-RESEARCH ARTICLE-

ORGANIZATIONAL CULTURE AND KNOWLEDGE MANAGEMENT STRATEGY: AN APPLIED STUDY OF THE OPINIONS OF A SAMPLE OF FACULTY MEMBERS AT UNIVERSITY OF AL-QADISIYAH

Hana Jasim Mohammed

Al-Qadissiyah University Collage of Administration & Economics-
Department of Business, Iraq.
Email: hana.muhammed@qu.edu.iq

─**Abstract**─

The study examined the correlation between organisational culture and knowledge management approach. It collected data from a sample of 63 faculty members at the College of Administration and Economics, University of Al-Qadisiyah. IBM SPSS software was used to conduct the analysis. A substantial association was found between the different aspects of organisational culture and the knowledge management strategy. In addition, the participants' responses concerning knowledge management related to age, academic position, or tenure at the university were not significantly different; nevertheless, statistically significant disparities were genderwise. Actionable insights to cultivate a supportive atmosphere for improving corporate culture were found in this study, thus, they enable more efficient knowledge management within businesses.

INTRODUCTION

Organisational factors remain a topic with a need for further study, as it can be applied differently between organisations because of the different local contexts or internal dynamics (Lam et al., 2021). Furthermore, they may change over time which reflects entrenched values and practices shaping thinking and enable a slow transition towards change and development (Shahzad et al., 2020). These transformations have highlighted knowledge significance as an influential strategic resource. Organisations adopting knowledge management practices focus on discovering, storing, and utilising

knowledge of their internal and external surroundings (Pellegrini et al., 2020). This requires sharing knowledge for the maximisation of their values, eventually applying it for organisational goals (Al-Swidi et al., 2021).

Contemporary organisations- higher education institutions- face suffer greatly because of the digital revolution implications (Azeem et al., 2021). For success, these organisations need supportive organisation embodying shared beliefs among members regarding risk acceptance and conditions conducive to creativity (Abbas et al., 2020), trust among members (Muniz Jr et al., 2022), and managing intellectual conflicts (Martínez-Caro et al., 2020) usually resolved in ways enhancing knowledge management strategies. The arrangement of these behavioural dimensions with individual beliefs shows organisational culture strength (Isensee et al., 2020).

According to Nauman et al. (2022), knowledge management cannot happen unless individuals modifying their practices explore their implicit knowledge. Because the subject and its function are crucial in teaching staff professional development, this work explores how academic organisational culture enhances knowledge management strategy practises. Societal culture strongly influences individual behaviour (Dixit et al., 2021). Academic institutions interact with their cultural and social environments, which, in turn, affect the behaviour of their members, particularly faculty staff (Arsawan et al., 2022). Assuming a correlation exists between trust, intellectual conflict, orientation towards creativity, and risk-taking tendencies, it becomes imperative for faculty members to design an effective knowledge management strategy. This serves as a key motivation for conducting this research, aiming to address the following research questions:

RQ1: To what extent do the dimensions of organisational culture align with the perspectives of the research sample?

RQ2: How do the dimensions of organisational culture influence the knowledge management strategy?

RQ3: Are there statistically significant differences in the responses of the sample members based on the variables of gender, age, academic title, and length of service?

To answer the above-mentioned questions of this research, this study has the following objectives.

RO1: Presentation of the dimensions of the intellectual framework as the concept of organizational culture and the concept of knowledge management strategy.

RO2: Presentation of the reflection of the concept of organizational culture dimensions and their impact on knowledge management strategy.

RO3: Statement of the extent of the impact of demographic factors such as gender, age, academic title, and length of university service on knowledge management strategy.

The study includes literature review, research methodology, data presentation and analysis, and the conclusions and recommendations based on the findings.

REVIEW OF LITERATURE

Concept of Organizational Culture

In the modern world, many organisations are interested in organisational culture which prioritise its research and analysis to incorporate both structural and behavioural dimensions. Shared values and beliefs in organisational culture align more closely with personal values and beliefs of the employees which foster a broader acceptance (Nauman et al., 2022). This alignment increase the effect of culture because it embodies what the organisation mean to individuals motivating them to adopt certain values and belief patterns (Al-Husseini et al., 2021). In addition, organisational culture shows the formal and informal behaviours of its members (Arsawan et al., 2022). Because it acts as a driving force, collective energy is channelled and individual efforts towards innovation are directed (Alzoubi & Yanamandra, 2020). It is usually seen as an unwritten organisational ethos which shapes thought processes, decision-making, and distinguishing successful organisations from the failure ones. As a result, organisational culture is crucial in an organisation's general systemic input (Al-Swidi et al., 2021).

According to Sabuhari et al. (2020), organisations keep their culture across generations as it functions as an unwritten code which comprises social rules passed down over time. Ahmed et al. (2020) defined organisational culture as a set of embedded ideologies and beliefs forming a shared cognitive framework among employees. This framework provides a guideline for individual and group participation through interaction enhancing employees' ability of pursuing organisational goals and activities while it adapts to environmental changes and reject poor performance. In addition, Chowdhury et al. (2023) stated that a fundamental organisational culture assumption help new members by providing a guideline on suitable problem-solving approaches and addressing challenges of external use and internal integration. Dwivedi et al. (2020) described organisational culture by attitudes and values linked to a cultural hierarchy, similar to familial relationships. In the same way, according to Martínez-Caro et al. (2020), organisational culture differentiates individuals, groups, and even societies, with these distinctions which greatly affect individual behaviours.

Pellegrini et al. (2020) stress the importance of culture across environments which undergoes transformation and modification to be suitable to specific contexts. This dynamic nature of culture has made the discussion development easy about values and

meanings among organisational members and the organisation's general status (Singh et al., 2021). Figure 1 explains that the levels of organisational culture which encompasses its visible and invisible elements (Figallo & Rhine, 2002). These levels are closely linked while not often aligning. This means that the visible aspects of organisational culture do not possibly reflect an accurate underlying assumptions and attitudes in the hidden layers.

Figure 1: Levels of Organizational Culture
Source: (Figallo & Rhine, 2002)
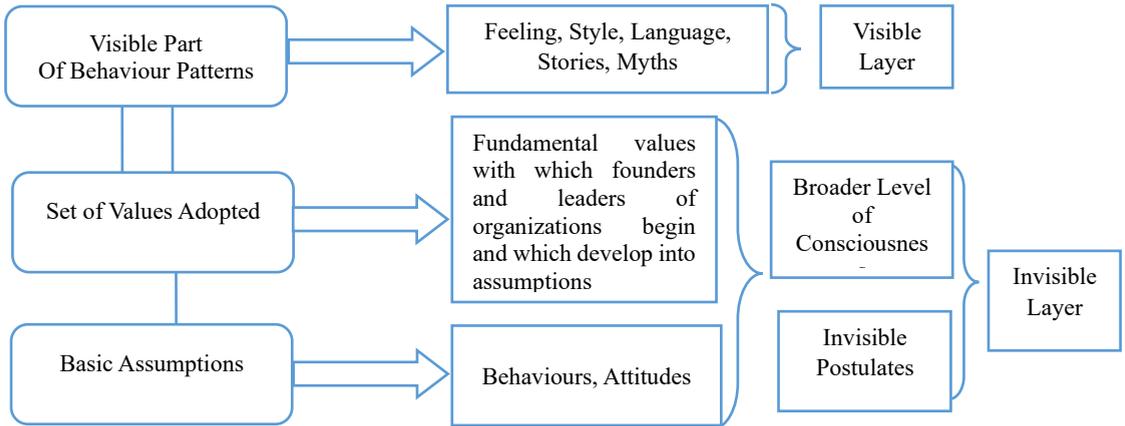
Organizational Culture Importance

Organisational culture is critical in addressing crises organisations face through leveraging prior knowledge for managing internal and external challenges successfully (Shahzad et al., 2020). In addition, it practices a subtle pressure on employees, which encourage them to think and act in alignment with the prevailing organisational culture (Azeem et al., 2021). Culture helps in the organisational stability by bridging the gap between individual beliefs and actions which serve as a cohesive force uniting the organisation's members (Lam et al., 2021). Dixit et al. (2021) stressed organisational culture in broadening employees' perspectives and workplace understanding. Also, they indicate a culture enhancing predictability in individual and group behaviours, otherwise challenging to forecast. A well-defined organisational culture make anticipating administrative behaviour patterns clear in complex setting which offers a structured vision in approaching tasks (Abbas et al., 2020).

Dimensions of Organizational Culture

Trust

Trust is based on a number of beliefs about the other party which renders them trustworthy with positive outcomes (Isensee et al., 2020). Multidimensional trust is a framework which encompasses feelings and beliefs which experiences and reliability

shape and grounded in honesty and benevolence (Klein & Todesco, 2021). In addition, trust among employees is fundamental in fostering the knowledge risk management within organisations (Khan et al., 2020; Sabuhari et al., 2020). Trust improves knowledge absorption, as individuals do not engage in knowledge risk management when the knowledge sender is not trustworthy (Muniz Jr et al., 2022). The level of trust is determined by the flow of knowledge within an organisation; the greater the trust, the more knowledge flows. Personal trust, whether at an individual or group level, is characterised by the reliability of promises and actions (Kitsios & Kamariotou, 2021). A climate of trust fosters innovation and encourages risk-taking to generate new knowledge (Akosile & Olatokun, 2020). Cetindamar Kozanoglu and Abedin (2021) described trust as a predictable behaviour that emerges regularly, honestly, and cooperatively, serving as a key indicator of knowledge sharing.

Trust-based relationships are often more effective than those founded on power or control. Relationships rooted in trust can evolve into stronger, more collaborative connections (Al-Kurdi et al., 2020). Trust can be enhanced through open communication, where individuals are more willing to share information, fostering confidence in decision-making. It can be understood in terms of the reliability of interpersonal relationships and the nature of social interactions (Sahoo et al., 2023). Antunes and Pinheiro (2020) identified two key types of trust that are essential in management: benevolence, which refers to an individual's intention to act for the benefit of others without causing harm, and competence, which pertains to the individual's awareness and expertise in a particular area, shaping their relationship with others.

Intellectual Conflict

Conflict theory suggests that societies or organisations function through the ongoing struggle of their members, who actively participate to secure various benefits (Li et al., 2021). Differences within organisations are inevitable Kirchner et al. (2021) and can either lead to human problems or serve as a catalyst for development and growth, contributing to the sustainability of the human element by fostering a work environment that nurtures knowledge and supports sound decision-making (Di Vaio et al., 2021). Intellectual conflict is characterised as a competitive situation where the parties involved recognise their contradictions. It can be viewed as a double-edged sword, potentially leading to harm or, alternatively, serving as an effective tool for growth, advancement, and motivating others towards constructive experiences, collaboration, and engagement (Newman & Ford, 2021). To manage intellectual conflicts in a productive manner, increased participation and cooperation are essential.

Innovation Orientation and Inclination towards Risk

Vuong et al. (2022) defined innovation as openness to change, risk-taking, and experimentation rather than persistence and stability. The knowledge risk management

process relies on innovation systems adopted by organisations, offering a rich information base for discussions and policymaking (Muhammed & Zaim, 2020). Innovation operates on multiple levels, with individual innovation reflecting unique capabilities (Wang & Juo, 2021), while group innovation is driven by synergistic interaction and experience-sharing among members (Al-Husseini et al., 2021). Thus, innovation requires individuals with deep thinking.

Azizi et al. (2021) defines the scientific sound theories and emphasise value as important in exploring through learning, training, and participating in seminars and conferences in and outside the organisation. knowledge is a vital resource to develop organisation, it requires administration fostering its nonstop production to stimulate innovation (Ranjan & Foropon, 2021). A big literature indicate that a strategy enhances and disseminates knowledge management in all organisational levels which is crucial to improve innovation (Alzoubi & Yanamandra, 2020).

Hypotheses Development

The is dynamic and synergistic relation among trust, intellectual conflict, creative orientation, and knowledge management strategy (Wang & Juo, 2021), which each influence the effectiveness of knowledge management strategies in organisational setting (Antunes & Pinheiro, 2020). Trust is foundational, which creates an environment promoting open communication and collaboration (Khan et al., 2020). So, faculty members share both tacit and explicit knowledge which transforms shared ideas into actionable strategies improving knowledge management results (Al-Kurdi et al., 2020). In addition, trust helps in developing cohesive teams which aligns individual efforts with the organisation's knowledge management aims (Li et al., 2021).

Intellectual conflict, if run constructively, is a key to innovation (Ranjan & Foropon, 2021). The promotion of the exchange of diverse ideas fosters critical thinking and the novel solutions, important to refine knowledge management strategies. Creative orientation completes this by the encouragement of openness to unconventional ideas and risk-taking, vital for innovation in knowledge (Newman & Ford, 2021). Creativity ensures that knowledge management strategies are adaptive and forward-looking, effectively addressing emerging challenges (Singh et al., 2021). Together, these organisational culture factors make an interconnected system, in which trust contributes collaboration, intellectual conflict encourages critical discourse, and creative orientation helps innovation, all helping the success and sustainability of knowledge management strategies.

H1: *A positive correlation is found with a significant mean significance between organizational culture in its dimensions and knowledge management strategies.*

The following sub-hypotheses are derived from it.

H1 (a): *A positive correlation is found with a statistical significance between trust and knowledge management strategies.*
H1 (b): *A positive correlation is found with a statistical significance between intellectual conflict and knowledge management strategies.*
H1 (c): *A positive correlation is found with a statistical significance between creative orientation and the tendency towards risk and knowledge management strategies.*

According to Dwivedi et al. (2020), a significant and positive relationship between trust, intellectual conflict, creative orientation, and knowledge management strategy, underscore their roles to enhance organisational knowledge. Trust is crucial, which foster an environment in which faculty members feel secure to share knowledge with no fear of misappropriation or judgment (Azizi et al., 2021). This mutual trust supports collaboration, enable the exchange of tacit and explicit knowledge important to effective knowledge management strategy use. Intellectual conflict, in particular as a challenge, helps in beneficial if managed constructively (Muhammed & Zaim, 2020). It encourages critical thinking, diversity of perspectives, and innovation of solutions (Kirchner et al., 2021). The promotion of healthy debate and intellectual engagement help organisations refine and adapt their knowledge strategies to deal with complex challenges efficiently.

Creative orientation improves the positive relationship with knowledge management strategy by making openness to new ideas and risk-taking behaviours stronger (Leidner et al., 2020). Also, creative faculty members contribute continuously evolute knowledge processes which ensures that strategies stay innovative and responsive to emerging trends (Chowdhury et al., 2023). Trust, intellectual conflict, and creative orientation create synergistic frameworks reinforcing the development and execution of knowledge management strategies (Ahmed et al., 2020) highlighting the significance of cultivating a culture balancing collaboration, intellectual diversity, and innovation in academic institutions.

H2: *There is a significant positive relationship between organizational culture and its dimensions and knowledge management strategy.*

The following sub-hypotheses are derived from it.

H2 (a): *A significant positive relationship is found between trust and knowledge management strategy.*
H2 (b): *A significant positive relationship is found between intellectual conflict and knowledge management strategy.*
H2 (c): *A significant positive relationship is found between creative orientation, risk-taking tendency and knowledge management strategy.*

This work reveals significant demographic differences in respondents' perceptions of

knowledge management strategies which highlight the individual characteristics effects such as gender, age, academic title, and service duration (Sahoo et al., 2023). Gender is a key, with differences in responses in which the male and female respondents perceive engage with knowledge management strategy in a different way (Klein & Todesco, 2021) reflecting gender-specific experiences and opportunities in organisational structures which influences attitudes towards knowledge sharing and management (Vuong et al., 2022). Age-related differences shows generational perspective roles in shaping attitudes on knowledge management, with younger respondents aiming at towards innovation, while older ones may stress practical established knowledge (Akosile & Olatokun, 2020; Cetindamar Kozanoglu & Abedin, 2021). Variations according to academic titles show professional hierarchy and role influence on perceptions of knowledge management strategy, with senior faculty which prioritises strategic alignment and others and focus on operational aspects (Kitsios & Kamariotou, 2021).

At , service duration greatly affects respondents' engagement with knowledge management strategy, as longer tenures associate with a bigger accumulating institutional knowledge and a deeper organisational culture understanding(Di Vaio et al., 2021). These reveal the significance of tailored approaches to knowledge management strategies considering demographic diversity which promotes inclusive strategies aligning with varying individual and professional contexts (Singh et al., 2021).

H3: *There is a positive effect relationship with significant significance in the responses of the respondents towards knowledge management strategy due to the gender factor.*
H3 (a): *A positive relationship is found with a big significance in the responses of the respondents towards knowledge management strategy because of the age.*
H3 (b): *A positive effect relationship is found with a big significance in the answers of the respondents towards knowledge management strategy because of the scientific title.*
H3 (c): *A positive effect relationship is found with a big significance in the answers of the respondents towards knowledge management strategy because of service duration.*

METHODOLOGY

Research Population and Sample

The population of research comprised faculty members from the College of Administration and Economics at the University of Al-Qadisiyah. This group was selected due to their heightened awareness and understanding of the prevailing or preferred organisational culture, as well as the fact that culture is subject to transformation in response to external environmental demands. Moreover, this selection is particularly relevant to the university community, an institution of knowledge and a catalyst for change, and where expertise in formulating effective knowledge strategies

is most concentrated. A total of 77 faculty members were included in the sample, with 70 questionnaires distributed and 63 returned, yielding a response rate of 90%.

Data Collection Method

In this study, data were collected using two methods. Firstly, theoretical data were sourced from books, journals, theses, and other resources available in libraries, as well as from the World Wide Web. Secondly, practical data were gathered through a questionnaire designed by the researcher, which included 35 items based on theoretical literature and previous studies (Dewah, 2012; Lin, 2007; Sabri et al., 2011). Each item was assigned a weight according to a five-point Likert scale (not sure, completely disagree, disagree, agree, completely agree). The second section of the questionnaire, focusing on the independent variable with its three dimensions, used the following scales: items 1-6 addressed trust, items 7-13 covered intellectual conflict, and items 14-18 examined innovation orientation and risk tendency. The third section, representing the dependent variable, comprised items 19-35, which pertained to the knowledge management strategy.

DATA ANALYSIS AND FINDINGS

To achieve the research objectives and address its questions, the study tests its hypotheses and examines the characteristics of the respondents using a range of appropriate statistical methods. Firstly, descriptive statistics were employed, including frequency distributions and percentages, to characterise the research sample based on their demographics. Additionally, weighted arithmetic means, and standard deviations were used to assess the research sample's responses to the questionnaire items and to identify their trends. The Cronbach's Alpha test assessed the internal consistency and reliability of the instrument, while the Pearson correlation coefficient evaluated variable relationships. Linear regression analysis was used to examine the influence of each organisational culture dimension on the knowledge management strategy.

Demographic Information

This section provides an overview of the characteristics and demographic information of the studied sample, as presented in Table 1. Table 1 reveals that most respondents were male, with 42 faculty members from the College of Education, representing 66.7% of the total sample. Regarding age, the group aged 40-49 was the most represented, comprising 26 faculty members, or 41.3% of the total respondents. In terms of academic title, the majority held the rank of assistant professor, with 23 individuals, or 36.5% of the total respondents. Regarding length of service, faculty members with 12 years of experience accounted for 28 respondents, or 44.4% of the total sample. The longer the service period at the university, the greater the level of confidence and appreciation for performance, as well as the capacity for engaging in discussions and reconciling

differing ideas. This extended tenure provides faculty members with valuable opportunities to gain experience and knowledge, contributing to the development of more effective knowledge management strategies.

Table 1: Characteristics of the Research Sample

Gender	Freq.	Precent
Male	42	66.7
Female	21	33.3
Total	63	100
Age Range	Freq.	Percent
-30	4	6.3
30-39	10	15.9
40-49	26	41.3
50-59	18	28.6
60-	5	7.9
Total	63	100
Scientific Title	Freq.	Percent
Assistant Lect.	21	33.3
Lecturer	14	22.3
Assistant Professor	23	36.5
Professor	5	7.9
Total	63	100
Service of the University	Freq.	Percent
-3	6	9.5
45356	2	3.2
45451	8	12.7
45546	19	30.2
12-	28	44.4

Statistical Analysis

After calculating the frequencies of responses for each axis of the questionnaire, the weighted arithmetic mean, standard deviation, and percentage for each answer were determined. The response trends, answer levels, and importance of each sub-question and axis were also assessed. As shown in Table 2, the fourth paragraph under the confidence axis held the greatest importance, ranking first among all paragraphs. The response direction was "agreed," with a high level of response, yielding a weighted arithmetic mean of 4 and a standard deviation of 0.984. This was followed by the next paragraph in the sequence.

The second most significant paragraph, with an "agreed" response and high response level, had a weighted mean of 3.98 and a standard deviation of 0.871. The fifth paragraph, also "agreed" with a high response level, had a weighted mean of 3.76 and a

standard deviation of 1.73. The fourth paragraph, showing "agreed" with a high response level, had a weighted mean of 3.57 and a standard deviation of 0.961. The sixth paragraph, ranked fifth, had a "neutral" response and moderate level, with a weighted mean of 3.30 and a standard deviation of 1.57. Overall, the trend was "agreed," with a high response level, a weighted mean of 3.64, and a standard deviation of 0.7.

Table 2: The Arithmetic Means and Standard Deviations of the Responses of the Sample Members of the Search for the Items of the Measure of Attitudes towards Confidence

No.	Statement	Weighted Mean	Standard Deviation	Direction of the Answer	Answer Level	Order of Importance
1	The faculty members trust each other	3,57	0,962	Agreed	Highly	4
2	Mutual trust among faculty members encourages perseverance and innovation	3,98	0,871	Agreed	Highly	2
3	Most of my fellow faculty members tend to translate words into deeds	3,22	0,991	Neutral	Moderately	6
4	Trust provides the opportunity to collaborate and work as a team	4	0,984	Agreed	Highly	1
5	Mutual trust and openness are hallmarks of relationships within the college	3,76	1073	Agreed	Highly	3
6	The college forms working teams/groups to build trust between its parties	3,30	1075	Neutral	Moderately	5
	trust	3,64	0,7	Agreed	Highly	

Table 3 shows that the seventh paragraph in the intellectual conflict axis was the most important, ranked first, with a "completely agreed" response and a high response level, yielding a weighted mean of 4.32 and a standard deviation of 0.820. The eighth paragraph followed with an "agree" response, a high response level, a weighted mean of 3.97, and a standard deviation of 0.695. The ninth paragraph also received an "agree" response with a high response level, a weighted mean of 3.86, and a standard deviation of 0.840. The eleventh and thirteenth paragraphs had a "neutral" response direction with a moderate response level, with weighted means of 3.57 and 3.48, and standard deviations of 0.950 and 0.893, respectively. The general trend for the axis was "agreed," with a high response level, a weighted mean of 3.79, and a standard deviation of 0.51.

Table 3: The Arithmetic Means and Standard Deviations of the Responses of the Sample Members of the Search for the Items of the Attitudes toward Intellectual Conflict Scale

No.	Statement	Weighted Mean	Standard Deviation	Direction of the Answer	Answer Level	Order of Importance
7	Avoid internal conflicts by adhering to rules and procedures	4,32	0,820	Agree High	Totally	1
8	Dealing with intellectual conflict takes the form of meaningful dialogue and discussion	3,97	0,695	Agreed	Highly	2
9	Conflict is dealt with in a way that maintains relationships with others and reduces points of disagreement with them	3,86	0,840	Agreed	Highly	3
10	There is a difference among faculty members regarding the interpretation of the facts related to the tasks	3,75	0,950	Agreed	Highly	4
11	The faculty seeks to reconcile different ideas in order to reach the appropriate solution and reduce the level of disharmony and disagreement among faculty members	3,57	0,950	Agreed	Highly	5
12	The college shows a degree of appreciation for the performance and discussions between the parties to the conflict by paying attention to points of agreement and ignoring points of disagreement	3,48	0,913	Agreed	Highly	6
13	The college adapts points of agreement in a logical way to solve problems with high quality	3,57	0,893	Agreed	Highly	5
	Intellectual Conflict	3,79	0,51	Agreed	Highly	

Table 4 shows that the fifteenth paragraph in the innovation and tendency towards risk axis was the most important, ranked first, with an "agree" response and a high response level, a weighted mean of 3.84, and a standard deviation of 0.865. The sixteenth paragraph followed with an "agree" response, a high response level, a weighted mean of 3.60, and a standard deviation of 0.871. The fourteenth paragraph ranked third, with an "agree" response, a high response level, a weighted mean of 3.57, and a standard deviation of 0.911. The seventeenth paragraph ranked fourth in the innovation and tendency towards risk axis, with a "neutral" response and a moderate response level, a weighted mean of 3.19, and a standard deviation of 0.931. The eighteenth paragraph ranked last, with a "neutral" response, a moderate response level, a weighted mean of 3.10, and a standard deviation of 0.995. Overall, the axis showed an "agree" response, with a high response level, a weighted mean of 3.46, and a standard deviation of 0.68.

Table 4: The Arithmetic Means and Standard Deviations of the Responses of the Sample Members of the Search for Items of the Measure of Attitudes towards Innovation and Tendency towards Risk

No.	Statement	Weighted Mean	Standard Deviation	Direction of the Answer	Answer Level	Order of Importance
14	The college contributes to providing everything that encourages intellectual development and innovation	3,57	0,911	Agreed	Highly	3
15	The faculty member has the courage to take risks in the field of scientific research by presenting new ideas	3,84	0,865	Agreed	Highly	1
16	The existence of common standards and assumptions that push the faculty member to take the risks of launching innovation ideas	3,60	0,871	Agreed	Highly	2
17	The college supports its members to take calculated risks to support innovation	3,19	0,931	Neutral	Moderately	4
18	The College provides ample space for innovation, proposal submission and discussion	3,10	0,995	Neutral	Moderately	5
	Innovation orientation and inclinations towards risk	3,46	0,68	Agreed	Highly	

Table 5 reveals that the twenty-third paragraph in the knowledge management strategy axis held the highest importance, ranked first with a response direction of "agreed," a weighted arithmetic mean of 4.02, and a standard deviation of 0.813. The twenty-sixth paragraph followed, with a response direction of "agreed," a weighted mean of 3.95, and a standard deviation of 0.831. In third place was the twenty-fifth paragraph, where the response trend was also "agreed," with a weighted mean of 3.90 and a standard deviation of 0.831. The lowest ranked was the twenty-ninth paragraph, with a "neutral" response, a weighted mean of 3.14, and a standard deviation of 1.014. Overall, the knowledge management strategy axis showed an "agreed" response with a high response level, a weighted mean of 3.60, and a standard deviation of 0.52.

Table 5: The Arithmetic Means and Standard Deviations of the Responses of the Sample Members of the Search for the Items of the Attitudes Scale towards Knowledge Management Strategy

No.	Statement	Weighted Mean	Standard Deviation	Direction of the Answer	Answer Level	Order of Importance
19	Have the ability to use knowledge in the right way.	3,63	0,989	Agreed	Highly	9
20	I strive not to deplete knowledge and strive to learn it.	3,68	0,930	Agreed	Highly	7
21	I encourage the accumulation of shared and unshared knowledge.	3,68	0,895	Agreed	Highly	7
22	I want to reduce the gaps in the knowledge map by retaining highly skilled individuals.	3,83	0,752	Agreed	Highly	6
23	Provide an appropriate information system to improve workflow and knowledge sharing takes the form of a document such as brochures or documents.	4,02	0,813	Agreed	Highly	1
24	Be sure to define your social media policies by posting facts.	3,87	0,852	Agreed	Highly	5
25	Use a common database to improve risk knowledge and interpret results.	3,90	0,831	Agreed	Highly	3
26	I have quick solutions to manage the risk by adopting knowledge sharing.	3,95	0,831	Agreed	Highly	2
27	In our organization, knowledge is like knowledge-how, the technological skill of solving the problem using written methods.	3,89	0,825	Agreed	Highly	4
28	Have adequate strategies for acquiring and developing new knowledge and careful selection of sources of knowledge.	3,38	0,991	Neutral	Moderately	12
29	I am afraid of the frequent and unnecessary introduction of technology because it hinders the ability of workers to accept knowledge. R	3,14	1,014	Neutral	Moderately	16
30	Minimize mergers and acquisitions to avoid a lack of relevant knowledge.	3,16	1,035	Neutral	Moderately	15
31	Avoid the spread of unauthorized knowledge from inside or outside the bank.	3,33	0,898	Neutral	Moderately	13
32	I prefer enhancing cognitive abilities by updating skills and reducing employee turnover.	3,65	0,845	Agreed	Highly	8
33	Have effective or appropriate mechanisms to support the knowledge user.	3,22	0,906	Neutral	Moderately	14
34	Knowledge of guidance and counselling is acquired from one-to-one.	3,44	0,819	Agreed	Highly	10
35	Easy access to knowledge from experts and colleagues	3,43	0,946	Agreed	Highly	11
	Knowledge management strategy	3,60	0,52	Agreed	Highly	

Stability and Validity of the Questionnaire

The stability of the questionnaire data is crucial, and Cronbach's alpha coefficient is commonly used to assess this stability. Its value ranges from zero to one, with higher values indicating stronger reliability and credibility of the questionnaire items. Values between these extremes reflect the level of strength, stability, and consistency of the questions, thereby supporting the generalisability of the results from the sample to the wider population. The results of reliability and validity are presented in Table 6.

From Table 6, it is evident that the stability coefficient exceeds the hypothetical threshold of 0.60. The Cronbach's alpha coefficient for the trust axis was 0.80, with six items. The intellectual conflict axis yielded a coefficient of 0.77, with seven items, while the innovation orientation and risk tendencies axis showed a coefficient of 0.79, with five items. For the knowledge management strategy axis, the Cronbach's alpha was 0.88, based on 17 items. Overall, the Cronbach's alpha coefficient for all axes combined was 0.92, with 35 items in total. This high value validates the reliability of the questionnaire, making the results suitable for generalisation from the sample to the broader population. Additionally, the high honesty coefficient values further demonstrate the credibility of the questionnaire in its measurement.

Table 6: Cronbach's Alpha Coefficient

Axis	No. Items	Stability (Cronbach's Alpha Coefficient)	Validity
Trust	6	0.8	0.89
Intellectual Conflict	7	0.77	0.88
Innovation Orientation and Inclinations towards Risk	5	0.79	0.89
Knowledge Management Strategy	17	0.88	0.94
Total	35	0.92	0.96

Test the Significance of the Correlations

This section examines the correlations between the axes to determine the significance or lack thereof. The first main hypothesis, "Alternative hypothesis H1: There is a significant correlation between organisational culture and knowledge management strategy," was tested. Upon calculating the correlation coefficient between organisational culture and knowledge management strategy, the following results were obtained (see Table 7).

Table 7 shows a strong, significant positive correlation between organisational culture and knowledge risk management at the 1% and 5% significance levels. This supports the acceptance of the alternative hypothesis, confirming a significant relationship between organisational culture and knowledge management strategy. To determine the aspects of organisational culture most influencing knowledge management strategy, the

following sub-hypotheses were tested: [H1 (a)] trust, [H1 (b)] intellectual conflict, and [H1 (c)] innovation orientation and risk-taking tendencies.

Table 7: Correlation Coefficient

		Org. culture	KRM
Org. Culture	Pearson Correlation	1	.701**
	Sig. (2-tailed)		.000
	N	63	63
KRM	Pearson Correlation	.701**	1
	Sig. (2-tailed)	.000	
	N	63	63

** Correlation is Significant at the 0.01 Level (2-tailed).

After conducting the analysis using the SPSS statistical programme, Table 8 presents the correlation values and their significance between the three sub-axes and the knowledge management strategy axis, ordered by the strength of their relationship. The results confirm the acceptance of the alternative hypothesis for all previously developed sub-hypotheses, as all three sub-axes demonstrate a significant correlation with knowledge management strategy. Notably, the second sub-axis (intellectual conflict) A, with a correlation value of 0.65, which is both significant and direct at the 5% and 1% significance levels. The first sub-axis, trust, follows with a correlation value of 0.57, also significant and direct at the 5% and 1% significance levels. Finally, the third sub-axis, innovation orientation and risk-taking tendencies, ranks last in terms of strength, with a correlation value of 0.56, which remains significant and positive at the 5% and 1% significance levels.

Table 8: Significant Correlation Values

Sub Axis	The Value of Association with Knowledge Risk Management	The Significance of the Connection	Order of Importance
Intellectual Conflict	0.65**	Significant below the 5% and 1% level of significance.	1
Trust	0.57**	Significant below the 5% and 1% level of significance.	2
Innovation Orientation and Inclinations towards Risk	0.56**	Significant below the 5% and 1% level of significance.	3

In this section, the causal effect of the independent variable, organisational culture, and its three sub-axes on knowledge management strategy is tested. The second main hypothesis, "There is a significant effect of organisational culture on knowledge management strategy (H2)," was examined. The regression function for organisational culture on knowledge management strategy was calculated, and the results are presented in Table 9.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square
1	.701(a)	.491	.483

a. Predictors: (Constant), T

Table 9 shows that the coefficient of determination is 0.49, and the adjusted coefficient of determination is 0.48, suggesting that the organisational culture regression model explains 48% of the variance in the knowledge management strategy. The ANOVA results in Table 10 further corroborate this, with the calculated (F) value being highly significant, indicating that organisational culture has a linear effect on knowledge management strategy, as hypothesised in the regression model.

Table 10: Analysis of Variance

ANOVA						
Model		Sum of squares	df	Mean Square	F	Sig.
1	Regression	8.122	1	8.122	58.926	.000
	Residual	8.407	61	.138		
	Total	16.529	62			

To test the main hypothesis, the regression parameter was analysed, with the statistical program indicating a regression coefficient for organisational culture of 0.701 and a (T) test value of 7.676. This value was significant at both the 5% and 1% levels, leading to the acceptance of the alternative hypothesis. Therefore, it can be concluded that organisational culture significantly affects the knowledge management strategy. To determine which aspect of organisational culture has the greatest impact on the knowledge management strategy, the sub-hypotheses were tested. The results revealed significant effects of trust [H2(a)], intellectual conflict [H2(b)], and innovation orientation and risk-taking tendencies [H2(c)] on the knowledge management strategy.

After conducting the analysis using the SPSS statistical program, the results obtained were summarised in Table 11, which displays the values and their significance for the regression of the three sub-axes on the knowledge management strategy axis, ranked according to the calculated t-value. Based on the findings in Table 11, the alternative hypothesis is accepted for all the sub-hypotheses previously developed. All three sub-axes—trust, intellectual conflict, and innovation orientation with tendencies towards risk-taking—significantly affect the knowledge management strategy more corroborating with the findings form the correlation analysis. Notably, the second sub-axis, intellectual conflict, emerged as the most influential factor in terms of its impact on knowledge management strategy. The t-value for the regression parameter of intellectual conflict on knowledge management strategy was 6.609, which is both significant and positive at the 5% and 1% significance levels. This was followed by the first sub-axis, trust, with a t-value of 5.393 for its regression on knowledge management

strategy, which is also significant and positive at the 5% and 1% levels. The third sub-axis, innovation orientation with tendencies towards risk, ranked last in terms of its influence on knowledge management strategy, with a t-value of 5.298, which is significant and positive at the 5% and 1% significance levels.

Table 11: Significant T Values

Sub Axis	Coefficient of Determination R2	Corrected Coefficient of Determination	Regression Parameter Value	The Calculated T Value	Significant Value of T	Order of Importance
Intellectual Conflict	0.42	0.41	0.646	6.609	Significant below the 5% and 1% level of significance.	1
Trust	0.32	0.31	0.568	5.393	Significant below the 5% and 1% level of significance.	2
Innovation Orientation and Inclinations towards Risk	0.31	0.3	0.561	5.298	Significant below the 5% and 1% level of significance.	3

Testing the Hypotheses of the Demographic Information Axis and Its Impact on Knowledge Management Strategy

To examine the effect of gender, age, academic title, and length of service on knowledge management strategy, the third main hypothesis was tested, which was further divided into three sub-hypotheses. The main hypothesis posited that there is a significant relationship in the responses of the participants towards knowledge management strategy based on the gender factor (H3). To test this hypothesis, the t-test for independent samples was employed for both male and female respondents. The calculated t-value was -2.14, which was significant in favour of females. Therefore, the alternative hypothesis (H1) is accepted, indicating that females perceive knowledge management strategy, including knowledge exchange through learning, explaining, experimenting, and applying, as a more effective means of sharing ideas and fostering innovation compared to their male counterparts. The first sub-hypothesis [H3 (a)] proposed that there is a significant relationship between the respondents' views on knowledge management strategy and their age. To test this hypothesis, the F-test was employed, as the age factor includes more than two categories. The calculated F-value was 1.228, which proved to be non-significant, with a significance value (sig) of 0.309, which is greater than the 5% and 1% significance levels. Therefore, the study concluded that there is no significant relationship between the respondents' perceptions of knowledge management strategy and the age factor [H3 (a)].

The second sub-hypothesis [H3 (b)] indicates a significant relationship between the

respondents' views on knowledge management strategies and their academic titles. The F-test was used to test the academic title comprising more than two types. The calculated F-value 2.597 was non-significant, with a significance value (sig) of 0.061, exceeding the 5% and 1% significance thresholds. So, no significant relationship between the respondents' perceptions of knowledge management strategy and the academic title [H3 (b)] was found. The third sub-hypothesis [H3 (c)] indicates a significant relationship between the respondents' views on knowledge management strategy and their length of services. For testing this, the F-test was uses, as the length of service comprised more than two types. The calculated F-value was 0.948as non-significant, with a significance (sig) of 0.443, more the 5% and 1% significance levels. So, no significant relationship was found between the respondents' perceptions of knowledge management strategy and the length of service [H3 (c)].

CONCLUSION

In conclusion, the study found a statistically significant effect of all organisational culture factors—trust, intellectual conflict, creativity, and risk-taking tendencies—on the knowledge management strategy. These factors were ranked in terms of their influence as follows: intellectual conflict, trust, creativity, and risk-taking tendencies. Additionally, the results revealed statistically significant differences in respondents' views on the knowledge management strategy based on gender. Also, this work indicated the importance of trust among faculty members fostering cooperation and teamwork which enables them to transform words into actions. In addition, faculty members showed a willingness to take risks in research by the presentation of creative ideas which supports an orientation towards knowledge management strategies. So, faculty members' participation in tacit and explicit knowledge helped excellence and self-realisation which aligns with the individual-oriented knowledge management strategy. Finally, according to the results, a gap in the college's approach to grant financial rewards for knowledge management, in relation to external conferences underscores the need to improve in this area.

IMPLICATIONS

Demonstrating the significant trust effect, intellectual conflict, creativity, and risk-taking tendencies make the research enhance existing frameworks by creating a hierarchy of effect for these factors. Namely, identifying of intellectual conflict as the most influential element highlighting the potential for conflict to act as a driver for intellectual engagement and innovation in academia, refuting the traditional views that conflict is solely a hindrance confirming and extending theories on collaborative dynamics in organisational learning. In addition, the study shows the critical role of trust in fostering teamwork and knowledge sharing, which reinforce its significance in organisational culture models.

This article provides practical recommendations for higher education institutions for the enhancement of their knowledge management practices. First, a culture of intellectual conflict needs fostering while it ensures a constructive and respectful environment boosting faculty engagement in knowledge management strategies. Secondly, trust among faculty members is important to promote teamwork and translate collective efforts into successful results. Institutions should use initiatives like team-building activities and transparent communication mechanisms to cultivate trust. Thirdly, encouraging risk-taking behaviours, through rewards and recognition for innovative research, stimulate creativity to knowledge management strategies. Yet, the research shows a significant gap in providing financial incentives for knowledge management, in supporting faculty participation in external conferences. Bridging this gap with institutional funding policies possibly improves faculty motivation and facilitate both tacit and explicit knowledge.

FUTURE DIRECTIONS

The findings of this study are confined to a single geographical location, which limits the ability to generalise the results to other countries. Future research is encouraged to explore different locations to enhance the generalisability of the findings and contribute further to the body of knowledge. Additionally, the study's sample size was relatively small, which may not be sufficient for broad conclusions. Future studies should increase the sample size to enhance the reliability and applicability of the results. Furthermore, the study employed a regression analysis method, which may restrict the depth of the findings. Given the advancements in research methodologies, future studies are recommended to utilise PLS-SEM to provide a more comprehensive understanding of the relationships between variables.

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