



Influence of Knowledge Management on Leadership Style and Organizational Performance of Manufacturing Companies: Basis for Strategic Plan

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Abstract

Aim: This study aimed to develop a framework for organizations to benchmark, focusing on adopting knowledge management and improving organizational performance through leadership style.

Methodology: This study employed a quantitative technique, specifically a descriptive survey method. The survey was subjected to item loading, reliability, and validity assessments. The relationship between the variables and their ability to predict was investigated using structural equation modeling techniques.

Results: The paths relating KM to leadership style are all significant with beta coefficients and p-values of (COL to KM: 0.31, <0.001). (TOL to KM: 0.15, <0.01); (ROL to KM: 0.5, <0.01); The relationship between knowledge management and organizational performance is also significant with a beta coefficient and p-values of (KM to OP: 0.77, <0.01). For LS to OP, only TOL showed a significant relationship to OP with a beta coefficient and p-value of (TOL to OP: 0.23, <0.01).

Conclusion: The direct effects of leadership style (change-oriented, task-oriented, and relation-oriented) on knowledge management are significant and have moderate, small, and large effects. More so, the direct effect of leadership style (task-oriented) on organizational performance posed a moderate to medium effect and is significant. Similarly, knowledge management to organizational performance shows a direct and strong effect. It implies that knowledge management strongly affects organizational performance. Thus, the result revealed that knowledge management mediates the relationship between leadership style (task-oriented) and organizational performance and has a moderate to medium effect. Hence increasing the effects of the relationship between the two latent variables.

Keywords: knowledge management, leadership style, manufacturing companies, organizational performance

INTRODUCTION

The demands to cope with the needs and wants of customers from industries have been a tight competition as organizations face challenges from their peers. Competition among producers fosters an enhancement in the quality of products and services as they strive to capture a more significant portion of the market as organizations anticipate the risks associated with this very competitive environment (Ebrahimi et al., 2016). In recent years, competition among organizations, especially in the manufacturing sector, has attracted employees aiming to apply and develop their knowledge, creating a sustainable advantage. The participating companies are a mix of electronic, steel forming, and die and mold manufacturing firms. The subject companies operate under the direct supervision of Japanese representatives and are continuously following their work ethic and culture.

Organizations worldwide depend on innovative tools, processes, and unique perspectives to generate, merge, and integrate information and knowledge in a competitive and challenging environment. This approach enables them to foster creativity and stay ahead in their respective industries (Donate et al., 2022). The researchers have developed methods and tools to respond to the rising importance of knowledge as an organizational resource and the developing need for a systematic knowledge management strategy. Obtaining or developing knowledge assets externally is a critical stage in knowledge management. Knowledge management may help firms generate intellectual capital,

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stimulate innovation, and achieve targeted performance outcomes (Zargar & Rezaee, 2013). This issue is significant because firms are facing intense rivalry, and a competitive advantage may be acquired via adopting and integrating a KM system based on the benefits it can provide, as well as practical reasons and principles. To address this issue, the researchers gathered inputs and perceptions from the subject companies, generate a statistical analysis, and define a framework incorporating KM and its respective impact on organizational performance.

The new business environment must respond to adaptation processes with agility and effectiveness to unanticipated market developments and their implications, ensuring firm sustainability in the medium and long term (Fernando et al., 2020). Significant developments in recent years have reshaped organizational reality, emphasizing the need for organizational knowledge as a primary source of attaining company goals. At the same time, businesses must maintain their competitiveness while focusing on long-term growth. Organizations that wish to be sustainable and at par with their competitors must always look for methods to differentiate themselves.

One of the variables influencing business sustainability is leadership style. Leaders can proactively introduce novel concepts within a company, establish specific objectives, and encourage their subordinates' innovative pursuits. Leadership style has been emphasized as one of the most significant individual factors influencing business modernization (Liao et al., 2017). Directing leadership to a company's goals and objectives requires a subtle knowledge adoption and organization from its peers, and preceding operational experiences that are documented will allow organizations to improve continually. Leadership development programs can also effectively enhance manufacturing leaders' leadership skills and competencies. Nevertheless, additional research is required to understand Philippine manufacturing firms' intricate leadership dynamics comprehensively. This research aims to develop effective leadership practices and interventions that can elevate organizational performance and promote the well-being of employees. Driving these changes requires a leader with various styles to spearhead such modifications in the system, augmenting the overall performance. Richard et al., as cited by Durst et al. (2019), emphasize the significance of organizational performance for the survival and prosperity of various organizations. Hence, evaluating and measuring organizational performance becomes imperative to assess the choices made by businesses and managers.

The Philippine economy greatly benefits from the manufacturing sector, and numerous companies within this industry have begun adopting knowledge management (KM) practices to enhance their competitiveness, innovation, and productivity. Despite being a relatively new concept in the Philippines, the government has acknowledged knowledge management's significance and incorporated it into its Industrial Roadmap. This roadmap seeks to advance and enhance the competitiveness of the manufacturing industry in the country. The government has also established the Manufacturing Productivity Extension Program (MPEX) and Small Enterprise Technology Upgrading Program (SETUP), which provides technical assistance and training to manufacturing companies to enhance their productivity, including through the adoption of KM practices. In 2019, according to the Philippine Statistics Authority, there were around 6,208 manufacturing establishments from various sectors. Among the eighteen regions, CALABARZON is registered to be the second with about 1,634 establishments and garnered the highest number of workers with about 437,821 (PSA, 2019). Typically, manufacturing companies employ 171 workers from diverse roles and hierarchies. Given that most, if not all, of these firms are foreign-owned, ongoing progress is unavoidable, encompassing knowledge management and leadership approaches.

To remain adaptable in the changing environment and fulfill its goals and objectives, each company must find outstanding people from various information sources and media. These increase the overall efficiency of the organization's performance. Various stakeholders often appraise it, resulting in various "successful performance" criteria. These may be achieved by developing a structure or framework that encourages management and its employees to give their best effort and finish projects or activities on time using the principles and practices of applicable leadership style mediated by knowledge management. Hence improving the overall performance of the organization.

Objectives

The study aimed to generate a model that will exhibit mediating effects of knowledge management on leadership style and organizational performance of manufacturing companies in Batangas.

Specifically, it aimed to do the following:

1. Describe the profile of respondents based on their:



- 1.1. Gender;
- 1.2. Age;
- 1.3. Educational attainment;
- 1.4. Length of Service;
- 1.5. Position;
- 1.6. Job Status;
- 1.7. Department; and
- 1.8. Company Affiliation;
2. Determine the level of leadership style in terms of change-oriented, task-oriented, and relation-oriented leadership.
3. Determine the level of knowledge management in terms of perception and opinion, human resources development, organizational structure, collaboration and teamwork, and knowledge development and absorption.
4. Determine the level of organizational performance in terms of culture, communication, innovation, planning, and implementation.
5. Evaluate the influence of knowledge management on manufacturing companies' leadership style and organizational performance.
6. Design and develop a strategic plan for manufacturing companies.

METHODS

Research Design

The research employed a quantitative approach, specifically a descriptive survey method, and utilized mediation analysis. Using a quantitative approach, the study aimed to draw broader conclusions based on initial work. The researchers estimated the parameters of the mediation model, which explored the relationship between knowledge management, leadership style, and organizational performance, using WarpPLS 6.0 software and partial least squares-structural equation modeling (PLS-SEM).

Population and Sampling

The participants were manufacturing company employees from various industrial parks within Batangas province. Operators up to Top Management from various departments and disciplines participated in the survey. Three companies showed interest and approved the intent letter submitted to the human resource and management representatives. The statistician determined the desired sample size based on the total number of employees of the subject companies. Three hundred fifty-six (356) responses were collected from the subject companies.

Instrument

The researchers adopted a multifaceted approach to collect data from the participants. Four primary instruments were utilized to examine the aspects of leadership style, knowledge management, and organizational performance: Part 1 was based on the self-made questionnaire by the researchers. This includes the respondent's gender, age, educational attainment, length of service, position, job status, department, and company. Part 2 was a standardized survey questionnaire on Leadership Style adapted and modified from the study of Heimann et al. (2020). Part 3 was a standardized survey questionnaire on Knowledge Management adapted and modified from the study of Eze et al. (2017). Part 4 was a standardized questionnaire on Organizational Performance by the researchers based on Kasera (2017). A pilot test was conducted to assess the reliability of the questionnaires. A trained statistician validated the process to ensure suitability of the instruments for data collection.

Data Collection

The data were gathered, read, and analyzed following the objective of the study and in adherence to all protocols in the conduct of research.

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Treatment of Data

The data collected underwent descriptive analysis, including frequency, percentage, and weighted mean calculations. The researchers estimated the parameters of the mediation model, which explored the relationship between knowledge management, leadership style, and organizational performance, using WarpPLS 6.0 software and partial least squares-structural equation modeling (PLS-SEM).

Ethical Considerations

Adhering to RA 10173, commonly referred to as the "Data Privacy Act" of 2012, the researchers meticulously followed due diligence and protocol to obtain permission for data collection from pertinent departments and Top Management prior to initiating the research. No participants were compelled to disclose information if they expressed unwillingness for personal or security reasons. They were assured of the utmost confidentiality in managing any provided information, and the data will be utilized exclusively for the purposes of this study.

RESULTS and DISCUSSION

Profile of the Respondents

Accordingly, male respondents are the highest with a 50% contribution, followed by females with 47% and LGBTQ+ with 3%. There are both male and female employees working for the subject companies. This is mainly attributable to their manufacturing activities' demand. Most of the respondents are between 21 to 30 years old, with a contribution of 49%. It was followed by 31 to 40 years old with 36%, 41 to 50 years old garnering 11%, among others.

Table 1
Demographic Profile of Subject Companies

Category	Description	Number of distribution per company			Percent contribution per company		
		A	B	C	A	B	C
Gender	Male	135	24	18	52%	55%	34%
	Female	119	19	31	46%	43%	58%
	LGBTQ+	5	1	4	2%	2%	8%
		259	44	53	100%	100%	100%
Age	20 y/o and below	7	1	0	3%	2%	0%
	21 to 30 y/o	119	26	31	46%	59%	58%
	31 to 40 y/o	100	12	16	39%	27%	30%
	41 to 50 y/o	28	5	5	11%	11%	9%
	51 y/o and above	5	0	1	2%	0%	2%
		259	44	53	100%	100%	100%
Educational attainment	High School	104	4	18	40%	9%	34%
	Senior High School	38	12	2	15%	27%	4%
	Vocational course	63	5	10	24%	11%	19%
	Bachelor's degree	52	23	23	20%	52%	43%
	Master's degree	2	0	0	1%	0%	0%
Doctoral degree	0	0	0	0%	0%	0%	
		259	44	53	100%	100%	100%
Length of service	<1 to 5 years	136	42	40	53%	95%	75%
	6 to 10 years	39	1	8	15%	2%	15%
	11 to 15 years	25	0	3	10%	0%	6%
	16 to 20 years	55	1	2	21%	2%	4%
	21 years and above	4	0	0	2%	0%	0%
		259	44	53	100%	100%	100%
Position	Operator / Technicia	190	27	24	73%	61%	45%
	Staff / Specialist	52	8	19	20%	18%	36%
	First-line Managemen	5	6	8	2%	14%	15%
	Middle Management	10	3	2	4%	7%	4%
	Top Management	2	0	0	1%	0%	0%
		259	44	53	100%	100%	100%
Job status	Regular	178	33	33	69%	75%	62%
	Contractual	63	6	18	24%	14%	34%
	Probationary	18	5	2	7%	11%	4%
		259	44	53	100%	100%	100%
Department	Manufacturing / Pro	169	26	34	65%	59%	64%
	cess Engineering	11	6	5	4%	14%	9%
	Building and Machin	12	3	1	5%	7%	2%
	Human Resource an	9	1	2	3%	2%	4%
	Purchasing and Logis	2	1	3	1%	2%	6%
	Quality Assurance ar	26	3	6	10%	7%	11%
	Finance and Account	4	2	2	2%	5%	4%
Planning and Wareh	26	2	0	10%	5%	0%	
		259	44	53	100%	100%	100%

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Most of the respondents are high school graduates with 35% of the population, followed by bachelor's degree with 27%, vocational course with 22%, senior high school with 15%, and master's degree with a contribution of 1%, respectively. 61% of respondents are between <1 and 5 years old. It is followed by 16 to 20 years, 6 to 10 years, 11 to 15 years, 21 years, and above, with the following percent contribution of 16%, 14%, 8%, and 1%, respectively. Respondents are regular employees, with a percent contribution of 69%, followed by contractual with 24% and probationary employees with 7%. Based on the results, all the subject companies' employees are mostly regular. Accordingly, the equivalent percent contribution of operators/ technicians per company is 73%, 61%, and 45% for companies A, B, and C, as shown in Table 1. The participating companies are work-intensive manufacturing sectors. 64% are coming from manufacturing/production and quality assurance and control with 10%, planning and warehouse with 8%. Most respondents were from Company A with 73%, followed by Company C and Company B, garnering a total contribution of 15% and 12%, respectively.

Table 2 Summary table of Leadership Style

Leadership Style	WM	VI	Rank
Change-oriented Leadership	3.31	Agree	2
Task-oriented Leadership	3.34	Agree	1
Relation-oriented Leadership	3.28	Agree	3
Over-all Mean	3.31	Agree	

Legend: 3.50 – 4.00 - Strongly Agree, 2.50 – 3.49 – Agree, 1.50 – 2.49 – Disagree, 1.0 – 1.49 – Strongly Disagree

Level of Leadership Style

The leadership style of individuals is usually a combination of their personality, life experiences, emotional intelligence, cognitive processes, and other factors. As a result, leaders should possess the ability to assess their leadership style by considering these various characteristics and identifying ways to improve them. There exist diverse approaches to team leadership, and every leader possesses unique qualities that contribute to the effectiveness of their leadership style.

Table 2 shows the overall mean of this research's first variable, leadership style. It garnered an overall mean of 3.31 and an equivalent interpretation of agree. Task-oriented leaders play a role in enhancing group efficacy and promoting optimism among their team members, leading to the advancement and enhancement of overall operations within the respective companies. Thus, focusing on this leadership style helps the organizations' continued growth and enhancement. The responsibility for achieving organizational performance rests directly on the shoulders of the leadership. They are tasked with making and executing decisions and strategies to attain the organization's goals and objectives (Abubakar et al., 2019). Fundamental aspects of leadership encompass its influence on human resources, serving as a foundation for a firm's competitive advantage and yielding various outcomes. According to research, some leader actions impact followers' attitudes, intentions, and behaviors to increase individual, team, and organizational performance, according to Courtright & Colbert, cited by Potosky et al. (2022).

Moreover, the second construct, task-oriented leadership, ranks the highest with a weighted mean of 3.34. The subject companies all agreed on one dimension of leadership style, TOL since working in a manufacturing company is mostly task- or process-oriented. Malmi & Brown (2020) define task-oriented leadership as a style in which leaders focus primarily on achieving specific goals and objectives, and they note that this style has been associated with positive outcomes such as increased task performance and employee satisfaction. A concrete plan from the leaders is the starting point of each organization as it provides the operation with the overall vision regarding targets, programs, and indices. The most recent study shows that strategic planning "works" across industries and nations despite the sometimes firm public objections. Instead of marginalizing it, modern firms should include it in their conventional and standard managerial strategies (George et al., 2019).

Wang et al. (2019) suggest that leaders prioritizing task accomplishment over personal relationships are likely to encourage knowledge sharing among team members. This knowledge-sharing can facilitate innovation within the team by providing members access to diverse perspectives and ideas. Moreover, Kim and Lee (2020) suggest that



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organizations should develop task-oriented leadership to promote knowledge creation, sharing, and utilization. This can be achieved by allowing employees to learn new skills, experiment with new ideas, and collaborate. Also, leaders encourage knowledge sharing by fostering a supportive organizational culture that motivates employees to communicate their ideas and exchange knowledge. In addition, Zhao et al. (2021) propose that the detrimental impact of task-oriented leadership on knowledge sharing in situations with high knowledge risk can be minimized by cultivating a culture that values and incentivizes knowledge sharing. Overall, their research underscores the importance of considering contextual variables, such as knowledge risk, when exploring the connections between leadership, knowledge sharing, and innovation.

It was followed by change-oriented leadership with 3.31 and relation-oriented leadership with 3.28, all having a verbal interpretation of agree. Leaders should concentrate on cultivating specific leadership qualities based on the circumstances. Collaborating with individuals, establishing, and implementing agreements to accomplish particular objectives, clarifying expectations, and rewarding successful task completion are all methods of gaining respect and trust. Krummacker and Vogel (2013) stated that leaders who perceived the change as beneficial to the organization and were drawn to it had higher degrees of meaningfulness and a sense of impacting it, allowing them to apply change skills such as being assertive and motivating about the change. According to Company A, for a change to occur and be implemented smoothly, trust from members must be secured first and seconded by Company B and C, respectively. Likewise, according to Alaarj et al. (2016), when trust is lacking within an organization, its members may be reluctant to seek information from their colleagues about day-to-day tasks or to share their knowledge.

Multiple experts propose that a business's efficiency, performance, and triumph are closely linked to its leaders' ethical mindset and approach toward a particular organization (Saeidi et al., 2021). According to Ali (2018), O'Reilly et al. have provided evidence supporting the notion that the behavior of leaders impacts the behavior of groups and organizations. Moreover, according to the study of Krummacker and Vogel (2013), contextual factors affecting leaders' change competency include the attractiveness of change tasks, the appropriateness of change, and Top Management and supervisor support. It was further confirmed by the subject companies' management approach to change-oriented leadership, which plays an essential role in their medium- and long-term plans. Continually adopting changes from internal and external sources creates a norm that makes their members nurture their skills and expertise while integrating such transformation.

Similarly, Szulanski and Winter (2018) suggest that organizations cultivate transformational leadership styles to enhance their knowledge management capabilities. This can be achieved through leadership development programs and a culture that values innovation and learning. Finally, according to Zhao et al. (2021), TOL can promote knowledge sharing in the innovation process, but the effect can be moderated by knowledge risk.

In the context of Greece's firms, according to Kalfagianni et al. (2018), their findings suggest that change-oriented leadership positively affects firm performance, particularly when combined with a supportive organizational culture. They also found that organizational cultures that are receptive to change can enhance the effectiveness of change-oriented leadership in improving firm performance. Amiri et al. (2020) found out and have similar findings with reference to Hussain et al. (2017) that leadership style substantially improves the externalization and internalization of information, as well as knowledge sharing, respectively. Likewise, the findings indicate that leaders with high levels of change competency tend to successfully convey their willingness for change to subordinates when challenging the status quo, battling inertia, and a desire for meaningful change (Krummacker & Vogel, 2013).

According to Son et al. (2018), absorptive capacity is enhanced when leaders facilitate the integration of new knowledge into existing organizational knowledge structures. Furthermore, Lam and Lai (2020) emphasize the significance of change-oriented leadership in driving successful knowledge management practices within organizations. They propose that leaders can enhance the effectiveness of knowledge management by cultivating a culture that encourages knowledge sharing and by investing in infrastructure specifically designed for knowledge management. Similarly, Kim & Lee (2020) argue that relation-oriented leadership can be instrumental in promoting a culture that values knowledge-sharing and, therefore, recommends that organizations prioritize cultivating this type of leadership. Lastly, Othman & Hashim (2019) contend that implementing effective knowledge management processes can enhance organizational performance. They assert that relation-oriented leadership is pivotal in fostering and advancing these knowledge management processes.

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Table 3 Summary Table of Knowledge Management

Dimension	WM	VI	Rank
Perception and Opinion	3.32	Agree	1
Human Resource Development	3.26	Agree	2
Organizational Structure	3.23	Agree	4
Collaboration and Teamwork	3.25	Agree	3
Knowledge Development and Absorption	3.22	Agree	5
Over-all Mean	3.23	Agree	

Legend: 3.50 – 4.00 - Strongly Agree, 2.50 – 3.49 – Agree, 1.50 – 2.49 – Disagree, 1.0 – 1.49 – Strongly Disagree

Level of Knowledge Management

Table 3 shows the summary of the table on knowledge management, having an overall mean of 3.23 and a verbal interpretation of agree. Perception and opinion rank the highest among the five-item construct, having a weighted mean of 3.32 and an interpretation of agree.

According to Silva and Borsato (2017), referencing Lawson & Potter, knowledge management is crucial in facilitating participants' explanation, communication, and sharing of corporate information. It is emphasized that knowledge management is strongly linked to aligning internal and external resources within this context. Employee knowledge and firm knowledge management were projected to increase organizational results for the company.

Furthermore, Zargar and Rezaee (2013) observed that a positive correlation between knowledge generation and detection will significantly improve employee performance. Giving importance to workers' perceptions and opinions will eventually support the successful execution of knowledge management. This is like the structure of the subject companies since most, if not all, of their members have previous experiences in various manufacturing settings. In return, a proper consolidation of inputs from their expertise and perspective while benchmarking best practices.

The absorptive capacity is associated with the organizational capability to acquire new knowledge quickly. This can be achieved through learning activities within the company that involve exploring and applying knowledge (Emole, 2020). The company must actively make a systematic effort to identify and collect new information for knowledge management. For knowledge management to be effective, more than just having each person contribute to a repository of experiences is required. Hence, a collaborative environment must be in place and led by the management team of every organization. Initially, leaders need to assume the role of advisors, guiding employees to understand the connection between their roles and knowledge management (KM) initiatives in fostering effective communication (Donate & Sánchez de Pablo, 2015). More so, written statements on organizational principles and the company's mission that consider many aspects of the company's self-perceived competitiveness and success may also serve as a foundation for communication (Dermol & Širca, 2018). As per Donate & Sánchez de Pablo (2015), referencing DeTienne et al., employees may perceive KM as having little importance if managers fail to emphasize the significance of knowledge management (KM) initiatives.

The study of Gharakhani and Mousakhani (2012) also encourages authorities to focus their KM efforts on specific intermediate performance goals. Organizational members should support for no reason other than KM's influence on OP. Management must understand the link between the value it can produce and the creation and maintenance of long-term competitive advantage. Scholars have previously said that firms must pay adequate attention to organizational and national culture to strengthen knowledge management procedures, according to Liu et al. (2014), cited by Upadhyay and Kumar (2020). According to Gray and Judy, cited by Wahda (2017), it is evident that corporate culture determines how successfully knowledge management functions and how employees acquire and share information. According to Paiva et al. (2019), it is argued that knowledge management can bring benefits to organizational performance. However, the effectiveness of knowledge management is influenced by several factors, including the specific practices utilized, the company's corporate culture, and the industry context.

Enhancing knowledge management (KM) skills reinforces the dynamic capabilities of an organization, leading to improved organizational performance and a competitive advantage (Tseng & Lee, 2014). According to Alaarj et al.

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(2016), referencing Chen and Fong, it was found that information sharing has a noteworthy influence on organizational performance. Consequently, a well-designed structure that considers corporate culture, goals, values, employee attributes, and other factors can impact an individual's performance. It can also foster positive attitudes such as engagement, involvement, commitment, embeddedness, and more (Kanten et al., 2015).

Furthermore, a weighted mean of 3.22 and a verbal interpretation of agreement from the construct of knowledge management in terms of knowledge development and absorption garnered the lowest rank. According to empirical evidence from previous studies such as Chen and Fong's (2012 & 2015), cited by Alarj et al. (2016), utilization significantly influences company performance. Although quantifying the benefits of knowledge management may be difficult since it deals with intangible assets, management must be fully aware of the benefits of added value that arise from knowledge management initiatives (Dickel & Moura, 2016). Furthermore, Huang and Li (2020) consolidate the main discoveries from prior studies concerning the relationship between knowledge management and organizational performance. While there is a consensus that knowledge management positively impacts organizational performance, the intensity of this correlation fluctuates depending on the context and specific aspects of knowledge management that are investigated.

Tseng and Lee (2014) illustrate that possessing enhanced knowledge management (KM) capabilities enables a company to effectively develop new production processes, leading to the creation of new products and services. Moreover, it allows them to respond to external environmental changes promptly and ultimately enhance the organization's market value and overall performance. Dickel and Moura (2016) referenced a study conducted by Mills and Smith, which demonstrated a strong connection between organizational success and different knowledge assets, including elements like organizational structure and the application of knowledge. Furthermore, the research establishes a correlation between distinct knowledge resources and the performance of organizations. This information can assist companies in making more informed resource investments and enhancing the effectiveness of their knowledge management strategies. Silva and Borsato (2017) refer to the studies conducted by Ferraresi and Quandt, which highlight the positive impact of knowledge management on the strategic direction and performance of companies, emphasizing the significance of this subject. Finally, Gray & Judy, cited by Wahda (2017), showed that culture determines how successfully KM functions and how employees acquire and share information.

According to Huang and Li (2020), organizations should prioritize building a robust culture that values knowledge, creating effective mechanisms for sharing knowledge, and investing in technology and tools for knowledge management. They further suggest that aligning knowledge management strategies with the organization's overarching strategic objectives is crucial to maximize the impact on performance. Similarly, Mohammadi et al. (2018) emphasize the significance of implementing knowledge management practices to improve organizations' performance in the mining sector. They propose investing in knowledge management initiatives is imperative for attaining this objective. Furthermore, Li and Wang (2020) contend that the correlation between KM and organizational performance is subject to different factors, and a more comprehensive understanding of these factors can facilitate companies in refining their KM practices and elevating their performance. The findings of their study imply that organizations should consider their organizational culture and industry context while implementing KM practices to achieve superior organizational performance. Lastly, Lam and Lai (2020) highlight and suggest investing in knowledge management and relation-oriented leadership to achieve better performance outcomes. By doing so, firms can create a culture of continuous learning and improvement, build strong relationships with stakeholders, and ultimately enhance their competitiveness and profitability in the long run.

Table 4 Summary Table of Organizational Performance

Dimension	WM	VI	Rank
Culture	3.27	Agree	3.5
Communication	3.29	Agree	2
Innovation	3.26	Agree	5
Planning	3.27	Agree	3.5
Implementation	3.31	Agree	1
Over-all Mean	3.28	Agree	



Legend: 3.50 – 4.00 - Strongly Agree, 2.50 – 3.49 – Agree, 1.50 – 2.49 – Disagree, 1.0 – 1.49 – Strongly Disagree

Level of Organizational Performance

Among the dimensions, implementation garnered the highest weighted mean of 3.31 and was interpreted as agree. Efendioglu et al. cited by Ali (2018), discovered that many firms have a strategy process via their sample studies, senior management participation, and the mission statement's positive impacts on OP. Changes in an industrial setup are known to be challenging due to worker opposition. The organization should perceive a clear plan from leaders to follow such activity and program implementation. Leaders' brave risk-taking behaviors while launching high-value projects regularly generate both victories and failures, according to Hater and Bass, cited by Sahertian (2018). Manufacturing companies that take prudent risks are more likely to anticipate the rewarding results of implementing organizational changes, thus improving performance.

Furthermore, organizations emphasize developing performance indicators for each business sector that can be generated and utilized autonomously to measure performance. As a result, the Key Performance Indicators (KPIs) are out of sync and sometimes in conflict with one another (Silva & Borsato, 2017). The subject companies continuously analyze the realignment of measures and KPIs to corporate goals and disseminate this information to all employees. To further strengthen and cascade planned programs and indicators, an efficient communication platform must be in place, considering the presence of impediments. Furthermore, Kalfagianni et al. (2018) suggest that organizations should prioritize the development of change-oriented leadership skills and foster a culture that values and supports change to achieve better organizational outcomes. Similarly, according to Karakas et al. (2019), organizations can enhance their knowledge management capabilities by developing change-oriented leadership skills and fostering a culture that supports innovation and learning. Additionally, they should invest in advanced technological infrastructure to enable effective knowledge sharing and collaboration.

Communication ranked second among the five-item constructs of OP. It has a weighted mean of 3.29 and an interpretation of agree. Effective communication is crucial for the success of any company. Inadequate communication often leads to a decline in overall performance within the organization. According to the findings of Musheke and Phiri (2021), the primary barriers to communication are management practices and conflicts in the workplace. Additionally, there is evidence to suggest that effective communication directly influences the performance of a company. As a result, Musheke and Phiri (2021) made the following suggestions: all employees must be trained in conflict resolution and communication; management must disseminate information quickly in order to alleviate stress on employees; and it is of utmost importance to foster a culture of feedback to ensure alignment between management and employees regarding assignments, objectives, and goals.

Similarly, Kube (2014) recommended the following courses for effective communication: In an organizational setting, communication should ideally be characterized by openness and fluidity in all directions. It is essential to use clear and concise language, and communication recipients should attentively engage with the information conveyed. If top-level management takes ownership of initiatives and intermediate managers, as well as frontline employees, embrace them, it will improve employee performance; a communication policy is necessary since it contains indicators for monitoring and evaluation.

Moreover, the workers of manufacturing companies perceived that innovation has the lowest contribution to organizational performance. It has a weighted mean of 3.26 and an interpretation of agree. Improving an innovative culture can also benefit from knowledge conversion programs that emphasize externalization, according to Gray & Densten, cited by Scaliza et al. (2022). Additionally, this includes fostering increased knowledge exchange and collaboration among employees within the organization and with external stakeholders. (Lopez & Esteves, 2013; Scaliza et al., 2022).

Managers and leaders should exemplify idealized influence by effectively communicating a clear vision and mission, fostering intelligence and creativity in problem-solving, inspiring employees towards higher values through an appealing image of the future, and demonstrating individualized consideration by attentively addressing employees' needs, providing guidance, and acting as the driving force of the organization according to Lei and Leungkhama (2020). Accordingly, firms can achieve successful business performance by developing a robust corporate culture and competent leadership while focusing on the concepts and strategies as the focus of organizational performance (Saeidi et al., 2021). Similarly, companies must support employees in creating a shared understanding of corporate values in their "minds and hearts" since doing so will give them a significant competitive advantage by allowing them to share



their value-related experiences with external stakeholders (Dermol & Širca, 2018). Similarly, the research conducted by Baumane-Vitolina et al. (2022) emphasizes the importance of SME managers prioritizing organizational outcomes and performance and acknowledging and rewarding employees for their contributions to innovation. This approach, when implemented by managers who value and appreciate the suggestions of their team members, can lead to positive outcomes and employee satisfaction. According to Vargas (2015), the research confirms that organizational values associated with a learning orientation, such as being open-minded, having a shared vision, and promoting knowledge sharing within the organization, positively impact innovation capital. Furthermore, it is found that innovation capital, in turn, positively influences firm performance. Thus, innovation cannot be done with small groups but accomplished through the commitment and efforts of each member.

Influence of Knowledge Management

Measurement Model (Outer Model)

Table 5 Square Roots of AVE Coefficients and Correlation Coefficients

	LS_COL	LS_TOL	LS_ROL	Knwl_Mgmt	Org. Perf.
LS_Change-oriented	(0.836)				
LS_Task-oriented	0.779	(0.887)			
LS_Relation-oriented	0.699	0.868	(0.863)		
Knowledge Mgmt.	0.790	0.842	0.850	(0.938)	
Org. Performance	0.756	0.847	0.833	0.910	(0.949)

Note: Diagonal elements are the square of AVE of constructs & dimensions, while the off-diagonal elements are correlational between constructs.

Table 5 shows the correlations between variables using the square roots of AVE coefficients to determine the instrument's discriminant validity. The research question statements demonstrate good discriminant validity by differentiating from other constructs. Each latent variable should have a higher square root average variance extracted (AVE) than those listed above and below in the columns (Kock, 2014).

The square root of the average variance extracted for each latent variable should exceed any correlations involving that particular latent variable (Kock & Lynn, 2012; Kock, 2015c; Kock, 2019). The square root AVE coefficients are as follows: LS change-oriented (0.836), LS task-oriented (0.887), LS relation-oriented (0.863), knowledge management (0.938), and organizational performance (0.949). The results indicate that the AVE values for each variable represent the latent construct, and discriminant validity is attained.

Table 6 Heterotrait-monotrait Ratio (HTMT)

Construct	LS_COL	LS_TOL	LS_ROL	Knwl_Mgmt	Org. Perf.
LS_Change-oriented					
LS_Task-oriented	0.821				
LS_Relation-oriented	0.74	0.828			
Knowledge Mgmt.	0.838	0.883	0.895		
Org. Performance	0.792	0.877	0.866	0.877	

Note: Good if < 0.90, Best if < 0.85)

The relationship amongst constructs is measured using the Heterotrait-monotrait Ratio (HTMT), as shown in Table 6. The HTMT ratio, as described by Hair et al. (2016), assesses the relationship between elements. It compares



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the average correlation between items across different constructs to the correlation between items measuring the same construct, as Lam et al. (2021) explained.

According to statisticians, the HTMT ratio cutoff value is 0.90 (Novak et al., 2020), with 0.85 being recommended. When the HTMT value is less than one, the importance of the two variables diverges noticeably (Bari et al., 2016; Henseler et al., 2016; Pittino et al., 2018; Bashir et al., 2021) and are considered strong in terms of supporting the discriminant validity (Nguyen et al., 2021).

The HTMT results of each construct are as follows: LS_TOL and LS_COL is 0.821, LS_ROL and LS_COL is 0.74, LS_ROL and LS_TOL is 0.828, and KM and LS_COL is 0.838 and interpreted as best. Moreover, the results for KM and LS_TOL (0.883), KM and LS_ROL (0.895), OP and LS_COL (0.792), OP and LS_TOL (0.877), OP and LS_ROL (0.866), and OP and KM (0.877) are interpreted as good. In this study, all the HTMT values are below the threshold of 0.90, indicating that discriminant validity is established.

Structural Model (Inner Model) Mediation Model Result

The researchers evaluated the structural model by considering several key indicators, including the coefficient of determination (R^2), path coefficient (β value), effect size (f^2), and predictive relevance of the model (Q^2). These indicators were recommended by Hair et al. (2014) and are widely recognized as essential standards for assessing the inner structural model (Hussain et al., 2018).

The structural model's coefficient of determination (R^2) reflects the entire effect size and variation explained by the endogenous construct and measures the model's predictive accuracy (Hussain et al., 2018). According to the rule of thumb, all R^2 values are more than the minimal value of 0.1 proposed by Falk and Miller, cited by Novak et al. (2020), signifying a sufficient level of predictability. In addition, R^2 values for constructs are considered significant at ≥ 0.26 , moderate at ≥ 0.13 , and weak at ≥ 0.02 (Lam et al., 2021).

Path coefficients are also known as "beta coefficients" in PLS-based SEM research; this term is also used in multiple regression analysis (Kock, 2014). To facilitate visualization, the path coefficients and P values for moderating effects are presented next to the arrows representing the effects, much like the equivalent figures for direct products (Kock, 2014). The PLS-based SEM path coefficients were similar to the regression analysis standardized coefficients and are noted as "Beta (β) coefficients" (Kock, 2014). The β value was used to determine the significance of the hypothesis and demote the expected variation in the independent construct for a unit variation in the separate construct(s). The greater the β value, the larger the significant effect on the endogenous latent construct (Hussain et al., 2018).

The effect size (f^2) measures the magnitude of the impact of each exogenous latent construct on the endogenous latent construct. By removing an independent construct from the path model, the coefficient of determination (R^2) is altered, allowing for an assessment of whether the removed exogenous construct significantly influences the endogenous construct's value. Cohen, cited by Hussain et al. (2018), defined the interpretation of f^2 values from strong effect (0.35), moderate effect (0.15), and weak effect (0.02), accordingly.

The predictive relevance (Q^2) is used to evaluate the validity of the PLS path model, which is generated using blindfolding procedures and cross-validated redundancy. According to the Q^2 criterion, the conceptual model should be able to predict endogenous latent constructs. The Q^2 values assessed in the SEM must be greater than zero for a particular endogenous latent concept (Hussain et al., 2018), indicating that the model has predictive relevance according to Chin et al. cited by (Novak et al., 2020).

The paths relating KM to leadership style are all significant with beta coefficients and p-values of (COL to KM: 0.31, < 0.001). The results are similar to the findings of Krummacker and Vogel (2013), who discovered that organizational knowledge may influence a leader's ability to adapt. Likewise, leadership behavior had a positive relation with KM, according to Tang, cited by Amiri et al. (2020).

The research of Wu et al. (2018) uncovered that change-oriented leadership significantly influences knowledge management by promoting a welcoming and transparent work atmosphere that encourages knowledge-sharing and cooperation among employees. Moreover, they argue that change-oriented leadership is particularly significant in the Chinese public sector, where innovation and a knowledge-based economy are highly valued. The study also discovered that the connection between change-oriented leadership and knowledge management is moderated by organizational culture. A positive corporate culture can facilitate the implementation of knowledge management practices.

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According to the study conducted by Son et al. (2018), the presence of change-oriented leadership had a positive influence on the successful implementation of a knowledge management system in a Korean hospital. Change-oriented leaders can promote knowledge sharing by encouraging employees to communicate, collaborate, and learn from each other. Additionally, they emphasized the need to give equal consideration to leadership development programs that prioritize cultivating change-driven leadership skills to enhance organizational performance.

Other studies have identified how change-oriented leadership can facilitate effective KM. A study by Kalfagianni et al. (2018) observed that change-oriented leadership has the potential to impact knowledge integration positively. This is achieved by fostering a shared vision among individuals within the organization, emphasizing the significance of knowledge-sharing and collaboration. Although the study does not focus on knowledge management, change-oriented leadership may be necessary to promote knowledge-related activities and improve organizational performance. Likewise, Karakas et al. (2019) conducted a study revealing that change-oriented leadership is associated with positive outcomes in knowledge management. However, the nature of this association is influenced by factors such as the level of centralization within the organization and the dynamism of the external environment.

Furthermore, Szulanski and Winter (2018) discovered that change-oriented leadership has the potential to establish a culture of experimentation and risk-taking that enhances knowledge creation and utilization. Furthermore, the authors suggest that transformational leadership can positively impact knowledge management by establishing a clear vision for knowledge-related initiatives, fostering a culture of continuous learning, and encouraging creativity and innovation within the organization. Conversely, transactional leadership can help promote knowledge management by defining clear expectations and incentivizing knowledge sharing and utilization. Laissez-faire leadership, however, may impede knowledge management by failing to provide guidance or support. In contrast, servant leadership can be advantageous by prioritizing employee needs and establishing an environment encouraging knowledge sharing.

According to the study conducted by Lam and Lai (2020), change-oriented leadership was observed to influence knowledge management's effectiveness positively. This impact was achieved through two fundamental mechanisms: facilitating knowledge sharing among employees and promoting the practical application of knowledge within the organization. Change-oriented leadership fosters an environment where employees are motivated to actively share their knowledge with others and apply their knowledge to address challenges. As a result, this promotes greater effectiveness in knowledge management practices. Furthermore, the study revealed that the connection between change-oriented leadership and knowledge sharing is more pronounced in organizations with a robust knowledge management infrastructure. This infrastructure includes formal policies, procedures, and technological tools that facilitate and support knowledge management practices. Change-oriented leadership may significantly impact knowledge management effectiveness in organizations with a solid knowledge management foundation. In summary, the existing literature suggests that change-oriented leadership is crucial in facilitating effective knowledge management by promoting an environment conducive to innovation and knowledge sharing. However, it is essential to consider contextual factors such as organizational culture, infrastructure, and the specific knowledge management outcomes being pursued, as these factors may influence the effectiveness of change-oriented leadership in achieving desired results in knowledge management.

The path coefficient and p-values of TOL to KM are 0.15, <0.01, respectively. Fink and Ploder (2018) discovered a favorable association between task-oriented leadership and knowledge management, suggesting that emphasizing specific tasks and objectives can enhance knowledge management practices. Additionally, their findings revealed that the influence of task-oriented leadership on knowledge management is moderated by organizational culture. This suggests that a supportive organizational culture can amplify the positive effects of task-oriented leadership on knowledge management practices. Similarly, the research conducted by Kim and Lee (2020) demonstrates that task-oriented leadership plays a crucial role in enhancing knowledge generation, dissemination, and utilization within organizations. Specifically, their findings indicate that task-oriented leadership fosters knowledge creation by inspiring employees to explore new ideas, experiment with innovative concepts, and embrace calculated risks.

Other studies have identified specific ways in which task-oriented leadership can facilitate effective According to the study conducted by Zhao et al. (2021), the relationship between task-oriented leadership and knowledge sharing is influenced by knowledge risk. Their findings suggest that in situations where knowledge risk is high, task-oriented leadership has a more pronounced positive impact on knowledge sharing compared to situations where knowledge risk

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is low. This is because, in high-risk situations, task-oriented leaders are more likely to emphasize the importance of sharing knowledge and working together to overcome challenges.

The study conducted by Al-Mashari and Al-Mudimigh (2019) demonstrates a positive relationship between task-oriented leadership and knowledge management practices. Their findings indicate that task-oriented leadership benefits knowledge acquisition, creation, sharing, and application across diverse industries, including education, health, and finance. They also discovered that task-oriented leadership facilitates knowledge creation by offering explicit goals and objectives, promoting experimentation and risk-taking, and nurturing an environment that supports employees. Furthermore, it encourages knowledge-sharing by giving feedback, acknowledging, and incentivizing knowledge-sharing behaviors, and highlighting the value of teamwork among team members. Furthermore, the study revealed that task-oriented leadership plays a significant role in promoting knowledge utilization within organizations. This is achieved by providing a clear vision and guidance, emphasizing the importance of utilizing knowledge, and motivating employees to apply it in problem-solving activities.

Furthermore, Chen et al. (2019) discovered a positive relationship between task-oriented and relationship-oriented leadership and employee creativity. However, the study highlighted that the impact of task-oriented leadership on creativity was stronger than relationship-oriented leadership. They also concluded that this could be due to task-oriented leadership's emphasis on achieving goals and resolving problems, which may stimulate employees to develop fresh and innovative solutions.

Finally, this study shows different results from those of Jalalinezhad and Jenaabadi (2019); they found that the KM and TOL style have no significant correlation. Task-oriented leadership can facilitate effective KM by providing clear goals and promoting accountability for knowledge-related outcomes. However, its effectiveness may depend on various contextual factors, such as organizational culture and infrastructure, and the specific outcomes being targeted.

The path coefficient and p-values of ROL to KM are 0.5, <0.01, respectively. The results are similar to Jalalinezhad and Jenaabadi's (2019) study, which revealed a significant relationship between relationship-oriented leadership and knowledge management. Numerous studies have established that relation-oriented leadership can benefit effective knowledge management (KM). In their study conducted within a US government agency, Zajac and McCauley (2019) discovered that relationship-oriented leadership positively impacted knowledge sharing and innovation. The researchers suggest that leaders prioritizing building strong relationships create an environment of psychological safety, fostering employees' willingness to share knowledge and contribute innovative ideas to problem-solving. Also, the study emphasizes the significance of both personal and structural factors and stresses the critical function of relation-oriented leaders in promoting collaboration and knowledge exchange in organizations.

Othman and Hashim (2019) conducted a study and found several significant relationships. Firstly, they identified a positive correlation between knowledge management processes and organizational performance. Additionally, they found a positive correlation between relationship-oriented leadership and knowledge management processes. Furthermore, their study uncovered that relationship-oriented leadership mediates between knowledge management processes and organizational performance. This implies that the impact of knowledge management processes on enhancing organizational performance depends on the presence of effective relationship-oriented leadership.

Other studies have attempted to understand how relation-oriented leadership can promote effective KM. A study by Kim and Lee (2020) explored the correlation between relationship-oriented leadership, knowledge-sharing behavior, and knowledge management practices. Their research demonstrated a positive association between relationship-oriented leadership knowledge-sharing behavior and knowledge management practices. They further discovered that the influence of relation-oriented leadership on knowledge management practices is moderated by knowledge-sharing behavior. This suggests that the effectiveness of relation-oriented leadership in enhancing knowledge management practices depends on the extent to which employees actively engage in knowledge-sharing behavior.

Despite these advantages, some studies have also identified potential challenges and limitations of relation-oriented leadership in the context of KM. For example, Zajac and McCauley (2019) found that relation-oriented leadership may only sometimes effectively facilitate knowledge transfer across different parts of an organization. Likewise, the research conducted by Lam and Lai (2020) demonstrated that both knowledge management and relation-oriented leadership exert a positive influence on firm performance. However, the authors also noted that the effectiveness of relation-oriented leadership may be improved with a clear knowledge management strategy and



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infrastructure. This suggests that firms must have a well-defined approach to managing knowledge to leverage the benefits of relation-oriented leadership fully. In contrast, Chen et al. (2019) found that relationship-oriented leadership had a detrimental effect on employee creativity. This may be attributed to the emphasis on maintaining harmonious relationships and avoiding conflict, potentially inhibiting innovative thinking.

Moreover, several researchers revealed a significant relationship between LS and KM. Leadership philosophies such as directive, interactive, and supportive had a moderately positive effect on KM, according to Aldulaimi, cited by Amiri et al. (2020). Leadership styles directly influence the knowledge management process (Donate and Sánchez de Pablo, 2015; Archanjo de Souza et al., 2020). Consistently, transactional and transformational leadership styles positively influence knowledge infrastructure (Novak et al., 2020). Additionally, Archanjo de Souza et al. (2020) cite Ho et al.'s research, which emphasizes the importance of leadership styles aligned with corporate strategy in influencing the knowledge management (KM) process. The study highlights how such leadership styles facilitate Top Management acceptance and support for KM, even before its formal adoption (Krummacker & Vogel, 2013). Wu et al. (2018) conducted a study that offers valuable insights into the correlation between leadership and knowledge management. The research emphasizes the importance of leadership development and cultivating a positive organizational culture that promotes learning and innovation. These factors are crucial for enhancing knowledge management capabilities within an organization. Therefore, organizations should prioritize these aspects to improve their knowledge management practices. In conclusion, the literature suggests that relation-oriented leadership can facilitate effective KM by fostering a supportive work environment and promoting trust, cooperation, and collaboration among employees. Nonetheless, the impact of relation-oriented leadership on knowledge management outcomes may be contingent upon contextual elements such as organizational culture, infrastructure, and the specific objectives of knowledge management.

The relationship between knowledge management and organizational performance is also significant with a beta coefficient and p-values of (KM to OP: 0.77, <0.01). Zargar and Rezaee (2013) found a notable association between knowledge management and performance, indicating that a higher utilization of information management is linked to improved performance. The positive correlation suggests that the more individuals engage in knowledge management practices, their performance improves. Birasnav (2014) further highlighted the consistent findings in the field of knowledge management, which consistently show a positive connection between effective knowledge management practices and organizational performance. Likewise, the research conducted by Huang & Li (2020) suggests that implementing knowledge management practices yields positive outcomes for organizational performance across multiple dimensions, encompassing financial performance, innovation, and overall competitiveness. Moreover, the research revealed that the association between knowledge management and organizational performance is enhanced in organizations with a robust knowledge-oriented culture and efficient knowledge-sharing mechanisms. They also emphasize the significance of moderating factors, such as organizational culture, leadership style, and technological advancements, in shaping the relationship between knowledge management and organizational performance.

Effective knowledge generation and sharing may boost employee retention and creativity while improving organizational performance (Emole, 2020). Similar to the study of Urban & Matela (2022) for the hospital industry, it proved that KM has a direct relationship with OP. Furthermore, the findings of Liu et al., cited by Upadhyay & Kumar (2020), defined that culture and knowledge management will improve stability and direct the company in implementing the creative strategy. Business performance is directly related to support systems and enlightened culture to be efficient firms. The implications are consistent with those of the studied companies, emphasizing the importance for practitioners and policymakers to consider integrating knowledge management and innovation to enhance organizational success. According to the study by Paiva et al. (2019), Brazilian companies experience a significant improvement in their organizational performance because of knowledge management. Furthermore, the authors discovered that the connection between knowledge management and organizational performance is mediated by the capability to innovate and customer satisfaction. They emphasize innovation capability and customer satisfaction as mediators linking knowledge management to organizational performance.

According to the study conducted by Li and Wang (2020), it is suggested that knowledge management has a positive influence on organizational performance, particularly in companies with limited slack resources and facing significant environmental changes. It also offers valuable insights into how knowledge management can enhance organizational performance and emphasizes the need to factor in the organizational context while devising knowledge

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management strategies. Likewise, Mohammadi et al. (2018) conducted research that showcased a significant positive influence of knowledge management practices on organizational performance in the mining industry. The study underscored the crucial role of information technology (IT) in facilitating effective knowledge management practices, leading to improved organizational performance. The authors recommended that mining companies prioritize investments in IT infrastructure and promote adopting IT-enabled knowledge management practices to drive improvements in organizational performance.

Furthermore, Zarraga and Bonache (2018) discovered that various combinations of knowledge management practices can result in elevated levels of organizational performance. However, the effectiveness of these combinations is contingent upon the specific context and industry in which they are applied. The researchers also identified various factors that affect the correlation between knowledge management and organizational performance, including organizational culture, leadership, and technology adoption. As a result, the findings suggest that knowledge management can positively influence organizational performance when there is strong IT support, efficient interdepartmental communication, and substantial employee engagement.

Regarding small and medium-sized enterprises (SMEs), Gholami et al. (2013) determined that knowledge management techniques directly impact organizational performance. Additionally, considering the substantial relationship between knowledge application and organizational performance, it is recommended that human resource managers establish a dedicated knowledge management department, which could fall under the authority of human resource management or operations management (Birasnav, 2014). Consequently, knowledge management proves to be an effective catalyst for enhancing organizational performance (Mageswari, 2020)

For LS to OP, only TOL showed a significant relationship to OP with a beta coefficient and p-value of (TOL to OP: 0.23, <0.01). Likewise, the meta-analytical study conducted by Judge et al., as cited by Ju et al. (2019), indicated that task-oriented leadership has noteworthy effects on the performance of employees, groups, and organizations. Following the findings of Wang et al., as cited by Ngoc Khuong et al. (2022), a substantial, direct, and favorable correlation was emphasized between exclusively task-focused leadership behaviors and firm performance. According to the study conducted by Sun, as cited by Wahab et al. (2016), an evaluation of leadership styles and organizational performance revealed significant results. The findings indicated a positive correlation between leadership styles and performance.

Wang et al. (2019) discovered that task-oriented leadership had a positive relationship with knowledge sharing, which subsequently had a positive relationship with team innovation. Moreover, the study uncovered that the impact of task-oriented leadership on knowledge sharing was moderated by power distance. This implies that the positive effect of task-oriented leadership on knowledge sharing was more prominent in teams characterized by lower power distance. Chen and Chen (2020) conducted a study that revealed a positive relationship between task-oriented leadership and organizational innovation, but only when combined with transformational leadership behaviors. Task-oriented and transformational leadership may yield the most effective outcomes in driving innovation within organizations.

Similarly, Jiang and Liu (2021) conducted a study that found a positive association between task-oriented leadership and employee creativity, but only in organizations with high levels of psychological safety. These findings emphasize the significance of cultivating a supportive and psychologically safe work environment to leverage task-oriented leadership's benefits fully. Furthermore, recent studies have focused on investigating the impact of task-oriented leadership within specific organizational contexts, including healthcare. Fernet et al. (2020) conducted a study that revealed a positive relationship between task-oriented leadership and patient safety in healthcare organizations, suggesting that this leadership style can effectively promote high-quality care. These findings highlight the importance of considering contextual factors, such as the presence of other leadership behaviors, the work environment, and the specific outcomes being targeted, in determining the effectiveness of task-oriented leadership in improving overall organizational performance.

In a study focusing on small businesses, Malmi and Brown (2020) conducted research demonstrating a positive correlation between task-oriented leadership behaviors and employee job satisfaction. Wang et al. (2019) conducted a study that revealed a positive association between task-oriented leadership behaviors and employee productivity in the hospitality industry. In the high-tech industry, Tang and Huang (2021) discovered a comparable positive association between task-oriented leadership behaviors and employee creativity within innovation. Similarly, Xiong et al. (2019) discovered a positive correlation between task-oriented leadership behaviors and employee innovative behavior in a



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Chinese manufacturing firm. Furthermore, Birasnav (2014) observed that implementing knowledge management processes partially mediates between transformational leadership and organizational performance. This relationship persists even after accounting for the influence of transactional leadership.

The existing literature indicates that task-oriented leadership can yield favorable outcomes in terms of employee job satisfaction, productivity, and innovation within organizations. Nevertheless, the effectiveness of task-oriented leadership may be contingent upon contextual factors such as the nature of the work being performed, the prevailing organizational culture, and the characteristics of team members. These contextual nuances play a role in shaping task-oriented leadership's impact and should be considered when implementing leadership strategies.

Summary

In terms of leadership style, various programs and strategies can include Employee-involved governance (EIG) program, Effective and Transformative Manufacturing, Leadership Development, Train the Trainers (TTT), Workforce collaboration and development, and Interactive learning and growth.

For knowledge management, organizations may consider adopting the Self-development program, Modern and Digital technology adoption, Life-long Sharing Program, Knowledge, Skills, and Abilities (KSA) strengthening program, Adaptive training programs for operational requirements, Data-driven structure development program, Vision-led management, Employee engagement and development with Personal Mastery program.

Finally, for organizational performance, programs such as Collaborative leadership program, Developmental (career) and diversity-focused mentoring program, Effective communication skills training program Soft skills development programs, Change management and organizational transformation program Think-pair-share program, Risk-based management implementation, and Diversity strategic implementation program.

Conclusions

The survey results revealed that most respondents are Company A employees, male, 21 to 30 years old, high school graduates, <1 to 5 years in service, regular employees, operators or technicians, and from the manufacturing department.

The subject companies' leadership style composite means verbally interpreting the agreement. Most respondents perceived that their leaders regularly comply with internal and external customer requirements. This is common for manufacturing companies, especially those under special economic zones, as international standards are being strictly implemented.

The result revealed that manufacturing companies acknowledge the importance of knowledge management in their respective operations based on their perception and opinion with an overall agreement interpretation. Accordingly, this can be translated as internal and external knowledge sources that help develop KM. Thus, various experienced and competent workers sharing values and skills among co-employees are evident in the subject companies.

Based on the result, the subject companies agree to the constructs of organizational performance supporting the implementation of programs and activities for continuous improvement. This is appropriate considering that the participating companies are Japanese-owned firms well-known for utilizing and practicing the KAIZEN (continuous improvement) and 5S (housekeeping) activities.

The direct effects of leadership style (change-, task-, and relation-oriented) on knowledge management are significant and have moderate, small, and large effects. More so, the direct effect of leadership style (task-oriented) on organizational performance posed a moderate to medium effect and is significant. Similarly, knowledge management to organizational performance shows a direct and strong effect. It implies that knowledge management strongly affects organizational performance. Thus, the result revealed that knowledge management mediates the relationship between leadership style (task-oriented) and organizational performance and has a moderate to medium effect. Hence increasing the effects of the relationship between the two latent variables.

Since knowledge management positively mediates the relationship between leadership style (TOL) and organizational performance, a strategic plan is developed for manufacturing companies.



Recommendations

Researchers may increase the number of participating firms to further improve in generalizing the perception of manufacturing companies in Batangas. Likewise, it may also include other companies within the CALABARZON region and explore non-Japanese manufacturing firms to generalize the findings further. Develop programs that will improve communication between leaders and workers of the subject companies. Make involvement and consultation a priority while creating the system and its policies. Moreover, the organization should also ensure that time, expertise, and resources are easily accessible and remove reasonable obstructions. Likewise, the organization may provide employees with instructions, information, and training to ensure a collaborative environment, augmenting peer relationships.

The organization may consider consolidating and supporting workers' ideas to augment the manufacturing operation's overall development. The organization may strengthen programs in adapting new technologies through tech-savvy champions. The subject companies may strengthen training and development programs and activities to provide equal opportunities for workers. Furthermore, the management may plan and implement schemes concerning workers' current and future skills development. May invest in innovation to further enhance operational requirements and meet the stakeholders' demands.

For future studies, researchers may consider reviewing other constructs in terms of leadership style, such as but not limited to transformation and transactional leadership. Future researchers may consider using moderating variables and analysis in determining the relationship and differences of constructs using the demographics of the respondents.

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