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## An empirical study of critical success factors in implementing knowledge management systems (KMS): The moderating role of culture

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### ABSTRACT

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This research focuses on the moderating effect of culture on the relationships between KMS and other variables affecting KMS in the service industry. The effects of a number of variables on KMS were examined via analysis and hypothesis testing. These variables included culture; people; process; strategy; and technology. The results show that culture and people have a substantial impact on KMS's performance, emphasizing the need of cultivating a supportive company culture and empowering employees. Furthermore, strategy and technology were shown to be critical in allowing effective knowledge management practices in the service industry. The research also investigates the moderating impacts of culture on these linkages, demonstrating that culture modulates the impact of process, technology, and strategy on KMS. However, it was shown that the interplay between culture and people did not substantially alter the link between people and KMS. These results provide useful insights for firms looking to improve their knowledge management methods, underlining the need to take culture into account and aligning it with strategic goals and technology solutions. While the study adds to our understanding of knowledge management in the service industry, further research is needed to investigate other elements and situations. Overall, this research has practical significance for firms looking to enhance their knowledge management activities and overall organizational performance.

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### 1. Introduction

The most crucial asset for giving businesses a competitive edge and ensuring their survival in the challenging business organizational environment is intellectual capital (Ali & Oudat, 2021). According to Mugadas et al. (2016), although an organization's assets include money, cutting-edge technology, fixed assets, and devoted clients, its primary capability is human capital. Knowledge, skills, expertise, digitization, relationships, and organizational learnings are intangible resources and processes, according to Ofek and Sarvary (2001). For businesses to maintain their competitive advantage and achieve performance enhancements, these are essential (Cabrera & Cabrera, 2002).

On the one hand, knowledge management (KM) has been impacted by the speedier globalization of a firm's value chain. It has made it necessary to integrate the formerly isolated experience of different professions. Therefore, according to Oliver (2013), Ribière and Walter (2013) KM is crucial for organizational success among stakeholders. On the other hand, knowledge-management practices are a successful strategy for preserving an organization's competitiveness (Haak-Saheem et al., 2017). It is argued that knowledge-management practices among employees of a business will affect how tasks are carried out and the organization's ability to maintain its competitive advantage (Shniekat et al., 2022). According to Inkinen (2016), capable people work hard to acquire, create, share, and use knowledge in the overall interest of their organizations. A study by Jabeen and Al Dari, (2023) argues that not many investigations against KMS have been carried out in the UAE. Furthermore, in order to improve organizations' creativity and performance, the creation of knowledge, knowledge life cycle, knowledge sharing (KS), and knowledge capture are necessary (Rutten et al., 2016). Zack (2000) asserts that individuals,

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teams, and organizations utilize knowledge management systems (KMSs) to share ideas and produce new information in order to address pressures from the competition and external stakeholders. Through constant modifications and reflections, it forces people to learn from their mistakes. In order to manage corporate and individual knowledge in response to pressures, KMS is an appropriate platform. The value of KMS is gradually becoming understood in conjunction with the growing need from businesses for long-term competitive advantages (Turban et al., 2008).

Organizations today deal with a lot of information that needs to be transmitted to all participants and processed. Therefore, businesses must effectively allocate fundamental integrated knowledge through KMSs. It is crucial for managers who are involved in decision-making processes to acquire accurate information completely (Abu-ALSondos et al., 2020). By the way, businesses encourage employees to utilize KMS as a tool to improve knowledge cooperation and corporate culture within a company. Companies and senior managers are under pressure to use KM and KMSs as a result of growing pressure from businesses to apply knowledge more effectively. This has led to competitive successes in better decision-making processes (Ali, 2022). Different facets of utilizing KMS in businesses have been examined in prior research investigations (Shrafat, 2018). Al Ahababi et al. (2019), for instance, looked into how KM affects operational, quality, and innovation in businesses.

## 2. Theoretical Background and Hypotheses Development

According to Liu and Deng (2015), KM is recognized as a "strategic asset" and is seen as a key component in obtaining sustained competitive advantage. To outperform rivals, managers engage in the creation, application, and sharing of information. When choosing resources that are valuable, scarce, non-replaceable, non-transferable, and non-imitable, capability building, and resource selection are seen as the two pillars of sustaining a competitive advantage (Shea et al. 2023). Invaluable resources like KM practices can be the difference between success and failure (Barley et al., 2018).

### 2.1 Knowledge Management (KM)

Success is mostly linked to a company's ability to grow, and knowledge is a critical enabler of success and expansion. In addition to all other resources, knowledge is regarded as the company's most valuable asset since it incorporates a variety of best practices, lessons learned, routines, decision-making, and creative processes that are typically impossible for rivals to duplicate (Renzi, 2008). The majority of businesses that have been able to boost their performance have done so in addition to making efficient use of their intangible and natural resources by properly managing their knowledge (Hosseini et al. 2014).

(KM) is a concept that emerged around twenty years ago to standardize the creation, dissemination, and application of informational assets in business. Knowledge management (KM) may be described as the identification, enhancement, and strategic management of an organization's intellectual resources for the purposes of growth, value creation, and competitive advantage. (Ali, 2022). Knowledge management refers to "a systematic and integrative process of coordinating organization-wide activities of acquiring, creating, storing, sharing, diffusing, developing, and deploying knowledge by individuals and groups in pursuit of major organizational goals (Abu-ALSondos et al., 2012).

### 2.2 Knowledge Management System (KMS)

According to Abu-ALSondos et al. (2020) this KMS is an IT-based system designed to support organizational KM behavior and produce the best results for information diffusion, learning development, product and service innovation, and corporate environment responsiveness. KMS acts as a platform for sharing important information, making decisions, developing strategies, and enhancing an organization's intellectual capacity. According to Gunjal (2019), KM entails gathering, managing, and sharing human knowledge across the organization. According to another definition provided by McDonald and Williams (2011), a KMS is a technologically or non-technically based interconnected group of functions that enables or facilitates one or more of the following: the discovery, capture, integration, sharing, or delivery of the knowledge needed by an organization to achieve its goals. As a result of this strategy, a KM system places more emphasis on "know why," "know who," "know how," and "know what." Systems that allow people of an organization to learn explicit and tacit knowledge from one another are referred to as KS systems. KMS offers solutions in a central location so that all employees may safely exchange knowledge and information, enhancing the efficiency of information flow throughout the company (Gunjal, 2019).

### 2.3 Key Components of a Knowledge Management System

An organized method of managing knowledge within an organization is known as a knowledge management system (KMS). In order to allow the generation, storage, sharing, and application of knowledge, a KMS typically comprises several important core components.



Fig. 1. KMS Components

## 2.4 Strategy and KMS

According to Daft (1995) Organizational Strategy is “a plan for interacting with the competitive environments to achieve organizational goals”. Researchers claim that by tying knowledge management projects to the company's business plan, more gains in firm performance can be made (Zack, 1999). Indeed, knowledge programs are unlikely to be successful unless they are tightly correlated with the corporate strategy. Thus, it can be claimed that business strategy is essential for maximizing the return on technology investments in addition to being a major influencer of corporate success. There hasn't been much research looking at the connection between corporate strategy and KMS, despite the fact that researchers have discussed the value of doing so.

For instance, despite the fact that knowledge management capabilities have a major impact on firm performance, the relationship between business strategy and a firm's knowledge management capabilities has not been examined (Gold et al., 2001). Drawing on previous research that contends knowledge infrastructure capability and knowledge process capability are additive and collectively determine the knowledge management construct (Gold et al., 2001) and that knowledge management should be linked to business strategy (Smith et al., 2010; Zack, 1999). This study examines the role of business strategy as this relates to KMS. Thus, the following hypothesis is formulated.

**H<sub>1</sub>:** *Strategy has a positive impact on KMS.*

## 2.5 People and KMS

Although these factors are important for a successful KMS, people play a significant part in KMS. The willingness of people to share their knowledge is essential to KMS' overall success. In this sense, the willingness to share knowledge requires the presence of trust. Failure of the KM endeavor is caused by a lack of trust (Hosseini et al., 2014). In large businesses where it is more difficult to maintain trustworthy connections, it is more challenging to handle and manage KMS (Serenko et al. 2007). In comparison to smaller firms, large organizations with more than 150 people put forth more effort to adapt to KM. Because face-to-face interactions are less common and more challenging in huge organizations, staff members find it difficult to easily convey their knowledge. Knowledge sharing needs to be encouraged because there is a lack of trust and connection among employees in large organizations (Hosseini et al., 2014).

In comparison to small businesses, large organizations place a larger emphasis on process and technology; in these organizations, it is actually crucial to trust the information's source. A collection of documents, files, data, information, etc. is referred to as the source of information in general (Pangil et al. 2018). It takes a long time and a lot of work to gather, publish, and renew information sources. Employees won't believe the source of information if there is no trust among them (Renzl 2008). Despite this, trusting KM among employees in enterprises is uncommon (Abu-ALSondos et al., 2015). When individuals lack the trust to share their expertise, organizations appear to lose it (Figallo & Rhine, 2002). The histories of experiences and information-based trust are shared among organizations (Figallo, 1998). Trust is emphasized as a crucial component for successful KMS deployment (Lawson, 2004). To guarantee that negativity is kept to a minimum, managers must behave appropriately and adapt to the organizational dynamics. It is expected of organizations to create an atmosphere that encourages information exchange. Consequently, a hypothesis is proposed as follows:

**H<sub>2</sub>:** *People have a positive impact on KMS.*

## 2.6 Process and KMS

The process component refers to the procedures, policies, and workflows that govern the creation, sharing, and utilization of knowledge within the organization. Processes should be created to promote cooperation and knowledge exchange while safeguarding intellectual property rights. To make sure that knowledge is readily available when needed, knowledge capture and storage procedures should be expedited (Alavi & Leidner, 2001). The techniques used to manage knowledge are referred to as processes. They consist of knowledge production, gathering, storing, distributing, and application. The systematic and organized method of managing knowledge inside the organization is covered by this component (Lee, & Choi, 2003). As was covered in the preceding section, knowledge processes typically involve knowledge identification, acquisition, creation, sharing, and application. To ensure that information is efficiently managed and exploited, organizations must create clear, standardized processes for each of these stages (Suppan et al., 2020).

A process-oriented management discipline called "business process" contains tools to support process design, implementation, management, and analysis of business processes including people, organizations, software, and other sources of information (Koster, 2009). To assist, plan, analyze, and implement business processes, there are methodologies and instruments for processing and optimizing business operations. Processes improve the functionality and usefulness of KMS when properly developed and put into place, which promotes better information sharing, teamwork, and decision-making (Abu-ALSondos et al., 2023).. Against this background, it is hypothesized that:

**H<sub>3</sub>:** *Process has a positive impact on KMS.*

## 2.7 Technology and KMS

Technology is a key component for the organizational adoption of knowledge management (Wang & Xu, 2018). Knowledge management systems (KMS) are the fundamental pieces of knowledge management processes and procedures that turn theory into practical applications (Jha et al., 2022). By utilizing ICT infrastructure and technical skills to execute knowledge management activities with ease, the majority of enterprises are heavily relying on either establishing or honing KMS systems or KM tools / framework (Centobelli et al., 2017).

IT is a resource that could be used to improve knowledge management and obtain a competitive advantage (Tanriverdi, 2005). For a variety of goals, IS researchers identify collections of IT-based resources from various perspectives. Tangible and intangible IT resources are examined to provide a thorough knowledge of the function of IT in generating competitive advantage (Bharadwaj, 2000). Others claim that IT is useless for managing knowledge because organizational and human factors are more important in managing knowledge than technical factors (Davenport & Prusak, 1998). Knowledge management projects can occasionally fail because of the systems themselves, which do not always offer KM (Sambamurthy & Subramani, 2005). The current state of IT makes it incapable of handling knowledge in humanistic cognitive dimensions, which increases the risk that a knowledge management endeavor won't be successful (Mohamed et al., 2006). Consequently, the following hypotheses are put forth:

**H4:** *Technology has a positive impact on KMS.*

## 2.8 Culture as Moderator

According to Abu-ElSondos et al. (2020) organizational culture is the set of shared values, conventions, and beliefs that all of the organization's members adhere to. Norms and expectations for behavior are provided for employees by organizational culture (Momos & Tsuma, 2020). Deeply ingrained behavioral patterns that reflect shared beliefs, values, and philosophies among employees make up culture. Individuals develop and exchange information through ongoing engagement inside a company, which has a favorable impact on performance (Shea et al., 2023).

According to organizational culture scholars, culture is the members of an organization sharing common values, presumptions, and symbols (Schneider et al., 2013). The term "culture" comes from anthropology, and it refers to a multifaceted concept. Denison (1990) provides a thorough definition of organizational culture as follows: the set of management practices and behaviors that both illustrate and reinforce the fundamental values, beliefs, and principles that form the basis for an organization's management system. Against this background, the following hypotheses are formulated:

**H5:** *Culture moderates the relationship between strategy and KMS.*

**H6:** *Culture moderates the relationship between people and KMS.*

**H7:** *Culture moderates the relationship between process and KMS.*

**H8:** *Culture moderates the relationship between technology and KMS.*

**H9:** *Culture has a positive impact on KMS.*

## 3. Research Methodology

Research methodology is an important part of any study that defines and explains the research's why and "how" aspects. Current research is based on a quantitative study that adheres to the collection of data through questionnaires and uses a cross sectional study. Sampling techniques help in selecting the right respondents for the research. The population of this study was IT employees from different service sectors in the United Arab Emirates. The sample was collected using the convenience sampling technique, which allowed the elaboration of a list of possible respondents to be approached at their workplace. Therefore, to achieve appropriate results data was distributed to 450 IT employees in the service sector in the United Arab Emirates (UAE).

The 8 items scale developed by Nantapanuwat et al. (2010) and Kolyasnikov and Kelchevaya, (2020) was used to determine KMS on Seven Likert scale that range from 1= SD to 7= SA. The 7 items scale developed by Chang and Lin (2007) and Shea et al. (2023) was used to determine Culture. Similarly, the 6 items scale was used to determine Strategy. The 5 items scale developed by Sudibjo and Prameswari (2021) and Lee and Choi (2003) was used to determine People. Similarly, the 5 items scale was used in order to determine Process. The 7 items scale developed by Liebowitz (2004), Ko and Choi (2003) and Lee and Choi (2003) was used to determine Technology.

### 3.1 Data Collection and Analysis Technique

The research was made possible through direct contact with the respondents using questionnaires. The observation unit consists of a random sample taken from the set of employees working in the service sector in the United Arab Emirates. The data and findings were further examined and analyzed in the context of specific research objectives, utilizing the Smart PLS

4 software. The initial phase involved conducting and measurement model analysis, which involved evaluating item loadings and cross-loadings, determining the average variance extracted (AVE), assessing the reliability of the data, and validating the construct. Following this, the structural model was explained in the subsequent stage of Structural Equation Modeling (SEM), which involved hypothesis testing.

3.2 Research Framework

The researcher relied on the previous studies of (Lee, & Choi, 2003; Hosseini et al., 2014) for building the main structure of the model and selecting independent and dependent variables. The independent variables in this study are Strategy, People, Process, and Technology, while the dependent variable is KMS. Additionally, the study explores the moderate variable, Culture, to further understand the impact of critical success factors on KMS.

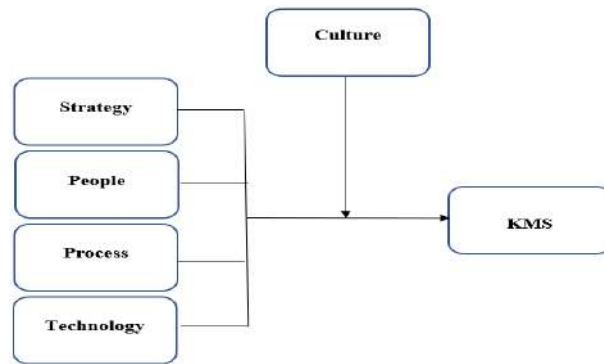


Fig. 2. Research Framework

4. Results and Discussion

This section of the research shows the measurement of the results that have been attained by Smart PLS4. The evaluation of the outer and inner models is part of this section using the structured equation modelling method. The data analysis was carried out using smartPLS 4 software.

4.1 Analysis of Measurement Model

A sample of 212 respondents was analyzed after the data cleansing process. Analysis by following PLSSSEM completed into two stages: the first phase assesses a model of measurement that is also known as the outer model as shown in fig 3 or structural model and second stage examines an inner model as shown in Fig. 3.

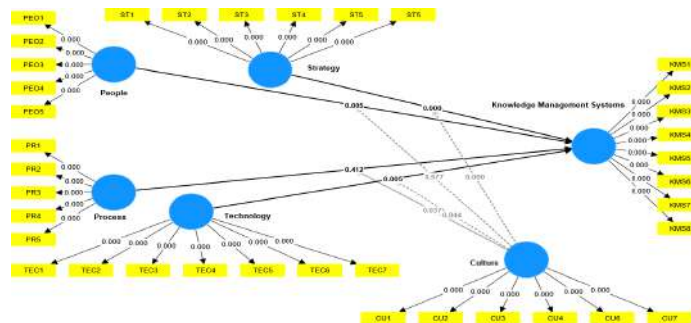


Fig. 3. Measurement Model

4.2 Convergent validity

Convergence is the ability of multiple components to converge inside their related constructions, also known as convergent validity (Hair et al., 2013). Analyzing outer factor loadings, composite reliability (CR), and average variance extracted (AVE) may demonstrate convergent validity.

4.3 Outer Loading

The loaded items represent the quantity of an item connected with a latent variable that is suggested to be computed, and thus demonstrates the item's degree of dependability. Outer loading should be more than 0.70, according to Hair et al. (2013), since

it increases composite dependability. The loading findings reveal that the items' outer loadings are within the permissible range (Table 1).

**Table 1**

## Outer Loading

	Culture	KMS	People	Process	Strategy	Technology
CU1	0.769					
CU2	0.795					
CU3	0.766					
CU4	0.729					
CU6	0.727					
CU7	0.758					
KMS1		0.802				
KMS2		0.730				
KMS3		0.719				
KMS4		0.761				
KMS5		0.800				
KMS6		0.718				
KMS7		0.800				
KMS8		0.800				
PEO1			0.839			
PEO2			0.875			
PEO3			0.788			
PEO4			0.811			
PEO5			0.818			
PR1				0.862		
PR2				0.869		
PR3				0.870		
PR4				0.817		
PR5				0.886		
ST1					0.770	
ST2					0.773	
ST3					0.718	
ST4					0.759	
ST5					0.768	
ST5					0.795	
TEC1						0.760
TEC2						0.808
TEC3						0.790
TEC4						0.853
TEC5						0.817
TEC6						0.821
TEC7						0.730

#### 4.4 Cronbach's Alpha, CR, and AVE

Internal consistency is a measure of how well different indicator variables are measuring the same underlying notion, and it provides an estimate of the dependability of the variable constructions (Hair et al., 2013). Reliability values should be more than 0.70 for a construct to be called dependable. Cronbach's alpha, composite reliability, and factor loading findings reveal that the study's variables (0.852, 0.900, 0.884, 0.913, 0.858, and 0.905) have high and acceptable reliability (Table 2). Similarly, (AVE) is a regularly used statistic to estimate convergent dependability. The mean-squared factor loadings for all indicators associated with the relevant concept was used to estimate AVE. The acceptable range of AVE is 0.50 or above since this value indicates that a construct explains 50% of the variation of its indicators on average (Hair et al., 2013). Furthermore, Table 2 demonstrates that Composite dependability exists within the constructs since AVE values (0.574,0.588,0.683,0.741,0.584, and 0.637) were higher than 0.5. As a result, the data may be utilized for additional statistical analysis.

**Table 2**

## Reliability and AVE

	Cronbach's alpha	(rho_a)	(rho_c)	(AVE)
Culture	0.852	0.852	0.890	0.574
KMS	0.900	0.905	0.919	0.588
People	0.884	0.886	0.915	0.683
Process	0.913	0.928	0.935	0.741
Strategy	0.858	0.861	0.894	0.584
Technology	0.905	0.908	0.924	0.637

#### 4.5 Discriminant validity

Once the constructs' reliability and convergent validity have been determined, the next stage in a reflective measurement approach is to examine discriminant validity. Hair et al. (2013), refers to the amount to which a variable varies from other factors in the model. It also reveals how well the component performs its intended function. The Fornell-Larcker criteria may be used to assess discriminant validity.

#### 4.6 Fornell-Larcker criterion

The Fornell-Larcker criteria is widely accepted as a reliable method for evaluating discriminant validity. In order to estimate discriminant validity, one may use the Fornell-Larcker criteria, which involves comparing the square roots of AVE values (Hair et al., 2013). According to Table 3, the AVE square roots for all constructs are higher than their greatest correlations with any other constructs. This measuring model's discriminant validity across constructs is supported, and it may be accepted, in general.

**Table 3**  
Fornell-Larcker Criterion

	Culture	KMS	People	Process	Strategy	Technology
Culture	0.758					
KMS	0.711	0.767				
People	0.693	0.639	0.827			
Process	0.344	0.326	0.377	0.861		
Strategy	0.565	0.769	0.448	0.210	0.764	
Technology	0.677	0.654	0.773	0.393	0.513	0.798

#### 4.7 Coefficient of determination

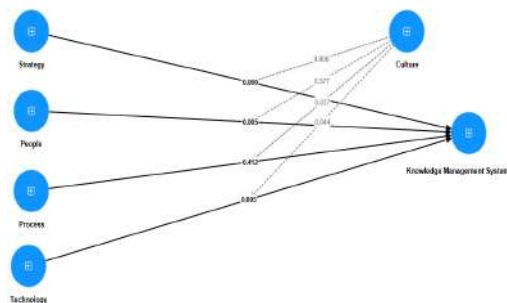
R-Square is a method for assessing a model's precision by measuring the proportion of variance that is accounted for by the model's endogenous constructs. This number may vary from 0 to 1, with larger numbers indicating better prediction accuracy (Hair et al., 2013). The goodness-of-fit was found to be satisfactory in this study when the R2 value was 0.776. Using SmartPLS 4.0, we were able to determine the coefficient of determination (R2). Table 4 displays the findings. The data suggests that CSFs (Culture, Strategy, People, Process, and Technology) account for 77.6% of the variance in KMS.

**Table 4**  
Coefficient of determination R<sup>2</sup>

	R-square	R-square adjusted
Knowledge Management Systems	0.776	0.768

#### 4.8 Structural Model

The Bootstrap method in SmartPLS 4.0 was used to evaluate the Structure Model's hypotheses. The t-values and the Path significance levels are shown in table 8 below. The idea put forward in this research was confirmed by the findings included in the structural model (Fig. 4).



**Fig. 4.** PLS Bootstrapping Result

Table 5 expresses the results of hypothesis testing. The table below summarizes the findings of hypothesis testing undertaken to investigate the link between different parameters and knowledge management systems in the UAE service industry.

**Table 5**  
Hypotheses testing of main hypotheses

	(O)	(M)	(STDEV)	T V	P values
Culture → KMS	0.187	0.177	0.059	3.152	0.002
People → KMS	0.151	0.153	0.054	2.816	0.005
Process → KMS	0.030	0.035	0.036	0.820	0.412
Strategy → KMS	0.537	0.540	0.046	11.647	0.000
Technology → KMS	0.145	0.144	0.052	2.810	0.005
Culture × People → KMS	0.028	0.028	0.050	0.557	0.577
Culture × Process → KMS	0.074	0.070	0.036	2.085	0.037
Culture × Technology → KMS	0.107	0.104	0.053	2.010	0.044
Culture × Strategy → KMS	-0.178	-0.174	0.035	5.025	0.000

These findings are critical for understanding the elements that drive knowledge management strategies in the service sector in UAE. The analysis yielded the following results:

**H1:** Strategy has a positive impact on KMS.: The analysis significantly supports the hypothesis that strategy influences KMS positively ( $T = 11.647$ ,  $p = 0.000$ ). These findings highlight the critical importance of strategic planning in allowing the effective deployment and use of KMS in the service industry.

**H2:** People have a positive impact on KMS: The study shows that individuals have a substantial favorable influence on KMS ( $T = 2.816$ ,  $p = 0.005$ ). This emphasizes the role of people in promoting and implementing knowledge management systems in order to improve organizational performance.

**H3:** process has a positive impact on KMS: There is no significant link between process and KMS in the study ( $T = 0.820$ ,  $p = 0.412$ ). Although this data implies that the procedure may not have a significant beneficial influence on KMS in this setting, further study is needed to acquire a better understanding of this connection.

**H4:** Technology has a positive impact on KMS: The research shows that technology has a substantial beneficial influence on KMS ( $T = 2.810$ ,  $p = 0.005$ ). These results emphasize the significance of using technology tools and platforms in order to support successful knowledge management practices in the service industry.

**H5:** Culture moderates the relationship between strategy and KMS: The findings show that culture significantly modifies the connection between strategy and KMS ( $T = 5.025$ ,  $p = 0.000$ ). This highlights the importance of organizational culture in influencing the impact of strategic planning on KMS effectiveness in the service industry.

**H6:** Culture moderates the relationship between people and KMS: The study indicates that the interaction between culture and people does not modify the link between people and KMS appreciably ( $T = 0.557$ ,  $p = 0.577$ ). These findings suggest that the combined influence of culture and people may not have a significant impact on KMS in the service industry.

**H7:** Culture moderates the relationship between process and KMS: The findings show that culture moderates the link between process and KMS considerably ( $T = 2.085$ ,  $p = 0.037$ ). This conclusion emphasizes the importance of organizational culture in determining the impact of process-related activities on KMS effectiveness in the service industry.

**H8:** Culture moderates the relationship between technology and KMS: The results show that culture has a substantial moderating influence on the link between technology and KMS ( $T = 2.010$ ,  $p = 0.044$ ). These results emphasize the importance of cultural elements in influencing the influence of technology on the successful adoption and use of KMS in the service industry.

**H9:** Culture has a positive impact on KMS: The research demonstrates that culture has a substantial beneficial influence on KMS ( $T = 3.152$ ,  $p = 0.002$ ). These findings highlight the critical significance of organizational culture in driving the deployment and success of KMS inside service-sector businesses.

These results add to our understanding of the variables impacting knowledge management systems in the UAE service industry. Organizations may use these insights to design strategies that improve knowledge management processes and, as a result, organizational performance.

## 5. Discussion and Conclusions

The current research sought to investigate the variables impacting KMS in the service industry, with a particular emphasis on the moderating influence of culture. A rigorous research and hypothesis testing yielded important insights into the linkages between numerous parameters and their influence on KMS. The studies revealed that culture and people had a major favorable influence on KMS. This emphasizes the need to cultivate a supportive company culture and stresses the role of people in



advancing effective knowledge management techniques. Furthermore, the research highlighted the significant impact of strategy and technology on KMS, showing that strategic planning and technical tools are critical in aiding knowledge management activities in the service industry. The research also looked at the moderating influence of culture on the links between various variables and KMS. According to the findings, culture moderates the link between process, technology, and strategy, highlighting the importance of organizational culture in determining the influence of these elements on KMS. The research, however, discovered that the combination across culture and people did not substantially influence the link between people and KMS. These results add to the corpus of knowledge by shedding light on the components and their interactions that drive KMS in the service industry. The findings of the research have practical relevance for firms looking to improve their knowledge management methods. Organizations may concentrate on building a supportive culture that matches with their strategic goals and uses technology to allow successful knowledge exchange and usage by acknowledging the relevance of culture. While this research contains useful information, it is not without limits.

The study was performed in the context of the UAE's service industry, and generalizing the results to other sectors or areas should be done with care. Furthermore, the research concentrated on a restricted collection of parameters, and other factors that may impact KMS were not considered. To acquire a more thorough picture of knowledge management techniques, future study might investigate other elements and evaluate diverse situations. Finally, this research adds to the written work by giving light on the variables driving KMS in the service sector, as well as the moderating influence of culture. The results highlight the importance of culture, people, strategy, and technology in launching effective knowledge management efforts. Organizations may use these insights to create strategies that foster a supportive culture, empower employees, and capitalize on the power of technology, eventually leading to greater organizational performance via effective knowledge management.

## 6. Recommendations

Several recommendations can be given to organizations and practitioners engaged in the deployment of KMS based on the findings of this study article; Promote a thorough understanding of the important success factors, Organizations must recognize and rank the major success elements that are essential to the effective application of KMS. This knowledge needs to act as a road map for organizing and carrying out KMS projects. Understanding the influence of strategy, people, process, and technology on KMS implementation should be a priority for organizations. Think on the cultural background and appreciate how culture might influence how KMS is implemented. Recognize that cultural factors can have a big impact on how well and how well received KMS is in an organization. Adjust the KMS implementation plan to fit the organization's cultural setting, considering its prevailing values, beliefs, and communication patterns. Promote organizational alignment and make sure the KMS implementation plan is in line with the overall goals, objectives, and values of the organization. To encourage buy-in from important stakeholders, such as senior management, employees, and knowledge workers, establish clear communication channels. To develop a positive organizational culture, promote cooperation and knowledge sharing between teams and departments. Promote a culture of learning and information sharing inside the organization by sharing best practices and lessons gained. Encourage staff members to discuss KMS implementation success stories, lessons learned, and best practices. Create KMS platforms or communities of practice to encourage collaboration and group learning throughout the organization. Organizations can increase their chances of a successful KMS implementation, which will improve knowledge management procedures and organizational performance, by heeding these tips.

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