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Article

Review Article: Modern Trends in Knowledge Management: A Systematic Review of The Literature Between 2015 and 2025

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Abstract: The purpose of this paper is to analyse the state of knowledge managing from the point of contemporary methodologies. The paper seeks to examine the series of hypothesis tests, data analysis procedure, research methods and data analysis procedure. There are 11 published papers selected based on the keyword's knowledge managing, as published in different journals. The major findings in the study indicate qualitative research approaches which include conceptual models and case studies are more potent. There are a series of chasms found in the study which include insufficient hypothesis testing in a smaller number of articles, a lack of cross-organizational research, limited use of mathematical models and a reliance on conceptual analysis. This procedural review will offer a better perception of the present state of knowledge managing. The paper concludes that knowledge managing in the previous decade has taken a more innovative technological and intelligent approach whereas the vitality of the human element and institutional culture remains. The study further adds that strengthening the process of applied research in Arab contexts as well as investment in intelligent knowledge management structures will enhance and support knowledge sharing.

Keywords: Knowledge management.

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1. Introduction

The previous decade (2015-2025) observed an essential change in the form of usage of knowledge managing owing to the spread of innovations and artificial intelligence, remote work and progressive importance of intellectual capital. This systemic document aims to examine current trends in knowledge managing research during this essential period, to focus on prominent topics, applied fields and potential challenges. This study is important because it provides a detailed and integrated view that will assist researchers and basic practitioners to perceive recent changes in the field of human capital and to find out the exiting gaps in future studies. In recent years [1], several studies have identified that knowledge managing is becoming essential in the universal economy and it it essential to the competitiveness of both large and small as well as medium-sized enterprises. Knowledge sharing with shareholders and companies is necessary to attain sustainable business, social and environmental goals [2]. More essentially, managing environmental effect of industrial operatives can support the innovative collaboration of knowledge management procedures. This literature shows how knowledge managing has a combined impact on the three main perspectives of sustainable tenets which include environmental, economic and social principles. This construct is one of the most rapidly changing and developing fields looking at its essential role in the enhancement of

competitiveness and innovation within an organization. With the swift pace of digital innovations and the emergence of Fourth Industrial Revolution, new trends in knowledge managing have emerged which seeks to influence artificial intelligence, cloud computing and big data analytics to enhance the process of knowledge learning, exchange and storage and [3].

Among the most important current trends in this entity is the adoption of the intelligent knowledge managing structures. The application of machine learning procedures to examine inferred knowledge as to the integration of the presumed knowledge management seems to be a strategi approach that aimed at improving knowledge capital that is in consonance with future challenges and improves organizations' ability to change work domains. Several scholars especially in the information technology literature, attempt to deal with issues of defining knowledge via distinguishing between knowledge and information data. The assumption seems to be that if knowledge is nothing different from data or information, then there is nothing new or interesting about knowledge management [4]. It is a common view, with various minor variations, that data is raw numbers and facts, information is processed data, and knowledge is documented information. However, the supposition of a dedicated levels of data to information with each having a differing sense of dimension, in the entity of usefulness and interpretation to maintain viable assessment. The main to distinguish between the projected data and knowledge is dependent on the precision, content and structure of the proposed information or knowledge. Knowledge information that is available in some groups may be personal information with regards to procedures, facts, ideas, concepts and observation [5].

The often-assumed hierarchy from data to knowledge is actually reversed: knowledge must exist before information is formulated, and before data is measured to form it. Thus, raw data does not exist, even if the simplest data is influenced by the thought processes or knowledge that led to its identification and collection. Tomi argues that knowledge does exist, and when it is expressed, expressed, and planned, it will serve as an information with a fixed representation as well as effective interpretation. Essentially, knowledge does not exist without the knower and it will be indelibly shaped by the individual's demand for initial knowledge [6]. For this reason, the cognitive processing principle may be triggered by the flourishing of new stimuli. It will be assumed that knowledge will become a genuine data once it became formulated and presented in such channels like the drawings, texts, words and any form of symbolic nature. Another essential implication of this view is that individuals need to obtain similar view of data and they should possess certain traits base. This definition is necessary to the design a support knowledge structure that is different from the other form of data systems, but it will move towards the enabling and dedicative users Thus, knowledge can be acquired form the information available.

Knowledge management literature could not offer a universally accepted definition of the construct knowledge. Ancient philosophers made several attempts to define it based on their perception but the debate continues. Zack defines the term as a perspective that is contextually abstract [7]. Contesting that scholars tend to understand more than it is verbally expressed. Similarly, individual perception can lead people to know similar information with their variation and as a result knowledge ca hardly be considered without its full entity. The author presents the type of knowledge in accordance with the classical tradition as used by Aristotle to analyze the term knowledge from three distinct perspectives as can be seen. Firstly, it is a scientific knowledge, and a practical wisdom as well as craft which is technical in nature. Aristotle contests that knowledge can be seen as hypothetical and expressed linguistically. Another scholar asserts that the position of positivists with regards to the connection between knowledge and language can be somehow unacceptable because linguistic articulation seems to be one of the unconditional qualities of knowledge [8].

2. Results and Discussion

Approaches to Knowledge

Given the ambiguity surrounding the definition of knowledge, various approaches have been adopted to explain it, evaluate its management strategies, and understand its implications. Three main and contrasting perspectives, relevant to this research and developed by knowledge managing scholars can be highlighted. In another perspective of data, knowledge and information, research in the field of data innovation will be seen as genuine knowledge in terms of its connection and data in a serial order, where data can lead to information and the latter leads to knowledge consequently [9]. On the conversely, knowledge can be seen as processed or ducmented information. The major difference between the two is the specific information represented in their system, usage or content, and that may be precise, novel or unique. In addition, the category of the data and knowledge as well as the information may be reversed, and it must be in existence first before it can be transmitted verbally as an information. In origination, the levels of data, knowledge and information flows from two different ways; one may not need to understand what will be innovated and then transmitted as a data. Thus, the perception of data will be seen as essential in the process of innovation to confirm their efficiency [10].

Cognitive theories contend that knowledge can be created and learned through different procedures that is beyond the ordinary input as provided by the senses. Human understanding will begin with data and information that is processed via internal procedures. From the outset of cognitive scholars as indicated above, it can be concluded that knowledge is an internal and mental process that can be changed when expressed in a simple proposition or figurative manner [11].

The Personal and Social Perspectives of Knowledge

From this viewpoint, knowledge can be considered as the individual possession that is difficult to formulate and communicate and hence, difficult to transfer to another person, but each person has his own natural tendencies. The social perspective also presents the construct as a product of the social gain created and grounded in basic interactions between distinct individuals working in the same platform and context. So, learning communities and other similar networks should be seen as good examples of this process. Brown and Dogged consider knowledge a social asset, acquired by individuals through their participation in society and their assimilation of its ideas, prejudices, practices, and perspectives [12].

Declarative, Analytical, and Procedural Knowledge

Declarative knowledge is a remarkable knowledge that seeks to describe something. It includes knowledge that can be expressed and shared without losing its value, once its decoding rules are correctly applied. It is deliberately evaluable like the company's marketing or sales reports. Analytic knowledge is defined as a type of knowledge that is grounded in one's mind and it is difficult to express. It is usually defined as a planned knowledge at the organizational level [13].

Human, Mechanistic, Documented, and Automated Knowledge. Human knowledge resides within individuals in a society or organization, while mechanical knowledge resides in machines and is needed for some specific tasks. When it is documented, it can be transmitted in books, designs, archives and specification while automated knowledge will exist in the form of electronic tools Semantic understanding, intermittent memories, implicit feelings, skills and unattended interpretation [14].

This arrangement supports the concept that individual choices or actions are simple and they are within the context of different procedures and mental materials. It lists five sorts of mental resources namely, episodic memories, semantic understanding, skills, unconscious interpretation and implicit feeling, which institutions need to embrace the crucial perceptions or actions taken by the members of an institutions.

Though knowledge managing is somehow new field, most of the identifiable solutions and concepts are obsolete. Based on this categorization, knowledge managing may fail in organization due to four different reasons [15].

1. Companies are not adequately aware of what was already implemented.

2. Technology is usually seen as a replacement for social interface.
3. Knowledge managing typically focuses on excessive review of the present knowledge as against producing the new one.

Most knowledge managing procedures look similar to classical procedures.

Studies

(Umar: 2015) "The Development of Knowledge Management and Innovation Management in a Management Consulting Organization in the UKA thesis submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy, Birmingham City University" [16].

The primary objective of this study was to examine the evolution of knowledge management and innovation within a UK-based management consultancy firm, using a research institution as a model. This was achieved through research that revealed the development of knowledge management and innovation within the institution is shaped by a combination of factors. Based on these results, it was confirmed that a combination of three different factors relational engagement, environmental responsiveness, and conflicting understanding shaped the basic changes in knowledge managing and innovation in the field of institutional research.

This study attempts to explain the evolution of knowledge management based on the contemporary literature on knowledge development and it seeks to identify the key theories with regards to the scope, key premises, readiness and methods whereas theories on innovative management will be inclined to the situational and changing aspects. The concurrent growth of both knowledge and innovative managing particularly within the ambit of knowledge-inclined business services will improve the attempt to unravel the potential research focus.

The research was carried out utilizing a case study framework which was founded by a UK-based management consultancy company to realize a theoretical saturation. The data was obtained with the use of NVivo data analysis software to address structured analysis and theory initiation. The researcher served as a facilitator and monitor and there was cautious engagement with the current theoretical framework and the literature throughout the procedure engaged in the data mining.

The three major outcome of this research show that an organization's response to the major ecosystem factors which include customer expectations, competitive landscape, and evolving industry dynamics forms its knowledge and management and Innovation (KMI) development. Second, KMI's business role is primarily manifested by the customer's understanding of values, and this is a sort of impression that is dependent on service delivery. The study established an essential level of activity which stems from the institution's interactions. KMI and dynamic innovation within the organization reflects the relational development, this is a process that is essential to the dynamic development. Third, there seems to be a conflict of understanding of relative performance within an organization, which ranges from stating it as the result of an innovative product or service in the delivery procedure as against the simple outcome. These perceptions may elicit specific answers within an organization that has an effect on the organization as well as the effect on development of KMI and innovation.

This research effectively delivered a developing theory of the three harmonizing aspects to explain the development of knowledge managing and innovation. The study thus, found that more than a single factor may be responsible to shape its growth within the research company The research revealed that the theoretical factors of environmental responsiveness, relational assignation, and conflicting to perceive the responsible development of knowledge managing and innovative firm. In addition, the united knowledge and innovations within the conceptual model was fully asserted and detailed in the research practical experience.

The researcher believes that the scope and dimensions of the debate surrounding knowledge managing and innovation growth are numerous, to generate additional insights and explanations. Additional research is required to assess other possible aspects of the study area. The researcher similarly, recommended the following parts that need additional attention. One of the essential considerations in the study was the methodology

which was applied in related studies. This method can be in a form of ethnographic method or any systematic system to assess the possible function of the method used in this study.

(K. Khilji ,2015) Innovative communication, effective coordination and knowledge management in UK local authority planning departments. Doctoral thesis, University of West London [17].

This thesis aims to examine the scope of integrated knowledge-based planning systems. Five planning departments in the South East Midlands region of the UK were investigated through ecological assessment, theoretical modeling, and the combination of empirical evidence. The findings of the results are pointed to some configurations that can offer tools for technological innovations, knowledge managing and social coordination.

The main aim of this study was to provide a robust framework to enhance the efficacy and efficacy execution of the proposed system. A mixed research category was applied in the component of field work. First, a comprehensive literature review was conducted to summarize and synthesize the arguments for the main research proposals that contribute to the growth of combined, knowledge-inclined planning structure. Second, exploratory fieldwork was conducted as the appropriate methodology in this study, applying semi-structured interview techniques and questionnaires to collect data from senior planning officials who were directly involved in the transformation of the planning system. This study began by examining the previous planning environment in UK local government and its transformation from a classical emerging state. The main part o the field work was to identify the most essential enabling and preventive knowledge factor in the area of knowledge identification. Hence, the type of successful technological initiatives was founded and potential solutions on the emerging issues were found.

The study used a series of unstructured interviews and questionnaires as well as online forums and conceptual model. It also involved review on innovative technologies, ICT plans, knowledge managing policies, the technological systems and sustainable development to find out the major themes or categories as presented in the following table. These themes were grouped into six key themes namely, MC-1: Knowledge Applications, MC-2: Knowledge Channels, MC-3: Individual Knowledge, MC-4: Collective Knowledge, MC-5: Knowledge Barriers, and MC-6: Knowledge Facilitators.

But further research is required to offer essential guidance and a productive contribution to local parts of the domain in their future plans with regards to the combined knowledge-inclined planning system. Based on the diverse research approaches and broad range of existed studies, a review of six chosen models with a special focus on the context of case studies in five different participating councils the researcher recommends studying the factors influencing the adoption of innovation in communication channels, such as leadership support, technical skills, and personal characteristics; examining the relationship between creativity, communication, and organizational performance, with an emphasis on the role of visual methods; developing new theoretical models that combine the concepts of communication, knowledge management, and coordination within a single framework, testing them empirically, and developing research frameworks to measure the maturity of knowledge management in planning departments using global maturity models.

(Alhammadi,2016) "A Knowledge Management Based Cloud Computing Adoption Decision Making Framework" [18].

This paper presents detailed knowledge-based model for cloud adoption decision-making realized to enhance all stages of the cloud adoption procedure. The theoretical bases of the study are grounded in knowledge acceptance, which include literature on decision making, theories of technology acceptance and diffusion, and organizational learning. The model supports models' tools that integrate hierarchical analytic processes and situational thinking and a Pugh choice matrix for the operative stage. The model was dependent upon secondary and primary study and validated through the scrutiny of expert users. The validation finding shows that the model improves cloud adoption decision making and offers support at all levels and it has indicated that numerous models have been established to enhance cloud acceptance. Conversely, the present models exist

for innovative advanced domains and few studies have examined whether the factors may influence the acceptance of cloud computing in Saudi Arabia, considered an innovatively developing nation. Research limitations; there are some limitations in relation to this work. The major field works like interview was mainly carried out with cloud computing service providers and was restricted to only five companies. This shows the limited number of cloud computing service providers in the selected country as well as the small number of time and resources available. A remarkable finding is presented in chapter 5 which involved the computing service provider and the users who filled in the questionnaire. It was found out that cloud computing service providers have placed emphasis on government regulation than users which may indicate a difference in their functions.

Completed questionnaires were collected form 81 different organizations. As part of the limitations, the sample size was not large along with the slow pace of adoption rate in Saudi Arabia, contributed to the limited number of the respondents. The main aim of the interviews and the questionnaire was to find out the factors that influence cloud computing acceptance to support the growth of the KCADF model. Factors that were identified from the literature review and authentication workshop findings explained in Chapter 7, to confirm that the factors utilized in the KCADF model were detailed and relevant. It was mentioned in chapter 7 that the projected CBR mechanism presented in the verification workshops was a plan prototype, and not a complete type of the version. The researcher, adopted the decision-making Based on Knowledge managing". this attempt is essential to connect decision-making approaches with knowledge managing procedure within organization within organizations. Conversely, the projected framework may suffer from numerous shortcomings that can limit the generality of the application. The study lacks adequate explanation on how to combine knowledge managing into all stages of decision making. If primarily deal with the technical parts of cloud computing to consider knowledge readiness and the level of knowledge separation in employees. Additionally, the study does not offer a detailed tool to measure the knowledge impact of cloud migration with regards to risk of knowledge loss or data control. This makes the model a comprehensive descriptive framework than an analytic one that is appropriate for practical usage.

Furthermore, the model does not sufficiently address how to handle the implicit knowledge obtained by the experts. The study similarly, is lacking in a methodological testing to validate the framework, in a way that case studies will be presented to the experts, which reduces the stage of empirical evidence to support its efficiency. It was also confirmed that lack of focus on the knowledge lifecycle after cloud adoption will explain how organizations continue to update their knowledge base to implement their choice.

Based on the points mentioned above, the researcher recommends numerous improvements to improve the framework in order to assess the institution's knowledge availability and add the quantitative and narrative indicators to assess the knowledge impact of the cloud migration. Such an expert interviews and knowledge mapping will link cloud demands to the knowledge flow in the organization. Furthermore, adding a post-adoption learning phase to assess gaps and update acquired knowledge would be beneficial. Finally, it is advisable to subject the framework to a pilot validation process through case studies or the Delphi methodology to ensure its suitability and effectiveness in different organizational environments.

(Jung:2017)" Knowledge Creation without Deliberate Knowledge Management: A Case Study in an Innovative Firm" [19]

The study established that recent studies indicated that knowledge managing is vital for the creation of handling of knowledge of any effective organization. Numerous organizations are still yet to implement the knowledge managing systems with the general purpose of the enhancement of their knowledge background and possibly, they will generate more innovations. The complexity of knowledge in organizations may continue to be misinterpreted and the essence is to attempt to identify everything to make it obvious. This effort may lead to inefficient attempts at knowledge managing which often result in a specialized IT development. However, there are highly successful and

innovative organizations that offer knowledge-intensive products without any knowledge management. To understand why organizations that do not use knowledge management are successful and innovative, a case study was conducted in an organization that offers knowledge-intensive products. Interpretive phenomenology, based on Gadamer's approach, was used not only to clarify the environment and structure but also to understand the behavior of employees and the organization. Five general patterns were revealed at the macro level, along with several other elements and patterns at the micro level. Consequently, this research provides new insights into the generation of knowledge without intentional management and offers a managing guide a result to outline the key items than an organization should set out to achieve. The effect of these items and their connectivity is essential for the sake of sharing new insights and ideas to encourage motivation and eventually develop a new method towards the management of invisible tenets.

The scholar believes that the title of this study is unclear and undefined to suggest a general situation without the specification of the scope of a certain work environment. Furthermore, the discussion on knowledge creation needs absolute reliance on models such as Nonaka and Takeshi's SECL or structural learning theories, which the study lack a precise approach and the result lack reliability. In addition, knowledge creation is an aspect that is influenced by the leadership style, technology and organizational culture. There is also an insufficiency in the analysis of the connection between knowledge creation and managing. the study also needs to explain and analyse the causal connection instead of the link between the phenomenon. The researcher also attests that defining the essential concepts, in knowledge creation with regards to SECL and the adoption of stronger scientific approach through content analysis and interviews or via mixed-method paradigm will offer deeper perception. Also, analyzing the reasons for the absence of thoughtful management—is it due to a weak organizational structure, the absence of a knowledge-sharing culture, or resistance to change—and offering practical solutions such as building a comprehensive knowledge management system and enhancing the exchange of experiences among employees.

(Shamim,2018)"An investigation of antecedents of knowledge management among hospitality employees, with the focus on human factors, related to leaders and subordinates" [20]

This study examines how leaders and contemporary managers influence knowledge managing among the hospitality staff. It also examines knowledge-inclined leadership which serve as knowledge drivers in the field. The study also looks at the mediating influence among employees in the work place and their attitudes which include creative self-efficacy, emotional commitment and engagement, and the association between knowledge management and supervisory orientations. Also, it explains employee goal targets which include including learning orientation and performance alignment, as mediators in the association between knowledge management practices and supervisory orientations. The study also discovers the suitable integration of leadership behaviours with various employee and personality traits to predict knowledge management among the employees. In addition, the thesis supports the essence of knowledge management among the employees. The main aim of this study is to combine supplementary leadership tendencies which include support, delegation, consultation and sharing incentives as well as guidance and facilitation. The concord with the model seems to be confirmed and analysed. To expand the major scope of the KOL, concept could enhance additional expected results. especially, the effect of knowledge managing among the dedicative employees can further be improved by the incorporation of these behaviours. The second objectives with regards to this study was examined in the impact of KOL on knowledge managing among generosity sector employees. According to the data examination findings, "KOL" appears to be serious predictor of knowledge managing among the categorised employees. The result suggests that to be a potent predictor you need knowledge managing within the employees which can be integrated to realize a KOL style. This result is important and it is in consonance with initial conclusion. The findings may also reveal that work situations may directly affect the link between KOL and

knowledge managing. which means that although employees are committees and engaged, they will be better under standard environmental practices of knowledge managing as the findings of the analysis confirms the direct effect of the work situations. In addition, the findings show that KOL can supplemented to motivate these situations. These findings are in line with the studies that indicate behaviours are typically different and they are powerful mediators of various variables. The study analyses the effect of behaviours to distinct variables. This present study again aims to analyse the effect of supervisory irritation on knowledge managing through employee goal orientation. By examining the relationship between supervisory and employee goal orientations, the study suggests that employees may perceive a competency-oriented supervisor as valuing learning as an achievement rather than simply outperforming others.

The researcher notes several limitations of this study. A major one is the issue of methodological bias. This is particularly relevant because the items measuring service quality, learning orientation, effectiveness, work attitudes, and performance orientation, are self-reported, which can lead to methodological bias. Methodological bias occurs when an instrument produces variations in responses rather than the actual readiness to participate that the instrument aims to reveal. Therefore, the results may be skewed by the distortion caused by methodological bias. Another limitation is the issue of causality and the very high correlation between certain elements, such as innovative work behavior, knowledge management, service quality effectiveness, and service quality. These elements exhibit very high correlations with each other, reaching 80%, which indicates multicollinearity. Multicollinearity happens when an autonomous variable is highly connected with the other independent variables. Also, loads are essential and consistent with performance orientation as a sensitive judgment by supervisors. Performance orientation can be grouped into performance authentication and performance avoidance. The validation process is the employees' passion to determine their competence and receive a positive evaluation, while performance avoidance is the desire to avoid negative evaluation from supervisors. Other limitations of this study and considerations for future research include the employee's affiliation with a specific team, or in this case, a specific hotel or hotel chain. Future study can look at the impact of team network or hotel type. The researcher suggests strengthening the theoretical framework and expanding human factors to include employee empowerment, trust-building, and organizational justice. Furthermore, the researcher recommends using internationally recognized measurement tools such as the Gold & Malhotral Knowledge Management Scale, comparing knowledge management behaviors across departments (housekeeping, senior management, restaurants, and reception), and incorporating a multicultural perspective, given the sector's reliance on employees from diverse nationalities.

(Al-emran:2019) Extending the technology acceptance model with knowledge management factors to examine the acceptance mobile learning [21].

The research objectives are basically three. Firstly, it sets out to identify the perceptions of the integration of knowledge managing factors into mobile learning. The study problem was to find and analyze the findings of the result where 93% of the students showed the usage of mobile learning system in knowledge managing. secondly, a new model was developed by the extension of the developing knowledge managing model (TAM) with knowledge managing factors considered as extrinsic variables. In this framework, it should be understood that TAM are influenced by the four different knowledge managing. furthermore, it is projected that the behavioural tendencies are thought to influence the two major constructs of the TAM, whereas the behavioural intent is thought to influence the real use of the system. Third, we validate the proposed model by developing a mobile learning application and employing statistical analysis methods. This study uses partial least squares structural equation modeling (PLS-SEM) to validate the developed model. Data were collected through a survey of 735 IT students at two different universities in two different countries: Universiti Malaysia Pahang (UMP) in Malaysia and University College of Buraimi (BUC) in Oman. These two specimens were selected to authenticate the new model in a multicultural domain. The study indicates the perceive ease of the use of mobile learning systems in both samples. Conversely,

knowledge sharing was identified to be the least supported in the systems. In addition, the usefulness and perceived of use were seen. Most of them the developed model will explain an essential variance (50%) so in actual application the use of mobile learning and therefore perceived ease of use will clearly show the developed structural framework and therefore, can sufficiently discusses the real use of mobile. The results of this study contribute to the current literature by validating and extending the Knowledge Management (TAM) model using knowledge management factors in two different contexts (i.e., UMP and BUC), and offer different implications for theory, research, and practice.

The researcher believes that there is an unclear integration between the innovative acceptance and and knowledge managing. some knowledge managing the studies on organizations, while mobile learning is often in an individual educational context, which requires a stronger justification for the alignment. Also, the absence of alternative explanatory models and the failure to compare the developed model with other models reduces the strength of the study's contribution. The sample size is also insufficient for analytical techniques such as SEM. Furthermore, modifying the model without a theoretical basis may exaggerate the impact of knowledge management on the acceptance of mobile learning without considering other important factors such as content quality, digital infrastructure, and technical support. The researcher suggests improving the theoretical framework by clarifying the link between knowledge management and technology acceptance through building a logical causal chain that shows how knowledge sharing affects perceived utility, strengthening the model with supporting theories, improving the variables and measures, and including variables related to the mobile context such as multitasking, communication quality, cost, data, and distracting notifications.

(Rahim:2020) "The Effects of Knowledge Management, Competitive Intelligence and Strategic leadership on business strategy formulation in Malaysia multimedia super corridor (msc) companies" [22]

The study confirmed that over 3,000 Malaysian companies have achieved MSC status. Despite this high number, the Malaysian Development Authority (MDEC) reported that 90% of these companies are still in the late stages of development and have not expanded into the global market. In the modified economic climate, the global market entrance is a necessity for various businesses. Whereas the country requires a more competitive and global partners. to drive digital transformation in Malaysia, the primary reason for these challenges is the limited strategic competence of managers in formulating business strategy (BSF). Several studies have dealt with BSF via different methods and as well, provided clean answers. Conversely, the main competitiveness adopts successful past approaches, but rather the adoption and responding to swift changes in the business domain by suitable method. The key objectives of this research were to integrates the knowledge managing (KM), strategic leadership (SL) and competitive intelligence. This research used qualitative approach with the utilization of IBM SPSS version 22 and SmartPLS version 3. The findings revealed a direct impact of KM and competitive intelligence on BSF. So, the result showed that CI was more important aspect than KM for BSF. Similarly, it showed that there is direct impact of KM and competitive intelligence on SL. At the same time, SL is not a good indicator of BSF but also has an effect on the connection between KM, organizational combination and BSF.in total essence is important to the supplementation of new knowledge to various fields of knowledge and provide practical situation to enhance and execute th formulation of business strategy

The researcher believes that combining three broad strategic variables (knowledge management, competitive intelligence, and strategic leadership) may lead to a fragmented study and reduce its ability to provide in-depth results for each variable. It would have been possible to focus on only two variables to arrive at a more explanatory and clearer model. Additionally, the study is not coherent in terms of the usage of theoretical model which links the three different variables to plan formulation. In this sense, each of the variables contains its distinct theoretical underpinnings. There is also an overlap between knowledge managing and competitive intelligence which could add to the problem of

numerous interrelationships. The researcher recommends the usage of the construct relationship instead of effects unless an empirical methodology is used. The proposition to develop a conceptual model which explains how knowledge managing interface with competitiveness was projected by the researcher. She also recommends the application of using an innovative analytic methodology with structural models instead of traditional way of analysis. As this will allow the study for difficult connections and underlying variables. Moreover, she recommends the addition for variables addition such as planned capabilities and institutional culture, to expand the scope of the study to comprise two distinct sectors to assess the differences in the effect of variables and to strengthen the real-world aspect by connecting the findings to clear recommendations for the actual decision makers. The adoption of universally accepted standards for knowledge managing and strategic leadership.

(Nie,2021) "Knowledge Management: A Study of Effective Management of Implicit Knowledge"[23]

This advanced model will influence institutions to become more interactive and participatory through the execution of knowledge handling activities among employees and to find out the factors that can facilitate the acceptance of these models. The data collection as well as analysis show that the intended factors may be important for effective delivery. First the connection between the firm's key values and the personal values of employees especially, the efficacy and efficiency of job executions. Secondly, based on the research as proposed on qualitative paradigm, to obtain power of the middle set of managing team can strikingly update the efficiency act the application of power can assist in the execution of implied knowledge managing the efficacy of knowledge managing (TKM) and knowledge transfer. These aspects can assist the middle management to clearly without hitches understand the main core values of the organization when performing their function. Additionally, adapting specific strategies for the implementation of implied knowledge management (TCM) can still be considered as one of the main considerations. Considering the cultural background of the personnel can also warrant to initiate different choice when preparing for TCM execution.

The researchers are of the opinion that ambiguity in defining the construct of implied knowledge. The study may not contain sufficient differences between implied and explicit knowledge, and eventually it may lead tyo confusion in the interpretation of the said challenges. Implicit knowledge is a exact construct that needs a complete and detailed definition. The is is also dependent on inadequate sources which may lessen its theoretical ground, especially considering that knowledge managing is a swift and fast evolving entity. The study presented the basic challenges without the need to analyze their organizational and cultural roots. Even if the study is effective in the identification of the challenges, the organizational learning tools may be inadequate especially in the documentation planning. It was suggested that reinforcing the theoretical background

Through adding the universal models like Nonaka SECL, through the application of appropriate narrative methodologies like semi-structured interviews, knowledge maps, case studies, and personal observation may supplement the applicable model. The authors recommend that the exploration of other alternatives for this related research is necessary. Nowadays, every organization is bound to face competition from different parts as well as high turnover of employee. Thus, this sort of research is critical and various avenues can be explored like the video conferencing, phone calls, and help desks, on knowledge transmission across various organization. Furthermore, while it was established that the major difference between knowledge-intensive and non-knowledge-intensive institutions is the acceptance of the underlying mechanisms of the findings. Knowledge managing can be closely linked to innovation and efficiency within an organization.

(Ridzuan & Sari :2022) "Organizational knowledge, innovative behaviour and organizational performance: the mediating role of knowledge management in smes' service sector of Malaysia"[24]

This research employs a positive model, utilizing a quantitative approach to data collection from participants based on a sample size determined by the G-POWER

software. Using a non-probability sampling method, the study sought responses from participants through a purposive sampling approach. A total of 144 completed responses were collected and analyzed using SmartPLS 3.3.3 software to draw conclusions consistent with the research objectives and hypotheses. The results indicated a statistically significant relationship between intellectual capital and the performance of small and medium-sized enterprises (SMEs). Another finding indicated the correlation between intellectual capital and knowledge managing, as well as absorptive ability, and SEM performance. The results finally showed that technological behaviour and SME performance were not significantly affected by intellectual capital and absorptive capacity. Furthermore, the results demonstrated that knowledge management may seem to mediate the link between intellectual capital and the behaviour that is dynamic and can partially serve as a mediating factor between the mediating relationship, intellectual capital and fully SME performance. This research contributes to the body of knowledge on organizational knowledge and innovative behavior by proposing a new model for assessing the factors influencing organizational performance, particularly for small and medium-sized enterprises (SMEs) whose small size and recent establishment often hinder their ability to achieve superior performance. It also recommends future studies to explore the relationship between the availability of resources, both tangible and intangible, and steering mechanisms, which include leadership and the basic skills, to improve resource usage. This study seeks to use Resource Coordination Theory (ROT) to sustain the new and improved model to examine organizational knowledge which include knowledge managing and the absorptive capacity from the lens of innovative behaviour in the Malaysian SMEs. Further, this study can intervene to analyse the relationship between the intellectual capital, innovation behaviour and the SME function. Finally, it investigates the influence of internal factors, namely organizational knowledge, as indicators of SME performance.

The researcher believes that the research problem may not be precisely defined or clearly link the three variables: organizational knowledge, innovative behavior, and knowledge management as a mediator. Many studies have addressed the relationship between knowledge management and innovative behavior, so the added value of the study should be clarified more clearly. If the study is not compared to what actually happens in the small and medium-sized enterprises (SMEs) sector, it may lose its originality. The theoretical framework may have delved too deeply into basic models, and the lack of connection between theories may lead to a superficial interpretation of the relationships. The results were general and do not reflect the specificity of SMEs, so they need clarification. There is also no connection between the study's results and previous literature, nor was a comparison made with recent studies. The researcher suggests including clear models of knowledge management, such as Janssen's model of innovative behavior, expanding the theoretical framework by combining more than one conceptual framework instead of relying on a single theory, and to increase the strength of the model, adding a moderating variable that affects the relationship, such as organizational culture or leadership support, as well as combining qualitative and quantitative approaches to improve the quality of the results, and comparing different sectors within SMEs. The researcher suggests studying the interactive role between knowledge management and other organizational factors such as leadership, culture, and structure, and testing the model in different sectors to verify its generalizability, and using qualitative approaches such as interviews or case analysis to explain how organizational knowledge actually contributes to fostering innovation.

(Sonjaya,2023) (designing a knowledge management strategy to support product development and innovation agility at paragon corp) [25]

This study aimed to develop strategic knowledge management to support product development and innovation agility, addressing two research questions.

The first question was: what is the readiness stage of the newly introduced product development team? Secondly, what sort of knowledge managing plan can be executed within the new product growth team to enhance the agility, performance and quality of the product development and innovation? The use of mixed methods in this research to

obtain data using questionnaire as primary means of data collection is suitable. The questionnaire was given to employees within the directorate of research based on the Asian Productivity (APO) model. The key items considered in the questionnaire are, technology, people, leadership, knowledge process, process, knowledge process, innovation and learning, and knowledge management outcomes. The qualitative paradigm was basically used to explain and validate the proposed questionnaire from the directorate's representative. The findings indicate that knowledge managing practices were executed in both directorates despite the insufficiency of formal institutionalization of knowledge management and they were constantly assessed and enhanced. But there is an important gap in order to achieve full knowledge management maturity. The projected improvement may include the establishment of organizational system for knowledge management to develop knowledge safeguard policies, building the core staff competencies and the integration of IT infrastructure, to create a detailed knowledge inventory, to foster a culture of dynamic innovation and risk assessment and knowledge's contribution to enhance efficiency.

The researcher asserts that the problem raised in the study was well established but it was not adequately connected to modern changes in knowledge management. The objectives were broad and should be more specific to acknowledge management. the real-world importance was potent and the theoretical factors needs a closer connection to clarify the follow-up mechanisms. The description of the methodology was so concise and the discussion was also superficial and was not connect to the existed studies. The most essential weaknesses of the study are the parts of the analysis and the theoretical framework as well as the inadequacy of the data documentation. The researcher recommends the tool to be tested so it can be strengthened and measure the appropriate response. There should be a clear knowledge managing strategy that will be connected to the organization's vision for the purpose of innovation and product enhancement to foster the act of knowledge sharing within the organization. That will encourage the transfer of expertise and develop digital knowledge managing structure ad produce data repositories, knowledge portals and artificial intelligence (Taherian,2024) (Towards Transient Advantages: the role of knowledge management on productivity)

This experimental investigation enquires about knowledge managing initiatives on the efficacy of knowledge workers that aims to open for organizations to achieve competitive merits through a fast-changing entity. The essence of knowledge managing to organizational success is broadly established. The link still remains an aspect of progressive investigation. For this, it becomes indispensable to attain organizational advantages. This study aligns and interfaces with knowledge managing initiatives and knowledge worker efficacy, considering the moderate influence of emotional commitment. To utilize inductive and deductive methods to test the effectiveness of knowledge managing initiatives for their effective knowledge worker efficacy. The multi-method explanatory research design is utilized at two distinct stages. Firstly, the narrative part which deals with semi-structured interviews with employees from global credit departments that specialize with multinational corporation. Secondly, the quantitative data were collected by the means of mailed questionnaires, in which 294 various responses were obtained to represent 32.81%. the main aim was to investigate the knowledge managing behaviour and the knowledge worker productivity. The findings eventually revealed a striking result through the usage of SmartPLS 3. It was found out that there is an important relationship between the variables and it was found that there is a correlation between knowledge-inclined leadership and knowledge process capabilities. The study will be of contribution into the complexities of knowledge management in an organization to offer practical suggestions for the better improvement in productivity and competitiveness of knowledge workers in the relative sector under study. Similarly, the study contributes to the cohorts of empirical studies that sought to examine the link between knowledge-oriented leadership, knowledge process abilities, knowledge management behavior, and emotional commitment to knowledge-inclined abilities model. This study is a global attempt in the financial sector with the use of a mixed method. The result also displayed a positive outcome and a correlation between

knowledge-oriented leadership and knowledge process abilities as well as behavior and knowledge worker productivity; and knowledge-oriented leadership and knowledge worker productivity.

The researcher believes that the problem has been formulated in general terms without identifying clear knowledge gaps, and studies often fall into the error of focusing on the relationship between knowledge management and productivity without explaining why this relationship is expected to exist. The theoretical framework was broad and did not provide a clear conceptual model linking the components of knowledge management and productivity indicators. There was also an absence and neglect of mediating factors such as innovation, training and development, the use of technology, and work culture. The study also lacks an examination of the latest trends in knowledge management, such as organizational intelligence or digital human capital management. Relying solely on the descriptive-analytical method may not be sufficient to prove the causal relationship between variables. The lack of clarification regarding whether the productivity measure is individual, organizational, or operational also diminishes accuracy. Relying solely on descriptive statistics and correlation coefficients may not be sufficient to understand the complex effects. The researcher suggests building a clear model that identifies the components of knowledge management (acquisition, storage, sharing, application) and productivity indicators (performance quality, efficiency, outputs, time, and cost), as well as building knowledge-sharing systems and developing an organizational culture that encourages learning and the use of artificial intelligence in information management.

(Roham, 2025) (Knowledge Management and Knowledge Sharing in Maintenance Department of Knowledge-Intensive Industries)[26]

The main objectives of this research are to gain a comprehensive understanding of current knowledge management and knowledge-building practices, identify gaps, propose targeted improvement strategies, and synthesize findings. This study contributes significantly to the academic discussion of the complexities of knowledge management as used in specialized maintenance contexts. Practically, the findings provide useful insights for the various organizations that seek to enhance maintenance through efficient knowledge usage and it moves beyond conceptual boundaries. This thesis extensively explores knowledge management and knowledge-setting within departments, which provide useful insights into the major enablers and dynamic approaches that can shape innovative approaches as well as the procedure. A mixture of the paradigm highlights the critical function of trust, direct interface and developing technologies in the felicitation of knowledge-building, whereas introducing the dynamic concept of training by novice. The study also analysed additional enhancements which aimed at the improvement of knowledge management and link knowledge to participate in career enhancement, to allocate more time by managers to acknowledge management functions and provide financial incentives, however, these initiatives were not enough to essentially enhance knowledge management.

This finding underlines the complexity of knowledge management and offers that the systematic modifications must be attended to establish trust, encourage interpersonal engagements and create an encompassing institutional culture.

The study notes that various factors with regards to knowledge management and building are required in further studies. For instance, the effect of innovative tools on knowledge management as well as leadership styles were not fully explored. Future studies can seek to explore these findings through thorough examination of factors in detail to provide a comprehensive perception of the various effects on knowledge building and management. The study suggests the development of a model to connect the management practices and the function of tacit knowledge in maintenance team. To measure the essence of knowledge sharing and indicators as preventive maintenance projects, downtime, troubleshooting speed, and analyzing obstacles. She also proposes qualitative analysis, such as interviews, to better perceive the major causes.

Contribution to Knowledge

The research discloses the need to reassess the present argument with regards to knowledge management and dynamic development to provide deeper perception of the principles of this firm. As part of its main contribution, the research makes significant contribution to the knowledge management and development within a united system.

Review Methodology

Type of Study: Systematic Literature Review

Time Period: 2015–2025

Selection Criteria: the paper focus on published papers that peer-reviewed based on scientific findings and they are more related to the models of knowledge management in both English and Arabic.

Number of Studies Analyzed: 11

Emerging Trends in Knowledge Management (Review Findings)

Through the review process, the following are the major trends identified:

The shift towards digital platform knowledge management: the continuous reliance on cloud structure, virtual collaboration mechanisms and the combination of knowledge management in distance areas. Knowledge managing in specific domains like higher education, government organizations and healthcare where knowledge managing application may differ depending on the sector.

The integration of smart innovation into the field of knowledge management which include applying artificial intelligence, machine learning, and big data analytics try to discover implicit knowledge and facilitate decision-making.

Focus on human capital and tacit knowledge: there should be developing interest in the documentation and transfer of informal knowledge through the mentoring, learning and training.

Future challenges and priorities: defending, privacy, knowledge, cybersecurity, and ensuring knowledge sustainability with regards to swift innovative advances.

Analysis: The literature shows that knowledge managing has changed from administrative function into an integration of corporate planning that is linked to the digital changes and dynamics. The major shortcomings in this study are the gaps that is still in existence in human and aspects where knowledge sharing and collaboration remains a serious challenge to the effectiveness of knowledge initiatives.

3. Conclusion

The review accomplishes that knowledge management in the previous decade has been more digital, integrated and intelligent especially with the use of innovative technologies, whereas the significance of the human items and institutional culture is still in place.

The study endorses the following:

1. Strengthening applied research in Arab environments.
2. Investing in intelligent knowledge management systems.
3. Building an organizational culture that supports knowledge sharing.

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