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Knowledge Management Practices and Organisational Innovation

[1] Dr. Deepa Singh

[1] Assistant Professor, Department of Business Management and Entrepreneurship, Dr. Rammanohar Lohia Avadh University, Uttar Pradesh, India

*Corresponding Author Email: [1] daissey.singh@gmail.com

Abstract*— Knowledge has turned into a strategic resource in organisations since it helps with competitiveness, adaptability and future growth in a knowledge-driven economy. In the knowledge management dimension, research is largely focused on knowledge sharing culture, technology systems, and training and continuous learning. Organisational knowledge is the result of a constant interaction of tacit knowledge, making the sharing of knowledge pivotal to organisational learning. Organisations can adapt to technology while improving employees' ability to solve problems by applying skills which are part of continuous professional development. A positive correlation between variables with a p-value of 0.01 shows great statistical significance, and the reliability test suggests that internal consistency is high with Cronbach's Alpha of 0.909. Therefore, knowledge management and organisational innovation are strongly related, for which a combination of training, technology, culture and continuous learning is indeed.

Index Terms: Knowledge-sharing, transformational leadership, open innovation, human resource, problem-solving.

I. INTRODUCTION

Organisational knowledge management provides value to companies through decision-making, collaboration and product, process and service innovation. As per recent statistics, 62% of organisations say that poor knowledge sharing results in project failure, while a strong knowledge management system increases organisational productivity by 20-25%, making it a visible productivity determinant (Speakwise, 2026). Therefore, knowledge management is the process of generating, sharing, storing, and utilising knowledge systematically to meet goals in a fast-evolving business environment.

In order to support organisational innovation, supportive leadership promotes knowledge sharing, knowledge dissemination with technological platforms, and continuous learning for developing employee capabilities of resolving problems. These practices collectively create an environment where innovation can flourish; however, it is not implied that all organisations deploy knowledge management effectively. Hence, further empirical studies are needed, which will look into the influence of knowledge management on organisational innovation. The results derived from empirical analysis are expected to contribute to the existing body of knowledge.

This study aims to reflect on how knowledge management works in modern organisations in terms of innovation using the following objectives:

- To identify how knowledge sharing culture and leadership work in organisations
- To evaluate the technological impact on knowledge management
- To understand the way training and continuous learning are encouraged for organisational innovation

II. LITERATURE REVIEW

Knowledge management is an organisational competence that helps in leveraging the intellectual assets of companies to gain competitive advantage and innovation. Data from various databases are called explicit knowledge, while tacit knowledge is the personal knowledge of individuals that collectively forms institutional knowledge for long-term success and sustainable competitive advantages (Oranga, 2023). Therefore, by stimulating this interaction of knowledge pillars, a culture of knowledge sharing is developed where leaders are highly relevant for the company.

Transformational leadership was found to encourage the exchange of ideas, work, and engagement in organisational learning that improves innovative performance. Appropriate leadership behaviours are useful in minimising knowledge hoarding while fostering the exchange of fresh ideas and information across organisational departments. Transformational leadership opens innovation, especially in a digitalised period, by fostering knowledge sharing (Bux et al. 2025). However, it is also argued that without organisational policies and reward systems, organisational culture can influence knowledge sharing better than leadership.

Technological systems in mileage management support the creation, storage, retrieval and dissemination of information, specifically in digital systems. Contemporary enterprises utilise knowledge repositories, collaborative platforms, cloud computing and artificial intelligence in order to support knowledge communications. Technology has a significant positive effect on the accessibility of knowledge and communication efficiency, which are instrumental to innovation in organisations. Information communication technology includes hardware, software, computers, laptops, wired and wireless internet, and

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productivity software, along with data storage and network security, which are significant in competitive business positioning (Bilan, et al. 2023). Through the development of online communication and activation of digital platforms, it is easier to exchange innovative ideas that lead to positive economic consequences. However, it is argued that ICT effectiveness hinges on the availability of qualified human resources to use digital tools in performing professional tasks.

Training and continuous learning are also influential on organisational knowledge by improving employee performance and instilling a mindset of learning new things. Firms that effectively engage and leverage human resource knowledge and expertise are more capable of creating value and achieving superior competitive advantages like innovation (Demirkan et al. 2022). This study emphasises the fact that training of employees has significant implications for innovation/. However, it also found that SMEs fail to match the level of employee training due to the difficulties in leveraging R&D where qualified human resources are limited. Therefore, despite being an important instrument, employee training and continuous learning are not equally practised across organisations, thereby creating varied innovation.

III. METHODOLOGY

A quantitative approach is applied in this study to explore the relationship between knowledge management practices and organisational innovation. Quantitative design allows gathering reliable data, which is capable of measuring relationships between variables using statistical analysis. As per the views of Wallwey, & Kajfez, (2023), quantitative research is useful in testing the existence and strength of relationships between variables and making predictions based on those relationships. The survey design in the study has gathered information from Real respondents at once using a questionnaire. Using the structure questionnaire, primary data is collected on knowledge management and organisational innovation by differentiating the questions between independent and dependent variables, along with demographic data such as age, gender, educational level, experience and job position held by the respondents. The dimensions that are used in measuring survey responses include knowledge sharing culture, leadership, technology systems in knowledge management and training and continuous learning.

The quantitative approach is articulated by the positivist philosophy that focuses on objective reality and impartial judgments of researchers (Maksimović, & Evtimov, 2023). The deductive approach of this study closely aligns with the positivist philosophy of the research, which is perfect for a study that aims to collect first-hand data and explain existing theories. Using a 5-point Likert scale, survey responses were collected from 101 participants who are employees and managers of different organisations. The survey was conducted using Google Form, and this sample was selected using convenience sampling techniques. Survey responses were interpreted using SPSS software to identify the demographic patterns of the responses as well as find internal consistency and statistical significance of the variables. Reliability, Pearson correlation and regression analysis are core statistical outcomes of the statistical analysis, where the connection between knowledge management practices and organisational innovation is established by exploiting how culture, leadership, technology, training and continuous learning have worked for innovation.

IV. FINDINGS

A. Demographic

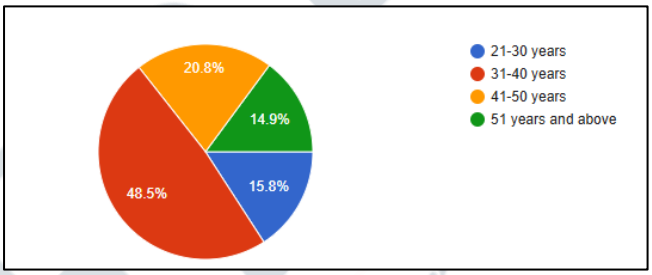


Figure 1. Age
(Source: Google Form)

From the above image, the distribution of age is visible, where the highest percentage (48.5%) of respondents belong to the age group of 31-40 years. 20.8% of the respondents were from the 41-50 years group, while 15.8% of respondents are interns. Only 14.9% of the respondents belong to the group of 51 years and above. Hence, the highest responses from the group with the highest young adult individuals provide the most accurate information on knowledge management and organisational innovation.

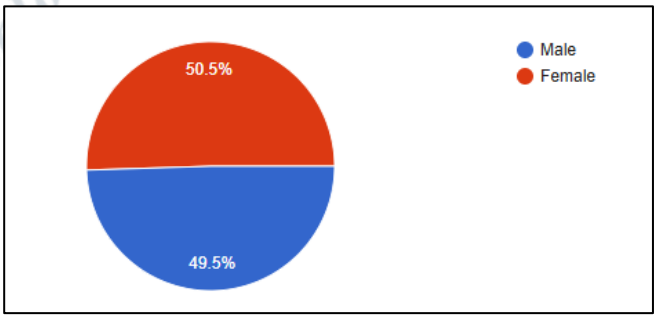


Figure 2. Gender
(Source: Google Form)

In Figure 2, the gender distribution of the survey is shown, showing that female respondents are 50.5% and the remaining 49.5% are male respondents. There is no significant gap between the percentages of the male and female responses; hence, this study involves an equal perspective of these two gender groups in reflecting how they perceive knowledge management in organisational innovation.

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B. Descriptive

Table I: Descriptive Statistics

Descriptive Statistics					
	N	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
Age group	101	1	4	2.35	.921
Gender	101	1	2	1.50	.502
Current Position	101	1	4	2.74	.868
Years of experience	101	1	4	2.65	.921
KS1	101	1	5	1.83	1.184
KS2	101	1	5	1.73	1.165
TS1	101	1	5	1.88	1.251
TS2	101	1	5	1.89	1.326
TCL1	101	1	5	1.90	1.432
TCL2	101	1	5	1.87	1.309
OI1	101	1	5	1.86	1.327
OI2	101	1	5	1.82	1.299
Valid N (listwise)	101				

(Source: IBM SPSS)

From the above table, the descriptive statistics show that the total collected responses are 101 without any gap. The mean age score is 2.35 with a standard deviation of 0.921, which suggests the majority of responses came from the age groups with young and middle-aged respondents. Similarly, the gender mean is 1.50 with a standard deviation of 0.502, which indicates a balanced age distribution, while the current position mean is 2.74 with a standard deviation of 0.868. Again, the mean value of 2.65 and standard deviation of 0.921 for years of experience prove that mostly the survey sample consists of junior and senior employees with moderate working experience. The mean values of descriptive statistics stood between 1.73 and 1.90, suggesting that the respondents have mostly strongly agreed or agreed with the influence of knowledge sharing and leadership, technology systems, training and continuous learning on organisational innovation.

C. Reliability

Table II: Reliability

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.909	12

(Source: IBM SPSS)

An excellent internal consistency is established in the reliability model of this study with a Cronbach's alpha value of 0.909, which is greater than the accepted threshold of 0.70. Therefore, it is clear that the questionnaire items have high internal consistency to be able to capture different aspects of knowledge management practices and organisational innovation. It is evident that the questionnaire is reliable for further statistical analysis.

D. Correlation

Table III: Correlation

Correlations									
		KS1	**KS2**	**TS1**	**TS2**	**TCL1**	**TCL2**	**OI1**	**OI2**
KS1	**Pearson Correlation**	1	.793**	.776**	.721**	.686**	.728**	.768**	.780**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101
KS2	**Pearson Correlation**	.793**	1	.863**	.842**	.799**	.751**	.726**	.734**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101

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Correlations									
		KS1	KS2	TS1	TS2	TCL1	TCL2	OI1	OI2
TS1	Pearson Correlation	.776**	.863**	1	.890**	.875**	.821**	.845**	.860**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101
TS2	Pearson Correlation	.721**	.842**	.890**	1	.916**	.833**	.855**	.854**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101
TCL1	Pearson Correlation	.686**	.799**	.875**	.916**	1	.868**	.877**	.872**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	101	101	101	101	101	101	101	101
TCL2	Pearson Correlation	.728**	.751**	.821**	.833**	.868**	1	.905**	.886**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	101	101	101	101	101	101	101	101
OI1	Pearson Correlation	.768**	.726**	.845**	.855**	.877**	.905**	1	.960**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	101	101	101	101	101	101	101	101
OI2	Pearson Correlation	.780**	.734**	.860**	.854**	.872**	.886**	.960**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	101	101	101	101	101	101	101	101
**. Correlation is significant at the 0.01 level (2-tailed).									

(Source: IBM SPSS)

A highly positive correlation between technology systems and innovation is found in the correlation, but it is not statistically significant in the regression model. All the correlations are positive and statistically significant because the significance level is at 0.01, which shows a strong relationship between knowledge management and organisational innovation. Strong relationships of technology variables are visible from an r value of 0.890, along with training and continuous learning with an r value of 0.868. This shows that technology, training and continuous learning are highly important for innovation.

E. Regression

Table IV: Model Summary

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.944[a]	.891	.884	.452
a. Predictors: (Constant), Training and Continuous Learning, Technology Systems in Knowledge Management, Knowledge Sharing Culture and Leadership				

(Source: IBM SPSS)

From the regression analysis, it is revealed that innovations are driven by the level of knowledge sharing in organisations and their ability to continuously learn. The model summary reports an R value of 0.944 and r square value of 0.891, which means that the variable shares a strong relationship and is capable of explaining the variation in the dependent variable.

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Table V: ANOVA

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	**Regression**	156.863	6	26.144	128.016	.000[b]
	Residual	19.197	94	.204		
	Total	176.059	100			
a. Dependent Variable: Organisational Innovation						
b. Predictors: (Constant), Training and Continuous Learning, Technology Systems in Knowledge Management, Knowledge Sharing Culture and Leadership						

(Source: IBM SPSS)

ANOVA results depict the statistical significance of the regression with an F value of 128.016 and a P value lower than 0.001, which is considered the ideal threshold.

Table VI: Regression Coefficient

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	**(Constant)**	-.019	.087		-.215	.830
	KS1	.288	.069	.257	4.194	.000
	KS2	-.350	.088	-.307	-3.992	.000
	TS1	.175	.097	.165	1.802	.075
	TS2	.189	.099	.189	1.905	.060
	TCL1	.222	.093	.240	2.396	.019
	TCL2	.453	.075	.447	6.008	.000
a. Dependent Variable: Organisational Innovation						

(Source: IBM SPSS)

The regression coefficient indicates varying contributions of the items, as KS demonstrate a strong influence on organisational innovation ($\beta = 0.257$ and $p < 0.001$), although continuous learning has been the strongest predictor of the dependent variable, with TCL2 ($\beta = 0.447$ and $p < 0.001$) exerting positive effects.

V. RESULTS AND DISCUSSION

From this study, it is found that knowledge management practices significantly boost organisational innovation, given the positive correlations between the variable items. It is established from this study that organisations with a culture of knowledge sharing, supportive technology systems and investments in employee training and continuous learning are more likely to excel in innovation (Zamiri, & Esmaeili, 2024). The findings of the study are consistent with the existing literature, where knowledge management is considered a strategic capability, which is used in fostering innovative ideas and enhancing organisational performance.

Continuous learning is found to be the most powerful indicator, since regular updates of knowledge and skills are a beneficial factor for organisations. This is closely aligned with the theory of organisational learning, which places the development of employees that translates into better creativity and problem solving.

The negative coefficient for KS2 could be due to the intercorrelation of predictor variables rather than the negative effect of leadership. This study has, however, validated the approach of measuring organisational innovation as a function of integrated knowledge management, in which leadership, collaborative effort, learning, and technological innovations are interdependent.

VI. CONCLUSION

The study concludes that knowledge management has a significant contribution to organisational innovation. The results of the statistical analysis Organisations that encourage knowledge sharing and continuous learning are more likely to be successful in generating innovation at a satisfactory level. Technology systems have contributed to the

management of knowledge, but these are less important when factors like behaviour and learning can be taken into account. The regression model accounts for a significant amount of variance in organisational innovation, suggesting that knowledge management is an instrumental factor in innovative outcomes. Therefore, fostering a culture of knowledge sharing, along with providing employee learning and development, paired with technological solutions, is the ultimate management practice that can sustain long-term competitiveness through innovation.

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APPENDIX 1: SURVEY QUESTIONS

Independent variables (IV): Knowledge Management Practices

IV1: Knowledge Sharing Culture and Leadership

IV2: Technology Systems in Knowledge Management

IV3: Training and Continuous Learning

Dependent variables (DV): Organisational Innovation

[A Likert scale is a rating tool used in surveys to measure opinions at the level of Strongly agree=1, Agree=2, Neutral=3, Disagree=4 and Strongly disagree=5.]

Demographic

1. Age group

a. 21-30 years (1)
b. 31-40 years (2)
c. 41-50 years (3)
d. 51 years and above (4)

2. Gender

a. Male (1)
b. Female (2)

3. Current Position

a. Intern (1)
b. Junior employee (2)
c. Senior employee (3)
d. Manager (4)

4. Years of experience

a. 0-1 years (1)
b. 1-5 years (2)
c. 5-10 years (3)
d. More than 10 years (4)

Independent variables (IV): Knowledge Management Practices

IV1: Knowledge Sharing Culture and Leadership

5. My organisation encourages employees to exchange knowledge and expertise (KS1)

a. Strongly agree
b. Agree
c. Neutral
d. Disagree
e. Strongly disagree

6. Leaders promote a culture of knowledge sharing through recognised processes and training (KS2)

a. Strongly agree
b. Agree
c. Neutral
d. Disagree
e. Strongly disagree

IV2: Technology Systems in Knowledge Management

7. My organisation provides technology-based storage and accessibility to knowledge (TS1)

a. Strongly agree
b. Agree
c. Neutral
d. Disagree
e. Strongly disagree

8. Digital platforms support knowledge management by enhancing the scope of collaboration and information flow across organisational departments (TS2)

a. Strongly agree
b. Agree

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c. Neutral
d. Disagree
e. Strongly disagree

IV3: Training and Continuous Learning

9. My organisation is regularly arranging training programs and workshops for enhancing employee skills through knowledge exchange (TCL1)

a. Strongly agree
b. Agree
c. Neutral
d. Disagree
e. Strongly disagree

10. Participation in continuous learning and professional development activities is mandatory for employees as well as managers (TCL2)

a. Strongly agree
b. Agree
c. Neutral
d. Disagree
e. Strongly disagree

Dependent variables (DV): Organisational Innovation

11. My organisation encourages creative ideas on products and services (OI1)

a. Strongly agree
b. Agree
c. Neutral
d. Disagree
e. Strongly disagree

12. Knowledge exchange between employees significantly helps in innovation within the organisation (OI2)

a. Strongly agree
b. Agree
c. Neutral
d. Disagree
e. Strongly disagree