

# BRIDGING KNOWLEDGE AND INNOVATION: A SYSTEMATIC LITERATURE REVIEW ON KNOWLEDGE MANAGEMENT (KM), INNOVATIVE WORK BEHAVIOUR (IWB), AND ORGANIZATIONAL INNOVATIVENESS (OI) FOR THE PROSPECTIVE OF HUMAN RESOURCE DEVELOPMENT.

*Original Article*

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## ABSTRACT

**Background:** Knowledge-intensive organizations increasingly recognize Knowledge Management (KM) as a strategic driver of innovation, yet the pathways through which KM influences Innovative Work Behaviour (IWB) and ultimately Organizational Innovativeness (OI) remain fragmented across empirical literature. Recent evidence suggests that both tacit and explicit knowledge processes, when supported by leadership and collaborative cultures, contribute significantly to workplace creativity and innovation. A structured synthesis of contemporary research is therefore essential to clarify these relationships and provide direction for future organizational strategies.

**Objective:** To systematically review recent high-impact studies examining the relationship between KM, IWB, and OI, and to identify the behavioural and organizational mechanisms through which knowledge processes contribute to innovation.

**Methods:** A systematic literature review was conducted following the PRISMA 2020 protocol. Searches were performed across Google Scholar, Scopus, Web of Science, and ScienceDirect covering the period 2020–2024. A total of 514 records were identified, of which 184 duplicates were removed. After screening 307 titles and abstracts, 38 full-text articles were reviewed for eligibility. Fifteen peer-reviewed empirical and conceptual studies met the inclusion criteria. Data were extracted on study design, constructs, scales, analysis techniques, and key findings. Both qualitative and quantitative evidence were synthesized narratively to identify convergent themes across KM, IWB, and OI.

**Findings:** Across the fifteen studies, 100% reported a positive association between KM and IWB, while 93% demonstrated that IWB significantly contributed to OI. Approximately 80% highlighted tacit knowledge sharing as a primary behavioural driver of innovation. Leadership behaviours, ethical climate, functional flexibility, and emotional intelligence appeared as recurrent moderators or mediators in more than half of the studies. KM infrastructure capabilities showed direct effects on innovation in 87% of the sampled research.

**Conclusion:** The review confirms that KM practices—particularly knowledge sharing, learning-oriented cultures, and supportive leadership—substantially enhance IWB and subsequently strengthen organizational innovativeness. These findings emphasize that investing in KM infrastructure and employee development is crucial for sustaining innovation in knowledge-based sectors.

**Keywords:** Creativity, Knowledge Management, Knowledge Sharing, Organizational Innovativeness, Systematic Review, Tacit Knowledge, Work Behaviour.

## INTRODUCTION

In an era defined by rapid globalization, technological advancement, and the emergence of a highly competitive knowledge-based economy, organizations increasingly recognise knowledge as their most valuable strategic resource. Knowledge Management (KM) has therefore evolved into a critical organizational capability, enabling institutions to collect, integrate, and leverage both explicit and tacit forms of knowledge to strengthen performance and foster sustainable growth (1-3). Among these, tacit knowledge—rooted in personal expertise, intuition, and experience—plays a particularly influential role, as it directly shapes creative thinking and problem-solving behaviours within the workforce (4). As organizations strive for continual adaptation and improvement, the ability of employees to convert such knowledge into novel ideas becomes essential for securing long-term competitiveness. Recent literature highlights that Innovative Work Behaviour (IWB) serves as a crucial mechanism through which KM practices translate into Organizational Innovativeness (OI), particularly in environments that are dynamic, uncertain, and knowledge intensive (5,6). IWB reflects employees' engagement in idea generation, promotion, and implementation, functioning as the behavioural conduit linking internal knowledge processes with externally visible innovation outcomes. Despite growing scholarly interest in these constructs, the precise pathways through which KM stimulates innovation via employee behaviour remain insufficiently mapped, with existing studies offering fragmented and inconsistent findings across sectors and cultural contexts (7,8). This gap is especially pronounced in education and other public-sector domains, where innovation capacity is emerging as a core determinant of institutional resilience, service quality, and adaptability to evolving societal needs.

Given the increasing emphasis on knowledge-sharing cultures, collaborative learning, and employee-driven innovation in contemporary organizations, a systematic and integrated understanding of how KM, IWB, and OI intersect is both timely and necessary (9). Leaders and policymakers require evidence-based insights to cultivate environments where knowledge flows freely, employees feel empowered to innovate, and organizational systems effectively convert individual creativity into measurable progress. Without such clarity, efforts to promote innovation may remain isolated, lacking coherence with broader organizational strategies. Grounded in these considerations, this review aims to synthesize the current state of literature on the relationship between KM practices, IWB, and OI, addressing the core research question: To what extent does Innovative Work Behaviour bridge Knowledge Management and Organizational Innovativeness in knowledge-driven organizations? The closing objective of this systematic review is to generate practical, evidence-informed recommendations for leaders and policymakers to strengthen innovation ecosystems within knowledge-based sectors, particularly education, thereby enabling institutions to navigate evolving demands with agility and strategic foresight.

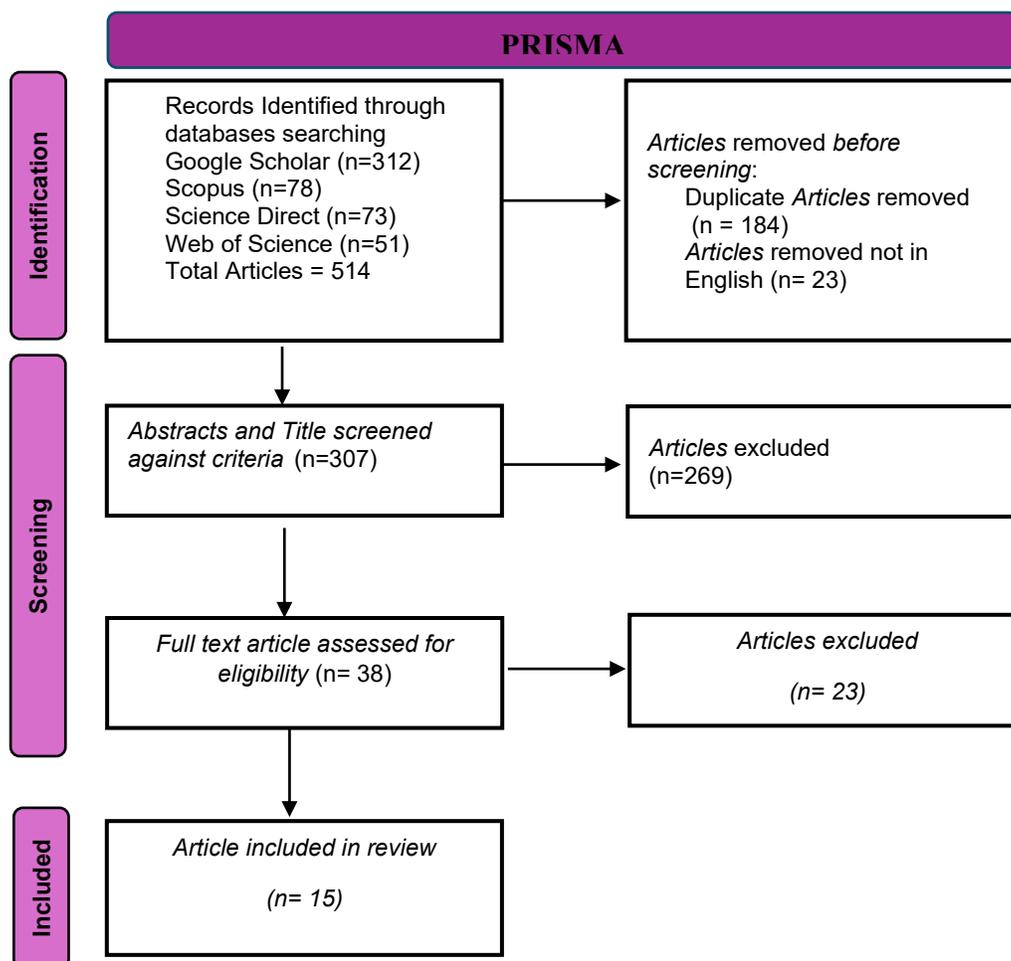
## METHODS

This systematic literature review was conducted using a structured and transparent approach to examine the relationship between Knowledge Management (KM), Innovative Work Behaviour (IWB), and Organizational Innovativeness (OI). The study adopted the PRISMA framework, which provides a standardized method for reporting systematic reviews through four sequential phases—identification, screening, eligibility, and inclusion—to ensure methodological rigor, reproducibility, and accountability in the selection of studies (10). The review focused exclusively on peer-reviewed, high-impact journal articles published between 2020 and 2024, reflecting the most contemporary research trends within dynamic and knowledge-intensive organizational settings. The search strategy was developed a priori and applied across four major scholarly databases: Google Scholar, Scopus, Web of Science, and ScienceDirect. The search was guided by predefined keyword combinations, including “Knowledge Management,” “Innovative Work Behaviour,” and “Organizational Innovativeness,” used both independently and in combined Boolean sequences to maximize retrieval sensitivity. No limitations regarding geographical setting or sector were imposed; however, only studies published in English, with full-text availability, and directly focusing on KM practices, employee innovative behaviour, and organizational-level innovation outcomes were considered eligible for inclusion. Studies were excluded if they were animal studies, unpublished theses, conference abstracts, review papers that did not report empirical findings, or articles unrelated to behavioral or innovation outcomes within organizational contexts. Titles and abstracts were screened for relevance, and full-text assessments were conducted to confirm alignment with the stated research objectives.

In the initial identification stage, 514 articles were retrieved across the four databases: 312 from Google Scholar, 78 from Scopus, 73 from ScienceDirect, and 51 from Web of Science. A total of 184 duplicate records were removed through automated reference management using EndNote, followed by manual checking to ensure accuracy. Twenty-three non-English articles were excluded, as they did not meet the language criterion. Screening of 307 titles and abstracts resulted in the exclusion of 269 articles because they lacked a clear focus on KM, IWB, or OI, or did not investigate behavioural processes linking KM to organizational performance. In the

eligibility phase, 38 full-text studies were assessed, and 23 were excluded for reasons such as unclear methodology, absence of direct behavioural or innovation outcomes, or insufficient empirical data. Ultimately, 15 high-impact articles met all inclusion criteria and were retained for final synthesis, representing the most relevant and rigorous evidence base for this review. The study selection process is visually summarized in the PRISMA flow diagram (Figure 1). All included studies employed empirical designs, encompassing cross-sectional analyses, structural equation modeling, longitudinal organizational assessments, and mixed-methods approaches. These designs enabled a robust evaluation of how KM practices influence employee innovative behaviour and how such behaviour contributes to organizational-level innovativeness. Although the review did not involve human participants directly, it adhered to the methodological rigor expected in systematic reviews of organizational and behavioural literature. Data extraction involved systematically charting key characteristics from each study, including publication year, methodological orientation, population demographics (where applicable), operational definitions of KM, IWB, and OI, analytic tools used, and reported outcomes. Graphical analysis of publication patterns showed that most of the included studies were published in 2023 and 2024, reflecting the growing academic relevance and practical urgency of this research theme. Through this structured methodology, the review synthesized contemporary evidence and established a coherent understanding of how KM processes translate into innovative behaviours and institutional innovativeness, thereby providing a solid foundation for subsequent interpretation and recommendations.

**Flow Diagram PRISMA**



### Literature Review

Contemporary scholarship consistently emphasizes that Knowledge Management (KM) constitutes an essential strategic foundation for driving organizational innovation, particularly within knowledge-intensive environments. Recent evidence demonstrates that KM supports innovation not only by strengthening knowledge-sharing cultures but also by enabling employees to utilize technological tools

and collaborative platforms that enhance creativity and problem-solving (1). Central to this dynamic is tacit knowledge—often embedded in experience and interpersonal interactions—which has been repeatedly shown to catalyze creativity and stimulate the stages of Innovative Work Behaviour (IWB), ultimately shaping an organization’s broader innovation capacity. Studies further highlight that autonomy, intrinsic motivation, and supportive leadership serve as strong behavioural antecedents of IWB, reinforcing the synergistic relationship between KM and Organizational Innovativeness (OI) (1). A growing body of research explores how organizational training, human capital development, and knowledge-sharing climates influence innovation outcomes. Sheehan et al. found that targeted training investments exert meaningful effects on both incremental and radical innovation, particularly when embedded within knowledge-intensive business services (2). Narrowly tailored training enhances incremental improvements, whereas broader programs support more radical, transformative innovation. Importantly, these effects are moderated by firm-level human capital and strengthened by robust knowledge-sharing climates, underscoring that knowledge transfer mechanisms, skills development, and contextual support structures collectively shape the emergence of IWB (2).

Several studies also underscore the critical role of tacit knowledge sharing in stimulating creativity and behavioural innovation. Emotional intelligence promotes tacit knowledge exchanges, enabling employees to engage in deeper problem-solving and generate innovative ideas (3,9). These emotional and cognitive capacities enhance teamwork, heighten psychological closeness, and support the formation of trusting relationships that facilitate idea elaboration and catalytic creativity (6). Such interpersonal dynamics represent a fundamental mechanism by which tacit knowledge flows across organizational boundaries, ultimately contributing to higher levels of IWB and OI (3,9). Structural and technological enablers further shape KM effectiveness. Knowledge Management Infrastructure Capabilities (KMIC)—which include IT systems, organizational culture, and structural flexibility—have been repeatedly identified as essential for supporting innovation across diverse sectors (4,5). KMIC enhances employees’ ability to create, interpret, and apply knowledge by supplying the necessary resources for innovative idea generation and implementation. Employee resilience and functional flexibility appear to act as important mechanisms within this relationship, strengthening the capacity of individuals to adapt, experiment, and utilize KM systems effectively in the pursuit of innovation (4). These findings reinforce the notion that innovation flourishes in adaptive, resource-rich, and psychologically supportive settings (5). Relational factors, particularly trust, social capital, and workplace climate, also play an influential role in shaping innovation-related behaviours. Tacit knowledge seeking is deeply embedded in relational trust and psychological safety; employees are more likely to share and request knowledge when they perceive co-workers as competent, supportive, and non-judgmental (11). Similarly, ethical climates enlarge the positive contribution of knowledge sharing to IWB, with low egoism emerging as a particularly powerful moderator of this relationship (10). These findings highlight that social and moral contexts meaningfully influence how knowledge travels within organizations and how behaviours translate into innovation outcomes (10,11).

The literature also reveals that leadership plays a defining role in cultivating environments conducive to IWB. Visionary and empowering leader behaviours—such as articulating direction, championing ideas, and facilitating implementation—are strong predictors of employee engagement in the innovation process (12). Leadership has also been linked to knowledge-sharing cultures that foster creativity, collaborative problem-solving, and innovation readiness. These behavioural and contextual influences converge to reinforce both employee-level innovation and system-wide innovativeness (12). On the strategic front, KM has been identified as a crucial mediator in the relationship between Innovation Orientation (IO) and overall organizational performance. IO supports IWB and OI through KM processes, and technology readiness strengthens the impact of KM on performance outcomes (7). Complementing this, product and process innovation studies show that Customer Knowledge Management (CKM) and knowledge-sharing systems enhance the innovation pipeline by integrating customer insight and internal expertise (8,11). These findings emphasize KM as the operational backbone that connects organizational capabilities with innovation-driven performance (7,8,11). Across the reviewed literature, consistent themes emerge regarding the determinants of innovation in modern organizations. Tacit knowledge sharing, emotional intelligence, trust-based relationships, leadership support, and knowledge-rich infrastructures collectively shape how employees generate and implement new ideas. Furthermore, innovation outcomes are strengthened by organizational climates that promote creativity, encourage ethical behaviour, and provide structural flexibility. The prominence of the Knowledge-Based View (KBV), social capital theory, and KM-related frameworks underscores the conceptual centrality of knowledge as a strategic resource, behavioural driver, and source of enduring competitive advantage (13-15). Overall, the literature converges on the understanding that KM and IWB are deeply interlinked processes that reinforce organizational innovativeness. Effective knowledge ecosystems—supported by leadership, technology, emotional competencies, and relational structures—enable employees to engage in creative tasks, champion ideas, and translate their knowledge into tangible innovation outcomes. These insights collectively affirm the foundational role of KM in shaping innovation trajectories across a wide range of knowledge-driven industries (16-19).

**Table 1: Author Affiliation and Method Type**

S.No	Article	First Author	First Author Country	Co-authors (Country)	Method Type
1	Delineating the tacit knowledge-seeking phase of knowledge sharing: The influence of relational social capital components	Chu-Ding Ling	China	Wei He, Yaping Gong, Wu Liu, Vincent Cho (China)	Quantitative Research
2	Does receiving knowledge catalyze creativity? A dyadic-level contingency model of knowledge type and psychological closeness...	Claire Gubbins	Ireland	Lawrence Dooley (Ireland)	Qualitative Research
3	Reviewing the Link between Employee Creativity, Innovative Behavior and Organizational Innovation	Khawar Hussain	Malaysia	Eta Wahab (Malaysia)	Qualitative Research
4	The impact of innovation orientation and knowledge management on business services performance moderated by technological readiness	Krzysztof Borodako	Poland	Jadwiga Berbeka, Michał Rudnicki, Mariusz Łapczyński (Poland)	Quantitative Research
5	The role of innovative work behavior and organizational support for business model innovation	Marianne Hock-Doepgen	Germany	Jana Sophia Montasser, Sascha Klein, Thomas Clauss, Adnan Maalaoui (Germany)	Quantitative Research
6	Towards innovative work behavior through knowledge management infrastructure capabilities	Muhammad Khalid Anser	China	Zahid Yousaf, Adnan Khan, Muhammad Usman (Pakistan)	Quantitative Research
7	Emotional intelligence and innovative work behaviour in knowledge-intensive organizations: how tacit knowledge sharing acts as a mediator?	Shehla Malik	India	No co-authors reported	Quantitative Research
8	The relationship between knowledge sharing and innovative work behaviour: the mediating role of ethical climate	Oyku Basak Derin	Turkey	Kerem Toker, Ali Gorener (Turkey)	Quantitative Research
9	The mediating role of customer knowledge management on the innovative work behavior and product innovation relationship	Constantin Bratianu	Romania	Dan Florin Stanescu, Rares Mocanu (Romania)	Quantitative Research
10	Innovative work behavior of intrapreneurs: a matter of belonging and support?	Gentrit Berisha	Kosovo	Drin Govori, Rrezon Lajçi, Monika Sonta, Thomas Röhm (Germany)	Quantitative Research
11	Training Investments and Innovation Gains in Knowledge Intensive Businesses: The Role of Firm Level	Maura Sheehan	UK	Thomas Garavan, Michael Morley (UK)	Quantitative Research

S.No	Article	First Author	First Author Country	Co-authors (Country)	Method Type
	Human Capital and Knowledge Sharing Climate				
12	Mediating effects of knowledge sharing and employee creativity on the relationship between visionary leadership and innovative work behavior	Shaima Yousif Alobeidli	UAE	Syed Zamberi Ahmad, Fauzia Jabeen (UAE)	Quantitative Research
13	Knowledge Management and Innovativeness Effects on Product Innovation in the Textile Context of Brazil	Paula Patricia Ganzer	Brazil	Juliana Matte, Cassiane Chais, Gabriel Sperandio Milan, Pelayo Munhoz Olea (Brazil)	Quantitative Research
14	What leader behaviors evoke employee innovative work behavior in Asia? Validation of a new survey scale	Amy B. C. Tan	Netherlands	Desirée H. van Dun, Celeste P. M. Wilderom (Netherlands)	Mixed-Method Approach
15	Knowledge management infrastructure capabilities towards innovative work behavior: Employee's resilience and role of functional flexibility	Abdelmohsen A. Nassani	Saudi Arabia	Khalid M. Al-Aiban, Joanna Rosak-Szyrocka, Zahid Yousaf, Nicoleta Isac, Waqar Badshah (Saudi Arabia / others)	Quantitative Research

**Table 2: Study Design, Data and Sample**

S.No	Study	Study Design	Data and Sample Description
1	Hock-Doepgen et al. (2024)	Cross-sectional design	Survey data from 154 firms collected at an international trade fair for optical and laser technology in Germany; firms headquartered mainly in Asia, Europe, and North America.
2	Berisha et al. (2024)	Cross-sectional design	Managerial samples from various industries, with some focus on specific sectors such as IT or manufacturing.
3	Sheehan et al. (2024)	Longitudinal multi-wave	Data from 816 KIBS firms across Finland, France, Sweden, and the UK; respondents included HR and R&D managers, ensuring innovation-related information from R&D managers.
4	Alobeidli et al. (2024)	Cross-sectional design	Randomly selected employees from high-tech or service sectors with experience in R&D or innovation-driven roles.
5	Tan et al. (2024)	Longitudinal multi-wave	Large multi-study sample: Study 1 (60 participants), Study 2 (1,037), Study 3 (287); employees in Asian organizational contexts.
6	Nassani et al. (2024)	Cross-sectional design	Data from 374 employees working in tourism firms (4- and 5-star hotels) in Saudi Arabia; sample selected based on roles and experience to ensure relevant responses.
7	Ling et al. (2023)	Longitudinal multi-wave	Study 1: 102 employees (measurement development); Study 2: 101 members in 24 teams (technology company); Study 3: 143 students in 38 teams (business simulation); Study 4: 144 members in 24 teams (nuclear power company).

S.No	Study	Study Design	Data and Sample Description
8	Borodako et al. (2023)	Cross-sectional design	Questionnaire sent to 89,944 business service companies in Poland; 3,135 responses (3.81%); final analysis on 1,500 complete records, mainly micro and small enterprises across varied services.
9	Bratianu et al. (2023)	Cross-sectional design	Data from 154 employees in 12 Romanian companies; stratified random sampling across management and execution roles.
10	Malik (2022)	Cross-sectional design	Data from 171 full-time employees (final valid: 169) from five high-tech knowledge-intensive organizations in India; judgement sampling; predominantly young, postgraduate, early-career employees.
11	Derin et al. (2022)	Cross-sectional design	Survey of 400 employees from a cement factory in Turkey; high response rate (80.8%).
12	Ganzer et al. (2022)	Cross-sectional design	Data from 157 Brazilian textile companies; mostly small and medium firms with 100–499 employees and >15 years of operation.
13	Gubbins & Dooley (2021)	Longitudinal – multi-wave	105 semi-structured interviews with operators, technicians, engineers, and managers from five American multinational manufacturing organizations (sites in Ireland).
14	Hussain & Wahab (2021)	Cross-sectional design	No primary data; integrative literature review synthesizing empirical and theoretical work.
15	Anser et al. (2020)	Cross-sectional design	Survey data from 894 production-line workers in 109 manufacturing companies in Pakistan in the machinery and electrical equipment sectors.

**Table 3: Keywords Used in Selected Research Articles**

S.No	Keywords	Study
1	Innovative work behavior and organizational support	Hock-Doepgen et al. (2024)
2	Workplace belongingness, Management support, Innovative work behavior, Intrapreneurial intention, Managers	Berisha et al. (2024)
3	collective learning, firm level human capital, human capital resources, incremental innovation, knowledge intensive businesses, knowledgesharing climate, radical innovation, specific and general training	Sheehan et al. (2024)
4	Visionary leadership, Innovative work behavior, Employee creativity, Work centrality, Knowledge sharing, United Arab Emirates	Alobeidli et al. (2024)
5	leader behaviors; employee innovative work behavior; construct validation; innovative leader survey; leadership development; 360-degree leadership assessment	Tan et al. (2024)
6	KMIC Employee’s resilience Functional flexibility Innovative work behavior	Nassani et al. (2024)
7	Creativity, Explicit knowledge, Knowledge Elaboration, Psychological Closeness, Tacit knowledge	Ling et al. (2023)
8	Innovation orientation, Knowledge management, Technological readiness, Organizational culture, Organizational performance, Business services	Borodako et al. (2023)
9	Customer knowledge management, Innovative work behavior, Product innovation process, Mediation	Bratianu et al. (2023)

S.No	Keywords	Study
10	Emotional intelligence, Innovative work behaviour, Tacit knowledge sharing	Malik (2022)
11	Knowledge sharing; ethical climate; innovative work behaviour; cement industry	Derin et al. (2022)
11	Knowledge Management Processes. Innovativeness. Product Innovation. Competitiveness. Textile Sector.	Ganzer et al. (2022)
13	Informal learning, knowledge creation, knowledge management, Social Capital, Workplace Learning	Gubbins & Dooley (2021)
14	Employee Creativity (EC), Innovative behavior (IB), Organizational Innovation (OI)	Hussain & Wahab (2021)
15	Innovative work behavior, Knowledge sharing, Knowledge management infrastructure capabilities, Functional flexibility	Anser et al. (2020)

**Table 4: Theoretical Frameworks and Constructs**

S.No	Study	Main Theoretical Framework(s)	Key Constructs / Variables
1	Hock-Doepgen et al. (2024)	Organizational Support Theory	Innovative Work Behavior, Business Model Innovation, Organizational Support for Innovation
2	Berisha et al. (2024)	Perceived Organizational Support Theory; Theory of Planned Behavior (TPB)	Workplace Belongingness, Management Support, Innovative Work Behavior, Intrapreneurial Intention, Industry Sector
3	Sheehan et al. (2024)	Collective Learning Theory; Human Capital Resources Theory	Specific Training, General Training, Incremental Innovation, Radical Innovation, Firm-Level Human Capital, Knowledge Sharing Climate
4	Alobeidli et al. (2024)	Knowledge-Based View (KBV) Theory; Social Capital Theory	Emotional Intelligence, Knowledge Sharing, Innovative Work Behaviour, Organizational Innovativeness, Tacit Knowledge Sharing
5	Tan et al. (2024)	Transformational Leadership Theory (TFL)	Leader Behaviour, Employees' Innovative Work Behavior (IWB), Envisioning, Energizing, Enabling
6	Nassani et al. (2024)	Knowledge-Based View (KBV) Theory	Knowledge Management Infrastructure Capabilities (KMIC), Innovative Work Behavior (IWB), Employee Resilience (ER), Functional Flexibility (FF)
7	Ling et al. (2023)	Knowledge Management Theory	Knowledge Management (Explicit vs. Tacit), Catalytic Creativity, Knowledge Elaboration, Psychological Closeness
8	Borodako et al. (2023)	Knowledge-Based View (KBV) Theory	Innovation Orientation (IO), Organizational Performance (OP), Knowledge Management (KM), Technological Readiness (TR)
9	Bratianu et al. (2023)	Knowledge-Based View (KBV) Theory	Innovative Work Behavior (IWB), Product Innovation Process (PIP), Customer Knowledge Management (CKM)
10	Malik (2022)	Theory of Emotional Intelligence	Emotional Intelligence (EI), Innovative Work Behaviour (IWB), Tacit Knowledge Sharing
11	Derin et al. (2022)	Knowledge-Based View (KBV) Theory	Knowledge Sharing (explicit and tacit), Innovative Work Behaviour (IWB), Ethical Climate

S.No	Study	Main Theoretical Framework(s)	Key Constructs / Variables
12	Ganzer et al. (2022)	Resource-Based View (RBV)	Knowledge Management (KM), Product Innovation, Innovativeness
13	Gubbins & Dooley (2021)	Social Capital Theory	Relational Social Capital, Tacit Knowledge
14	Hussain & Wahab (2021)	Not explicitly specified (creativity–innovation perspective)	Employee Creativity, Organizational Innovation, Innovative Work Behavior
15	Anser et al. (2020)	Knowledge Management Theory	KM Infrastructure Capabilities (KMIC), Innovative Work Behaviour (IWB), Functional Flexibility (FF), Knowledge Sharing (KS)

**Table 5: Measures and Analytical Approaches**

S.No	Study	Measures / Scales Used	Analysis Approach(es)
1	Hock-Doepgen et al. (2024)	Five-point Likert-type scales; established multi-item scales from Janssen (2000), Scott and Bruce (1994), Clauss (2017).	Partial Least Squares (PLS) SEM using SmartPLS 3.0; non-parametric bootstrapping (5000 samples); measurement model (reliability, validity) and structural model assessment (path coefficients, moderation).
2	Berisha et al. (2024)	Innovative Work Behaviour: 9-item Janssen (2000) scale, five-point Likert scale.	Structural Equation Modeling (SEM) to test relationships between constructs and model fit.
3	Sheehan et al. (2024)	Firm-Level Human Capital (skills and expertise); Specific and General Training (days per employee); Knowledge Sharing Climate (perceptions of knowledge sharing); Innovation (incremental and radical) using adapted scales.	Hierarchical regression and mediation models; PROCESS macro for moderation and moderated mediation with bootstrapping to test indirect effects.
4	Alobeidli et al. (2024)	IWB measured via idea generation, implementation, championing scales; Emotional Intelligence via EQ-i or Trait EI-type scales; Tacit Knowledge Sharing via self-report measures of frequency and quality of tacit exchanges.	Structural Equation Modeling (SEM) using software such as SmartPLS/AMOS to assess relationships and mediation effects in the research model.
5	Tan et al. (2024)	Innovative Leader Survey (ILS): 31 items across Envisioning, Energizing, and Enabling; strong internal consistency (Cronbach's $\alpha \geq 0.70$ ).	SEM to analyze relationships between leader behaviours and IWB; Confirmatory Factor Analysis (CFA) to validate the three-factor ILS structure.
6	Nassani et al. (2024)	KMIC: 12-item scale (culture, IT infrastructure, structure); Employee Resilience: 6-item scale (Al-Omar et al., 2019); Functional Flexibility: 13-item scale; IWB: 6-item scale (searching for technologies, creating ideas, implementing innovations).	SEM to test relationships among KMIC, ER, FF, and IWB; CFA for model fit and construct validity; Preacher and Hayes' mediation approach; hierarchical regression to test moderating role of Functional Flexibility.
7	Ling et al. (2023)	Explicit knowledge receiving: 3 items; Tacit knowledge receiving: 3 items; Knowledge Elaboration: 3 items (van Knippenberg et al., 2004); Psychological Closeness: single item (Seibert et al.,	Multilevel CFAs; Social Relations Model (SRM) for dyadic data; parameter-based bootstrapping for mediation and moderation; variance decomposition for SRM appropriateness.

S.No	Study	Measures / Scales Used	Analysis Approach(es)
		2001); Catalytic Creativity: single item (Dokko et al., 2014); all on 7-point Likert scales.	
8	Borodako et al. (2023)	All constructs on 5-point Likert scales; IO dimensions (4 items each), KM and TR (3 items each), OP (3 indicators: sales growth, client satisfaction, successful service launch).	Multiple regression (path analysis) with mediating (KM) and moderating (TR) variables; CFA; reliability (Cronbach's $\alpha$ , McDonald's Omega), convergent/discriminant validity; Harman's single-factor test for common method bias.
9	Bratianu et al. (2023)	IWB: 10-item scale (idea exploration, generation, championing, implementation); CKM: 10 items (acquisition, sharing, application of customer knowledge); PIP: 10 items (product innovativeness, process innovativeness, product performance).	SPSS (v26) and PROCESS macro (v3.5) for mediation; correlation and regression analyses; Sobel test to assess mediation effects between IWB, CKM, and PIP.
10	Malik (2022)	Emotional Intelligence: 16-item Wong and Law (2002) scale; Tacit Knowledge Sharing: 6 items (Reychav & Weisberg, 2010); IWB: 9-item Janssen (2000) scale; all on five-point Likert scales.	Partial Least Squares SEM (PLS-SEM) for hypothesis testing and model analysis; IBM SPSS to check common method bias and inter-correlations.
11	Derin et al. (2022)	Knowledge Sharing: explicit and tacit KS scales; IWB: Janssen (2000) scale; Ethical Climate: dimensions of egoism, benevolence, principled ethical climate.	Hierarchical regression to test mediation of ethical climate between KS and IWB; Baron and Kenny (1986) mediation approach.
12	Ganzer et al. (2022)	KM constructs: knowledge acquisition, storage, application (Gold et al., 2001); Innovativeness: Calantone, Cavusgil & Zhao (2002); Product Innovation: product launch and market performance (Darroch, 2005).	SEM and CFA to test relationships between KM processes, innovativeness, and product innovation; SPSS and AMOS; convergent and discriminant validity checks.
13	Gubbins & Dooley (2021)	Qualitative measures: semi-structured interviews, critical incident technique, thematic coding.	Qualitative content analysis using NVivo; open coding, thematic coding, analysis of critical incidents.
14	Hussain & Wahab (2021)	Integrative literature review synthesizing previous empirical and theoretical research (no primary psychometric scales).	Integrative literature review methodology to synthesize findings across studies.
15	Anser et al. (2020)	IWB: 9-item Janssen (2000) scale; KMIC, FF, and KS measured using adapted multi-item Likert-type scales (details in original study).	SEM, CFA, and regression analysis to test mediation and moderation effects involving KMIC, FF, KS, and IWB.

**Table 6: Key Findings, Research and Practical Implications**

S.No	Study	Key Findings	Research Implications	Practical Implications
1	Hock-Doepgen et al. (2024)	IWB is positively associated with Business Model Innovation (BMI). An innovation-friendly climate moderates this relationship, particularly when baseline IWB is low.	Contributes to understanding how KM and IWB drive innovation and how to prioritize investment in training and knowledge resources.	Managers in knowledge-intensive firms can leverage training investments and knowledge-sharing climates to enhance innovation behaviour and business model adaptation.
2	Berisha et al. (2024)	IWB is positively influenced by management support and workplace belongingness via intrapreneurial intentions.	Highlights the mediating role of intrapreneurial intention in translating perceived support and belongingness into innovative behaviour.	Organizations should build supportive climates where innovation is encouraged; managers must actively support intrapreneurial intentions through resources, mentoring, and opportunities for creative engagement.
3	Sheehan et al. (2024)	Specific training promotes incremental innovation, while general training supports both incremental and radical innovation. Firm-level human capital moderates these relationships; knowledge-sharing climate mediates effects of training on innovation.	Clarifies how specific versus general training shapes innovation (incremental vs radical) and how knowledge sharing strengthens training–innovation links.	KIBS firms can optimise training portfolios (specific vs general) and invest in strong knowledge-sharing climates to maximise innovation performance and returns on training investments.
4	Alobeidli et al. (2024)	Emotional intelligence positively affects IWB; tacit knowledge sharing partially mediates this relationship, supporting both IWB and organizational innovativeness.	Emphasises EI and tacit KS as critical enablers of IWB and OI; underscores the value of relational social capital and trust in knowledge elaboration and innovation.	Organizations should recruit and develop emotionally intelligent employees and foster climates that support tacit knowledge sharing, particularly in high-tech and knowledge-based contexts.
5	Tan et al. (2024)	Leader behaviours (Envisioning, Energizing, Enabling) significantly predict IWB; Envisioning fuels idea generation, Energizing supports championing, Enabling aids implementation.	Provides a validated tool (ILS) and extends understanding of how specific leader behaviours shape IWB across cultural contexts.	The ILS can help organisations diagnose leader behaviours and identify gaps in leadership development to better support innovation.
6	Nassani et al. (2024)	KMIC has a strong positive effect on IWB; employee resilience mediates this relationship, and functional flexibility acts as a moderated mediator, enhancing the effective use of KM resources for innovation.	Underlines the importance of resilience and functional flexibility in the KM–innovation pathway from an organizational innovation perspective.	Firms should invest in robust KM routines, resilience-building programmes, and functional flexibility training to stimulate IWB and strengthen innovation performance.
7	Ling et al. (2023)	Tacit knowledge received from partners strongly predicts knowledge elaboration, which in turn positively affects catalytic creativity; effects are stronger under high psychological	Broadens understanding of how tacit knowledge and psychological closeness shape creativity and innovation; calls for more refined	Organisations should foster strong dyadic relationships and psychological closeness to encourage tacit knowledge

S.No	Study	Key Findings	Research Implications	Practical Implications
		closeness. Explicit knowledge has weaker or no effects on creativity.	indicators of tacit vs explicit knowledge.	sharing and long-term creative behaviour.
8	Borodako et al. (2023)	Four IO dimensions (strategic, technological, cultural, market) positively influence KM. KM mediates between IO and organizational performance; technological readiness moderates KM–performance links. Information processing and HR aspects show no significant impact on KM.	Confirms multidimensionality of IO and the mediating role of KM; demonstrates moderating effects of TR on KM–OP relationships.	Managers should develop innovation-oriented mindsets, invest in KM systems, and build technology readiness to convert KM into performance gains.
9	Bratianu et al. (2023)	IWB positively affects PIP; CKM mediates the relationship, enhancing product and process innovativeness. Knowledge from customers accelerates innovation cycles.	Deepens understanding of CKM as a mediator in innovation processes and clarifies how customer knowledge and IWB jointly support product innovation.	Firms should invest in CKM systems and nurture innovative cultures that encourage IWB and integrate customer feedback into product development.
10	Malik (2022)	EI significantly predicts tacit knowledge sharing and IWB; tacit knowledge sharing partially mediates EI–IWB relationships and explains a substantial proportion of variance in IWB.	Indicates that cross-sectional data limit causal inference and that private high-tech Indian contexts limit generalisability; suggests the need for longitudinal, multi-level, and cross-sectoral research.	Corporations should invest in emotional competence training and mechanisms that facilitate informal tacit knowledge sharing to enhance employees' innovativeness.
11	Derin et al. (2022)	Knowledge sharing positively impacts IWB; ethical climate mediates this relationship. Low egoism is the strongest ethical mediator, with kindness and principled climates also contributing.	Links ethical climate to the KS–IWB relationship and offers a template for future research into organisational knowledge-sharing nuances.	Organisations are encouraged to cultivate low-egoism climates, enable tacit and explicit knowledge transfer, and uphold ethical standards to strengthen organisational innovativeness.
12	Ganzer et al. (2022)	KM significantly influences product innovation; innovative behaviour mediates the relationship. KM subdimensions (acquisition, storage, application) have distinct direct and indirect effects on innovative behaviour and product innovation.	Enriches KM literature on its role in product innovation, particularly in sectors such as textiles.	Firms should invest in efficient KM (acquisition, storage, application) and develop creative strategies to differentiate products and increase customer value solutions over the long term.
13	Gubbins & Dooley (2021)	Ability-based trust is crucial for seeking tacit knowledge; benevolence-based trust matters beyond local groups. Social disapproval and lack of psychological safety hinder tacit knowledge; strong identification fosters within-group sharing but limits cross-group sharing.	Extends KM and organisational learning research by examining tacit knowledge-seeking phases and highlighting social-relational factors.	Organisations should build inter- and intra-group trust and psychological safety to facilitate tacit knowledge flow across units.

S.No	Study	Key Findings	Research Implications	Practical Implications
14	Hussain & Wahab (2021)	Employee creativity predicts innovative behaviour, which in turn predicts organisational innovation; conceptual links between organisational innovation and innovative behaviour are clarified.	Offers a conceptual framework for future empirical testing of creativity–IB–OI relationships.	Managers can harness employee creativity to stimulate innovative behaviour and strengthen organisational innovation; the framework can guide innovation strategies rooted in employee engagement and creativity.
15	Anser et al. (2020)	KMIC positively impacts IWB; FF and KS mediate this relationship. FF encourages proactive engagement in diverse job tasks; KS supports knowledge transfer and amplifies the KMIC–FF link in boosting IWB.	Extends KM and HRM literature by explaining how KMIC promotes IWB via FF and KS.	HR managers should focus on strengthening KMIC to enhance FF and KS, supported by investments in IT infrastructure, flexible work schedules, and supportive cultures that foster innovation among production-line workers.

**Table 7: Research Limitations and Future Research Directions**

S.No	Study	Research Limitations	Future Research Directions
1	Hock-Doepgen et al. (2024)	Cross-sectional design prevents causal inference; limited to knowledge-intensive enterprises, restricting generalisability.	Recommend longitudinal and cross-level analyses (e.g., organisational to individual outcomes); call for examination of additional psychological factors (trust, self-efficacy) in the KM–IWB link.
2	Berisha et al. (2024)	Cross-sectional design limits causal conclusions; many studies rely on single industries or regions, constraining generalisability.	Suggest longitudinal studies to test causality; cross-country research on cultural influences on innovation; examination of digital tools and technology in enhancing KM and IWB.
3	Sheehan et al. (2024)	Although multi-wave, still limited in fully capturing causality; restricted to KIBS in four European countries, limiting generalisability.	Recommend cross-country comparisons; investigation of long-term impact of training on innovation; exploration of individual vs organisational-level human capital effects on innovation-supporting structures.
4	Alobeidli et al. (2024)	Cross-sectional design limits causal interpretation; generalisability may be constrained by sample size and industry-specific context.	Call for longitudinal models to test causal influences; exploration of moderators such as organisational culture and leadership that may strengthen EI–IWB relationships.
5	Tan et al. (2024)	Some analyses were limited by small sample sizes; cross-sectional aspects restrict causal inference; findings need replication in other countries and more diverse samples.	Future research should generalize ILS across locations and sectors and conduct longitudinal studies to test causal relationships between leader behaviours and IWB.
6	Nassani et al. (2024)	Cross-sectional design requires cautious interpretation of causality; confined to tourism sector in Saudi Arabia, limiting generalisability; potential self-report bias.	Recommend longitudinal research for causal links; examination of additional moderators (beyond leadership style and culture); replication across industries and countries to enhance generalisability.

S.No	Study	Research Limitations	Future Research Directions
7	Ling et al. (2023)	Non-experimental, time-lagged design limits causal claims; all studies conducted in China, limiting cultural generalisability; explicit knowledge effects may be context-dependent; tacit knowledge is difficult to quantify.	Suggest validation of models across more diverse cultural and organisational contexts; exploration of moderators (e.g. task interdependence, absorptive capacity); experimental/intervention designs; development of broader, context-sensitive indicators for tacit and explicit knowledge.
8	Borodako et al. (2023)	No objective performance measures; reliance on survey data limits fine-grained visibility into KM processes, especially tacit knowledge; IO framework may be influenced by national culture, limiting generalisability.	Recommend using objective performance data; adding qualitative methods for richer understanding of KM and IO; replicating studies in other countries and industries to test generalisability.
9	Bratianu et al. (2023)	Cross-sectional design prevents causal inference; geographically restricted to Romanian companies; small sample size and self-reported data may introduce bias.	Suggest longitudinal designs to investigate causality; examination of customer co-creation and collaboration in innovation; extension of studies to emerging markets to see how CKM functions in different contexts.
10	Malik (2022)	Small sample; limited to private, high-tech Indian firms; not generalisable to public sector or other industries; cross-sectional design limits causal claims; single-method, single-source data risk common method bias; no moderators or control variables included.	Recommends expansion to public sector and other industries/countries; longitudinal and multi-level designs; use of multi-source data (dyads, groups); exploration of moderating variables that may influence EI-KS-IWB relationships.
11	Derin et al. (2022)	Cross-sectional design prevents cause-effect inference; limited to cement industry in Turkey, reducing generalisability to other sectors and countries.	Suggests examination of sustainability effects of ethical climate on IWB; exploration of additional mediators and moderators (e.g. leadership style, organisational culture); cross-sector and cross-country comparisons for more generalisable results.
12	Ganzer et al. (2022)	Cross-sectional design prevents causal inference; sample restricted to Brazilian textile companies; use of self-reported data may introduce response bias.	Recommends comparative analyses across industries and countries; investigation of leadership and organisational culture as drivers of KM and innovation.
13	Gubbins & Dooley (2021)	Micro-level focus on social factors without full consideration of broader organisational or environmental context (e.g. culture, structure); dynamic nature of social relations not fully captured.	Encourage examination of wider organisational environment; call for longitudinal studies; recommend explicit differentiation between tacit and explicit knowledge in future research.
14	Hussain & Wahab (2021)	Focuses only on employee creativity, innovative behaviour, and organisational innovation; conceptual framework not empirically tested.	Suggest empirical investigations of the framework; application of the conceptual model to other populations (different sectors, workers, students).
15	Anser et al. (2020)	Cross-sectional design does not allow causal inference; research limited to Pakistan, restricting generalisability.	Recommend longitudinal studies examining causal sequences over time; further research on KMIC in other sectors and regions; exploration of psychological determinants of IWB such as self-efficacy and trust.

## DISCUSSION

This systematic literature review brought together contemporary evidence on how Knowledge Management (KM) practices shape Innovative Work Behaviour (IWB) and, in turn, Organizational Innovativeness (OI). Across the included studies, KM consistently emerged as a central enabler of innovation, particularly through mechanisms such as tacit knowledge sharing, emotionally intelligent interactions, ethical and supportive climates, and robust knowledge infrastructure. The synthesis suggested that KM did not operate in isolation but functioned through behavioural channels, most notably IWB, to translate knowledge resources into meaningful innovation outcomes at the organizational level. This pattern supported the argument that innovation in knowledge-intensive settings depended as much on human and relational processes as on structural or technological investments (11,16). The review also indicated that emotional intelligence, psychological closeness, and relational trust played important roles in strengthening the pathway from KM to IWB and OI. Studies that examined tacit knowledge sharing demonstrated that employees were more likely to engage in creative problem-solving and idea elaboration when they felt psychologically safe and connected to their colleagues, and when ethical or low-egoism climates were present. Similarly, leadership behaviours that envisioned future possibilities, energized employees, and enabled implementation were repeatedly linked with higher levels of IWB and organizational innovation. Taken together, these findings underscored that KM was most effective when embedded within cultures that valued collaboration, autonomy, and learning, rather than being treated as a purely technical or administrative function (17,18).

From a theoretical perspective, this review contributed by consolidating evidence that KM practices—particularly knowledge sharing and continual learning—served as upstream drivers of individual innovation, which then aggregated into organizational-level change. The proposed model positioning KM as an independent variable influencing OI through the mediating role of IWB provided a coherent framework that aligned with knowledge-based, social capital, and organizational support perspectives. By emphasizing the behavioural mediation of IWB, the study added nuance to existing theories, drawing attention to the ways in which individual-level innovative actions served as the missing link between knowledge resources and systemic innovativeness. This integrative view strengthened theoretical explanations of how organizational change and competitiveness were sustained in knowledge-driven contexts (19,20). At the practical level, the findings carried clear implications for managers and policymakers seeking to enhance innovation capacity. The evidence suggested that organizations needed to invest not only in technological KM systems, but also in human and social capital—through training, leadership development, and climates that encouraged knowledge sharing and creativity. Mechanisms that facilitated the flow of tacit knowledge, such as mentoring, cross-functional collaboration, and psychologically safe team processes, appeared particularly valuable. Furthermore, empowering employees with autonomy, resources, and clear support for experimentation seemed to amplify the impact of KM on IWB, and ultimately on OI. In this way, the review supported the view that innovation was more likely to flourish where KM, human development, and cultural support were aligned and mutually reinforcing.

However, the review also had important limitations that needed to be acknowledged. A major constraint arose from the methodological limitations of the primary studies. The majority of included articles relied on cross-sectional designs and self-reported survey data, which restricted the ability to draw causal inferences and raised the possibility of common method bias. Many samples were concentrated in specific industries or single-country contexts, limiting the generalizability of the findings beyond those sectors or regions. Although some studies employed longitudinal or multi-wave designs, these remained a minority and often still fell short of fully capturing dynamic, long-term innovation processes. These weaknesses in the underlying evidence base inevitably influenced the strength of the conclusions that could be drawn. The review itself also faced inherent limitations. The decision to focus on studies published in the last five years ensured that the synthesis reflected current trends, but it excluded earlier foundational work that might have offered a richer historical understanding of how KM, IWB, and OI evolved over time. Restricting the review to English-language, high-impact journal publications might have introduced publication and language bias, overlooking relevant evidence from non-English or lower-impact outlets. In addition, the review did not conduct a quantitative meta-analysis; therefore, it was not possible to estimate pooled effect sizes or compare the magnitude of associations across contexts in a statistically rigorous manner. These limitations suggested that the findings should be interpreted as integrative and interpretive rather than definitively causal.

Despite these constraints, the study possessed several strengths. It synthesized a diverse set of empirical studies across multiple countries, sectors, and methodological approaches, thereby offering a comprehensive view of how KM, IWB, and OI intersected. It also systematically mapped theoretical frameworks, constructs, measurement scales, and analytical techniques, providing a structured foundation for future work. By explicitly drawing out research, theoretical, and practical implications, the review helped to bridge academic and managerial perspectives, making its insights more usable for both researchers and practitioners. Looking ahead, the review pointed to several promising directions for future research. Longitudinal and multi-level studies would be essential to clarify the temporal

sequencing and cross-level dynamics linking KM, IWB, and OI, and to move beyond correlational associations. Future work could use mixed methods and multi-source data to capture the complexity of tacit and explicit knowledge flows, combining quantitative modelling with qualitative insights into social and cultural processes. Further investigations into the mediating role of employee creativity, and the moderating influence of digital tools, customer co-creation, and environmental turbulence, could deepen understanding of how KM-driven innovations emerge and scale within different organizational and societal contexts (21,22). In this way, the proposed theoretical model—KM as an antecedent of OI mediated by IWB—offered a grounded but flexible framework for empirical testing and refinement in subsequent studies.

## CONCLUSION

This review reinforced that Knowledge Management plays a pivotal role in shaping employee behaviour and driving organizational innovation, with consistent evidence showing that the effective exchange of both tacit and explicit knowledge serves as the foundation for cultivating innovative work behaviours. Despite methodological limitations within some of the included studies, the collective findings clearly demonstrated that organizations able to nurture knowledge-rich environments, strengthen interpersonal trust, and support continuous learning are better positioned to translate individual creativity into meaningful innovation outcomes. By integrating insights from recent research, this study underscored that fostering innovative work behaviour is not merely an operational choice but a strategic imperative, offering leaders practical direction on how investing in knowledge-sharing cultures, supportive leadership, and employee development can significantly enhance organizational innovativeness.

## AUTHOR CONTRIBUTION

Author	Contribution
Muhammad Imran*	Substantial Contribution to study design, analysis, acquisition of Data Manuscript Writing Has given Final Approval of the version to be published
Muhammad Haroon	Substantial Contribution to study design, acquisition and interpretation of Data Critical Review and Manuscript Writing Has given Final Approval of the version to be published

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