Review of the challenge in Knowledge management to bring innovation in the organizations

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ABSTRACT

In a world dependent on technology, knowledge management is the most important thing. constantly changing markets and the pursuit of innovation to achieve a competitive advantage. This study aims to explore some of the different variables that influence knowledge management to become an innovation. The study seeks to answer the research question: what is the challenge in knowledge management to bringing innovation to organizations? The goal is to analyze the relationship between KM and innovation and determine whether or not there is an influence and what the challenges are.

Keywords: Knowledge Management System, Innovation, Performance, Challenges, research issues in knowledge management

Introduction

This study aimed to focus on both knowledge management and its effect on innovation. Knowledge management implementation is widely used not only in the private sector but also in the activities of public or government organizations, education, health, infrastructure development, and the military. Knowledge management has been used in all aspects. The application of knowledge management has also caused significant changes in economic activity, allowing it to benefit the community while also increasing economic growth. Knowledge management has also emerged as a critical component of competitiveness. (Siregar et al., 2019). Today, organizations face more difficulties in the world depending on an economy based on knowledge. They will need to focus on knowledge-generating, knowledge integrating, and knowledge protecting in order to bring innovation to the organization to remain competitive and grow. (Mendoza-Silva, 2021).

Moreover, all economic processes are inextricably linked to knowledge management, as well as new technologies and innovations. (Kogabayev & Maziliauskas, 2017). The capacity to be imaginative is recognized as one of the distinctive and crucial requirements that might affect an organization's success. Knowledge management (KM), on the other hand, is defined as a structured process for organizing knowledge resources and procedures in order to advance the development, dissemination, and application of knowledge in order to achieve organizational goals.(Mohamad et al., 2017) As knowledge is recognized as the primary organizational resource of the 21st century, which can bring sustainable competitive advantage in the long term, several studies have focused on knowledge management (KM). (Gonzalez & Martins, 2014). Knowledge management may be viewed as an umbrella term covering a diverse range of scholarly perspectives. Information systems and organizational learning are examples, but so are

strategic management and innovation. (Kärreman & Alvesson, 2001).

In this context, the current study conducted a thorough literature review on this topic, with a particular emphasis on peer-reviewed papers available through digital academic databases. To identify the knowledge management issues and challenges that prevent the organizations' innovation and gaining a sustainable competitive advantage. In order to answer these questions, this article has a structure in addition to this introduction and fifth other sections. The next section and the second section deal with the KM and innovation concept, the third section defining and bringing to light the issues that affect knowledge management's innovation, the fourth section discuss the impact of knowledge management on enhances the organizations' innovation, and the last section reviews many case studies discussing the relationship between KM and innovation performance.

Literature Review

What is the concept of knowledge management?

Knowledge management is defined in a variety of ways. As view of (Wickramasinghe, 2003) Knowledge management is the process of creating value from an organization's intangible assets by combining ideas from artificial intelligence/knowledge-based systems, software engineering, business process re-engineering, human resource management, and organizational behavior. Knowledge management comprises not only the generation of information but also the collection of data from many sources; the transmission and analysis of this data; and the dissemination of information based on or derived from the data to those who may act on it.

(Markus et al., 2005) They argue that although we all use knowledge, many of us do not give it any thought. There is a wealth of knowledge in each of us that we may draw upon when we need to solve an issue or explore a new avenue of exploration. When it comes to completing projects, we're able to do so because we either have the solution or know someone who does. In a word, knowledge management is the use of an organization's collective knowledge to achieve specified organizational objectives. Instead of managing all of the organization's knowledge, the goal is to focus on what matters most to the organization. To put it another way, it's about ensuring that individuals get the information they need at the time and place they need it. To govern people's thinking is neither practical nor desirable because they contain a lot of knowledge. Through knowledge management, people are encouraged to work together, learn from each other, and share their knowledge to help the organization, their employees, and their customers.

(Birasnav et al., 2011) They defined KM as "the management role responsible for the regular selection, execution, and assessment of knowledge strategies aimed at building an environment to enable work with knowledge both within and outside the organization to improve organizational performance."

Although (Edgar, 2012) Knowledge management is defined as the use of technology to make knowledge more significant and accessible regardless of location. To do so effectively, the use of appropriate technology for the individual case is required. Knowledge management entails systematic methods for locating, selecting, organizing, and presenting knowledge in a way that promotes both employee comprehension and firm asset utilization.

(Silwattananusarn, 2012) He discusses this concept and emphasizes the interaction component of knowledge management and organizational learning. It is defined as a strategy for increasing valuable knowledge within an organization." Encourage dialogue, provide opportunities to learn, and promote the sharing of appropriate knowledge objects are all ways to do this."

According to the American Productivity and Quality Center (AQPC), knowledge management (KM) is a deliberate strategy of getting the right knowledge to the right people at the right time and assisting people in sharing and putting information into action in ways that improve organizational performance. In this context, these definitions of KM emphasize the use of knowledge for decision-making and

selective knowledge capture. KM is responsible for two key missions: 1) leveraging what the organization "knows" in order to make better use of its knowledge assets and 2) bringing together knowledge creators, holders, and users to promote information flow throughout the organization.(Jennex et al., 2014)

(Lapiņa et al., 2014) They discuss the definition from a technical point of view. Knowledge management is the centralizing of knowledge that is dispersed throughout the organization and codifies implicit types of knowledge. In terms of social and political implications, KM entails collecting knowledge so that it is no longer the sole property of people or organizations. and its presence is an economic response by companies to the need to increase the generation and utilization of knowledge.

While (Olubunmi, 2015) define the KM as a strategic management tool is concerned with how organizations intend to work with or plan to work with KM. Strategic management literature has changed from a resource-based view of the organization to a knowledge-based view, with arguments centered on knowledge as the most essential resource, allowing organizational capacity and leveraging competitive advantage. KM efforts overlap with organizational learning but can be separated by a higher emphasis on knowledge management as a strategic asset and a focus on facilitating knowledge exchange. KM is sometimes referred to as a management tool, but it is more correctly referred to as an operational tool or a strategically oriented management tool.

(Girard & Girard, 2015) delineate Knowledge management as the process of developing, distributing, utilizing, and managing an organization's knowledge and information. The management process of producing, distributing, and utilizing organizational information and knowledge is known as knowledge management. KM is a newly emerging, interdisciplinary business model dealing with all aspects of knowledge within the context of the firm, including knowledge creation, codification, sharing, and how these activities promote learning and innovation.

(Barley et al., 2018) they argued that the definition of knowledge management needs to make a clear distinction between knowledge and information. is that knowledge can exist solely in the minds of individuals. Differences in views of knowledge can be characterized by their positions on three interrelated attributes: (a) whether knowledge is explicit, (b) where knowledge resides, and (c) how knowledge is enacted.

(Gao et al., 2018) Regardless of how to describe KM, regardless of the many definitions and explanations of KM, it's essential to assist people in improving learning efficiency and integrating diverse information resources to create competitive advantages. And KM is capable of providing individuals with the skills and approaches they require to overcome the overwhelming information they confront, as well as boost learning efficacy and competitive advantage.

Knowledge management (KM) arose as a scholarly topic in the mid-1980s as a result of the importance of knowledge in organizations and as a response to the social and economic developments of the time. The paradox in KM's beginnings stems from the varied philosophical origins that come from a wide variety of academic disciplines such as epistemology, psychology, economics, sociology, and organizational science.(Razzaq et al., 2019)

What is the concept of the innovation?

(GOSWAMI & MATHEW, 2005) They refer to it as inventing something new through a paradigm shift in science, technology, market structure, skills, knowledge, and capacities. Creating new ideas: This refers to the capacity to uncover new relationships, examine issues from fresh angles, and create new combinations from previous thoughts. or improving something that already exists. This term refers to enhanced goods or services for commercial production or system improvement. and spreading new concepts. global adoption and the adoption of new practices. Adopting something new that has been successfully attempted elsewhere: This refers to an organization's adoption of anything new or considerably better to provide added value, either directly for the organization or indirectly for its consumers. Or performing something in a novel manner: Performing the work in a novel manner "Following the market" refers to market-driven innovation. Introducing

changes that allow for ongoing progress. Attracting and maintaining leadership and management talent and individuals to steer the course Seeing things from a new angle: Looking at an issue from a different angle.

Innovation refers to resulting in a change in all or some aspects of the system; is cross-functional, resulting in a quality leap, "breaking" the old rules and resulting in a departure from the system; innovations and inventions after commercialization. (GOSWAMI & MATHEW, 2005)

(Baregheh et al., 2009) They defined innovation as the multi-stage process through which firms turn ideas into new or improved goods, services, or processes in order to progress, compete, and differentiate themselves successfully in their marketplace.

(Aronson et al., 2012) They argue there is an issue with this concept since radical innovation is extremely difficult, may require specialized resources, and involves far more risk than incremental innovation. Along with radical innovation, incremental innovation balances the innovation effort by permitting small successes in the pursuit of huge gains. Successful organizations recognize that innovation occurs on a spectrum spanning from tiny incremental adjustments to huge, radical innovations; innovation is not a binary phenomenon. Another prevalent mistake is when certain people and organizations casually use the phrases "innovative" and "innovation" as synonyms for innovation. They do not. The adjective "innovative" is used to describe anything that is not a word. Although innovativeness is a noun, it defines the aptitude and capacity to innovate. The term "innovation" can be defined in two ways: "either (1) the introduction of anything new or (2) a new concept, technique, or gadget."

On view (Mataradzija et al., 2013) there are two directions of management of innovation as shown in the below table:

Table (1) The directions of management of innovation

GROWTH	EFFICIENCY
How to increase the growth of new ways of doing business	How to increase the efficiency and effectiveness
How to develop an integrated strategic plan in the field of technology and production	Which is the best route for their own R&D, technology and the creation of products/services
How to ensure that creativity is not a victim of bureaucracy	How to ensure the right information to be used in the selection process
How to ensure that ideas lead to successful products	How to manage with risk associated with introducing new technologies

Source: Mataradzija, A., Rovcanin, A., & Mataradzija, A. (2013). knowledge managment & innovation knowledge and learning. Innovation and Innovative Performance in the European Union, 77–82.

(Misiurski, 2015) He questioned the difference between "real innovation" and "renovation," while others questioned if enhancements, reformulations, re-packaging, or re-launches could be classified as innovation. Examples ranged from "constant progress in making excellent practice even better" to a larger-scale transformative step-change. Terms such as "semi-innovation," "adaptive innovation," "continuous innovation," "inventive innovation," "ground-breaking innovation," and "industry-leading innovation" were employed. Respondents agreed that innovation—whether defined as a "habit" or a "result"—is inextricably linked to organizational cultural norms, beliefs, and values. As a result, many people referred to "innovativeness" as "achievement-oriented behavior" or an "innate drive to succeed" that was heavily influenced by an "organizational culture of creative freedom" inside a strategic framework.

"Innovation is a new or improved product or process (or a combination thereof) that is considerably different from the unit's prior products or processes and has been made available to potential customers." consumers

(product) or made available by the unit (process).(Arundel et al., 2018)

Workplace innovation is defined as creative processes of learning from multiple knowledge sources that connect strategic leadership knowledge with experience-based knowledge of professionals and employees. Flat organizational structures with small distances between management and workers, team autonomy, and elaborate engagement in invention are seen as favorable circumstances for workplace innovation. Whatever the goal of innovation given by various scholars, two evident points of view may be established. On the one hand, innovation entails the development of new ideas; on the other hand, it is the multi-stage process through which businesses turn ideas into new or improved goods, services, or processes. On the other hand, innovation refers to the use of a variety of new and novel things, such as new products or services, new technology, new organizational structures or administrative systems, new plans, and new programs, with the goal of improving organizational performance and growth, sustaining the organization, and achieving organizational success.(Tian et al., 2018)

An "new or altered entity, realizing or dispersing value" is characterized as an innovation. "Worth" does not have to be monetary; it can also refer to an experience, well-being, or social value. Furthermore, according to the definition, everything can be reinvented. The innovation entity might be anything from an incremental to a radical product, service, process, paradigm, or technique. Innovation, according to the definition, is a consequence rather than a process or action. Because of the wide nature of this description, it frequently necessitates the inclusion of one or more traits to be more precise, such as process innovation, incremental innovation, radical business model innovation, or social innovation..(Granstrand & Holgersson, 2020)

The term "innovation" comes from Latin and implies "renovation or alteration." In general, innovation refers to the three-step process of idea generation, creation, and dissemination. To define the term innovation in a business context, consider an incident (idea) for a product or service (invention) that has not previously existed and results in widespread market adoption (diffusion). ((Innovation = concept + invention + diffusion)) The distinction between the terms can be seen in the fact that invention only refers to the creation of a product or service based on an idea, whereas innovation always refers to the successful diffusion of a solution to an existing problem, which results in high market acceptance of the idea and its manifestation in the form of an invention. As a result, the originality of an idea is not always the most important aspect of innovation. The key point is that the incorporated innovation does not have to be unique, but the change it generates must be significant. The impact of innovation must be novel.(Mendoza-Silva, 2021)

What the main issues and challenges

(Gray, 2006) The two-fold challenge faced by workers and supervisors in using KM to achieve innovation are described by policymakers: (1) finding new ways to rekindle SME owners' enthusiasm for continued development; and (2) finding new ways to provide management, technical, and work knowledge and skills that are relatively easy to access by busy managers and key workers. These are not new difficulties. The links between innovation and ICT adoption; the role that ICT is already playing in improving the speed and access to new knowledge; and the clearly important effects of technical education on absorptive capacity all suggest that improving the technical skills base through e-learning and computer-based training for those disciplines and skills that are more amenable to this mode of learning may be the way forward. Rather than aiming to convey many of the social skills of management, this is likely to be a more productive use of e-learning.

(H. F. Lin, 2007) He explains the impact of the following factors:

- individual factors (desire to help others and knowledge self-efficacy)
- organizational factors (top management support and organizational rewards)
- and technology factors (use of information and communication technology) on knowledge sharing

processes, and whether more leads to superior firm innovation capability.

Based on the research, the impact of individual factors (desire to assist others and knowledge self-efficacy), organizational factors (top management support and organizational rewards), and technology factors (use of information and communication technology) on knowledge sharing processes, and whether having more leads to better firm innovation capability The findings of the research indicate that two human factors (desire to assist others and knowledge self-efficacy) as well as one organizational component (top management support) have a substantial influence on knowledge-sharing behaviors. The employees' motivation to both share and receive information aids the organization's ability to innovate.

In the view of (Lu et al., 2008) the fundamental challenges emerging from KM and innovation research are The first is a human issue involving people's focus on making companies more inventive by discovering new information rather than leveraging current expertise. The second is how to build a method for managing and implementing ideas. The third is the structural issue of constructing an infrastructure across organizational borders for absorbing and gaining information as well as enabling, supporting, and encouraging innovative activities. Fourth is the leadership challenge of creating and managing an environment conducive to innovation. Scholars looked at internal and external factors that influence KM and innovation activities to study these four problems. Internal influences include organizational structures, control and coordination systems, communication channels, and organizational cultures. Early research discovered that organic organizations were more effective at innovation than bureaucratic or mechanistic organizations because the former had flexible structures and informal communication channels that were important for motivating and nurturing new ideas as well as sharing knowledge between different units and individuals.

(Chen & Huang, 2009) He contends that strategic HR practices influence organizations' innovation performance via their knowledge management capabilities. Firms, in other words, may apply a set of strategic HR practices to foster a degree of capability in knowledge acquisition, sharing, and application, which, in turn, promotes workers' proclivity to innovate and improves their innovation performance. As a result, this study contends that knowledge management ability mediates the link between the independent variables of strategic HR practices and the dependent variable of innovation performance.

(Akhavan et al., 2010) In this research, we conducted an empirical investigation to identify the most significant barriers to knowledge management adoption in Iranian enterprises. According to the findings of this survey, seventeen criteria are critical to the success of any knowledge management initiative. These factors were divided into six categories and rated using factor analysis. According to the poll, people with more expertise and more authority say that a lack of an information-sharing culture is one of the most critical problematic elements, while financial concerns are less challenging. He summarizes the most important issues and challenges with

- (Financial and information security) Weakness in security and protection of information and knowledge, Financial and budget problems, Weakness of portal technology infrastructure, Weaknesses in economic efficiency.
- (Technology and management) High technical complexity of portals, Lack of cohesion between portal and organization structure, Mass information and portal content, management Weaknesses.
- (Senior management support and strategy) Lack of systems to measure the effectiveness of Knowledge portal, Lack of senior manager’s commitment and support, Organizational strategy weakness.
- (Acceptance) Low technology acceptance among employees, Weak acceptance of portal.

- (User's motivation and culture, Project management) Motivation weakness among portal's users and stakeholders, Weakness in knowledge sharing culture, Portals project management weakness.
- (Change management training) Lack of flexibility and weakness in change management, Weakness in training.

(Hsieh et al., 2011) They examine how personality characteristics such as conscientiousness, openness to experience, extroversion, and emotional stability has a positive effect on creative capacity. Innovativeness is more prevalent among biotechnology workers with these personality traits. Moreover, conscientiousness, agreeableness, and extroversion all positively affect technical creativity. The more prominent these three personality types are, the more prominent technical innovation becomes. The Big Five strategy has a positive effect on the biotech industry's knowledge acquisition. It indicates that the higher the emphasis on knowledge gathering, the stronger the personality tendency. Except for openness to experience, all four personality qualities (extroversion, agreeableness, conscientiousness, and emotional stability) have a considerable positive influence on information acquisition; that is, the more unique the personality trait, the more information is acquired. Emotional stability, agreeableness, and conscientiousness have a major impact on the sharing of knowledge. The findings indicate that the influence of specific personality traits on the application of knowledge in biotechnology increases with their frequency of expression. Aside from information exchange, it appears that knowledge acquisition, accumulation, and application have a positive influence on inventive capacities.

(Honarpour et al., 2012) They discuss the issue that occurs when organizations strive to figure out "how can enterprises aim to cut costs and slack to increase competitiveness on the one hand and then try to offer slack for innovation on the other." The findings of this study imply that organizations might boost creativity and efficiency by applying TQM and KM concurrently to address this issue. On the one hand, TQM's deployment boosts organization efficiency and decreases production costs. On the other hand, TQM synergy with KM will have a positive influence on innovation. As a result, practitioners seeking to increase innovation are encouraged to use TQM and KM concurrently in order to improve inventive activities while reducing costs in their businesses through the synergistic partnership of TQM and KM.

According to (Özbağ et al., 2013) They focus on the relationship between the HRM capabilities in selection, training, development, assessment, and remuneration processes, which has a favorable impact on the firm's ability to innovate. Furthermore, knowledge management competence serves as a bridge in the innovation process by supporting knowledge production, distribution, and application. Therefore, from their point of view, the main challenge is to maintain staff. Incorporating their knowledge and experience into organizational routines and providing procedures for the distribution of benefits resulting from the use of that knowledge is all part of managing HR to improve knowledge capacities. Innovation requires the creation of a new HRM function in which human experience is valued and information may be created, shared, and leveraged in the learning processes of lived experiences. Among the emerging HRM jobs are human capital, knowledge facilitator, connection builder, and fast deployment professional.

Although (Agaimy et al., 2015) Describe the organization's difficulties, such as knowledge transformation and integration. Information cooperation is vital for innovation and requires internal and external collaboration. Through good internal engagement with people, companies understand what, where, and how much knowledge exists. Internal cooperation helps boost innovation because when organizations link and integrate their personnel, they may develop a pool of expertise and creativity. Consumers and rivals also contribute to the value of external innovation partnerships. Establishing ties with other firms is crucial for innovation today. In a highly dynamic world,

organizations must focus on continuous learning since customers' wants and preferences change quickly. To meet these demands, organizations must seek out and learn new approaches. Employees must share their experiences and expertise to address the knowledge gap. Dealing with tacit knowledge, human expertise, skills, and competencies is difficult. To speed up the innovation process, firms must translate tacit information into explicit knowledge. Mentoring, coaching, official and informal gatherings, and seminars help organizations communicate tacit knowledge and Culture and Build a love for knowledge and accomplishment among personnel to effectively install a knowledge management system. Businesses must establish a knowledge culture where acquiring and sharing new information is part of their strategy and culture to adopt knowledge management.

(Nawab et al., 2015) This study identifies the aspects that need to be properly handled in order to achieve the goal of successful knowledge management implementation. The twelve important success criteria of knowledge management have been identified and prioritized. These elements are:

- Because knowledge management (KM) is a complex activity, it necessitates managerial leadership and assistance to achieve the highest level of organizational performance.
- Human Resource Administration: HRM is critical for KM adoption to achieve organizational success and improve organizational performance. He addressed HRM procedures such as HR planning, performance reviews, employee training and development, remuneration, and security.
- Training and education are important components for successful KM implementation, which include HRM practices such as performance assessment, remuneration, and staffing.
- Information Technology: highlights how important IT is in the firm and how it can help employees reduce time spent on knowledge transfer. At the same time, IT can help increase efficiency. IT is an important organizational aspect for retaining new information, transferring knowledge, and storing knowledge. It can also give databases, competitive information, customer information, and simple access to specialist expertise.

(Zahedi et al., 2016) They highlight reoccurring knowledge-sharing obstacles and behaviors. Most knowledge-sharing concerns and behaviors were "work practices." Technological hurdles to knowledge exchange are little documented, Many studies lack organizational context, making it hard to assess knowledge-sharing issues, practices, and context. They categorized knowledge-sharing difficulties and methods into six groups. Management (Cost of Knowledge Sharing, Employee Turnover, Low Priority Perception to Knowledge Sharing Activities)

- team structure (Vague Definition of Roles and Responsibilities, Hierarchical Structures
- work processes/practices (Documentation Problem, Shortcomings in Maintaining Group Awareness, Communication Challenges due to Distance)
- team cognition (Contextual Difference, Different Education and Level of Technical Skills)
- social attributes
- and technology with the cost of knowledge sharing, contextual difference, and lack of openness

(Merlo, 2016) He investigates and presents a framework for the effective removal of barriers to knowledge management. He investigated the seven critical KM constraints:

- business and technology strategy- while managers realize the need for knowledge management in their business strategy, the lack of knowledge management in the business and technology plan has an impact on the formation of a knowledge culture.
- Organizational control: lack of manager commitment in the implementation of KMs and KM.

- Information sharing culture—despite sophisticated information processing solutions, it is argued that the lack of sophistication in the information system prevents effective information sharing.
- Knowledge representation: a lack of an information-sharing culture results from a lack of motivation and commitment to knowledge conversion and representation.
- Organization structure: with a top–a down structure, the manager is responsible and accountable for KM implementation.
- Managerial command and control—with a top-down structure It was noted that lower-level employees do not have enough opportunities to create and implement solutions. Solutions are decided on and implemented by managers.
- Economic return - companies: lack knowledge about the financial and non-financial effects of KM implementation, even in cases when companies already have KM incorporated into their system on some level, in which case metrics for measurement of economic return are inexistent.

(Paterek, 2017) He identifies problems with knowledge management in inadequate and ineffective knowledge and training and the organizational culture that does not promote learning. The environmental and knowledge-sharing processes are inadequately effective. He underlined the need for top management and project team leaders to transform their mindset and behavior from command and control to coaching and mentoring, as well as promote the formation of a learning corporate culture on a continual basis. Agile coaches, advocates, change agents, and communities of practice are practitioners and enthusiasts who may assist in minimizing deployment complexity and the risk of transition failure. Throughout and after the deployment process, the entire management leadership team's involvement is necessary. The most difficult task in knowledge management is incorporating a continuous learning process into the learning corporate culture.

According to (Kumar Mohajan, 2017) Poor organizational culture is the most common source of knowledge-building barriers. Individual, technological, and organizational obstacles are the three types of knowledge management hurdles. Lack of leadership, organizational structure, processes, and so on are all examples of organizational impediments. Individual barriers include a lack of time to share knowledge, job security, the value of KM, a lack of awareness of the value, and so on. Lack of integration of information technology systems, unreasonable employee expectations, lack of training, and other technological hurdles exist. For KM to be beneficial for the organization, these three obstacles should be incorporated in such a way that they complement one another. Individuals themselves can be hurdles to successful KM if they are unqualified, unsuitable, lacking technology skills, or opposed to change, according to T. Sensky. Other barriers include a lack of time and a lack of ownership of the problem. Individual-level obstacles can be eliminated by training or dedicating sufficient time to knowledge management activities.

(Mcgee, 2017) They examine the issue of retiring employees and the loss of knowledge and how leaders might use knowledge management systems to capture and distribute knowledge, which can affect an organization's innovation. focusing on five key issues: (a) training; (b) customer focus; (c) policy and governance; (d) leadership and management support; (e) communication and marketing; and (f) business process management It is critical to understand the strategies used by IT managers to implement a KMS, as organizations require implementation strategies to ensure success and productivity. The inability of knowledge systems to recapture and reuse knowledge, as well as a lack of ways to manage this system, exacerbates the problem. Furthermore, the KMS is impacted by a variety of variables, including social, cultural, organizational, technological, and other institutional constraints.

(Gao et al., 2018) Referring to the most difficult challenge in KM is promoting knowledge sharing with others. In reality, good information

exchange is required for effective KM. The exchange of knowledge between and among people is known as "knowledge sharing." It also seeks to bring together information sources and manipulate them into new knowledge structures or processes. The extent to which information is replicated in the receiver determines the success of knowledge sharing. There is also a relationship between organizational benefits, reciprocity, enjoyment, and social capital and people's knowledge-sharing intents as well as the online knowledge-sharing model. In addition, the impacts of intrinsic and extrinsic motivation on group knowledge sharing are examined to enable effective knowledge sharing.

(Dávila et al., 2019) According to these study findings, a knowledge-friendly organizational culture does not have a significant impact on innovation performance, while a knowledge-focused organizational design has the strongest individual positive impact on it. At the same time, they find that organizational design is a necessary but not a sufficient condition for ensuring strong innovation performance in Brazilian organizations; the joint application of knowledge-focused rewards, organizational design, and ICT that supports knowledge processes is in fact what is required. They explore why these knowledge governance mechanisms and their particular combination are so powerful (or not) in this context. In light of this analysis, they conclude that the most efficient ways of managing knowledge in organizations to stimulate their innovativeness may be context-specific.

(Asim & Sorooshian, 2019) They determine the most important set, which is the process, infrastructural, and strategy that need more support. Knowledge management skills may be improved and developed based on the criteria by increasing and developing the strength of organizational knowledge, innovation, and technology management capabilities. This article advocates categorizing the various streams of capabilities into different operational categories as well as providing a comprehensive overview of research and development in terms of the extent to which all three sets of capabilities can influence R&D activities in order to avoid market dynamism.

While (Sarem, 2019) argues there are many challenges preventing us from innovating, such as:

- Mental barriers include uninformed and unreasonable judgments of people and issues, as well as mental weakness.
- Emotional barriers such as self-confidence, risk-taking, thinking independence, and emotions have a force that pushes the individual to diversify his behavior to achieve the goal of emotion and reduce the tension that causes it, but exaggeration of emotions, such as fear or anxiety, may limit creativity.
- Obstacles to Motivation: According to research, motivation can push a person to the stage where he makes a decent effort for innovation, and the individual's discouragement leads and drives him in a way that handicaps the innovation, and the individual becomes an obstacle to bringing forward any new ideas.
- Regulatory Barriers: the organizations that use concentrated power and do not allow workers to participate in discussions about working conditions or contribute to the development of plans, in which regulations and instructions define workers' roles in such a way that they do not encourage individuals to be creative or innovative. On the contrary, they make them avoid responsibility for fear of failure and punishment. One of the organizational challenges is the tendency of the leadership style to centralize decision-making. Prejudice by superiors toward some subordinates, behaviors that affect personal relationships, a lack of transfer of responsibility, expecting employees to follow work norms and regulations, and insufficient incentive schemes Material and moral concerns include a lack of justice in the allocation of rewards and incentives, as well as a lack of sufficient communication systems.

(Tošić & Živković, 2020) presented several factors as the primary conditions for innovation, which have an impact on knowledge

management. According to the research, considerable expenditures in these five areas remain critical when it comes to increasing organizational innovation. Knowledge Investments,

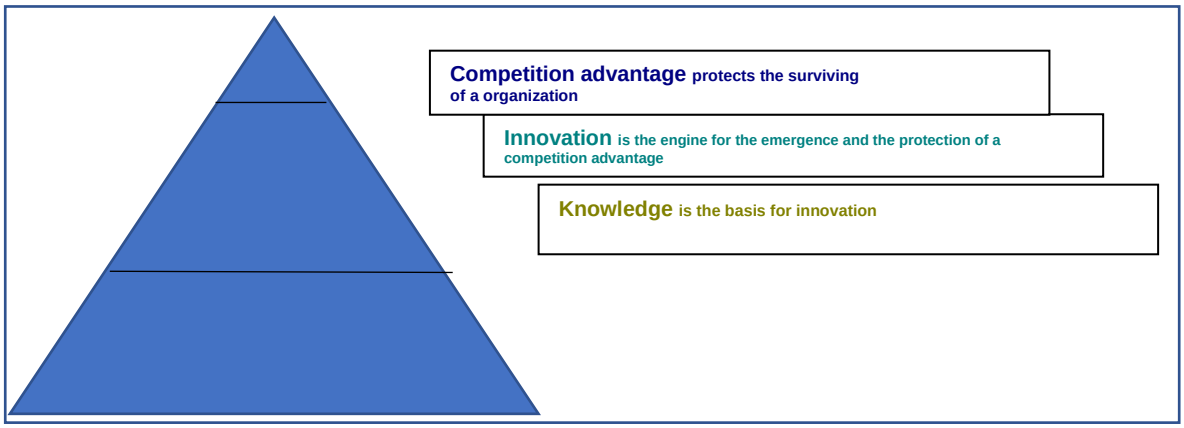
- Science Investments,
- Technology Investments,
- Education Investments, and
- Human Capital Investments

(Gardeazabal et al., 2021) They determine the main challenge in knowledge management to bringing innovation is that the interaction of many actors is critical to the formation and acquisition of knowledge because it allows for the interchange of questions, needs, practices, research methodologies, and research outcomes. Such engagement also promotes the transmission of tacit and explicit knowledge, as well as peer-to-peer learning, which needs to build trusting relationships among actors. However difficult it may be, integrating data is a vital first step in making various sources of information visible and useful to all stakeholders to bring innovation.

The impact of Knowledge management on enhances the organizations innovation?

(Hartlieb et al., 2002) They consider knowledge management a function-spreading control device for the intentional administration of an organization via the careful examination of "knowledge." Apart from the financial foundation, information is the most crucial resource for innovation. These inventions serve as the foundation and engine for the structure and long-term protection of competitive advantage. To effectively run a firm, the methodical handling of "information" becomes more crucial. Because of the rising dynamism of innovation, knowledge is becoming the focal point of organization performance. Regarding innovation processes via the lens of "knowledge" leads to new or previously unnoticed organizational measures for the management of innovation processes in businesses.

Figure 1. From knowledge to competition advantage



Source: Hartlieb, E., Leber, M., & Willfort, R. (2002). Knowledge Management To Support Innovation Processes. International Design Conference, 331–335.

(Albers, J. A., & Brewer, 2003) They connect knowledge management aspects to organizational strategies that foster innovation. The relationships in the table are generic and are meant to strengthen managers' abilities to stimulate creativity in any context. This table is a useful resource for any firm looking to become more innovative.

Table (2) The relationships between km element and innovation.

KM Elements	Innovation Mechanisms
Creation	- Incentives and carrots for motivation - Change the setting, groups, and perspectives. - Organizational and group cultural assessment - Consider all teams, organizations, methods, and product lines to be transient. - Reject core ideals and beliefs (personal and organizational). - Encourage exploration while dismissing experts. - Environmental elements include working conditions, financial resources, transfer methods, and mentors. - Hire clever and unique candidates. - cause annoyance and unhappiness
Acquisition	- Encourage education and learning - typically through nontraditional means. - Sources both internal and external - user communities - Look for opportunities beyond the box. - Idea storage media - allows for the storing of both new and old ideas.
Integration	- Strategic Planning - Integration of functional and process knowledge - Existing practices must be challenged. - Use various views - idea sharing
Distribution	- Bringing people who know together with those who need to know - Mechanisms of transfer - Encourage the exchange of ideas. - Keep ideas alive - not just in an archive, but make them palpable if at all feasible. - Inform them about who knows what - subject matter experts.
Application	- Experimentation freedom - develop, model, pilot, and test good ideas - Acceptance of short-term financial loss by the organization

Source: Albers, J. A., & Brewer, S. (2003). Knowledge Management And The Innovation Process: The Eco-Innovation Model. Journal of Knowledge Management Practice , 4.

(Gemünden et al., 2004) One of the most pressing issues in innovation and manufacturing is how to make effective use of tacit knowledge. Having a competitive advantage comes from having information that isn't explicitly stated. It's not enough to only have the ability to be creative; you also need to have the ability to tap into hidden stores of knowledge and experience. Both inside and outside the organization, tacit knowledge may be gained. Individuals' collected knowledge and skills may be improved within an organization by assessing present tacit knowledge capabilities and identifying areas for growth. This will help the organization enhance its collective knowledge and skills. other organizations' tacit knowledge and abilities by striving to acquire them; by recruiting qualified personnel with relevant education and/or work experience; by purchasing new companies or parts thereof; by hiring qualified consultants; or by building networks with other businesses. Tacit knowledge is shown to exist at every level and function of a organization's functioning.

(Gloet & Terziovski, 2004) They discuss the literature on successful KM elements. Human resources may be viewed as a strategic lever for gaining a competitive advantage by leveraging the value of information, skills, and training. There is additional mention of the importance of the organization's IT infrastructure. Furthermore, to better grasp the nature of innovation, management must guarantee that it is woven into the culture of the organization. and the critical significance of knowledge

management in building an internal working environment that encourages creativity and innovation.

(Steyn & TOIT, 2007) Successful knowledge management and the development of new knowledge are precursors to innovation. An organization's capacity to link its knowledge management efforts to specific business goals that are recognized as providing significant value is crucial to the success of any knowledge management project. Knowledge work, unlike more traditional forms of labor, has proven resistant to process innovation and reengineering. Knowledge must be provided inside a framework in order to be genuinely effective. Workers should know where and how to contribute new knowledge and what happens to that knowledge as a result of their contributions in order to be effective contributors. Various techniques and channels should be employed depending on the level and type of information being transmitted. Determining which of these knowledge assets should be managed first and how to do so is one of the most challenging challenges in any knowledge management effort. To be effective, a knowledge management program must be driven by an understanding of the organization's strategic value. This is accomplished using a variety of media and relies heavily on the development of a common understanding among the participants. Tacit knowledge is often reduced in value when it's translated into explicit knowledge. It is becoming increasingly important for businesses to "know what the enterprise knows" in order to extract that information, translate it into ideas, and then transform those ideas into new products and possibilities on the market.

Knowledge management and innovation activities are inextricably intertwined. The invention is the outcome of the recombination of previously existing conceptual and physical resources. The critical role that KM plays in knowledge processing capabilities, and hence in the pace and activity of innovation, is well known. He hypothesizes that knowledge integration and knowledge innovation increase the performance of new products by regulating the impacts of marketing and manufacturing competencies, knowledge acquisition, and information dissemination. The results in this paper from matching analysis reveal that firms that apply knowledge management perform better in terms of higher-than-average shares of turnover with innovative products compared to others. and not a significant effect of knowledge management on the share of cost reductions with process innovation.(Joel, 2009)

(Fink & Disterer, 2011) They claim that the firm's available knowledge resources and its ability to make use of those resources are inseparably linked in the concept of knowledge management. The more internal knowledge a organization has, the more intense its knowledge management (KM). It is easier for a organization to develop and implement new processes and services when it has a strong internal knowledge base. As a result, the greater the organization's capacity for inventiveness. Research shows that task coordination has both positive and negative effects on Knowledge Management and Innovation (KM). The management of knowledge resources to aid management in making decisions in order to boost competitiveness and innovative capability may be encouraged by task centralization. While task formalization might increase efficiency, it can also limit the firm's ability to innovate and provide tailored solutions. The requirement for open innovation is demonstrated by the fact that external information sources are the primary source of creative performance. In spite of the fact that they are commonly used in practice, internal information sources are of less importance when it comes to developing creative performances. In other cases, it may be more beneficial to focus on using external knowledge sources, such as cooperation with clients, partnerships, competitors or research institutions. Internal intelligence and professional learning abilities should be prioritized instead in order to increase the organization's absorption capacity by increasing internal knowledge.

(Ebrahimi Mehrabani & Shajari, 2012) They proposed, from a practical standpoint, that the link between knowledge management practices and factory innovation capabilities may give insight into how factories might

manage their knowledge to maintain their capacity for innovation. From a managerial standpoint, this study identified numerous elements required for successful knowledge management and explained how these factors might be used to create innovative potential. While the findings of this study demonstrate that knowledge generation, knowledge organization, knowledge distribution, and knowledge application are variables that impact innovation capacity, managers must work harder to build these aspects to gain greater innovation capacity.

(R. J. Lin et al., 2012) in a rapidly changing market, this study explores the links between market orientation, market knowledge, customer knowledge management, and product innovation performance using the structural equation model (SEM). Market orientation has no substantial influence on product innovation performance, according to this study. Market knowledge and customer knowledge management serve as a bridge between market orientation and product innovation performance. Different forms of mediators or moderators were studied to collect more data for future research; the framework can be expanded to other sectors owing to this study's limited emphasis on the high-tech business. The high-tech industry should focus on market knowledge, customer knowledge management, and market orientation for innovation. In high-tech firms, the knowledge management strategy, which translates consumer knowledge to product creation, may successfully collect market information. Finally, from the standpoint of knowledge management, the study analyzes the mediating impacts of market knowledge and customer knowledge management, as well as the relational inconsistencies between market orientation and product innovation performance.

from the standpoint (Anderson & Costa, 2014) This will create a strong link between innovation and higher education systems. Such an interaction is required to enjoy the advantages of public and private research expenditures while also ensuring the viability and quality of higher education institutions. The following are some guidelines for building such an interface:

- Strengthen intellectual property rights (IPRs) Promotion of knowledge dissemination rather than commercialization: Innovation is not merely a process of discovery that is later commercialized; R&D is frequently issue-solving along an innovation route. Tertiary education institutions' dissemination capacities and support activities may thus be as essential as discovery processes, and policy should explore strategies and tools to encourage them.
- Improve and broaden interaction channels and encourage inter-institutional collaboration: To ensure effective knowledge diffusion, links between the tertiary education sector and other actors in the research and innovation system, such as firms and public research organizations, must be actively developed. When programs are established, they must take into account the participation of small and medium-sized firms from all technological areas, since they are under-represented in such collaborations.
- Encourage mobility within the research and innovation system: Mobility between enterprises, tertiary education institutions, and public research organizations should be aggressively fostered as one of the key vehicles for information diffusion.

(Lai et al., 2014) The authors emphasized the importance of corporate knowledge creation, storage, and dissemination on innovation performance and the importance of internal knowledge management in firms. Firms in industrial clusters can benefit from knowledge management in terms of both innovation and output performance. Firms should collaborate with supply chain agents and encourage industry-academia collaboration to improve knowledge and technical management capabilities. They also propose that platforms for strategic collaboration should be established by the government and private companies. Knowledge management is one of the variables that contribute to increased competitiveness.

Strategic alliances, rivalry, and collaboration should all be based on resource sharing and integration. This encourages collaborative efforts in innovation and R&D and boosts organizations' worldwide competitiveness. Clusters should create high-value-added goods or services and prepare for future market problems.

(Martín-de Castro, 2015) In knowledge and high-tech businesses, he defines knowledge as a resource and technological innovation as a dynamic capability as vital sources for a firm's continued competitive advantage and survival. Under this premise, a study stream has arisen in which knowledge management, organizational learning, and intellectual capital are used to better understand and construct one of the most complicated economic phenomena: the "firm's technical advantage." As a result, competitive success in knowledge-based and high-tech industrial markets is directly linked to technological innovations that cannot be successfully innovated in isolation. As a result, firms should rely on external relationships and networks to complement their knowledge domains and then develop better and faster innovations. In this regard, he emphasizes the cross-fertilization role of three constructs nurtured by various research traditions: "collaborative/open innovation" from Strategy and Innovation Management research; "absorptive capacity" from "A Knowledge-Based View"; and "market orientation" from Marketing research.

(Nowacki & Bachnik, 2016) They talked about Knowledge management as a conduit for innovation is becoming more popular as a growing number of businesses opt to use knowledge management strategies in the knowledge-based economy, acknowledging that knowledge is a vital intangible resource and that there is an eight-factor model. Knowledge management procedures include localizing, obtaining, developing (creating), sharing, distributing, utilizing, and storing knowledge. It is critical to emphasize the relationship between internal and external procedures and to presume that managers understand where knowledge resources are located within the business and that every employee participates in knowledge management operations. Employees act as knowledge transmitters. Adopting the correct organization culture and structure is also required to promote open information sharing. Smart processes and systems may assist in identifying emerging trends, anticipating potential scenarios, reducing uncertainty, gaining new skills and allies, and streamlining everyday operations. Companies are eager to experiment with novel methods of knowledge management, such as design thinking, with these potential benefits in mind.

(Malhotra, 2016) By stressing the importance of human ingenuity and creativity, the author discusses current knowledge management concepts. It appears that "to think of knowledge as a collection of facts appears to rob the notion of all vitality." " Rather of owning a library, users own their own knowledge. How a user responds to data is what really matters. An information-processing perspective's emphasis on premature convergence of issue definitions and related solutions is problematic in the knowledge management paradigm. Improved human innovation and creativity and contemporary information-processing emphasis on knowledge management were recognized as being important. For example, he shows how a synergy between modern information technology's ability to handle data and information and the creative and imaginative capacities of its human members may satisfy businesses' strategic goals for developing and re-creating new knowledge.

As point (Tundung et al., 2017) Collaboration, knowledge exchange, and mutual dependence foster innovation. Each step of the innovation process has a different focus: gaining new information, goods, and processes; and generating a profit. The extremely competitive environment needs constant innovation, fast learning and change, and quality goods. To boost business performance and competitiveness, knowledge management operations must examine several factors and identify the relationships. These factors include recognizing, creating, converting, and sharing information and building an effective and efficient working environment. KM-competency It's the capacity

to acquire, develop, and combine knowledge sources to explore corporate resources and overcome internal and external environmental dynamics. Internal and external organization knowledge is dynamic. Knowledge is the most precious intangible asset, and it will promote innovation. It also increases a organization's competitiveness and increases product value.

From (Rahimi et al., 2018) The point here is that the value proposition of knowledge management in the innovation process is as follows:

- Knowledge management aids in the development of tools, platforms, and procedures for tacit knowledge generation, sharing, and leveraging inside the organization, which is critical in the innovation process.
- Collaboration in the innovation process is facilitated by knowledge management.
- Using knowledge organization and retrieval skills and tools such as taxonomies, knowledge management assures the availability and accessibility of both tacit and explicit information needed in the innovation process.
- Knowledge management guarantees the flow of knowledge utilized in the process of innovation.
- Knowledge management provides platforms, tools, and procedures to ensure the integration of an organization's knowledge base.
- Knowledge management aids in the identification of gaps in the knowledge base and offers mechanisms to address such gaps in order to foster innovation.
- Knowledge management aids in the development of competences essential for the innovation process.
- Knowledge management gives organizational context to the organization's corpus of knowledge.
- Knowledge management contributes to the continual expansion of the information base by acquiring and recording explicit and tacit knowledge.
- Knowledge management fosters a knowledge-driven culture in which innovation may thrive.

(Mardani et al., 2018) The quantitative link between knowledge management, innovation, and performance is investigated in this study. We want to shed some light on how knowledge management (KM) activities affect a organization's innovation and performance. Organizations are oblivious to the true implications of knowledge management. The findings suggest that KM activities have a direct and indirect influence on innovation and organizational performance, as well as an increase in innovation capabilities. Knowledge production, knowledge integration, and knowledge application have all been proven to help with innovation and performance. Knowledge creation has a greater impact on innovation speed, quality, and quantity, but innovation quality, knowledge creation, and knowledge edge integration have a greater impact on performance. The findings reported in this research may assist academics and managers in developing KM programs that are more innovative, effective, efficient, and profitable.

(Siregar et al., 2019) They concluded that corporate innovation, including product and service innovation, is aided by knowledge management. The knowledge management system in the workplace has been shown to improve service quality for users, and knowledge management and innovation are linked to business performance by discussing that innovation in a firm is extremely dependent on the availability of relevant knowledge to make innovation; three components of knowledge management in a firm are knowledge acquisition, knowledge dissemination, and responsiveness to knowledge.

(Romero-hidalgo et al., 2021) According to their findings, there is a strong correlation between knowledge management and innovation as the following:

- Effective knowledge management fosters innovation.
- The information essential for innovation is spread both inside businesses (across

all geographically displaced departments and business units) and between enterprises (through IT vendors, consultants, and involved firms, for example).

- A good KM enables ongoing product and service improvement as well as cost reduction.
- Knowledge management procedures may have a favorable impact on innovation.
- Organizational innovations can be developed through the codification of acquired information, its usage, storage, refinement, and enhancement.
- A lasting competitive advantage may be obtained through knowledge management and innovation.

Case study on the relationship between the knowledge management and the organization's innovation

(Tribiahn, 2002) By emphasizing the deliberate behaviors associated with IT-based innovation, the innovation episode framework serves as a guide for knowledge analysis. Three key knowledge processes are identified by the knowledge framework: knowledge generation, dissemination, and preservation. Each of the three steps of information acquisition occurs concurrently and continually. Knowledge processes, according to Alavi and Leidner (2001), are not a single collection of activities, but rather a network of interrelated and intertwined activities. Thus, it is necessary to take this into account while analyzing the many facets of knowledge production. Drawing on this paradigm is advantageous since it openly and logically focuses on the role of knowledge in all organizational activities, including innovation episodes. A framework for analyzing knowledge in IT-based innovations has been proposed by relying on the concepts of innovation episodes and knowledge processes. Because of the paucity of data on B213 e-commerce, this study will need to consult a broader body of work on IT-based innovative knowledge.

(Darroch & Mcnaughton, 2002) The management of knowledge is commonly seen as a prerequisite to innovation. However, only a small amount of empirical study has focused on the causes and consequences of effective knowledge management. A three-component, 16-variable knowledge management instrument is regressed against a three-factor innovation scale, which captures incremental innovation, innovation that alters consumer behavior, and innovation that destroys current skills, using data from 443 New Zealand-based firms. According to the results of this study, knowledge acquisition and reactivity to knowledge are more important for innovation than knowledge transfer. Innovations have a positive impact on consumer behavior when they respond to technological knowledge, are flexible and open to new opportunities, utilize technology to disperse information globally, work in global partnerships, and are market-focused when acquiring information. This is what he discovered. An important yet unfavorable factor in creativity was having access to financial data. Because companies producing innovations that affect customer behavior receive and respond to science-based knowledge, notwithstanding the risks involved in this sector. He argues that firms need to find a balance between gradual and dramatic innovations to address urgent market requirements while also securing the future. Researchers found that six of the 13 variables studied had a favorable impact on creativity, indicating that new ideas must be developed across a wide range of fields. –

- being sensitive to information about changes in the marketplace.
- having a science and technology human capital profile.
- working in partnership with international customers.
- using technology to disseminate knowledge.
- responding to knowledge about technology.
- and being flexible and opportunistic.

and the other 9 factor had a negative effect on innovation such as

- having a well-developed financial reporting system.
- freely disseminating market information.

- disseminating knowledge on-the-job.
- using techniques such as quality circles.
- mentoring and coaching to disseminate knowledge.
- preferring written communication to disseminate knowledge.
- responding to knowledge about customers or competitors.
- and having a well developed marketing function.
- valuing employees' attitudes and opinions, getting information from market surveys.

(Lee & Chang, 2007) They argued that the successful execution of the agenda would lead to innovation. The formulation is concerned with discovering and weighing the advantages and drawbacks of new concepts. further processing and promotion of ideas inside an organization, wherein particular ideas are picked for further development that match current corporate issues. Concepts are selected, integrated inside the firm, and implemented as new goods, services, technologies, or procedures in the local market during implementation. to steer clear of that direction. Recognizing that each innovation episode contains knowledge production, sharing, and application is as crucial as understanding how they are interconnected. To connect knowledge management with innovation, a more flexible view of KM is needed. For each stage of the innovation process, they offer a different KM model, with three options: networking, community, and cognitive. There is a lot of emphasis on information acquisition in this first episode, which is the first step in the process of becoming aware of and adopting new management techniques. Within the confines of a corporation, it is essential that individuals who can tap into other networks to obtain new ideas and then share those ideas with others within the organization play a crucial role in this process. The community model, on the other hand, is better suited to the selection and implementation phases, which require this explicit knowledge to be reinterpreted, recreated, and appropriated alongside locally situated, contextually specific, often tacit, knowledge about organizational practices and processes. Acorganizationing actors with relevant tacit knowledge and experience are needed to recreate and utilize conveyed information in novel ways at the local level.

(Deacon, 2008) Organizations in every industry confront ongoing change and strive to be creative in order to get a competitive advantage in the marketplace. The organization's most valuable asset and strategic resource is its knowledge base. Organizations are being compelled by the competitive business environment to use and build their knowledge capital in order to handle these changes. There is a desire to investigate the link between knowledge management and innovation in greater detail. The goal of this study is to examine the internal environment of listed companies in African countries and determine whether knowledge management practices can contribute to an organizational culture of innovation and whether these practices are antecedents to innovative behavior by knowledge workers. Emails were sent to executives in these firms asking them to access an online survey and complete it. Multiple correlations and discriminant analysis were used to examine all completed surveys. Results demonstrate that knowledge management practices, the organization's science and technology human capital profile, as well as the organization's flexibility and opportunism, are major determinants of innovativeness in firms that appear to have a culture of innovation.

(Yousif Al‐Hakim & Hassan, 2013) The objective of this research is to evaluate the link between knowledge management techniques, innovation, and organizational performance in the Iraqi mobile telecommunications sector. According to them, effective innovation and organizational performance are dependent on an organization's ability to effectively manage its information. The present study experimentally evaluated a suggested theoretical framework by generating a structural equation model by analyzing questionnaires obtained from 220 mid-level managers. Consequently, this research shows a statistically significant and direct link between knowledge management techniques

and improvements in organizational performance. However, the results show that the partial mediation impact of innovation in knowledge management techniques had a positive and statistically significant influence on organizational performance. These findings may be useful to academics and business leaders who are looking to use knowledge management practices to boost creativity and productivity inside their organizations.

(Alegre et al., 2013) As a result of their research, they conclude that enhancing technical skills through e-learning and computer-based training for disciplines and skills that are more amenable to this mode of learning may be the best way forward. They examine the links between innovation and ICT adoption, as well as the role that ICT already plays in improving the speed and access of new knowledge. A organization's ability to adapt to changing circumstances may be hindered if KM systems impose rigid procedures. As a result, they believe that KM systems with dynamic capabilities will mediate the positive association between KM practice and innovation performance. Hence, KM dynamic capacity is predicted to mediate the favorable relationship between KM practice and innovation performance. In order to continue its remarkable innovation performance, the organization needs dynamic flexibility in its KM practice architecture. It is their belief that KM practices have an indirect impact on innovation performance and that the dependent variable is impacted by the firm's KM dynamic capabilities.

(Donate & Sánchez de Pablo, 2014) It is argued that the value of existing knowledge in innovation is determined by a organization's utilization of it via KM methods. According to a study, both formal and informal socializing techniques enhance knowledge exchange and product development outcomes. Knowledge distribution and application emerge as distinct components of KM with substantial potential for innovation-based long-term competitive advantages. The greater the availability of KM transfer and application techniques for distributing, integrating, and utilizing organizational knowledge, the greater the inventive performance of an organization. They found no evidence of a direct relationship between database codification and explicit information in corporate reporting and creativity. Nonetheless, information and communication technologies (ICTs), which are fundamental to storage methods, enable the transfer and use of knowledge in business. Knowledge platforms, for instance, may be viewed as warehouses of codified information that enable a organization to communicate, utilize, and combine knowledge modules to improve the execution of current activities connected to the innovation process, which leads to the development of new technologies. When a firm creates tailored methodologies and an appropriate mapping of information in storage devices, knowledge management systems become more beneficial for knowledge exchange and transfer. Thus, knowledge transfer and application will serve as a bridge between knowledge storage and innovation performance.

(García-Álvarez, 2015) He aims to contribute to the study of how information and communication technologies influence knowledge management processes within organizations and, therefore, influence innovation and co-learning with an economical approach. Although this is a matter of particular relevance in the organization in order to achieve competitive advantages, there is a certain gap in the economic literature about such concepts in an integrative way. He proposes a theoretical model that relates these concepts and applies them to the case of the textile group Zara. Results show that this organization uses different types of tools, such as management systems based on electronic communication or automation processes. The application of the case study of the textile group Zara shows that the combined use of these ICTs involves positive effects on socialization, exteriorization, combination, and interiorization processes of knowledge management. Moreover, we identify which technologies and KM processes are most beneficial. Co-learning from ICTs favors the week's new favors, the development of ‘‘living fashion’’ that involves the redesign of two weeks' new output lines (product innovation)

and a short-line production and zero stock policy (process innovation) in the organization.

(Umar, 2015) They examined the relationship between innovation and knowledge expansion. This relationship may be attributed to the codification and customization of knowledge management systems on information available about the corporate market. New information needed for cognitive growth to achieve radical innovation would require a separate level of study owing to its novelty. In addition, they identify the external business environment (such as market or consumer demand) that drives most innovation. Contrary to common opinion, radical innovation is driven by an organization's internal strengths, not external stakeholder influence. These include the ability to understand the voice of the consumer; enhanced organizational marketing; flexibility and dynamism in identifying and adapting to a changing business environment, including the influence of technological innovation. The availability of relevant information is a vital step in idea creation if it is correctly appraised, assimilated, and contextualized, which can improve the innovation process and broaden its acceptance within the organization. To fulfill organizational goals or objectives, different departments or teams must understand what is expected of them, which may be facilitated by strong communication and leadership. A knowledge personalization strategy is typically the most effective method for managing and fostering excellent human connections and communication, which may deliver that degree of organizational and situational awareness. Knowledge codification strategies assist organizations in the later stages of the innovation process by assisting in the systemic classification, storage, and support access of relevant information or data that the organization will require to create or co-create innovative solutions or products. via organizational support for the innovation process, whether in a radical innovation (a wholly new product or service with a high degree of novelty) or an incremental one (improvement or enhancement of an existing product or process with a low degree of novelty).

(Grimsdottir & Edvardsson, 2018) The purpose of this article is to discuss findings on knowledge management (KM), knowledge production, and open innovation in Icelandic small and medium-sized organizations (SMEs). Two case studies of SMEs are provided in the form of case studies incorporating semi-structured interviews with management and chosen workers as well as in-field observation. Corporation Alpha is a software organization, whereas Organization Beta is a family business that manufactures beverages and snacks. In both firms, knowledge development and innovation are learning processes. In actuality, the two businesses demonstrate radically distinct open-innovation methods. The findings for the two firms are consistent with the arguments of Chiaroni et al., who argue that high-tech organizations favor inside-out open innovation methods, whereas low-tech companies prefer outside-in tactics. Organization Alpha deals with customers late in the process, whereas Organization Beta relies on knowledge from customers and suppliers, as well as fresh information, early in the process.

(Siddiqui et al., 2019) According to the findings of this study, to foster a culture of innovation capabilities in the conventional banking sector, management should pay special attention to factors such as individual personality, individual attitude, reward and recognition, competence-based trust, benevolence-based trust, ICT infrastructure and availability, and ICT know-how, because these are the seven factors that have a significant and positive relationship with innovation. These seven criteria are crucial in developing and strengthening a bank's and employees' innovative skills. While formalization and centralization do not help innovation capabilities in a bank context, they have a negligible and negative association with innovation capabilities. Individual personality, individual attitude, reward and recognition, competence-based trust, benevolence-based trust, ICT infrastructure, availability, and ICT know-how are also identified as seven factors that can have a significant and positive impact

on knowledge sharing in the traditional banking sector. While formalization and centralization are negative and negligible characteristics, they have no impact on knowledge-sharing behavior. As a result, their relationship with information sharing is minor and unfavorable. Along with information exchange on an individual's and a bank's innovation potential, organizational learning is critical. As a result, we may claim that organizational learning mediates the link between information sharing and innovative capacities.

(Travern, 2019) The main objective of the study was to develop a conceptual framework for the alignment of innovation capability and knowledge management capability that might assist managers in organizations during implementation to enhance organizational capability efficiency. This study adopted a positivist research philosophy. The variables derived from the idea for this study were innovation capability, knowledge management capability, and organizational capability efficiency. An in-depth literature review was undertaken to develop the constructs for the conceptual research model. The hypothesis and research questions were developed from the idea. The variables were operationalized into defined measurable indicators, and a research survey instrument was used to measure the variables and operationalize the symptoms to check the hypothesis. A proportional sample was utilized in this exploratory study, and data was collected from a proportional sample. In terms of the research result, it's recommended that organizations implementing Innovation Capability consider Knowledge Management Capability concepts and, where applicable, align/synthesize them with the acceptable Innovation Capability, using their order of importance to prioritize implementation for the organization and attain Organizational Capability Efficiency. It had been found that implementing innovation capability and knowledge management capability separately didn't produce organizational capability efficiency. However, aligning and synthesizing innovation capability and knowledge management capability coherently allowed managers and practitioners to realize cohesive implementation strategies, optimize utilization of resources, reduce redundancy of effort, improve investments, and access scarce and skilled resources.

Conclusion:

The purpose of this study was to challenge traditional notions of strategic management in order to highlight new research possibilities for knowledge management by supporting a more strategic approach to knowledge management that leads to high performance. It is clear from the research reviewed that the important of knowladge managment to improve the performance innovation in the organization. Along with this, it is also clear there is some challenges face the organization in the way to achieve innovation . This field of knowledge management is very important as at its center is a concern with helping orginaziation to improve performance and bring innovation to gain the compitive advantage for stand more solid in the market. Most of the research found Knowledge management is usually regarded as an essential antecedent of innovation. Knowledge management and performance innovation, as well as how they are handled, are critical strategic issues. It is of interest to practitioners as well as scholars in a variety of business and management fields. We ran a thorough display how various Disciplines approach knowledge managment differently and present various .

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