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HOW THE CRITICAL SUCCESS FACTORS OF KNOWLEDGE MANAGEMENT AFFECT THE DIFFERENT PERFECTIVES OF ORGANIZATIONAL PERFORMANCE AND ORGANIZATIONAL STRATEGY

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Abstract

The prime focus of the current study is to investigate the impact of the critical success factors of knowledge management (CSFs of KM) namely, human resource management, leadership, organizational learnings, and information technology of knowledge management on the organizational performance perceptive. Secondly the study has examined the impact of the CSFs of KM namely, human resource management, leadership, organizational learnings, and information technology of knowledge management on the organizational strategy. Finally, the study has examined the impact of the organizational strategy on the organizational performance. Out of 250 questionnaires we have received 225 questionnaires back from Thai universities, so the total useable questionnaires were 210, with response rate of 84%. We have selected the PLS-SEM approach for further analysis, this approach is also known as second generation technique. The results of study highlighted that in organizational growth knowledge management plays an important role in the researcher claimed about the CSFs of KM that have a positive and significant link with the company's abilities. Therefore, the findings pointed out the requirement of further investigations. Generally, the achievement during execution of knowledge management execution acts as a turning point on the workers encouragement to apply knowledge, to help create innovation and share for awareness.

Keywords: Knowledge Management, Organizational Performance, Organizational Strategy

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Background

In this distinct period where the importance of information and knowledge has been acknowledged and its important has determined, knowledge management (KM) is considered as one of the vital sources for development of organizational performance (OP) and enhancement of innovation (Ferraris, Santoro & Dezi, 2017; Spanó & Paola, 2019). Hakim & Hassan (2016) claimed that KM is actually a methodology that has been oriented to manage and develop knowledge base while through the utilization of knowledge-based assets of the company it has been possible to improve OP and increase innovation which is the core purpose. According to the theories such as knowledge-based view (KBV) and resource-based view (RBV) theories, knowledge is a basic asset for the growth of any company, their survival and stability. However, in 1990s the accomplishment of the companies were strictly associated with managing knowledge (Hakim & Hassan, 2016; Mkrttchian, 2020; Natek & Zwilling, 2016; Nonaka & Nishihara, 2018; Rao, Ng & Sun, 2016). However, the important problem currently in the area of knowledge is how to manage and develop it (Spanó & Paola, 2019; Sulistyo, 2020). Similarly, the KM execution in current competitive environment has gained further consideration in various academic and businesses areas. Similarly, various companies have the perception regarding KM execution according to which it is considered as a great protector in the dynamic and changeable condition (Sulistyo, 2020).

According to this research which has stated in context of various scholars who presented a basic conceptual structure for the KM execution from various point of view. These structures consist of various needs which confirm the KM execution successfully. Rather than the variance in the needs of every structure, there are three important parameters required for the development by the several scholars. There are Knowledge Management Processes (KMPs), Critical success variables of knowledge Management (CSFs of KM), and the Knowledge Management Strategies (KMSs) (Hosseini, Tekmedash, Karami & Jabarzadeh, 2019).

Accordingly, the significance of KM towards the success of company, there have been research which have been conducted empirically to investigate the Thai, the KM execution Thai. These important research work targeted on the critical success variables of knowledge Management (CSFs of KM), KMPs to enhance the whole OP and KMSs (Conesa, Acosta & Carayannis, 2017; Gutierrez, Boukrami & Lumsden, 2015). Recently, the growth of KM execution has been generally recognized by its capability to offer phenomenal advantages regarding the company. For instance, the researchers reported that KM execution can offer 80% advantages to the major companies across the globe.

The period in economy history which were based on knowledge utilization, in these years the successful and prosperous companies based their working on their knowledge-based assets for the purpose to survive and for OP enhancement (Hakim & Hassan, 2016; Inkinen, 2016; Mkrttchian, 2020; Rao et al., 2016; Saqib, Baluch & Udin, 2017). KM is essential for new services improvements and enhancement. Beside this, the KM execution can support the company in producing innovative outputs through development of knowledge-based improvements (Ferraris et al., 2017; Spanó & Paola, 2019). Shortly, it can be explained that the major knowledge management performance is to increase and improve OP and innovation (Hakim & Hassan, 2016).

According to the above discussed research, the current research work pointed out the importance of the role of KM in the Thai while improving OP and in innovation enhancement. Hence, according to the earlier research work regarding KM, the query is unanswered yet that how the company operates its asses for KM in a successful manner (Attar & Kang, 2018; Conesa et al., 2017; Gutierrez et al., 2015; Hakim & Hassan, 2016; Mkrttchian, 2020; Saqib et al., 2017; Zain, Salleh & Rhouse, 2018).

The researcher Hakim & Hassan (2016) claimed that in the recent years companies have paid out millions or more than millions of dollars for the operation and execution of KM, the

execution of KM had produced just marginal outcomes and the unsuccessful rate of percentage lie within the limit of 50% to 70% during its execution. Due to this here is a high possibility of risk factor in the unsuccessful performance by the execution of KM, several scholars' have conducted research about acknowledgement of main reason behind this perception (Zain et al., 2018).

Literature Review

Knowledge Management (KM) is a support system for companies. KM has been used as an essential mechanism from year 1990s in companies for development of knowledge (Natek & Zwilling, 2016; Nonaka & Nishihara, 2018). Therefore, the perception regarding KM requires further study and consideration, various scholars conducted research about this as a subject of importance. Therefore, there is absence of empirical research work up till now, which is shown through the research work regarding KM (Zain et al., 2018). In today 's knowledge-based economy, businesses operate in a dynamic and complex environment. KM implementation is becoming a significant source of sustainable innovation and OP. As such, contemporary organizations consider KM implementation as a key success in today's knowledge-based economy (Elwany & Mahrous, 2016; Gutierrez et al., 2015).

Currently the economy, which is based on knowledge, companies are functional in a difficult condition and in a dynamic condition. KM execution is considered as an important asset of OP and constant innovation. For Instance, the recent companies deliberated KM execution as an important factor of accomplishment in recent economy which is based on knowledge (Elwany & Mahrous, 2016; Gutierrez et al., 2015). The research done according to this assumption; various research work has been done to recognize the variables which influence effectively upon the execution of KM. These variables are known as the CSFs of KM (Gutierrez et al., 2015; Hussain, 2020). Critical success variables of knowledge Management (CSFs of KM) execution is known as the organizational and managerial variables that requires to addressed efficiently in link to enhance the possible accomplishment during the execution of KM (Shujahat et al., 2017).

Cerchione & Esposito (2017) claimed about the companies who in search for KM achievement which should be referred as acknowledgement and growth of Critical success variables CSFs. It shows that without the support of Critical success variables CSFs, the anticipated outcomes no more look like to be offered. Similarly, Mardani, Mardani, & Nilashi (2017) claimed that companies who would emphasize certainly got advantage from wider range to knowledge about these variables which played an important role for the achievement of KM. However, the assumed variables which are not appropriate and develop obstruct in the success of anticipated outcomes.

In particular, Gutierrez et al. (2015) stressed the need to consider the CSFs as particularly the researchers Gutierrez et al. (2015) emphasized on the requirement to deliberate the critical success variables as important issue when implementing KM in the telecommunications sector. Hence, the present study seeks to consider the CSFs as a significant part of KM implementation in the Universities in Thai.

To determine main problem associated for KM execution in the sector of telecommunications, the recent research seeks out the study about critical success of variables as an important element of KM execution in the Thai.

Human Resource Management

Several scholars claimed that human resource management plays an important role during the execution of KM and in its achievements. Human resource management take a charge in company for hiring employees who are very important for the development of knowledge base by experience, sharing of ideas and opinions (Gope, Elia & Passiante, 2018). Mostly, the

workers are hesitant to segment their knowledge with other workers due to the absence of trust and vested interests.

However, by the KM framework it's essential for the companies to utilize contribution of workers and involvement links. The actions of Human resource management plays an important role to grasp and help worker's understanding and the capabilities that a company requires (Chiu & Chen, 2016).

The actions regarding Human resources management is known as a tactical employee's management system that offers support and stresses on the attainment, encouragement of human resources and organizing. According to the researchers Lo et al. (2017) the activities of human resource management consists of performance appraisals, staff training, planning of human resource management, development and compensation and OP improvement that has a significant impact on the employee's security. Similarly, the researchers Chiu & Chen (2016) claimed that the human resource management activities consists of compensation, training, staffing, performance appraisal and participation which are capable of achieving KM execution. However, the activities of human resource management acts as a significant concern during the execution of KM execution (Inkinen, 2016). Therefore, several KM structures ignored to recognize the type of the link among KM success and the workers which shows in the restricted investigation regarding human resource management activities as per the research work of KM study (Inkinen, 2016).

In this situation, the researchers Tehseen, Khalid & Rather (2020) claimed that the activities of human resource management can support to enhance the knowledge within the companies, but there are some research works regarding the issue of human resource management usage during the KM. Hence, as per the above research study and the recent research work targeted on their performance (Inkinen, 2016; Tehseen et al., 2020).

Information Technology

The contemporary systems regarding information technology have a significant role in KM execution due to this reason that it offers significant mechanisms towards companies for instance technical databases, the use of information of clients and competitors, management models, decision support systems, access to specialized sources of knowledge and the successful solution to competitive situations. It would expedite and facilitate the KM execution in companies (Shujahat et al., 2017).

Tehseen et al. (2020) and Sulistyo (2020) claimed that KM is considered as a procedure of articulating skills, leveraging and the skills of the workers who maintained through the information technology. Later, the systems of information technology would be capable to support constantly knowledge transfer, new knowledge and the storage of knowledge. Additionally, it would support the workers in the companies to minimize the duration of knowledge transfer. It would also support to accomplish higher quality, the participation of workers during knowledge transfer and the higher efficiency (Cupiał, Sikora & Sikora, 2018).

In this regard, the researcher Inkinen (2016) claimed that there are three component present in the system of information technology which could support the execution of KM successfully. Initially, it requires to be recognized for its role in information technology during the execution of KM. Secondly, it must offer access, organization, and document storage. Thirdly, the companies would support information survivability, databases, software and hardware. Hence, it depends upon the earlier discussion that the recent research work targeted on the significant role of information technology during the execution of KM in the Thai Universities (Sulistyo, 2020).

Leadership

Leadership is referred to as a significant element of achievement during the execution of KM. In Constant understanding of knowledge, a leader is act like a role model for others. KM needs a unique nature of leadership which provides guidance during accomplishment of highest levels

of OP. Leadership is known as the backing from the high authorities for accomplishing KM practices (Shujahat et al., 2017).

Various scholars have examined the association between the KM and the leadership. The researcher Idris, Jamaludin, Rahman & Mislan (2016) referred leadership role as an important factor in the association among the OP improvement and KM. the researcher recognized the two external and internal dimensions regarding the role of leadership who support the execution of KM. These internal and external dimensions depend upon the ability of the leader which plays a significant role during the execution of KM. One of the dimension which is internal dimension is the leader's ability regarding the importance of socio-cognitive role and technological role during the execution of KM.

The other dimension which is external dimension is the leader's comprehension regarding the importance of knowledge about the customer-focused during the execution of KM. Furthermore, the researcher Morley & Crossouard (2016) stressed about the style of leadership which plays an important role in the KMPs for attaining the competitive benefit. The researcher claimed that there are four styles of leadership such as delegating, directive, consulting and supportive during the execution of KM. the findings reflects that the styles of supportive and directive leadership are significant and they are negatively linked with the KMPs on the other hand, the delegating and consulting styles are significantly and positively linked with KMPs.

Moreover, the researcher, Gathii & Obonyo (2018) investigated the link among transactional leadership (which consists of consideration, contingent reward), transformational leadership (which consists of intellectual stimulation, attributed charisma and individual consideration), and the several more dimensions regarding acquisition of knowledge (which consists of negotiation, communication, control, personal traits and organization).

The researcher shared their findings about the strong positive link among the several styles of leadership such as transactional leadership, transformational leadership and several dimension of acquisition of knowledge. Additionally, the researcher referred to the mid -level administrator as a caretaker of information and knowledge. The researcher suggested that more research work is required to investigate these factors. In the same way, the researcher Adogbo, Kolo & Nzekwe (2017) seeks for the association among the KMPs and the styles of transformational leadership. The researcher postulated that the style of transformational leadership tends to develop a knowledge culture in any company which is inclined towards the execution of KMPs in a successful manner and move towards the further improvements.

The findings of this research have reflected that the styles of transformational leadership comprise of inspiration, charisma, intellectual stimulation and the individual consideration, which are linked significantly with the KMPs which further consists of application, creation and acquisition. The researcher claimed that the requirement for the further study leads to examine the link among the KM and the transformational leadership (Kucharska & Kowalczyk, 2016; Sulistyo, 2020; Zain et al., 2018).

Consequently, the researcher Adogbo et al. (2017) recommend that the style of transformational leadership has currently established the exceptional consideration in the KM due to the reason of the impact of this transformational leadership style on the worker's motivation towards the share and development of knowledge. Therefore, some of the empirical research works have targeted the impact on KM by the transformation leadership. Thus, the recent research targeted on the significance and the role of transformational leadership styles during the execution of KM in the Thai Universities.

Organizational Learning

The achievement of contemporary companies depends upon the development of company's conditions which is associated with the organizational learning with the KM (Zain et al., 2018). Organizational learning is known as a collective ability which depends upon cognitive and experiential procedures which consists of utilization of knowledge, sharing and acquisition.

Additionally, it is also explained as a collective attribute of any learning company that utilizes its knowledge assets in a successful manner to produce high level of performance. Kucharska & Kowalczyk (2016) recommended that the KM and learning of the organization are in the parallel direction of the company during the accomplishment of high level of performance.

The Organizational learning comprises of three important dimensions such as the open-mindedness, vision sharing and the commitment to learning (Kucharska & Kowalczyk, 2016; Lo et al., 2017; Zain et al., 2018). The KM has a positive significant impact by these dimensions. Certainly, Adogbo et al. (2017) claimed that Knowledge transfer has a significant and positive impact by these dimensions which consists of procedure movements, organizational knowledge transfer and the group movements. Depending upon the earlier research work targeted on the practice of organizational learning in the Thai Universities.

Organizational Strategy

The execution of KM in a successful manner constantly requires to be associated with the efficient strategy of the organization. According to the scholars Gutierrez et al. (2015) claimed that the company's capability to flourish in their process of KM execution which is based on the capability of selection, put on the organizational strategy where required, which provides a maintainable competitive benefit. However, the support to associate KM execution with the strategy of the company plays a vital role in the success of OP.

Knowledge creation plays an important role in the progress of the organizational strategy through offering the knowledge regarding market, customer, technology and service which is deliberated as an important factor for the strategic choice (Inkinen, 2016). Furthermore, the Attar & Kang (2018) stressed that the KM execution might be maintained the direction of the strategy in the company. Depending upon the above discussed research work, the recent research targeted on the performance of organizational strategy during the execution of KM in the Thai of Universities.

Hypothesis Development

Initially, the research work targeted on the association among OP and the CSFs of KM. The earlier research work recognizes the seven CSFs of KM such as leadership, human resource management, organizational learning, information technology, organizational culture, organizational learning, organizational structure and the organizational strategy. To enhance the OP these variables, play a significant role during the execution of KM in a successful manner.

Dang, Hoai & Peansupap (2022) model might be the most extensive mentioned theory in the current research work regarding the KM for investigating the association among the OP and the CSFs of KM. The findings showed that the CSFs of KM consists of organizational structure, organizational culture and technology which are linked positively with the efficiency of organization. This model has the advantages which permit the scholars to target on the important variables which support to enhance the OP. Finally, the researcher Gold et al. suggested that more research work required in various sectors and in various countries.

According to KBV and RBV theories, the researcher Hakim & Hassan (2016) claimed that there are three CSFs of KM such as the technology, structure and culture who support to enhance the abilities of companies.

Inkinen (2016) used the KBV perception to view the CSFs of KM as the important core of OP enhancement. The findings pointed out the positive and significant impact of information technology of CSFs of KM, culture and structure on the OP which includes the service, innovation and financing. Therefore, the scholars also highlighted the flaws of the earlier research which is present to the impact of CSFs of KM on OP. Hence, the researchers suggested that more research would be required to further examine the association among the CSFs of KM with OP, in the same way the research works to examine the association among the KM assets and its process with OP.

Moreover, the researchers Inkinen (2016) claimed that the presence of a company based upon the efficient actions of human resource management (such as compensation. Workflow, rewards, training, development, appraisal, and staffing) in linked to enhance the KM abilities (such as improving, capturing, sharing knowledge, creating knowledge and learning), which supports to participate and to attain the high-level OP (such as market performance and human resource performance).

As per the findings, the activities regarding human resource management have positive and significant indirect impacts on OP by KM abilities. Additionally, the findings showed that the KM abilities have direct positive and significant impact on OP. The scholars suggested that more research work is required in this field.

Similarly, the researcher Rao et al. (2016) claimed that the achievement of any company based upon the learning which is based on self-directed (such as continuous learning, self-recognition, active learning and fondness for learning) in link to structure the KM abilities (such as sharing knowledge, capturing, improving, creating knowledge and learning) and organizational learning activities such as information-sharing patterns, achievement mind-set, inquiry climate and the learning practices), which influence the OP enhancement (such as market performance and financial performance).

However, the findings illustrate that self-directed learning has an indirect significant and positive impact on OP by the organizational learning and KM abilities. Moreover, the research work in this field are guaranteed. The researchers (Gutierrez et al., 2015) claimed that the organizational structure, business strategy, K-Map, KM team and K-Audit as CSF of KM have a significant impact on the OP innovation. The scholars recommended that the requirement for further research in this area in various samples and countries especially in the THAI.

In-spite of the development structure of research study investigating the association among OP and CSFs of KM, towards the scholar's knowledge, no research has investigated up till now about the CSFs of KM that would have a direct impact on the OP innovation. According to the earlier arguments given by the scholars recommended that the recent research examined the association among CSFs of KM (such as organizational culture, organizational learning, organizational learning, human resource management, leadership, organizational structure and the informational technology) these are the components of execution in KM and OP in the THAI of Universities (Kucharska & Kowalczyk, 2016).

H1: Human resource management (HRMN) has significant impact on consumer perspective (CONPR).

H2: Human resource management (HRMN) has significant impact on financial perspective (FINPR).

H3: Human resource management (HRMN) has significant impact on integration perspective (INTPR).

H4: Human resource management (HRMN) has significant impact on learning perspective (LRGPR).

H5: Information Technology (IT) has significant impact on consumer perspective (CONPR).

H6: Information Technology (IT) has significant impact on financial perspective (FINPR).

H7: Information Technology (IT) has significant impact on integration perspective (INTPR).

H8: Information Technology (IT) has significant impact on learning perspective (LRGPR).

H9: Leadership (LDR) has significant impact on consumer perspective (CONPR).

H10: Leadership (LDR) has significant impact on financial perspective (FINPR).

H11: Leadership (LDR) has significant impact on integration perspective (INTPR).

H12: Leadership (LDR) has significant impact on learning perspective (LRGPR).

H13: Organizational learning (ORL) has significant impact on consumer perspective (CONPR).

H14: Organizational learning (ORL) has significant impact on financial perspective (FINPR).

H15: Organizational learning (ORL) has significant impact on integration perspective (INTPR).
H16: Organizational learning (ORL) has significant impact on learning perspective (LRGPR)
H17: Organizational strategy (ORS) has significant impact on consumer perspective (CONPR).
H18: Organizational strategy (ORS) has significant impact on financial perspective (FINPR).
H19: Organizational strategy (ORS) has significant impact on integration perspective (INTPR).
H20: Organizational strategy (ORS) has significant impact on learning perspective (LRGPR).

Research Methodology

For this study we have distributed total 250 questionnaires as according to the study of Ismail (2015) if the sample size will be low, then the error tendency will be high and if the sample size will be high there are more chances of accurate results, so we have chosen an appropriate number of sample. Out of 250 questionnaires we have received 225 questionnaires back, so the total useable questionnaires were 210, with response rate of 84%. According to the study of Babbie (2015) in the surveys of social research the acceptable response rate is 50%. In the present study after completing the data collection process we have used a combination of inferential and descriptive statistics for data analyzation. So, we have selected the PLS-SEM approach for further analysis, this approach is also known as second generation technique (Shiau, Sarstedt & Hair, 2019). The equations models that have number of cause and effect relations and latent variables work well with this this new generation technique. For building a statistical model and for prediction pls technique is more flexible (Ringle et al., 2020). In the present study for establishing the structural and measurement models we have used Smart PLS path modelling. For the present study, the construct validity and reliability were explained through the measurement model. Whereas for the establishment of correlations effects of relations between the constructs and to perform the simultaneous regressions analyses and bivariate correlation analysis we have used the structural model.

Research Result

Henseler, Ringle & Sarstedt (2015) has purposed a two-step process to report and evaluate the PLS-SEM results so we have also used this process for the present study where in first step we have assessed the measurement model and the other step consist of evaluation of structural model. The determination of internal consistency reliability, individual item reliability, discriminant validity content validity and convergent validity were assessed through measurement model (Hair Jr, Hult, Ringle & Sarstedt, 2016; Hair, Sarstedt & Ringle, 2019; Henseler et al., 2015). We can assess the Discriminant validity by making a comparison between cross loadings and indicator loadings. For getting the appropriate value of discriminant validity all the values of indicator loadings must be greater than the cross loadings.

By taking the outer loadings values of each construct we have determined the individual item reliability (Hair Jr et al., 2016; Henseler, Hubona & Ray, 2016; Naala, Nordin & Omar, 2017; Zahra, Hameed, Fiaz & Basheer, 2019). By keeping in mid the rule of thumb we have taken the items which lies between 0.70 to 0.99. The results of AVE are shown in table below which indicates that for all the variables we have achieved the convergent validity. The results of convergent validity, appropriate outer loadings, values of AVE composite reliability for individual indicators hence proved that the items which stand for different constructs are showing the establishment of convergent validity.

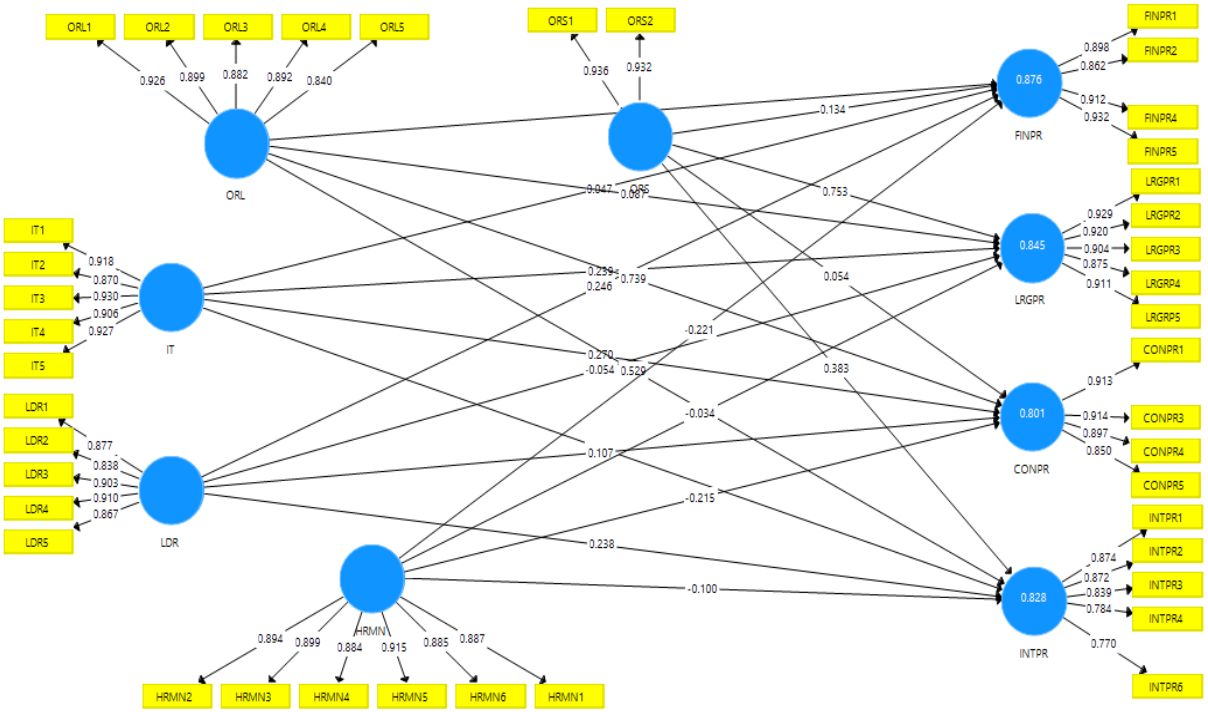

Figure 1 Measurement Model

Table 1 Outer Loadings

	CONPR	FINPR	HRMN	INTPR	IT	LDR	LRGPR	ORL	ORS
CONPR1	0.913								
CONPR3	0.914								
CONPR4	0.897								
CONPR5	0.850								
FINPR1		0.898							
FINPR2		0.862							
FINPR4		0.912							
FINPR5		0.932							
HRMN2			0.894						
HRMN3			0.899						
HRMN4			0.884						
HRMN5			0.915						
HRMN6			0.885						
INTPR1				0.874					
INTPR2				0.872					
INTPR3				0.839					
INTPR4				0.784					
INTPR6				0.770					
IT1					0.918				
IT2					0.870				
IT3					0.930				
IT4					0.906				
IT5					0.927				
LDR1						0.877			
LDR2						0.838			
LDR3						0.903			
LDR4						0.910			
LDR5						0.867			

LRGPR1		0.929		
LRGPR2		0.920		
LRGPR3		0.904		
LRGRP4		0.875		
LRGRP5		0.911		
ORL1			0.926	
ORL2			0.899	
ORL3			0.882	
ORL4			0.892	
ORL5			0.840	
ORS1				0.936
ORS2				0.932
HRMN1	0.887			

On the other side we have used the square root of AVE of an individual construct for the determination of discriminant validity Shuhaiber (2018). The square roots of AVE coefficients are then depicted in the correlation matrix along the diagonal. The AVE squire root should be above the squared correlation estimates to give good justification of discriminant validity (Hair Jr et al., 2016).

Table 2 Reliability

	Cronbach's Alpha	**rho_A**	**CR**	**(AVE)**
CONPR	0.916	0.921	0.941	0.799
FINPR	0.923	0.924	0.945	0.813
HRMN	0.950	0.951	0.960	0.799
INTPR	0.886	0.891	0.916	0.687
IT	0.948	0.951	0.960	0.829
LDR	0.926	0.928	0.944	0.773
LRGPR	0.947	0.948	0.959	0.825
ORL	0.933	0.934	0.949	0.789
ORS	0.854	0.854	0.932	0.872

More specifically, for the establishment of adequate discriminant validity, the off-diagonal coefficients or elements in the parallel rows and columns must eb less than the diagonal elements.

Table 3 Validity

	CONPR	**FINPR**	**HRMN**	**INTPR**	**IT**	**LDR**	**LRGPR**	**ORL**	**ORS**
CONPR	0.894								
FINPR	0.892	0.901							
HRMN	0.669	0.673	0.894						
INTPR	0.860	0.876	0.689	0.899					
IT	0.691	0.670	0.892	0.671	0.901				
LDR	0.710	0.725	0.711	0.734	0.815	0.879			
LRGPR	0.697	0.706	0.681	0.841	0.700	0.711	0.898		
ORL	0.876	0.720	0.690	0.847	0.649	0.696	0.676	0.888	
ORS	0.648	0.705	0.653	0.799	0.644	0.687	0.604	0.658	0.834

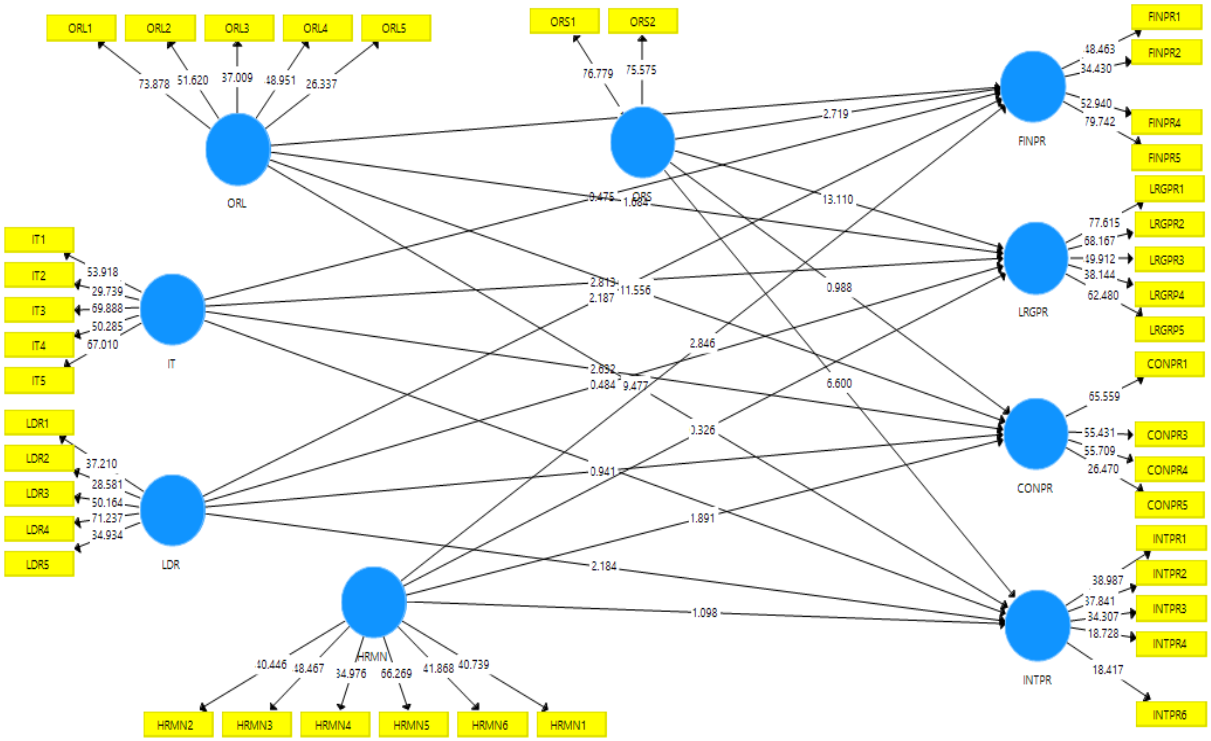

Figure 2 Structural Model

In second step we have evaluated the structural model. In the present study for checking the path coefficients significance we have also employed the bootstrapping procedure by taking benchmark of 5000 bootstrap samples (Akter, Wamba & Dewan, 2017; Hafeez, Basheer, Rafique & Siddiqui, 2018; Ong & Puteh, 2017). The estimates of structural model are shown in below figure which includes the moderating variables as well. The value of R-square also plays an important role in examination of structural model in PLS-SEM which is basically referred as coefficient of determination (Hair Jr et al., 2016; Ong & Puteh, 2017).

Table 4 Direct Relationship

	(O)	(M)	(STDEV)	(|O/STDEV|)	P Values
HRMN -> CONPR	-0.215	-0.211	0.114	1.891	**0.029**
HRMN -> FINPR	-0.221	-0.223	0.078	2.846	**0.002**
HRMN -> INTPR	-0.100	-0.098	0.091	1.098	**0.136**
HRMN -> LRGPR	-0.034	-0.030	0.106	0.326	**0.372**
IT -> CONPR	0.270	0.279	0.103	2.632	**0.004**
IT -> FINPR	0.047	0.059	0.099	0.475	**0.318**
IT -> INTPR	-0.048	-0.040	0.077	0.627	**0.265**
IT -> LRGPR	0.239	0.235	0.085	2.813	**0.002**
LDR -> CONPR	0.107	0.105	0.113	0.941	**0.173**
LDR -> FINPR	0.246	0.243	0.112	2.187	**0.014**
LDR -> INTPR	0.238	0.234	0.109	2.184	**0.014**
LDR -> LRGPR	-0.054	-0.053	0.112	0.484	**0.314**
ORL -> CONPR	0.739	0.728	0.064	11.556	**0.000**
ORL -> FINPR	0.783	0.775	0.054	14.581	**0.000**
ORL -> INTPR	0.529	0.524	0.056	9.477	**0.000**
ORL -> LRGPR	0.087	0.087	0.052	1.684	**0.046**
ORS -> CONPR	0.054	0.055	0.055	0.988	**0.162**
ORS -> FINPR	0.134	0.135	0.049	2.719	**0.003**

ORS -> INTPR	0.383	0.384	0.058	6.600	**0.000**
ORS -> LRGPR	0.753	0.751	0.057	13.110	**0.000**

The value of R-square indicates the change in dependent variables which could be explained by different predicting variables (Hair Jr et al., 2016; Richter, Cepeda & Roldán, 2016; Shuhaiber, 2018).
Hair Jr et al. (2016) has suggested that the appropriateness of R-square value will change according to the context of study, whereas according to the study of Ong & Puteh (2017) the minimum acceptable value for R-square is 0.10.In PLS-SEM Shiau et al. (2019) has suggested the following values for R-square i.e.0.19, 0.33 and 0.67 as weak, moderate and substantial respectively.

Table 5 R-Square

	R Square
CONPR	0.801
FINPR	0.876
INTPR	0.828
LRGPR	0.845

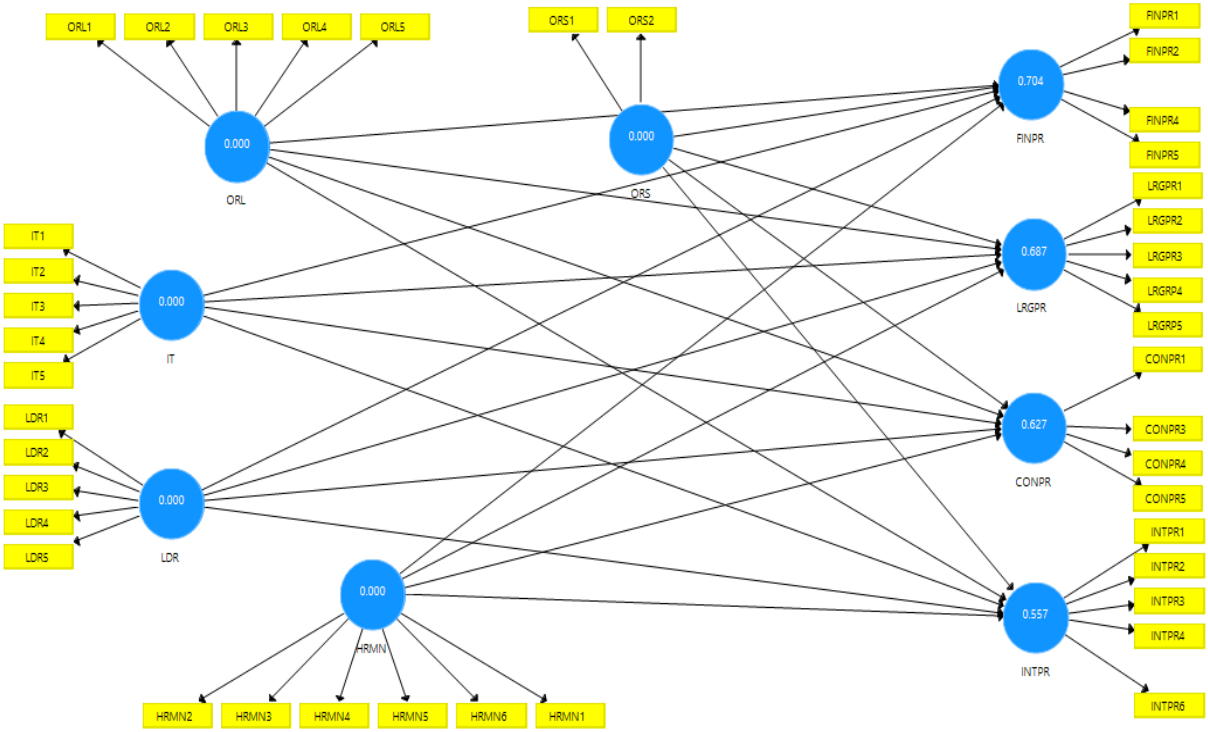

Figure 3 Blindfolding

In the current study by following the recommendations of Ringle et al. (2020) and Henseler (2018) for checking the predictive relevance we have used the Stone-Geisser test by employing the blindfolding procedures. In PLS-SEM according to check the goodness-of-fit this test is an extra measurement. For checking the predictive relevance predictive relevance of the model we use the blindfolding technique but according to the study of Naala et al. (2017) we only apply this procedure only on such endogenous latent variables which have operationalization of measurement model. In a set of observable indicators, the reflective measurement model indicates the unobserved concept (Hair Jr et al., 2016). Consequently, in the present study as

all endogenous latent variables were reflective therefore, we have applied the blindfolding procedure purposely.

Conclusion and Discussion

In organizational growth KM plays an important role in the researcher claimed about the CSFs of KM that have a positive and significant link with the company's abilities. Therefore, the findings pointed out the requirement of further investigations. Similarly, Shujahat et al. (2017) recognized a positive and significant link among the KBV theories perspectives, CSFs of KM and OP from RBV. The CSFs of KM such as measurement, leadership, technology, and culture. The researchers highlighted the requirement of further research work regarding the link among OP and CSFs of KM with a huge size of sample. The researcher Hakim & Hassan (2016) and Shujahat et al. (2017) stated that strategy, structure and culture are the success variables which are significant in nature for the efficiency of KM to attain the high level of OP. the findings illustrated that organizational strategy, culture and the structure all have a positive and significant impact on the mediated organizational effectiveness through the efficiency of KM. The researcher suggested that more consideration is required through the mutual KBV and RBV theories so this knowledge regarding how assets of knowledge in a company would be used to enhance the high level of OP.

According to the KBV theory, the researcher s Dalmarco, Maehler & Trevisan (2017) claimed that the OP perspective as a result of process which developed knowledge and based on the strategy of organization efficiently. The findings recommend that new project of strategy is positively and significantly linked with the internalization, socialization, combination and externalization. Additionally, the findings have reflected that new project of strategy are positively and significantly linked with the performance of new project. Furthermore, the findings maintained the mediator role of the process regarding the knowledge development which has a significant positive impact on the link among the new venture performance and the new venture strategy. The scholars have called for more research work to examine the impact of several organizational variables on the process of knowledge creation in order to enhance OP.

organizational growth, there is very restricted amount of empirical studies that seeks about the important need regarding the execution of KM implementation in the field of Thai (Gutierrez et al., 2015). Beyond this research work, the scholars offer a wide scenario of the dimensions which is under the CSFs of KM (such as organizational culture, human resource management, organizational structure and organizational strategy), KMPs (such as knowledge utilization, knowledge creation, knowledge sharing, knowledge storage and knowledge organization).

The important participation in the recent research, the empirical proves offered an improved understanding of the important needs during the execution of KM (KMPs and CSFs of KM and KMSs), which tends to increase the innovation and OP enhancement. Indeed, the recent research empirically established that the important needs during the execution of KM are deliberated as an important concern in the further growth of Thai, especially in the field of universities.

The earlier studies, for instance the researchers Lo et al. (2017) showed that there are some research work that have revealed the BSC indicators (such as learning and growth perspective, financial perspective, internal process perspective, and customer perspective) to evaluate KM implementation and innovation activities, particularly in the Thai context (Hakim & Hassan, 2016).

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