 Accepted). Employees are empowered to drive excellent performance and give exceptional value to consumers when a strong and positive culture supports creativity, collaboration, and customer-centricity. It promotes employee ownership, engagement, and commitment, increasing productivity and customer happiness. A culture like this allows organizations to adjust to market changes quickly, anticipate client wants, and stay ahead of the competition. Furthermore, a positive culture fosters knowledge exchange, learning, and continual improvement, laying the groundwork for innovation and difference. On the other hand, a negative or dysfunctional culture might impede the organization's ability to compete effectively, leading to inefficiency, poor decision-making, and decreased customer satisfaction. As a result, organizations prioritizing and cultivating a healthy organizational culture are more likely to gain a long-term competitive edge in the marketplace.

Leadership has a significant impact on knowledge management inside an organization (H3 Accepted). Effective leaders foster a welcoming environment that values and encourages knowledge sharing. They invest in knowledge management systems and allocate resources to support knowledge collection and utilization. Leaders also set a good example by encouraging open communication and providing a secure environment for information exchange. Ineffective leadership or a lack of dedication may stymie knowledge management attempts. Overall, leadership substantially impacts knowledge management by influencing organizational culture, allocating resources, and encouraging behaviours that promote knowledge exchange and use.

Leadership has a big impact on a company's competitive edge (H4 Accepted). Effective leaders establish a clear vision and direction, cultivate a healthy culture, train employees, and promote sound decision-making. They direct employees' efforts towards common goals, promote collaboration and innovation, and attract and retain top talent. Organizations that have effective leadership can adapt to market changes, produce superior products or services, and outperform competitors. Conversely, good leadership can undermine an organization's competitive edge by fostering a lack of direction, a positive

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culture, and disengaged staff. As a result, organizations that prioritize and invest in successful leadership practices have a better chance of achieving and maintaining a competitive advantage in the marketplace.

The influence of knowledge management on an organization's competitive advantage is enormous (H5 accepted). Organizations that use effective knowledge management can foster innovation, continuously improve, make informed decisions, and promote teamwork. Organizations can develop new products, improve processes, and fulfil customer demands more effectively than competitors by exploiting internal knowledge and expertise. Knowledge management promotes organizational learning, adaptability, and the ability to capitalize on market opportunities. On the other hand, organizations that ignore knowledge management may need help to adapt and develop, placing them at a disadvantage. Knowledge management is thus critical for organizations to gain and sustain a competitive advantage.

Knowledge management serves as a bridge between organizational culture and competitive advantage (H6 Accepted). Information management practices facilitate information exchange and cooperation in a healthy organizational culture. Organizations can use good knowledge management to use their knowledge assets to drive innovation, improve decision-making, and achieve a competitive advantage. However, it is critical to recognize that knowledge management is not the only predictor of competitive advantage; other factors also play a role. On the other hand, organizations that prioritize knowledge management and build a supportive culture are better positioned to use their knowledge for long-term competitive advantages.

Furthermore, knowledge management acts as a bridge between leadership and competitive advantage (H7 Accepted). Effective leadership practises foster a culture of information sharing and give the tools and support required for knowledge management. Knowledge management, in turn, allows the effective utilization of an organization's knowledge assets, fostering innovation, decision-making, and operational efficiency. Organizations can use knowledge management to unlock the potential of their employees' expertise, develop cooperation, and react to market changes. While other elements contribute to competitive advantage, knowledge management is important for translating leadership practises into actual results. Organizations prioritizing knowledge management and competent leadership have a better chance of achieving long-term competitive advantages.

CONCLUSION

This study emphasises the critical role of knowledge management in shaping Organizational competitive advantage. It highlights how successful knowledge management practises foster creativity, improve decision-making, and boost operational efficiency, all contributing to a competitive advantage in the marketplace. Furthermore, the study demonstrates that Organizational culture and leadership significantly impact knowledge management and, as a result, competitive advantage. A good and supportive culture, combined with strong leadership practises, fosters knowledge sharing, cooperation, and Organizational learning, resulting in greater performance and long-term competitive advantage.

This study's conclusions have various ramifications for organisations. To begin, organisations should prioritise the creation of a good and supportive culture that encourages knowledge sharing and cooperation. It can be accomplished by implementing good leadership practices and establishing knowledge management systems and processes. Second, organisations must invest in strengthening the competencies of their leaders to manage and exploit knowledge assets effectively. It includes offering training and resources to help leaders improve their knowledge management leadership skills. Finally, organisations should recognise the strategic significance of knowledge and devote resources to support knowledge management activities. Investing in technology, knowledge-sharing platforms, and Organizational learning programmes may be necessary.

It is critical to recognise the study's limitations. The study is based on a specific location and sample, which may restrict the findings' generalizability. Second, the study focuses solely on the relationship between Organizational culture, leadership, knowledge management, and competitive advantage without considering any other relevant variables that may influence these interactions. Furthermore, the study is based on self-reported data, which may contain biases or mistakes.

Future research could look at the following topics to improve our understanding of the relationship between knowledge management and competitive advantage. Longitudinal research could investigate the long-term implications of knowledge management practices on competitive advantage across time. Second, comparative research across industries or sectors could show how knowledge management affects competitive advantage in varied circumstances. Qualitative research could also look deeper into the mechanisms through which knowledge management practices influence competitive advantage. Finally, future studies should focus on the role of technology and digital transformation in knowledge management and their impact on competitive advantage. More research in these areas would improve our understanding of how organisations may successfully manage their knowledge assets to establish a sustainable competitive advantage in a more dynamic and information-driven business environment.

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