

Knowledge Management Practices for Enhanced Organisational Performance: Can Leadership Style be a Moderator?

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Abstract: This study introduces the moderating influence of leadership style on the connexion between knowledge management and organizational performance studies. We present a Knowledge-Based Theory and associated hypotheses for testing. A survey design using a case study approach of four organisations in the Petroleum, Energy, Micro Banking, and Education sectors in Ghana was used to collect quantitative data. Data analysis shows the Structural Equation Modelling of the study using Analysis of Moment Structures. The outcome shows a strong and significant relationship between Organisational Performance and Knowledge Management as well as Leadership Style and Organisational Performance. However, results indicate that Leadership Style does not moderate the relationship between Knowledge Management and Organisational Performance. The implication of the study suggests the implementation of comprehensive knowledge management policies through employees to enhance organisational performance.

Keywords: Knowledge management, Leadership style, Organizational performance, Transactional leadership, Transformational leadership

1. Introduction

Knowledge management (KM) for enhanced Organisational performance (OP) continues to assume a dominant aspect of organisational practice and theorizing (see, for example, Nonaka and Hirose, 2015; Gupta et al., 2022). The dominant practice and theory have informed several discussions on the subject. The discussions have emphasized diverse viewpoints and perspectives of KM, such as the synthesis process of knowledge creation (Nonaka and Hirose, 2005), sustainable competitive advantage (Gupta et al., 2022), and the phenomenological nature of knowledge reconceptualisation (Nonaka et al., 2021), among others. The growing intensity of competition and dynamism in today's polymorphous marketplace and business environment could largely be traceable to KM practices reinforced by rapid advances in technology. In effect, KM practices provide a template for driving an organisation's improved performance (Shih, Chang, and Lin, 2010).

Following Wickramasinghe and Lubitz (2007), we consider KM to involve techniques used by a company to manage its knowledge assets, including how to gather, store, transfer, apply, update, and produce knowledge. Preference for this explanation is consistent with the ideals and aspirations of this study. In effect, this study draws on the generally held understanding of KM as activities and processes designed to manage knowledge in an organisation (Girard, 2015). Applying the process-oriented approach in this study serves the singular purpose of accommodating the observation that Leadership Style (LS) could play a moderating role in OP. The consideration of KM practices for meaningful OP has wider implications worldwide. Globally, more organisations look to KM as a means of cultivating, organising, distributing, and applying crucial knowledge and skills required for handling tasks such as conflict resolution, flexible learning, strategic planning, and decision-making (Ayatollahi and Zeraatkar, 2020). Due to these operations, KM functions stimulate and condition the growth of fresh and original knowledge in anticipation of enhanced performance. The essence of enhanced performance is to reinforce the possibilities of improving the capabilities of an entity to expand processes that lead to anticipated outcomes. Such outcomes find expressions in the form of innovative products, the benefit of which is reflected in a higher market share and growth in earnings (McIver et al., 2018).

Given that previous studies have considered the consequences of OP in KM from practical and theoretical perspectives (see, for instance, Kim, 2020) there are still many prospects and promises to establish the extent to which LS moderates the relationship between OP and KM practices. The belief in these promises and

prospects is premised on the observation that the literature appears to be silent on the subject in view, that is, KM in relation to OP with LS as a moderating factor. Further, some existing KM models (see, for instance, Kamath, 2016; Lee et al., 2005; Tuamsuk, Phabu, and Vongprasert, 2013) represent systems of discrete knowledge development and distribution activities without taking into account their interactions with other critical organizational functions such as LS in moderating an organisation's performance.

The driving rationality in the pursuit of this objective is justified in the following counts. First, undertaking such a study is supposed to broaden the frontiers and widen the perspectives of the KM subject matter concerning firm performance in Ghana and, quite possibly, sub-Saharan Africa. But to apply such a concept here in Ghana (a developing nation), there must be a great deal of consideration as there is a considerable paucity of literature on the subject pertinent to this geographical setting. Research on knowledge management strategies in most Ghanaian firms is seriously lacking. Also, Ghana makes for an ideal geographical setting as both national and organizational cultures put a stock on autocratic leadership as the predominant style of leadership. Hence, information dissemination is bureaucratic in nature and this invariably cripples the process and facets of knowledge sharing and management. It is against this backdrop that the current research was created, with the goals of examining the linkages between LS and knowledge management techniques as well as understanding how these interactions affect organizational performance in Ghana.

In the course of achieving this aim, this research accounts for the shortfall in the knowledge gap in the area, especially by way of the theoretical predispositions that the study seeks to advance. Finally, this study aspires to come out with an empirical understanding of the moderating effect of LS necessary to secure enhanced OP. By analysing firm performance as a dependent variable in light of the independent variable of KM practices, the compendium draws on LS as a moderator to make some propositions via the instrumentality of the empirical data.

In our application of LS as part of the means to deepen our understanding of KM for enhanced firm performance, we are sympathetic to Kim et al.'s (2014) contention that KM does not operate in a vacuum but functions within, and is contingent on contextual factors such as leadership, culture, structure, and processes. Organizational leadership, like other operations in organizational behaviour, is undergoing significant changes in both theory and practice. Recent developments, such as the notions of shared leadership as well as the theory of dispersed leadership (Konradt, 2014), redefine the role and focus of leadership from a centralised and unilateral process of control to create highly motivated and self-managing teams with duties and responsibilities among a group of people operating as leaders at their respective levels (Day, 2006).

There is no gainsaying in the point that LS plays a critical role in nurturing and developing human capital in organizations (Tarkhanov and Mayo, 2001) and as a perceptive resource, the LS in place affects the ability to harness and use knowledge in an organizational environment (Jain and Jeppesen, 2013). Thus, the appreciation of the value of KM and the commitment of the leader is likely to ensure the innovative and efficient allocation of resources for the development of KM systems (KMS) and positively influences KM practices (Donate et al., 2015; Yee, Tan, and Thurasamy, 2019; Muhammed and Zaim, 2020) with the ultimate goal of securing enhanced OP for expected results.

Organizational leaders are responsible for institutionalising KM as a continuous and ongoing process as well as building and maintaining a corporate culture that values knowledge and encourages continuous learning. The importance of KM procedures stimulates experimentation and questioning through empowerment, fosters trust, and supports practical learning through the application of both implicit and overt knowledge (Mills and Smith, 2011). Thus, instead of acting as a gatekeeper of knowledge and information, LS inspires and enables the generation and dissemination of information to all segments within the organisation (Politis, 2004). When leaders cultivate a culture of honesty and trust, employees perform better (Pfau *et al.*, 2002). Studies have pointed to a link between leadership and leveraging KM for a competitive advantage (Bryant, 2003; Singh, 2008). In a fast-changing and intensely competitive marketplace brought about by rapid advancements in technology and globalisation, firms' sustainability and effectiveness largely depend on their dynamic capabilities and competitive abilities. Through KM, organisations can harness their internal knowledge base and expertise for deployment at operational levels to improve OP (Eissa, Lester and Gupta, 2020). Daud and Yusoff (2010) concluded that a firm's performance and survival depend on how quickly it leverages the knowledge process relative to its competitors.

The remainder of this paper is organised in this order. After this introduction is a review of the contemporary as well as landmark studies in the area of KM as they relate to OP and LS as they relate to OP. The essence of this literature call-out is to bring us up to speed by updating our knowledge on the sort of matters that have

engaged the attention of scholars and practitioners on the subject so far. The ensuing section describes the research methodology that enabled various data-collection techniques for the presentation and interpretation of the collected data.

2. Literature Review

2.1 Knowledge Management

We consider KM in this study to reflect the ideals of Kim et al., 2021 as “activities and processes designed to manage knowledge in an organization” p. 2. We deem the activity orientation to understanding knowledge management crucial to the intentions and aspirations of this study. The rationality for this perspective is not far-fetched. For the activities and processes in this explanation capture such KM operations as training programmes, workshops, organisational records keeping, coaching and mentoring functions as well as database management practices. The details of the training programmes and workshops can manifest in such forms as seminars (Namdev Dhamdhare, 2015) and the dynamics of best practice (Galliers and Newell, 2003). Knowledge as ‘best practice’ for instance, calls for flexible approach to the application and use of knowledge in diverse situational organising. The flexibility comes with a cautious realignment of KM operations to suit local exigencies that relate to the contextual matters’ sensitive to the idiosyncrasies and particularities of the firm in question. Paying attention to the unique organizational dynamics is crucial as time and circumstances can cause an organization. to abandon its own KM tools because the passage of time and other circumstantial factors have rendered such tools irrelevant (ibid).

It is our contention that drawing on this graphic contextualisation of KM provides the opportunity of aligning it to the matters of OP in ways that highlight the study’s objectives. Developing nations have been the site of a sizable number of KM research. Given this, organizations are adopting KM techniques and technologies in greater numbers (Ode, 2020). The story is however different in Ghana as a good number of the private sector and state institutions do not have a fully-fledged KM system in place, partly because the concept of KM is poorly conceived and practiced by low-skill employees coupled with a lack of the relevant technologies, and other needed resources (Narteh, 2008). Nonaka and Takeuchi, (2007), underscored the significance of KM by affirming that “successful companies are those that consistently create new knowledge, disseminate it widely throughout the organization and quickly embody it in new technologies and products” (p.162). The knowledge dissemination exercise in Nonaka and Takeuchi’s notion of KM embodies practices that suggest the accessibility of knowledge by employees in such forms of mentoring and coaching for efficient and productive performance. The progress of KM ingenuity largely hinges on favourable internal environmental factors such as a supportive organizational culture and positive employee behaviour and attitudes, which requires strong leadership to bring about (Lai and Lee, 2007) OP.

2.2 Knowledge Management and Organisational Performance

There is extant research linking KM initiatives with higher OP (Tubigi and Alshawi, 2015; Ha and Lo, 2018). Malik, (2013) found out that KM not only improves performance but also helps in employee retention. Every organization regardless of its nature and sector of operations sets out to achieve an objective or target and it is measured by certain standards within a certain period. As Schechner and Brady (2017) simply put it, performance is the level of target achieved by an organization. The manner of linking OP to target levels can manifest in diverse forms. For instance, OP is connected with cultural dynamics of learning as pertains to internal processes, (Tibbs and Langat, 2016; Rintawi, Gachunga and Senaji, 2018); the effect of innovation on OP Akpoviroro et al (2015) such that technological transformation becomes instrumentally vital to the opportunities for enhanced organisational prospects. The enhanced prospects for OP induce new product development (Ojoajogu *et al.*, 2021) by careful dynamic appreciation and accommodation of the changing environmental considerations that inform part of the context of the organisation. These matters notwithstanding, sometimes sales promotion is applied as a tool for organisational performance (Odunlami and Ogunsiji, 2011). This somewhat direct relationship between sales promotion on OP also has direct association with the positive financial performance as attested to by Carton and Hofer (2010). The positive financial performance in this scenario could be occasioned by cost effectiveness mechanisms that have meritorious bearing on the extent to which KM practices characterise the operations of the organisation (Alkhuzaei 2020). The operations and management practices involve service innovation and the extent to which it becomes involved with OP (Åkesson et al, 2016).

Extant literature also points to a strong and significant connexion between KM and improved OP (Theriou and Chatzoglou, 2009; Pina, Romão and Oliveira, 2013) and how internal factors such as leadership, organizational

culture, and structure impact the progress or otherwise of Knowledge Management Systems (KMS) (Ahmady and Nikooravesh, 2016; Koohang, Paliszkievicz, and Goluchowski, 2017; Lee, 2018) According to academics, effective and efficient KM is essential for OP (Anwar and Ghafoor, 2017; Martin, 2000; Valmohammadi and Ahmadi, 2015). Kim et al., (2014) pointed out that by preserving essential knowledge at every level, applying existing knowledge to all circumstances, fusing knowledge in practical ways, continually gaining pertinent information, and creating novel knowledge through continuous learning, KM initiatives seek to guarantee consistency and performance improvement in organisations. In light of this, it is doubtful that KM initiatives would ever take off or be successful if KM does not penetrate all levels of the business, starting at the top (Durst and Zieba, 2019). Chang et al., (2022) assert that even though all members of staff have a distinct role to play, top management must get involved in the KM process.

2.3 Understanding Leadership and Leadership Styles

The management literature extensively discusses leadership as a soft talent and personal knowledge. Leadership is the capacity to inspire others to strive toward shared objectives and to inspire ordinary people to perform extraordinarily (Razak, Sarpan, and Ramlan, 2018). Leadership has been correlated with a person's aptitudes, capacities, and amount of influence to convince others to take decisions, do activities they otherwise would not have taken, or proceed in a certain path (Aldulaimi and Hameed Aldulaimi, 2018). Ojokuku, Odetayo, and Sajuyigbe., (2012) define leadership as an artistic and scientific profession that emphasizes connections in the workplace and organizations. It also requires taking accountability for outcomes. Leaders give strategic guidance and forecast the trajectory of goals., and explore "outside the box". According to Cherry (2006), there are three major leadership styles. Autocratic leaders make decisions without involving their workforce. This could be the ideal course of action when decisions need to be made quickly and when team participation and consensus are not necessary for a good outcome. This approach could result in a high personnel turnover rate and absenteeism. Democratic leaders make the final choice, but they consult the team as a whole before doing so. Employees are frequently very interested in initiatives and choices since they promote innovation. Team members thus typically have really productive employment and are quite happy with their work. Laissez-faire managers allow their staff a great deal of latitude in how they carry out their responsibilities and establish their deadlines. If assistance is required, they offer resources and counsel but otherwise refrain from getting involved. Contemporary leadership styles such as transactional and transformative leadership are the two categories propounded by Bass (1999). Since the late 1990s, scholars have focused on understanding the complexity of the environments in which leaders develop, and have recognised that transactional leaders emerge in low-complexity conditions and transformational leaders in high-complexity scenarios. When a leader practices transactional leadership, followers receive rewards for achieving performance goals. This type of leader places special emphasis on collective achievement. Transformational leaders exhibit charisma and develop a vision, respect, and trust. It is imperative to understand that the selection of a leadership style will lead to a particular organizational climate (Coffie and Coleman, 2018).

2.4 Leadership Styles and Organizational Performance

The constant pursuit of performance improvement is a response by organisations to a rapidly changing environment and frequently contradictory customer demands for a strategic edge in the current challenging economic climate (İşcan, Ersari, and Naktiyok et al., 2014). Rodriques, Ruivo and Oliveira's (2021), study simply regards organisational performance as "strategic benefits". Strategic benefits that accrue to organisations by way of their performance exploits and capabilities bear on such functional outcomes as enhanced efficiency and restricted cost of operations that reinforce the business value of their products and service appeal to their customers. Business value of products in addition to service appeal could be the culminating effect of such outcome of firm performance in the form of innovation and its allied consequence of new product development. Further, employee performance at work is significantly influenced by the leader's LS. OP is also impacted by LS (Bastari, Eliyana, and Wijayanti, 2020 et al., 2020). It has been widely explored how LS affects how a company performs. According to most studies, there is a substantial association between LS and organizational success. Depending on the research variables, different LS may have a positive or negative link with OP (Cherian, Gaikar, and Raj, 2020). Fu-Jin, Shieh and Tang., (2010) suggest that to sustain an effective corporate operation, organizational leaders must use procedures or approaches that reflect optimum leadership LS. Therefore, they must adopt strategically planned human resource management and demonstrate various LS in acceptable ways. Linking LS with the organisation has particular implications for OP. Some scholars even suggest LS can have either positive or negative influence on OP (Bhargavi and Yaseen, 2016). Following (Lewin, Lippitt and White, 1939), LS such as autocratic or authoritarian, democratic or

participative continue to remain a dominant aspect of organisational sociology. We consider the idea that the styles of leadership demonstrate the mechanics and the conditions of offering 'implementing plans, directions, and motivating people' (Bhargavi and Yaseen, 2016) for meaningful performance. We find the implementation of plans, the offer of a sense of direction and the inducement of people at work to be not only legitimate and justified for the objectives of this study, but also the point that they inform OP one way or another.

We rely on these concepts of LS to assemble the data for this study. The rationality for this choice and decision reflects the notion that within leadership circles, the literature supports the application of these concepts for reaching out to OP. For instance, in the context of democratic LS, leaders can encourage feedback from subordinates or even collaborate with them for achieving a common goal. The collaborative environment can motivate an atmosphere of 'give and take' which would make subordinates cultivate the mentality of self-worth, a feeling that heightens their sense of participation for increased OP.

In situations of autocratic leadership, too, leaders reserve very little room for subordinate participation, if any (Al Khajeh, 2018). Welfare matters pertaining to subordinates outside working hours are least of worry to leaders. All of this culminate in a hostile environment for practical organisational performance. It is nonetheless necessary to suggest that autocratic leadership can be vitally important in conditions of emergency where the leader does not have to consult before making crucial decisions (Longe 2014).

In terms of delegated or laissez-faire LS, the orientation for leaders is for leaders to consider the notion that anything the subordinate does is regarded as right. Leaders naturally wait for things to get out of hand before they act. This kind of leadership predisposition is known for its unproductive, inefficient and unhappy outcomes, see, for instance, Al-Khaled and Jee Fenn (2020).

The management literature highlights LS as a significant element that affects organizational innovation (Alblooshi, Shamsuzzaman and Haridy, 2020, İçcan et al., 2014). There is already a universal consensus that transactional LS is less likely than transformational ones to encourage creativity inside a company. Transformational LS, on the other hand, emphasizes collaboration and involvement (İçcan et al., 2014). By linking job performance to deserving incentives and ensuring that employees have the tools they need to do the task at hand, an effective LS helps businesses more effectively accomplish their existing goals. Effective LS is regarded as a powerful tool for managerial advancement and long-term competitive advantage.

2.5 Theoretical Background

2.5.1 Knowledge-Based theory

The organisation's knowledge base is considered to be its most important resource from a strategic standpoint, according to the firm's knowledge-based theory. The diversity of knowledge bases, according to those who support knowledge-based resources, is among the most crucial aspects defining sustainable competitive advantage because Knowledge-based resources have complicated social dynamics and are difficult to imitate. The corporate culture and identity, rules, practices, documents, systems, and personnel are just a few of the many elements that carry and embody this information. This perspective, which has its roots in the literature on strategic management, expands and builds upon Penrose's (1959) resource-based view (RBV) of the company (Barney, 2001). The RBV acknowledges the critical part knowledge plays in organisations gaining a competitive advantage, notwithstanding the claims made by advocates of the RBV that the resource-based approach is insufficient in scope. In particular, the RBV views information as a general tool without distinctive attributes. As a result, it does not differentiate between various knowledge-based capacities. Information systems may be utilized to synthesise, enhance, and accelerate substantial intra- and inter-firm KM, which can significantly contribute to the organization's knowledge-based vision (Alavi and Leidner, 2001).

2.6 Hypothesis Formulation and Conceptual Framework

2.6.1 Hypothesis

The focus of this study is to assess the impact of KM on the performance of the Case Study Organizations (CSOs) and to determine the role of LS in this relationship. The following assumptions are put out by the authors based on the results of research on KM procedures carried out by organisations around the world and examined in this study:

H1: KM relates positively to OP.

H2: LS positively relates to OP

H3: LS moderates the relationship between KP and OP.

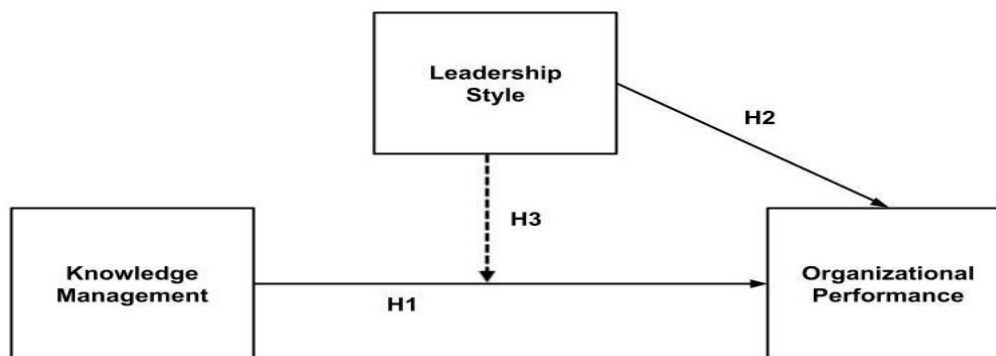


Figure 1: Conceptual Framework

2.6.2 Conceptual framework

The conceptual framework as presented in figure 1 is based on theorized relationships and supported by reviewed literature, on KM and OP, LS and OP and LS moderating KM and OP. The Knowledge-Based Theory (KBT) postulated by Grant (1996) asserts that KM confers a strategic advantage to an organization and leads to improvements in OP.

3. Methods

3.1 Research Design and Approach

The quantitative and descriptive research approach to collect and analyse data for the study was employed. Data for this study was gathered primarily from employees in the energy sector, oil marketing companies, banking, and education sector. The variations in the sectors were to aid researchers to have a clear picture of issues relating to KM from various backgrounds.

3.2 Population and Sampling

The population involved in this study spans a total number of Two Thousand and Thirty-Six (2,036) workers from the four chosen Case Study Organizations (CSOs) which include Volta River Authority (VRA), National Petroleum Authority (NPA), Kumasi Technical University (KSTU) and Amanano Rural Bank (ARB). To get our sample size, the researchers employed the Stratified Random Sampling Technique to divide the respondents into subgroups called strata based on their industries. From the strata, the convenience sampling technique was used to get to 291 respondents.

3.3 Response Rate

Out of a total of 291 questionnaires distributed, 78 constituted the management level questions while 213 were questionnaires for staff members. The actual questionnaires collected indicate that 238 questionnaires were answered, comprising 54 managers and 184 staff members. The total response rate of 81.78% is highly reliable since it is far above the minimum acceptable level of 50% proposed by Cooper, (2014).

3.4 Research Instrument

Two sets of questionnaires; one for top and middle-level managers and the other for lower-level staff were developed for administration, as KM practices may differ at these levels. Both sets have the same layout, sections, and questions except for the part related to LS where the set for managers is a self-assessment form and that of staff is a rating form to assess their leaders based on the Multifactor Leadership Questionnaire (MLQ) developed by Bass (1999). Sections A, B, C and D are the four primary components of the questionnaire. The respondents' demographic data is included in Section A while section B deal with KM issues, Section C deals with OP issues, and D deals with LS issues to reflect the specific objectives of the research. In all, section B, C and D has 47 (forty-seven) items consisting of 18 questions under KM Practices, 8 for OP, and 21 for LS. Questions on KM practices are based on the work of Darroch, (2003). Questions on OP was measured based on the strategic implementation of knowledge management practices whereas LS was measured based on Bass, (1999) multifactor leadership questionnaire (MLQ). As a standard practice, a test run of the questionnaire was undertaken to identify any shortcomings and rectify them before administering it to respondents.

3.5 Data Analysis

A structural equation model using analysis of moment structures (AMOS) version 22 was employed to analyse the data to assess the proposed research model. Again, Statistical Package for Social Sciences (SPSS) version 24 was used to establish the construct reliability whilst AMOS and Excel were used to analyse the validity of the constructs.

4. Results and Discussions of the Study

Data were congregated from the management and staff of the various companies used for the study. Generally, it was realized that transformational LS was best for the model fit. Responses on autocratic, democratic, transactional, and laissez-faire LS constructs were dropped entirely since their models were not feasible with the data collected.

4.1 Measurement Model

A confirmatory factor analysis was conducted (CFA). As part of CFA, factor loadings (see Table 2 and Figure 2) were calculated for each item, and five items (KM1, KM3, KM4, OP1, and OP2) were deleted due to low factor loadings (<.50). The model-fit measures indicates that the model's overall goodness of fit and all values for the three-factor model (KM, TLS, and OP) were within their particular acceptance levels (Balkaya, 2021) see Table 1.

Table 1: Model Fit Statistics

Fit Indices	Recommended Value	Obtained Value
P	Insignificant	0.000
CMIN/df	< 3	1.882
GFI	>.90	0.905
CFI	>.90	0.922
TLI	>.90	0.909
SRMR	<.08	0.0628
RMSEA	<.08	0.061

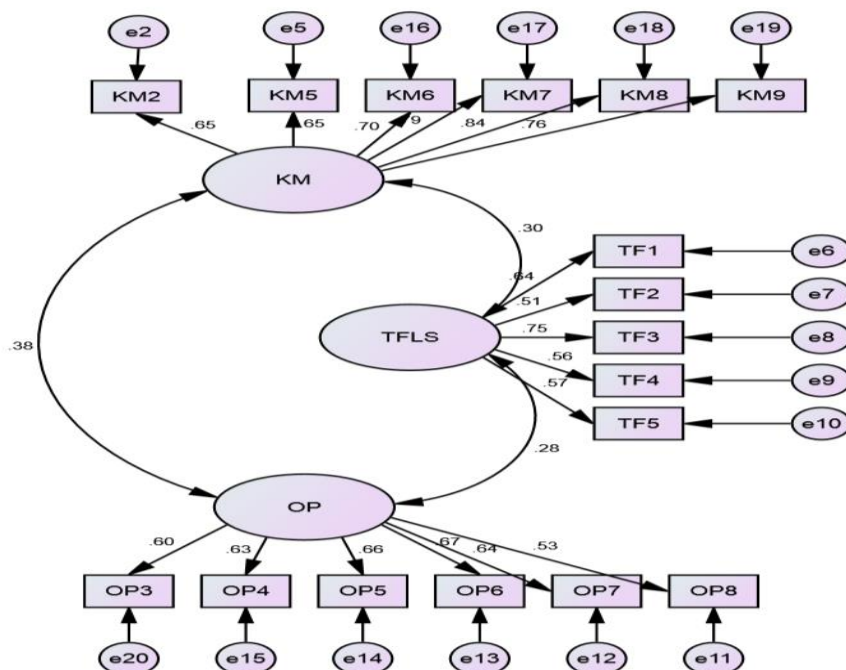


Figure 2: Structure Model of KM, TLS, and OP

Table 2: Loadings, Reliability, and Convergent Validity

Items	Loadings	Alpha	Composite Reliability	AVE
Knowledge Management		0.874	0.875	0.539
KM2	.653			
KM5	.649			
KM6	.704			
KM7	.790			
KM8	.837			
KM9	.756			
Organizational Performance		0.784	0.79	0.387
OP3	.601			
OP4	.633			
OP5	.657			
OP6	.666			
OP7	.636			
OP8	.530			
Transformational Leadership Style		0.741	0.746	0.374
TFLS1	.636			
TFLS2	.511			
TFLS3	.750			
TFLS4	.563			
TFLS5	.572			

CMIN/df = 1.882, GFI = 0.905, CFI = .922, TLI = .909, SRMR = .0628, RMSEA = .061

Cronbach Alpha for the constructs was over the minimum acceptable limit of .70 (Hair et al., 2017). The AVE values were beyond the threshold value of 0.50 (Mikhalkin et al., 2017) for KM only. However, since the composite reliability was well over the required value, the researchers conclude that the OP and TFLS constructs were valid (see Table 2 above).

Discriminant validity is said to have been observed per Fornell and Larcker's criteria when a construct's square root of AVE is greater than its correlation with the other constructs in the study, as this study's correlation with the other constructs was (see Table 3).

Table 3: Fornell and Larcker criterion.

	KM	OP	TFLS
KM	0.734	0.378	0.297
OP	0.378	0.622	0.279
TFLS	0.297	0.279	0.611

4.2 Moderation Analysis

The study evaluated how TFLS influenced the relationship between KM and OP (see Figure 3). The results revealed an insignificant moderation of TFLS on the link between KM and OP ($b = .020$, $t = .364$, $p = .716$). Thus, there is evidence that TFLS does not moderate the connection between KM and OP due to the p-value being higher than 0.05 (see Table 4).

Table 4: Moderation Analysis Summary

Relationship	Beta	C.R.	P
OP <--- KM	.190	4.570	***
OP <--- TFLS	.129	2.321	.020
OP <--- INTER	.020	.364	.716



Figure 3: SEM Model of TFLS as a Moderator in the relationship between KM and OP

4.3 The Impact of KM on OP

A regression analysis test showed that KM has a direct and significant effect on OP ($p < 0.01$). A 0.378 coefficient value implies that for every unit increase in KM, there will be a corresponding increase in OP by 0.378 units. This is evident in the structural equation model and regression weight table for this analysis as shown in Figure 4 and Table 5 respectively.

Table 5: Standardized Regression Weights

Relationships			Beta	S.E.	C.R.	P	Label
OP	<---	KM	.378	.063	4.210	***	par_11

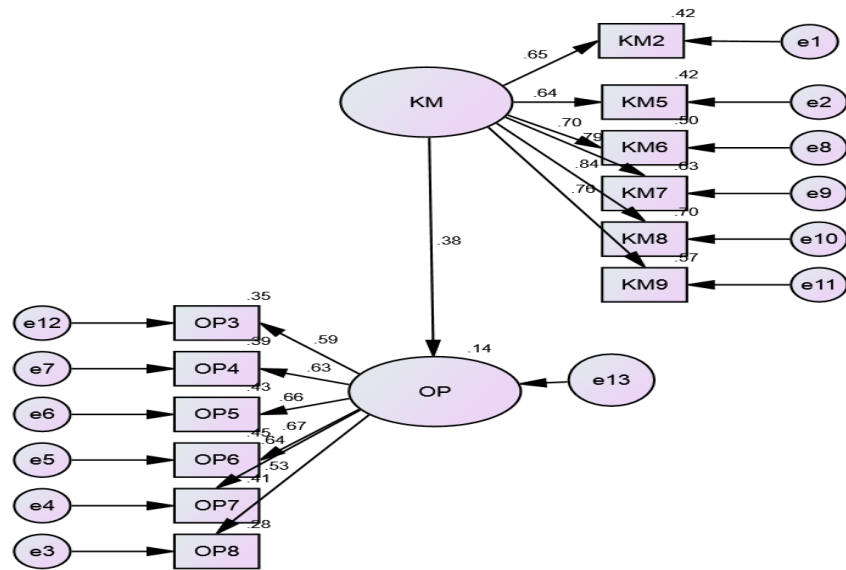


Figure 4: Structure Model of the Impact of KM on OP

$CMIN/df = 2.707$, $GFI = .914$, $CFI = .914$, $TLI = .893$, $SRMR = .0683$, and $RMSEA = .085$

4.4 The Impact of TFLS on OP

A regression analysis test showed that TFLS has a direct and significant effect on OP ($p < 0.01$). A 0.276 coefficient value implies that for every unit increase in TFLS, there will be a corresponding increase in OP by 0.276 units. This is evident in the structural equation model and regression weight table for this analysis as shown in Figure 5 and Table 6 respectively.

Table 6: Standardized Regression Weights

Relationships			Beta	S.E.	C.R.	P	Label
OP	<---	TFLS	.276	.074	3.022	.003	par_10

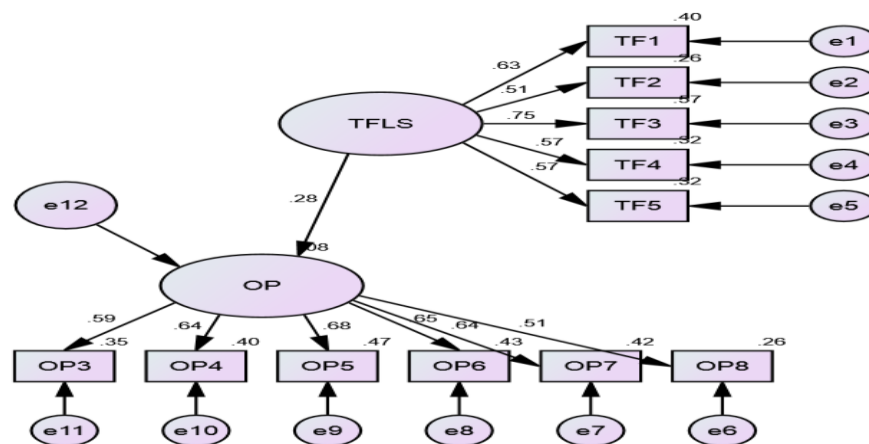


Figure 5: Structure Model of the Impact of TFLS on OP

$CMIN/df = 2.227$, $GFI = .933$, $CFI = .913$, $TLI = .889$, $SRMR = .0580$, and $RMSEA = .072$

Table 7: Summary of Hypothesis

Hypothesis	B	p-value	Decision
H1: KM positively relates to OP.	.378	***	Supported
H2: LS positively relates to OP	.276	.003	Supported
H3: LS moderates the relationship between KM and OP	.020	.716	Not supported

4.5 Discussion

The analysis of the data from the responses implies that KM has a positive and significant effect on OP. This is implied as the coefficient value of KM on OP is 0.378. The direct implication is that for every unit increase in KM, there will be a corresponding increase in OP by 0.378 units. This finding confirms those of Pina, Romão, and Oliveira, (2013) and Jain and Jeppesen, (2013) that KM confers a competitive advantage and thereby enhances the performance of organizations that invest in its implementation. The findings of the study suggest that the performance of an organization will be fiercely improved by the creation of an environment conducive to further enhancing the application of KM through the preservation of essential knowledge at various levels of the organization, the application of existing and improvised KM practices in all circumstances, and the creation of new knowledge through continuous and inter-departmental shared learning.

The second hypothesis suggests there is a positive relationship between LS and OP. The study analysis affirms this conjecture as the co-efficient value between LS and OP is 0.276. This finding confirms the assertion of Bastari et al., (2020) that LS positively impacts OP since a unit increase in LS will result in a corresponding increase in OP by 0.276 units. Organizational leaders must follow policies or strategies that best represent their leadership style (LS) to maintain an efficient OP. They must thus employ carefully thought-out human resource management practices and appropriately display diverse LS. Based on the findings of the study, contemporary LSs should be vigorously adopted since they encourage a highly motivated workforce dedicated to pursuing OP. A successful LS helps firms effectively achieve their current goals by connecting work performance to merit-based rewards and making sure that employees have the resources they need to complete the task at hand. This contributes to successful management and competitive advantage both culminating in an effective OP.

However, no form of LS moderates the link between KM and OP. This is evident as the p-value of the moderation is greater than 0.05. This invalidates our H3 hypothesis that LS (any form of it) has a moderating effect on the link between KM and OP. This finding connotes that to perpetuate KM with the hope of resulting in OP, consideration should be given to the various aspects of KM. Organisations should to a great extent employ contemporary KM practices and create an enabling environment to accommodate the free flow of information and innovation without so much as giving great priority to leadership styles. Singh (2008) gives credence to the role played by knowledge management on organisational performance while downplaying the influence of leadership styles. KM is geared towards advancement and consistency of performance by preserving critical knowledge at all levels, applying current knowledge in all circumstances, combining knowledge in synergistic ways, and creating new knowledge through continuous learning. The success of this process moderately depends on the involvement of leaders in the organisation. Per the findings of the study, the onus lies on the organisational leaders to ensure the organisation gives enough wiggle room to the employees to propagate their innovative ideas and initiatives. Though the impact of the type of leadership style employed in this regard could partially matter, according to the findings of this study, optimum OP will be realised if KM is practised by everyone, including management and leaders of the organisation.

5. Conclusion

5.1 Research Implication

This study seeks to establish the relationship between KM and OP with LS as a moderator. KM practices are found to have been adopted by all the case study organizations and have had a significantly positive impact on their performance. The researchers then seek to ascertain how the management's LS has an impact on the performance of these institutions. Based on statistical analyses using AMOS, the various LSs were found to be insignificantly related to performance. It can therefore be concluded that LS is not a strong moderator in the

KM and OP link toward future efforts to improve upon the formulation of policies and implementation of KM initiatives.

It is therefore worthy of consideration that the management of organizations gives careful attention to the adoption of a comprehensive KM policy that has the endorsement of all staff in its development. Presumably, this goes a long way to ensure ownership and support for its implementation. As has been demonstrated by this research, a well-fashioned and implemented KM initiative has a strong potential of enhancing the overall OP. Also, the HR department of organizations must be instrumental in the implementation of KM policies and practices by not only getting top management's backing to make necessary resources accessible.

5.2 Research Limitations

Quite a few impediments were encountered during the research. That notwithstanding, painstaking efforts were employed by the researchers to minimize the impact of these bottlenecks and safeguard the integrity of the outcome. Firstly, the research involves four case study organizations two of which are in the energy sector and one each in the education and banking sectors. This makes the generalization of the findings across all sectors difficult. Secondly, data was collected post-COVID 19. Per regulatory restrictions, visits to workplaces were limited to essential personnel only making our access to senior management and staff markedly impossible. That notwithstanding, we were able to gather enough information to work with.

To overcome these limitations and challenges, firstly the researchers avoided sweeping generalizations by limiting findings to the sectors covered and recommending further studies in other sectors to give a more comprehensive outlook of KM in Ghana. Also, relying on secondary documents like reports submitted to regulatory state agencies and other generic non-confidential memos; helped minimize the impact of the restricted information on the findings of the study.

5.3 Suggestions for Future Studies

The current study sought to assess the link between KM and OP with LS and employee innovation as moderator and mediator respectively. KM practices were found to be adopted by all the case study organizations and had a significantly positive impact on their performance. The researchers then sought to assess the effect of the LS in the relationship between the knowledge management and organisational performance of these institutions. Based on statistical analyses using AMOS (Analysis of a Moment Structure), the various LS was found to be insignificantly related to performance when it serves as a moderator between KM and OP. It can therefore be concluded that LSs are not a strong moderator in the KM and OP link. In view of this conclusion, further research can focus on other sectors and industries to get enough empirical bases to predict, with a higher degree of certainty, the contextual factors that are responsible for influencing the success or otherwise of KM practices. Last but not least, qualitative research philosophy and approach can be applied as a means of obtaining an in-depth understanding of the underlying causal matters involved with OP in link to KM grounded in LS dynamics.

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