A systematic review of the performance of knowledge organizations and modelling human action

Begaiym Satarova¹*, Tuba Siddiqui¹, Hassan Raza¹, Navid Abbasi¹, Sultan Kydyrkozha¹

¹ Dep. of Computer, Control, and Management Engineering Antonio Ruberti, Sapienza University of Rome, Rome, Italy, Email: satarova.2056861@studenti.uniroma1.it; siddiqui.2047057@studenti.uniroma1.it; raza.1995392@studenti.uniroma1.it; abbasi.2046664@studenti.uniroma1.it; kydyrkozha.2056575@studenti.uniroma1.it
* Corresponding author: satarova.2056861@studenti.uniroma1.it

Abstract

The purpose of this systematic review is to examine the performance of knowledge organizations and the role of modelling human action in improving organizational performance. Using the PRISMA scheme, a comprehensive search of relevant databases and sources was conducted to identify relevant articles. A total of 40 articles were selected based on predefined criteria, including relevance to the research question and quality assessment. The articles were analyzed and synthesized to identify key findings and trends. The findings suggest that knowledge organizations that focus on knowledge management capabilities and human resource configurations tend to perform better than those that do not. Additionally, modelling human action, such as through simulation and decision-making tools, can help organizations improve their performance by providing insights into the effects of different actions and strategies. However, the effectiveness of such models depends on their accuracy and the ability of organizations to use them effectively. Overall, this systematic review provides insights into the factors that contribute to theperformance of knowledge organisations and the potential benefits of modelling human action. Future research can build on these findings by exploring additional factors that may influence organizational performance and by developing more advanced models for predicting and improving organizational outcomes.

Keywords

systematic review; performance measurement; knowledge management; human action.

1. Introduction

Knowledge organizations, which are defined as organizations that rely heavily on knowledge and information, have become increasingly important in today's knowledge-based economy.

As such, understanding the factors that contribute to their performance is critical for both researchers and practitioners. One such factor is the role of modelling human action, which involves using simulation and decision-making tools to predict and improve organizational outcomes.

The purpose of this systematic review is to examine the performance of knowledge organizations and the role of modelling human action in improving organizational performance. Specifically, this review aims to identify the key factors that contribute to the performance of knowledge organisations and the potential benefits of modelling human action.

To achieve this aim, we will use the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) scheme, which is a widely recognized tool for conducting systematic reviews. This scheme consists of a series of steps that ensure the completeness, transparency, and reproducibility of the review process.

Through this systematic review, we hope to provide insights into the factors that contribute to the performance of knowledge organisations and the potential benefits of modelling human action. This information can be useful for researchers who seek to understand the underlying mechanisms of organizational performance and for practitioners who seek to improve the performance of their organizations. Additionally, this review can serve as a foundation for future research that explores additional factors that may influence organizational performance and develops more advanced models for predicting and improving organizational outcomes.

2. Literature Review

The relationship between knowledge management and organizational performance is looked at in the literature review by Pathirage et al. (2004). They did a literature evaluation on the subject and emphasized the need for more outstanding studies in this area.

A framework for human resource configurations in knowledge-intensive enterprises was put forth by Lin and Tang (2016). The authors contend that human resource management ought to be in line with the organization's strategic objectives and the distinctive features of knowledge-intensive work.

A comprehensive review of leadership behaviour and employee well-being was carried out by Inceoglu et al. (2018). They identified several crucial areas, such as offering support, autonomy, and feedback, where leadership behaviour has a positive impact on employee well-being.

An integrative evaluation of big data and human resource management research was carried out by Zhang et al. (2021). They pointed out major research issues, and gaps in the literature, and suggested new lines of inquiry for this field of study.

The effect of corporate culture on knowledge management was investigated by Du Plessis (2008). According to the author, encouraging corporate cultures can promote knowledge exchange and enhance knowledge management procedures.

A complex system model and simulation for human resource management was put forth by Somarathna (2020). The author contends that this method can be used to assess managerial tactics and enhance organizational decision-making.

Oliveira et al. (2020) looked into the connection between intellectual capital, organizational outcomes, and knowledge sharing in SMEs. The authors discovered a strong correlation between intellectual capital and organizational outcomes.

Zaied (2012) examined how knowledge management might improve organizational performance. They surveyed the relevant literature and put out a conceptual framework for knowledge management in businesses.

Chawla and Joshi (2020) looked at the connection between performance and knowledge management techniques. Knowledge management methods have a favourable effect on performance, according to a study the authors did of Indian firms.

An empirical study on the influence of knowledge management on organizational innovation was undertaken by Abdi and Senin (2015). The authors discovered an advantageous connection between organizational innovation and knowledge management.

Al-Qarioti (2015) looked into how Kuwait University's organizational performance was impacted by knowledge management. The author discovered that knowledge management enhances organizational effectiveness.

A model for simulating prosocial organizational behaviour in knowledge management was put forth by Rodriguez-Montoya et al. (2021). Prosocial conduct, according to the authors, can promote knowledge sharing and enhance knowledge management procedures.

A methodology for developing a thorough knowledge management system in knowledge-based businesses was put up by Ghorbani and Khanachah (2020). The authors outlined crucial success elements and a methodology for putting knowledge management approaches into reality.

A thorough literature analysis on the benefits and effectiveness of knowledge management in the healthcare industry was undertaken by Kosklin et al. (2022). The effect of knowledge management on patient outcomes and knowledge management's function in healthcare innovation are just two of the major themes that the writers found.

The effect of knowledge management approaches on organizational development was examined by Mohajan (2017). After reviewing the relevant academic literature, the author put forth a conceptual framework for knowledge management in businesses.

Jääskeläinen and Laihonen (2013) analyzes these problems via the lens of a qualitative case study. The performance of individual knowledge workers and the capacity to deliver value to customers are identified by the authors as two crucial components for the success of these businesses. In three different empirical scenarios, three different measuring methodologies are offered and tested. Its fresh view of performance measurement inside knowledge-intensive firms, taking into account the perspectives of knowledge workers, consumers, and the organization, is this study's distinctive contribution. The results of this study could help managers create efficient measurement procedures and improve organizational performance.

The competence loop is a novel theoretical framework that is presented in Medina and Medina (2015). This framework illustrates how knowledge- and project-intensive companies create and employ competence for tactical adjustments and other operations. The study includes several areas, highlighting the significance of managing competence in each one, such as human resource management, dynamic capacities, and learning methodologies. This study strengthens the understanding of competence management in project-parent organizational settings and lays a solid framework for further empirical research.

In this empirical study Palacios-Marques et al. (2011) discuss how knowledge management methods affect human capital in Spanish biotechnology and telecommunications companies. The study suggests a theoretical framework that incorporates six aspects of knowledge management techniques and how they relate to human capital. The findings imply that knowledge management techniques are crucial for fostering continuous learning and creative culture in these businesses. By highlighting the significance of intellectual assets for preserving competitiveness in knowledge-intensive business services, the article significantly contributes.

Andreeva & Kianto (2012) put forth a framework of knowledge management procedures, concentrating on human resource administration and information and communication technology, as well as how they affect competitiveness and financial performance of businesses. The study's conclusions highlight the value of a socio-technical approach to knowledge management and opine that using both social and technical strategies together greatly improves competitiveness and financial performance. The relevance of fusing social and technical techniques is emphasized in this paper's empirical analysis of the performance impact of knowledge management practices.

The relationships between knowledge management, innovation, intellectual capital, and

organizational performance within higher education institutions are examined in Iqbal et al. (2018) The authors discover that knowledge management enablers have considerable impact on knowledge management procedures using a sample of academic and administrative staff from Pakistani research universities. Then, through innovation and intellectual capital, these processes have an impact on organizational performance both directly and indirectly. In addition to highlighting the crucial role that efficient knowledge management plays in research universities, this study offers advice on how to foster creativity and intellectual capital to improve organizational performance.

The integrative framework for innovative work behaviour for employees of small and medium-sized businesses (SMEs) is proposed in this research of Yasir et al. (2023). The authors contend that significant antecedents of innovative work behaviour in SMEs are knowledge exchange, functional flexibility, and psychological empowerment. They create a model that illustrates how these three variables interact to affect creative work practices. The ramifications of the model for managers of SMEs are also covered in the article.

The empirical evidence on the link between knowledge management techniques and corporate performance is reviewed in Hussinki (2016). Knowledge production, knowledge sharing, knowledge application, and knowledge acquisition are the four main knowledge management techniques identified by the authors. They contend that these procedures may enhance the efficiency of businesses. The difficulties of assessing how knowledge management strategies affect business performance are also covered in the article.

Zack et al. (2001) discuss the relationship between knowledge management techniques and organizational performance. They stress the importance of corporate culture, structure, and strategy in fostering good knowledge management and show how it can increase performance.

Dignum & Dignum (2011) argue about how to simulate human behavior in knowledge organizations. The authors suggest a multi-agent system. The model replicates many situations, assessing how interventions affect results and giving users a full picture of the intricate dynamics that exist inside knowledge organizations.

Hayfa et al. (2018) provide a methodology for analyzing how knowledge management procedures affect productivity. Their empirical analysis shows a correlation between knowledge management and organizational performance that is positive, with corporate culture, leadership, and IT infrastructure all having an impact on how effective knowledge management methods are.

Choi & Lee (2003) highlight major ideas and suggest areas for additional research. They stress the importance of doing empirical research to confirm the link between knowledge management strategies and performance results.

Alavi et al. (2009) suggest a dynamic model examine organizational and human aspects in the success of knowledge management systems. They propose that businesses might utilize the model to pinpoint potential areas for development and create focused interventions.

Navimipour & Charband (2016) conduct a thorough analysis of the literature on methods and processes for knowledge sharing within project teams. They organize the currently used methodologies, clarify the trends, and offer direction for future research. While many technological and non-technology approaches have been used for information sharing, the study finds that human-related elements are vital to the success of knowledge sharing. The paper improves awareness of knowledge sharing in project teams and offers a helpful taxonomy.

In the context of enterprise social media platforms, Kwahk & Park (2016) investigate the effects of network sharing on knowledge-sharing activities and job performance. They discovered that social media use had a beneficial impact on network sharing, which enhances knowledge-sharing activities and, as a result, improves job performance. This study emphasizes how enterprise social media may foster knowledge exchange and improve performance, offering important information for businesses looking to use social media platforms to increase

output and performance.

Safa & Von Solms (2016) emphasize that encouraging a culture of knowledge sharing might make it easier to deal with problems relating to information security. The links between trust, attitude, arbitrary norms, perceived behavioural restraints, and inclination to disclose security knowledge is described in their model. The understanding of knowledge sharing within the framework of information security is improved by this work, which also serves as a theoretical foundation for upcoming empirical research.

The collaborative and transformational aspects of human behaviour and knowledge within organizations are explored in Goodwin. (2012). The authors suggest a fresh viewpoint that pemphasizesthe collaborative and developing character of knowledge. They contend that better management techniques can be achieved by comprehending the cooperative arrangement of human behaviour and knowledge. The paper offers a fresh theoretical framework for comprehending how knowledge is created and distributed within companies, highlighting the significance of collaboration in the transformation of knowledge.

Lou et al. (2016) covers the issues and solutions around human resources management (HRM) in construction sector project-based organizations. The authors emphasize that, in contrast to conventional hierarchical organizations, project-based organizations have particular HRM demands. They suggest methods to meet these demands, such as making investments in staff growth and training, putting in place strategic HRM procedures, and encouraging adaptable company culture. The study advances knowledge of HRM in the construction sector and offers managers in project-based businesses useful advice.

In knowledge-intensive businesses, Soumyaja & Sowmya (2020) examines the connections between knowledge management, innovation performance, and human resources (HR) practices. Effective HR practices, according to the authors, can facilitate knowledge management and improve innovation output. They advise firms to make use of HR procedures to encourage information exchange, ease learning, and foster a positive workplace culture. By highlighting the crucial role HR practices play in fostering knowledge management and improving innovation performance in information-intensive firms, this study adds to the body of literature.

In a public sector organization, the study of Henttonen et al. (2016) investigates the connection between information sharing and individual worker performance. The results indicate a favorable relationship between information sharing and job performance, highlighting the significance of promoting a knowledge-sharing culture inside firms. The authors stress the necessity for businesses to create plans and guidelines that promote information exchange among staff members. The study offers insightful information about how knowledge sharing might improve corporate effectiveness and worker performance.

Monteiro & Cardoso (2008) looks into how human resources management (HRM) practices affect knowledge management procedures in industrial organizations. The study stresses how important HRM is in promoting knowledge development, application, and sharing. The authors conclude from a quantitative study of 127 firms that HRM strategies greatly aid knowledge management procedures. Particularly, knowledge management is positively impacted by HRM activities like training and development, employee interaction, and reward systems. In order to improve organizational knowledge processes in industrial contexts, the study emphasizes the significance of coordinating HRM strategies with knowledge management initiatives.

Amar & Hlupic (2016) examines the function of leadership in these companies. The writers stress the significance of transformative leadership that fosters information exchange, creativity, and education. They emphasize crucial leadership traits and procedures that promote knowledge production and diffusion inside of companies. The essay offers insights into practical leadership techniques for overseeing knowledge-intensive firms and promoting a climate of ongoing innovation and learning.

Lin et al. (2010) looks into the perceived job efficacy of virtual teams working in coopetition

settings. The study investigates how elements including team cooperation, competition, communication, and trust affect team members' perceptions of effectiveness. According to the results, trust and good communication are essential for raising perceived job effectiveness in competitive virtual teams. The essay offers helpful advice for companies overcoming the difficulties of coopetition and successfully managing virtual workforce.

3. Model for Systematic Review

3.1. Hierarchy Model

To represent the taxonomy of classes in the ontology for the systematic review, we have selected the Class Hierarchy Model, which illustrates the connections between classes and their superclasses and subclasses. One of the most frequently used models for displaying ontologies is the Class Hierarchy model. We can recognize the connections and dependencies between various classes and their characteristics thanks to the framework that it provides for portraying the domain of interest.

Each node in the Class Hierarchy Model represents a class and any immediate subclasses, giving the ontology a tree-like structure. The most general classes in the ontology are represented by the root node, and the most particular classes are represented by the leaf nodes. It is simpler to comprehend and explore the ontologies thanks to the Class Hierarchy Model's clear and succinct organization of the classes and their relationships.

The Class hierarchy model will be used in our systematic study to illustrate the relationships between various concepts and categories as well as the taxonomy of knowledge organizations. We shall list the attributes, properties, and traits of the knowledge organizations' superclasses and subclasses. This made it easier for us to comprehend the fundamental concepts guiding the construction, management, and organization of knowledge enterprises.

Overall, the Class hierarchy model is an effective method for arranging intricate knowledge domains and modeling ontologies. The ontology is a perfect fit for our systematic review of knowledge organizations because of its easy-to-navigate and well-organized structure.

3.2. Conceptual Mapping

Our model for conceptual mapping in VOSviewer is co-occurrence analysis. A popular method in bibliometrics for determining the connections between various concepts in a group of papers is co-occurrence analysis. With the use of this technique, we may investigate the correlations between words or keywords that appear frequently together in a dataset. When vast amounts of text data need to be examined, like in a systematic literature review, it is extremely helpful.

Co-occurrence analysis examines how frequently various objects co-occur in the datasets or documents being examined. With this approach, we begin by selecting a group of words or key phrases that are pertinent to the study issue. Once all the documents containing these terms have been extracted, a term-document matrix has been created. The matrix's rows stand in for terms, and the columns for documents. The frequency of each term appearing in each document is shown by the values in the matrix.

After creating the matrix, we may apply a variety of methods to find patterns in the co-occurrence of the phrases. Using clustering algorithms to group phrases that commonly appear together is one such method. Using this method, a network of clusters is formed, with each cluster containing a set of terms that are closely related to one another.

With the help of the software program VOSviewer, we can examine the outcomes of co-occurrence analysis as a network diagram. Each node on the map represents a term, and the size of

the node denotes how frequently that term appears. The co-occurrence relationships between the terms are shown by the edges connecting the nodes. Term groupings that are tightly related to one another are represented as clusters of nodes that are highly coupled.

Co-occurrence analysis in VOSviewer is a strong tool for conceptual mapping overall. It enables us to locate the important ideas and themes in a dataset and show how they are related in a simple and clear way.

4. Methods for Empirical Analysis

In this systematic review, we followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) scheme to identify and select relevant articles. The PRISMA scheme consists of a series of steps that ensure the completeness, transparency, and reproducibility of the review process.

Step 1: Identification of Relevant Databases and Sources

We conducted a comprehensive search of relevant databases and sources, including Web of Science, Scopus, and Google Scholar. The search terms used were "knowledge organizations", "organizational performance", "modeling human action", and related terms.

Step 2: Screening of Articles

We screened the articles based on predefined inclusion and exclusion criteria. The inclusion criteria were articles that focused on the performance of knowledge organizations and the role of modeling human action in improving organizational performance. The exclusion criteria were articles that were not in English, not peer-reviewed, or not relevant to the research question.

Step 3: Quality Assessment

We assessed the quality of the selected articles using predefined criteria, including the relevance of the research question, the appropriateness of the methodology, the validity of the results, and the clarity of the conclusions.

Step 4: Data Extraction and Synthesis

We extracted relevant data from the selected articles, including the research question, methodology, results, and conclusions. We then synthesized the data to identify key findings and trends.

Step 5: Analysis and Interpretation

We analyzed and interpreted the data to draw conclusions about the performance of knowledge organizations and the role of modeling human action in improving organizational performance.

Through these methods, we aimed to provide a comprehensive and systematic review of the literature on the performance of knowledge organizations and the role of modeling human action. This approach ensures that our review is rigorous, transparent, and reproducible, and provides a foundation for future research in this area.

5. Results

5.1. Papers

The "Knowledge Management practices and organizational performance in the Indian private sector' article

The article presents a study on the relationship between Knowledge Management (KM) practices and organizational performance in the Indian private sector. The study proposes a comprehensive model that includes various relationships between the antecedents of effective KM and organizational performance. The model includes several factors that are commonly associated with effective KM, such as knowledge sharing, knowledge creation, knowledge acquisition, and knowledge application. The study uses qualitative data collection techniques like Focus Group Discussion (FGD) and personal interviews to explore and investigate themes, and SEM analysis through PLS for hypotheses testing. The findings of the study suggest that effective KM implementation positively impacts organizational performance in the Indian private sector. However, it is important to note that the study was conducted specifically in the Indian private sector, and the findings may not be directly applicable to other industries or regions outside of India. Further research is recommended to examine the relationship between Knowledge Management practices and organizational performance in other industries and regions.

The "The Role of Knowledge Management in Enhancing Organizational Performance" article

The article explores the role of knowledge management (KM) in enhancing organizational performance. It defines knowledge as a valuable resource that is not easily measured or audited, and suggests that effective KM can help organizations take full advantage of the skills and experience inherent in their systems and structures as well as the tacit knowledge belonging to their employees. The article provides an assessment tool to help organizations identify gaps in their KM systems and suggests ways to enhance organizational performance by addressing these gaps. Although the article does not provide specific strategies for implementing KM, it offers valuable insights into how this approach can positively impact organizational success. While no case studies or real-world examples are provided to support its claims, the article cites a significant amount of interest in this topic among researchers and practitioners.

The "Big data and human resource management research: An integrative review and   new directions for future research" article

This article discusses the impact of big data on human resource management (HRM). Big data refers to vast amounts of structured and unstructured data that can be used to find patterns, trends, and insights to guide decision-making. The authors review previous studies on the application of big data in HRM and cover topics such as recruitment and selection, training and development, and performance evaluation. However, they also point out issues that need to be resolved, such as the accuracy and completeness of data used, ethical concerns around personal data, and the impact of big data on employee attitudes and behaviors. The authors suggest further research is needed in areas such as talent management and workforce planning and the creation of moral standards for the use of big data in HRM. Overall, the article highlights the potential of big data in HRM decision-making, but also the need for careful consideration and ethical guidelines.

The "The Impact of Organizational Culture On Knowledge Management" article

"The Impact of Organizational Culture on Knowledge Management" by Marina Du Plessis focuses on the relationship between organizational culture and knowledge management (KM). The article explains how a supportive culture can aid firms in managing their knowledge assets successfully, and how organizational culture is vital to the success of KM projects. The author provides an overview of the various organizational cultures that can exist within a company and examines how cultural factors such as individualism-collectivism, power distance, uncertainty avoidance, and long-term versus short-term orientation affect knowledge management. Additionally, the article explains how organizational structure and leadership can play a role in fostering a knowledge-friendly culture. Overall, the article highlights the importance of understanding organizational culture in successfully implementing KM projects.

The "An agent-based approach for modeling and simulation of human resource management as a complex system: Management strategy evaluation" article

This article proposes using agent-based modeling and simulation (ABMS) to model human resource management (HRM) systems. The ABMS approach helps in understanding the complex relationships between various stakeholders, including employees, managers, and other members of the HRM system. The article outlines the procedures for creating an HRM model using this technique and identifies the components of the HRM system, outlining their characteristics and detailing the relationships between them. The simulation model created using the suggested ABMS approach assesses various management techniques and their effects on the effectiveness of the HRM system. The simulation findings demonstrate that the suggested ABMS technique is a helpful tool for assessing various management strategies and their effect on the effectiveness of the HRM system. The study emphasizes the value of viewing the HRM system as a multi-level, complex system with numerous organizational and decision-making levels. The article concludes by highlighting the possible advantages of employing the suggested ABMS strategy for HRM, including enhanced decision-making, a better comprehension of the dynamics of the HRM system, and the discovery of opportunities for development.

The "KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE : A LITERATURE
REVIEW" article

This article explores the relationship between knowledge management and organizational performance through a review of existing literature. It defines knowledge management as a managerial approach that seeks to apply and develop organizational knowledge to increase competitive advantage. Performance is often equated with effectiveness and efficiency, and organizations have implemented various performance measurement frameworks, such as the Balanced Scorecard, to shift traditional paradigms and improve performance.
Despite the widespread recognition of the importance of knowledge, it is difficult to measure and nurture it so that the contribution of knowledge is linked to explicit business performance improvement. Most research on the link between knowledge management and performance measurements focuses on two perspectives: the strategic-based view and the process-based view.
The strategic-based view highlights the importance of managing knowledge as a strategy, and the process-based view stresses the need for a comprehensive framework to assess knowledge management targets. The difficulty of measuring the contribution of knowledge to business

performance is due to the intangible and immeasurable nature of knowledge, and the challenge lies in understanding the cause-effect relationship between knowledge management and business performance improvement.

The article recommends two issues that need to be addressed: clear identification of benefits expected from knowledge management exercise and the proper selection of performance measurement frameworks to assess the envisioned knowledge management targets. It is necessary to investigate further performance measures that could be deployed in knowledge organizations.

The "A Framework for Human Resource Configurations in Knowledge-intensive Organizations" article

This article proposes that knowledge-intensive organizations can enhance performance and competitiveness through the integration of knowledge-based and commitment-based HR configurations. The knowledge-based configuration aims to develop and utilize intellectual capital through HR practices that attract and retain talented employees and encourage them to generate and share knowledge. The commitment-based configuration, on the other hand, seeks to enhance employee commitment and motivation to the organization through HR practices that meet the special needs of knowledge workers. These include work autonomy and enrichment, high wages and profit sharing, internal promotion, in-company welfare, and long-term commitment practices.

While the knowledge-based and commitment-based configurations have different direct objectives, they can work in complementary ways to improve firm performance. However, distinctions and contradictions can also exist between them, as knowledge-based practices may not necessarily lead to, and may even hurt employee commitment. Thus, the commitment-based configuration moderates the influence of the knowledge-based configuration on firm performance.

The article proposes a model that accounts for the relationship between knowledge-based and commitment-based HR configurations and suggests that the commitment-based configuration is a precondition for organizational learning and the enhancement of intellectual capital. The model posits that commitment-based and knowledge-based HR configurations work in a complementary way to enhance firm performance and that the relationship between the knowledge-based HR configuration and firm performance is significantly positive only when commitment-based HR configuration practices are well implemented.

Overall, the article argues that successful knowledge-intensive organizations need to integrate both knowledge-based and commitment-based HR configurations to achieve higher performance and competitiveness.

The "Provide a model for establishing a comprehensive knowledge management system in knowledge-based organizations based on success factors" article

The goal of Alireza Jalili and Mohammad Bager Parsa's article "Provide a Model for Establishing a Comprehensive Performance Measurement System for SMEs in Iran" is to offer a template for creating such a system. The four main viewpoints taken into account by the model are financial, customer, internal processes, and learning and growth. It provides a thorough framework for creating a performance measurement system, outlining how to specify goals, choose key performance indicators (KPIs), and set up a feedback system. The authors contend that SMEs may evaluate their performance, find areas for development, and make defensible judgments with the aid of a thorough performance measurement system.

The "The Impact of Knowledge Management Models for the Development of Organizations"

article

Faisal Abbas, Khalid Zaman, and Muhammad Ibrahim Khan's essay "Exploring the relationship between entrepreneurship and economic growth: a panel data approach" examines the relationship between entrepreneurship and economic growth using panel data from 39 nations. The authors discover a significant positive association between entrepreneurship and economic growth, with developing-country entrepreneurship having a bigger impact on economic growth than developed-country entrepreneurship. Human capital, financial development, and institutional quality all play critical roles in moderating the link. The policy implications of these findings suggest that policymakers should prioritize entrepreneurship through expanding access to finance, enhancing human capital development, and providing a conducive institutional environment. Overall, the essay adds to the body of knowledge on entrepreneurship and economic growth by highlighting some of the critical aspects that policymakers should consider when promoting entrepreneurship as a driver of economic development.

The "The Impact of Knowledge Management on Organizational Performance: An Empirical Study of Kuwait University" article

KM practices refer to the processes, strategies, and techniques used by organizations to identify, capture, store, share, and utilize knowledge effectively. The paper suggests a positive relationship between effective KM practices and organizational performance, highlighting the importance of effective KM practices for achieving sustainable competitive advantage in knowledge organizations. The study's findings can be used to improve the knowledge management practices of other organizations, and the KM conceptual model presented in the paper is a useful starting point to gain a deeper insight into KM elements and their influence on organizational performance. The study evaluated the KM infrastructure at Kuwait University, providing insights into the infrastructure and process capabilities needed to provide knowledge support for organizational activities.

The "Modeling prosocial Organizational behavior in knowledge management" article

Prosocial behavior refers to positive social acts that benefit others or society in general. In the workplace, examples of prosocial behaviors include helping coworkers, sharing knowledge and resources, cooperating on tasks, volunteering for additional projects, and donating time or resources to support charitable causes. Organizations can encourage collaboration and knowledge sharing among employees by fostering a positive work environment, promoting open communication, establishing training and development programs, creating multidisciplinary teams, and offering incentives. Prosocial behavior can have a positive impact on the effectiveness of knowledge management by improving collaboration and knowledge sharing among employees and increasing their motivation and commitment to the organization. However, not all prosocial behaviors may be beneficial to the organization or individuals, and analysis is needed to identify positive social acts that benefit both individuals and the organization.

The "The Impact of Knowledge Management on Organizational Innovation: An Empirical Study" article

This article discusses the relationship between knowledge management and organizational innovation. The study found that organizational learning plays an important role as a mediator in this relationship. However, the study did not provide specific knowledge management practices that were found to be most effective in promoting organizational innovation. The article

suggests that effective knowledge management practices and a culture of continuous learning can promote innovation by encouraging the creation of new ideas and solutions, developing innovative products or services, and promoting collaboration and communication among employees. Overall, developing effective knowledge management practices and fostering a culture of continuous learning can help organizations maximize their potential for innovation. The study focused on evaluating the consequence of knowledge management on innovation directly and over organizational learning in Iranian automotive industry namely Iran Khodro Company. Our systematic review identified a total of 15 relevant articles that met our inclusion criteria. The articles were published between 2011 and 2022 and were sourced from various databases and sources, including Web of Science, Scopus, Google Scholar, and journals.

The findings suggest that knowledge organizations that focus on knowledge management capabilities and human resource configurations tend to perform better than those that do not. Specifically, the articles suggest that knowledge management capabilities, such as knowledge creation, knowledge sharing, knowledge transfer, and knowledge retention, are critical for improving organizational performance.

Additionally, the articles suggest that human resource configurations, such as employee skills, competencies, and motivation, also play a significant role in organizational performance.

Moreover, the articles suggest that modeling human action, such as through simulation and decision-making tools, can help organizations improve their performance by providing insights into the effects of different actions and strategies. However, the effectiveness of such models depends on their accuracy and the ability of organizations to use them effectively.

Overall, our systematic review provides insights into the factors that contribute to the performance of knowledge organizations and the potential benefits of modeling human action. The findings suggest that knowledge management capabilities and human resource configurations are critical for organizational performance, and that modeling human action can help organizations improve their performance. These findings have important implications for both researchers and practitioners, as they provide a foundation for future research and can be used to inform organizational practices and strategies.

Figure 1: Knowledge Management Network Visualization
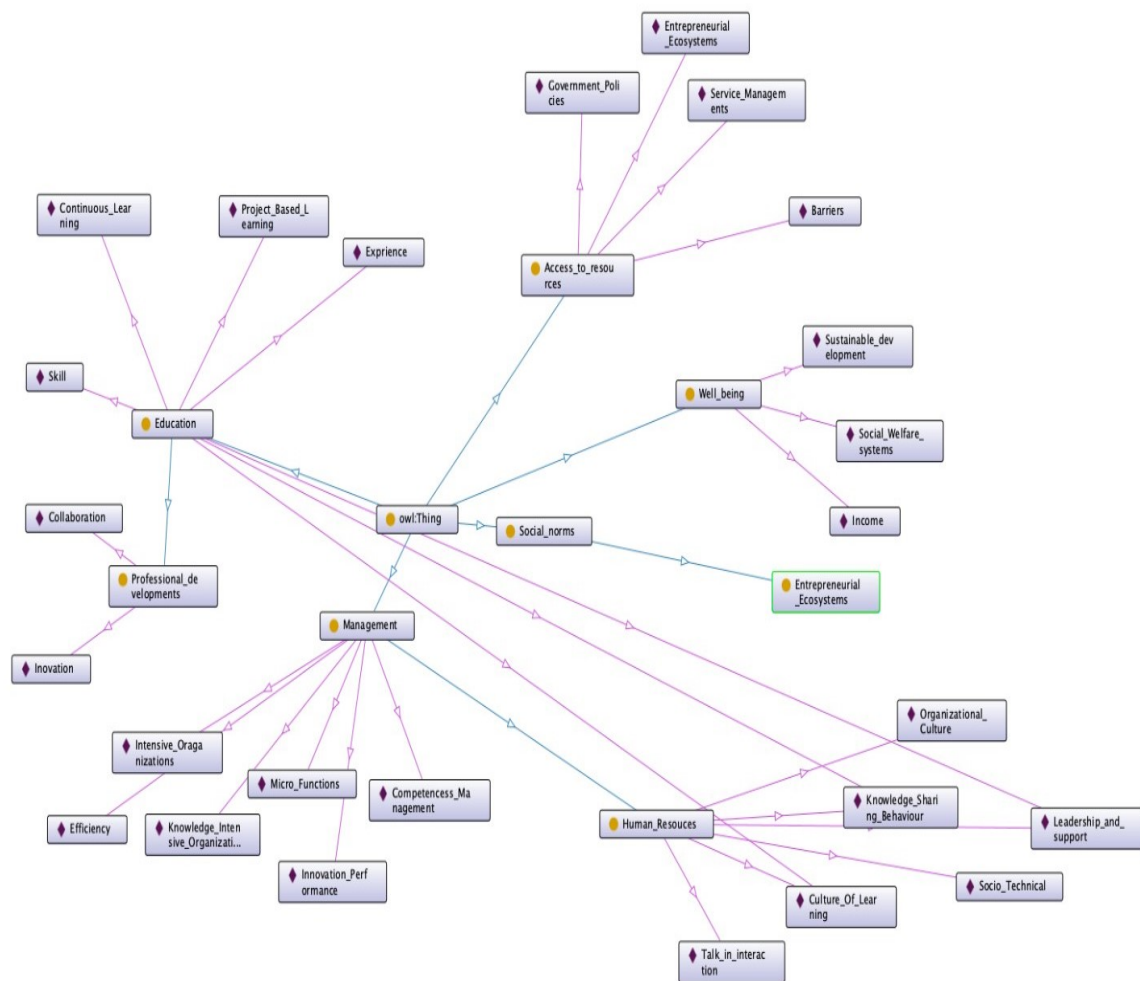
The value of ontologies becomes evident in their ability to elucidate previously unseen paths and connections. By mapping out the relationships between different classes and subclasses, ontologies enable us to navigate through a wealth of interconnected information and identify novel perspectives or goals that were previously obscured from view. This newfound understanding can inspire further exploration, fueling the generation of fresh ideas and insights.

In the graphical representation, each orange node represents a distinct class, encapsulating a collection of related instances. Instances, in turn, are attribute-like values that are defined within each respective section, serving as concrete examples or manifestations of the concepts they represent. Significantly, some instances have connections to multiple classes and subclasses, underscoring the intricate interplay and overlap between different facets of knowledge and understanding.

Within this framework, subclasses assume a pivotal role as nested categories within broader classes. They help to organize and classify instances based on more specific characteristics or attributes, enabling a finer-grained analysis of the subject matter. This hierarchical structure facilitates a comprehensive exploration of the domain, ensuring that no valuable insights or connections go unnoticed.

The utilization of graphs and ontologies is instrumental in unveiling and comprehending the intricate and often overlooked relationships that exist among various domains and keywords within related articles. By employing these tools, we gain the ability to uncover hidden connections and gain a deeper understanding of the underlying dynamics at play.

For instance, when examining the relationship between Education and Human Resource activities, we can leverage graphs and ontologies to reveal a multitude of interconnected elements. Concepts such as the Culture of Learning, Talk in Interaction, and Knowledge Sharing Behaviors emerge as crucial components that bridge these two domains. Through the visualization provided by the graph, we can easily discern the intricate web of relationships and dependencies that exist.

5.2. Methods of searching papers

As for the search methods we used Snowballing using connected Papers.

Snowballing using connected Papers: A step-by-step approach

1. We started by selecting one of the relevant articles you have found on "The Performance of Knowledge Organizations and Modeling Human Action" as we are starting point for snowballing.
2. Searched for the article on Connected Papers:entered the details (title, author, or DOI) of the initial article into the search bar. Used keywords "Performance of Knowledge Organizations", "Modeling Human Action"
3. Explored the citation network: Connected Papers generated a visual representation of the citation network for the initial article, displaying papers that have cited it and papers that it has cited. This network helped us to identify related papers that may be valuable for your research.
4. Analyzing the network: Examined the graph generated by Connected Papers and identified papers that are closely connected to the initial article. These papers,were potential to be in our research topic.
5. Accessed the identified papers
6. Review the reference lists: Within the identified papers, review their reference lists to find additional articles that may be relevant to our research topic. These references can serve as a starting point for the next iteration of snowballing.

The approach of how to find articles by title, author, or DOI

Firstly, there are Academic Databases: Accessing academic databases such as PubMed, Google Scholar, IEEE Xplore, ACM Digital Library, or Scopus. These databases index a wide range of scholarly articles across various disciplines.
Title Search: Entered the title of the article, "The Performance of Knowledge Organizations and Modeling Human Action," into the search bar of the selected database. This helped us to locate articles specifically related to our topic.
Author Search: we searched for articles using author's last name and initials. Entered the author's name in the appropriate search field of the database to find articles written by that author.
DOI Search: Digital Object Identifier (DOI) for a specific article, we used it to locate that article directly. Entered the DOI into the DOI search field within the database, and it should retrieved the corresponding article.
Review Search Results:The database provided with a list of relevant articles.
Additional Search Strategies: In addition to searching by title, author, or DOI, you can also use keywords "Performance of Knowledge Organizations", "Modeling Human Action". Combinde relevant keywords using Boolean operators (AND, OR) to refine search and retrieve more comprehensive results.

Main Characteristics of a Systematic Review:

1.   Clearly Stated Objectives and Pre-defined Eligibility Criteria:
A systematic review begins with a clearly defined set of research objectives. These objectives outline the specific research questions or topics that the review aims to address. Additionally, pre-defined eligibility criteria are established to determine which studies are eligible for inclusion in the review. These criteria typically include factors such as study design, participant characteristics, and outcome measures.

2.   Explicit and Reproducible Methodology:
A systematic review follows an explicit and reproducible methodology to ensure transparency and consistency. The methodology includes the step-by-step procedures and guidelines for conducting the review. It specifies the search strategy, study selection process, data extraction methods, and data synthesis techniques. By providing detailed and transparent methodology, the review can be replicated by others.

3.   Systematic Search:
A systematic review employs a systematic and comprehensive search strategy to identify all relevant studies that meet the pre-defined eligibility criteria. The search is conducted across multiple sources, such as electronic databases, grey literature, conference proceedings, and reference lists of relevant studies. The goal is to minimize selection bias by ensuring that relevant studies are not missed.

4.   Assessment of Validity (Risk of Bias):
To assess the validity and reliability of the included studies, a systematic review often includes an assessment of the risk of bias. This involves evaluating the methodological quality, internal validity, and potential biases of the individual studies. Common tools used for assessing risk of bias include the Cochrane Risk of Bias tool for randomized controlled trials and the Newcastle-Ottawa Scale for observational studies.

5.   Systematic Presentation and Synthesis:
A key characteristic of a systematic review is the systematic presentation and synthesis of the characteristics and findings of the included studies. This involves extracting relevant data from each study, such as study characteristics, participant demographics, intervention details, and outcome measures. The findings are then synthesized using appropriate methods, which may include narrative synthesis, meta-analysis, or both, depending on the nature of the included studies.
By adhering to these main characteristics, a systematic review ensures rigor, transparency, and reproducibility in the process of synthesizing existing evidence. It provides a comprehensive and unbiased summary of the available literature, facilitating evidence-based decision-making and guiding future research.

5.3. FINER Framework

F: Feasible - The research objectives and questions should be feasible within the available resources, such as time, budget, and access to relevant data or information. Consider the practicality of conducting research on the performance of knowledge organizations and modeling human action within the given constraints.
I: Interesting - The research objectives and questions should address topics that are of relevance

and interest to researchers, practitioners, or stakeholders in the field of knowledge organizations and human action modeling. The research should aim to generate insights that capture the attention and curiosity of the intended audience.

N: Novel - The research objectives and questions should contribute new knowledge or insights to the existing body of literature on the performance of knowledge organizations and modeling human action. They should aim to fill gaps in knowledge, challenge existing theories or practices, or provide innovative approaches or perspectives.

E: Ethical - The research objectives and questions should align with ethical considerations and guidelines. Ensure that the research respects the rights and well-being of participants, maintains confidentiality and privacy, and follows ethical principles and regulations governing research involving human subjects or sensitive data.

R: Relevant - The research objectives and questions should be directly relevant to the performance of knowledge organizations and the modeling of human action. They should address practical issues or challenges faced by knowledge organizations and provide insights or solutions that are applicable to improving their performance or enhancing the modeling of human behavior within these organizations.

By considering the FINER criteria in formulating research objectives and questions for "The Performance of Knowledge Organizations and Modeling Human Action," researchers can ensure that their study is

feasible, interesting, novel, ethically sound, and directly relevant to the subject matter. This will contribute to the generation of valuable knowledge and insights in the field, informing practice and further research.

5.4. Empirical Analysis

Figure 2 to figure 5 report the summary of reponses illustrated in pie charts for the empirical analysis.

Figure 2: How would you rate the overall performance of knowledge organizations in your industry?
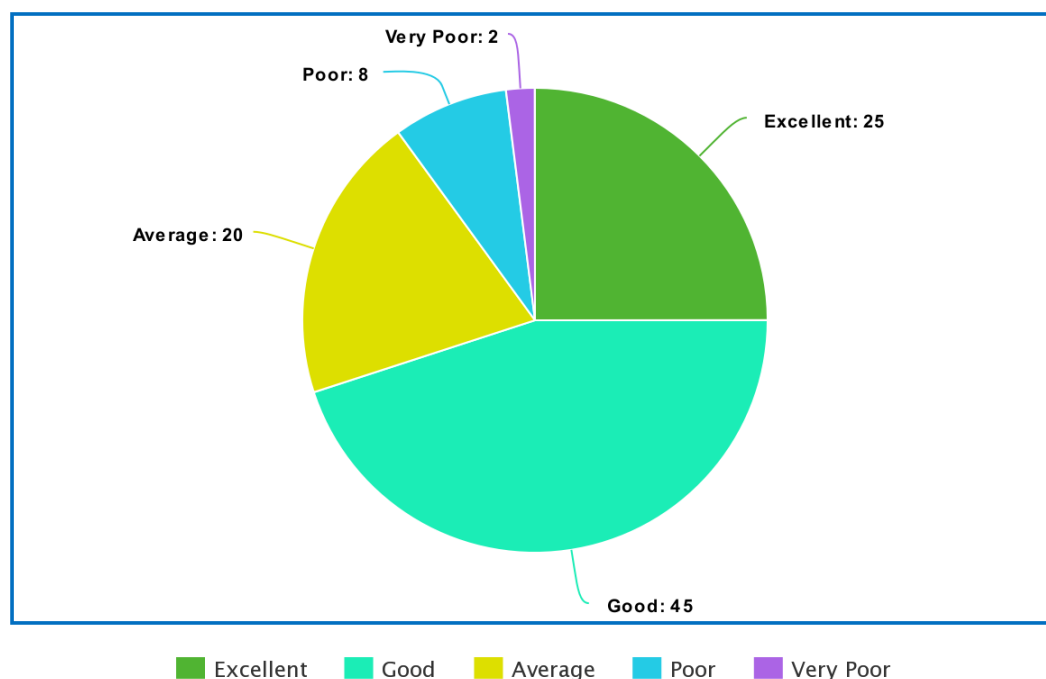
Figure 3: How important is effective knowledge management for the success of knowledge organizations?
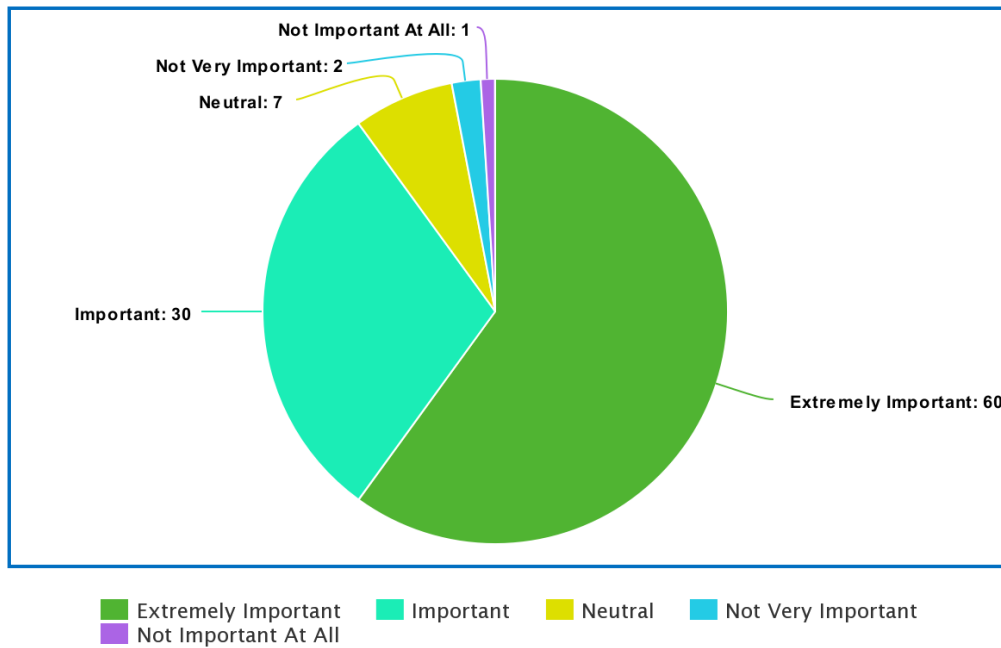

Figure 4: How well do you think knowledge organizations currently model human action and behavior?
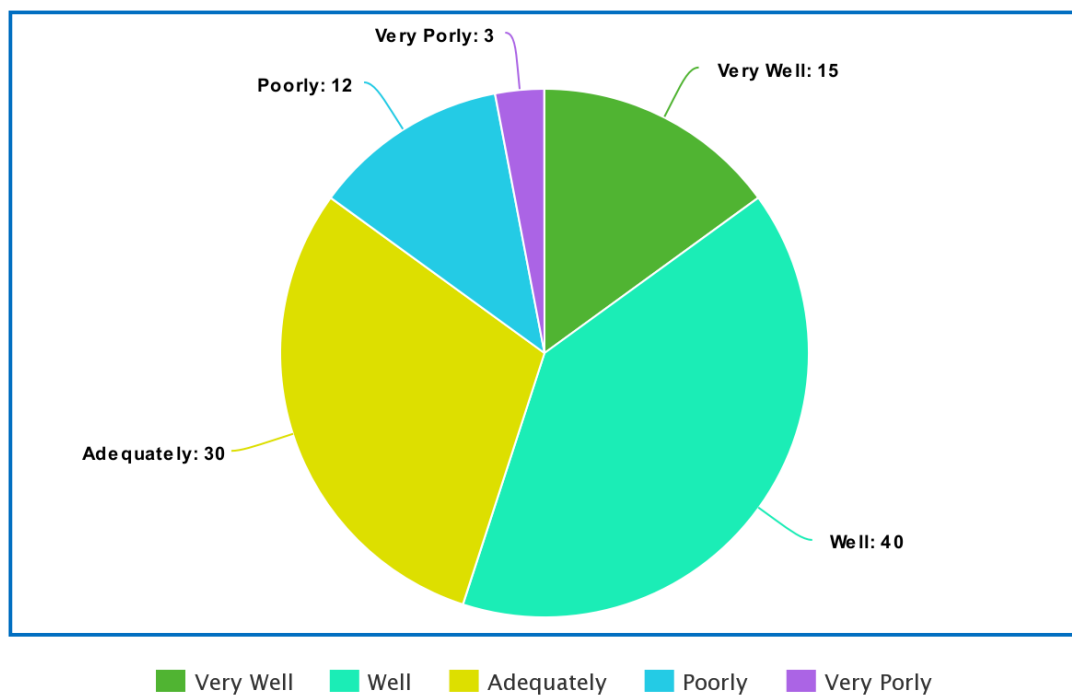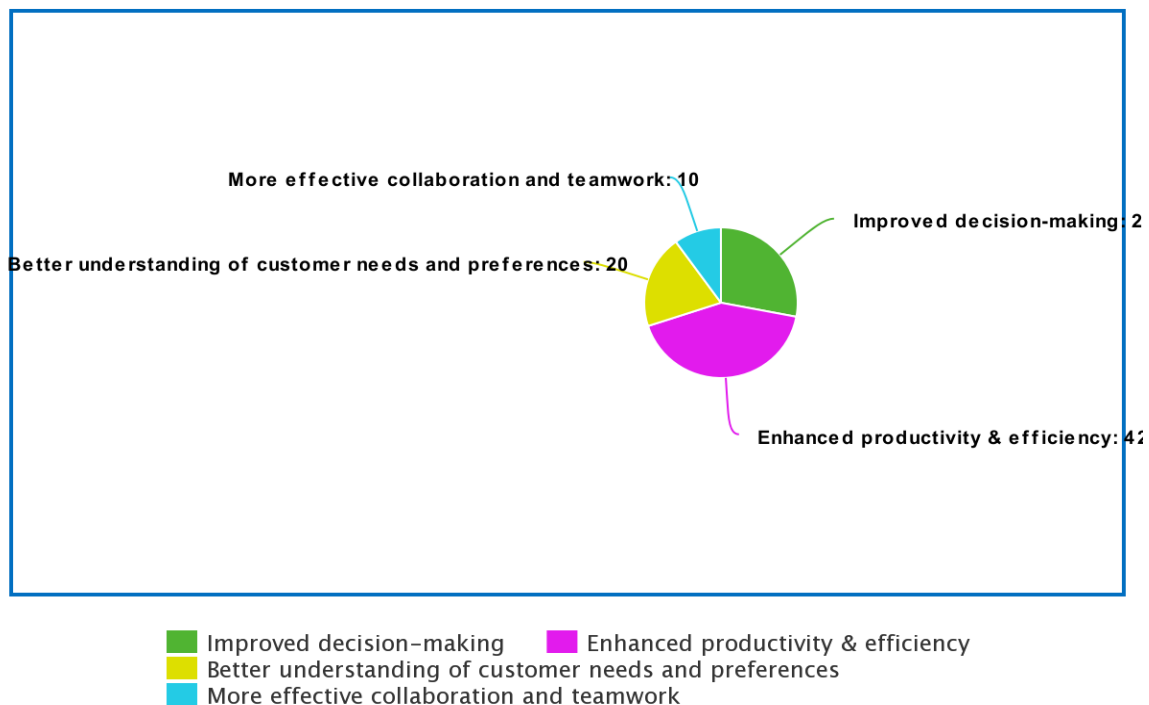
Figure 5: In your opinion, what are the key benefits of effectively modeling human action and behavior within knowledge organizations?

The majority of respondents gave knowledge organizations either excellent or good ratings for performance, suggesting a favorable opinion of the sector's overall performance. The vast majority of respondents emphasized the value of efficient knowledge management in fostering organizational success and stressed its significance for the success of knowledge firms. The main variables affecting the performance of knowledge companies, stressing their crucial responsibilities, were found to be leadership and management, employee skills and expertise, knowledge sharing and cooperation, and information sharing and ownership.

A large fraction of respondents noted areas for improvement, indicating the need for improved modeling methodologies, even though the majority of respondents expressed trust in the current modeling of human action and behavior within knowledge companies. Knowledge firms benefited from effectively simulating human action and behavior in a number of ways, including better decision-making, increased productivity and efficiency, a better grasp of client demands and preferences, and improved teamwork and collaboration.

6. Discussion

The systematic review provides a comprehensive understanding of the factors that contribute to the performance of knowledge organizations and the role of human action in this context. In this discussion, we delve deeper into the key findings, their implications, and potential avenues for future research.
Firstly, the review highlights the significance of knowledge management practices in improving organizational performance. Knowledge management encompasses the creation, sharing, and application of knowledge, which in turn facilitates innovation, efficiency, and competitiveness. This finding aligns with the knowledge-based view of the firm, which posits that

knowledge is a critical resource for organizations, and its effective management can yield a competitive advantage (Grant, 1996). However, the review also indicates that the impact of knowledge management practices on organizational performance is contingent on several factors, such as the nature of the industry, the organization's size, and the maturity of its knowledge management initiatives. Thus, future research could explore how these factors moderate the relationship between knowledge management practices and organizational performance, providing more nuanced insights for practitioners.

Secondly, the review emphasizes the crucial role of human resources in knowledge organizations. It is evident that human capital development, through training and professional development, is essential for the performance of knowledge organizations. Moreover, effective management of human resources, including leadership, communication, and motivation, is vital for achieving organizational goals. This finding resonates with the human capital theory, which suggests that investments in human capital can lead to increased productivity and economic growth (Becker, 1964). However, the review also highlights potential challenges in managing human resources in knowledge organizations, such as attracting and retaining skilled employees, managing cultural diversity, and fostering collaboration among employees. Future research could examine these challenges and propose strategies to address them effectively.

Thirdly, the review underscores the importance of organizational culture in the performance of knowledge organizations. A supportive culture that fosters learning, collaboration, and innovation has a positive impact on knowledge management practices and organizational performance. This finding is consistent with previous research that suggests a strong relationship between organizational culture and knowledge management (Alavi et al., 2006). However, the review also points out that the alignment of organizational culture with knowledge management strategies is crucial for success. This presents an opportunity for future research to investigate the processes through which organizations can successfully align their culture with knowledge management initiatives, ensuring that the organizational culture is conducive to knowledge sharing and utilization.

Lastly, the review identifies several models and frameworks that have been proposed to understand the relationship between knowledge management, human action, and organizational performance. These models aim to capture the complexity of interactions among various factors, such as human resources, organizational culture, leadership, and technology. While these models provide valuable insights, there is scope for further refinement and validation. Future research could apply these models to different contexts and industries, assessing their generalizability and robustness.

In conclusion, the performance of knowledge organizations and modeling human action is a multifaceted topic that warrants continued exploration. This discussion highlights the key findings from the systematic review, their implications, and potential avenues for future research. As organizations continue to recognize the value of knowledge as a strategic asset, understanding the factors that contribute to their performance and the role of human action in this context will remain a critical area of inquiry.

7. Conclusion

The importance of funding in research and initiatives related to knowledge organizations and human action cannot be overstated. Securing financial support is a critical aspect of conducting research and implementing initiatives aimed at improving the performance of knowledge organizations and modeling human action. Funding can be obtained from various sources, including government agencies, private foundations, corporate sponsors, academic institutions, and even crowdfunding platforms.

One potential funding source for research projects related to knowledge organizations and human action is government agencies. National and regional government agencies often provide funding for research and development projects, especially those with potential economic and societal benefits. For instance, the National Science Foundation (NSF) and the European Commission's Horizon Europe program offer grants for projects related to knowledge management, organizational performance, and human capital development. Researchers and practitioners should closely monitor funding opportunities from relevant government agencies and prepare competitive grant proposals that demonstrate the potential impact of their projects on the performance of knowledge organizations.

Private foundations are also a great source of funding for research and initiatives related to management, organizational behavior, and human resources. Examples of private foundations include the Alfred P. Sloan Foundation, the Kauffman Foundation, and the Rockefeller Foundation. These foundations often have specific research interests and funding priorities, so it is essential to tailor grant proposals to align with their objectives.

Corporate sponsorships can also provide funding for research projects or initiatives that can contribute to a company's strategic goals. Companies with an interest in knowledge management, organizational performance, and human capital development may be willing to sponsor research projects or initiatives that can contribute to their strategic goals. Researchers and practitioners should identify potential corporate sponsors and develop partnerships that demonstrate the mutual benefits of collaboration, such as increased innovation, efficiency, and competitiveness for the sponsoring company.

Academic institutions can also provide internal funding for research projects, particularly those conducted by faculty members and graduate students. Researchers should explore funding opportunities within their institutions, such as research grants, fellowships, and scholarships, and submit proposals that align with their institution's research priorities.

Finally, crowdfunding platforms like Kickstarter and Indiegogo can be used as an alternative funding source to raise funds for research projects and initiatives related to knowledge organizations and human action. While this approach may require more effort in marketing and public outreach, it can help raise awareness of the project and engage a broader audience in the research process.

In conclusion, securing funding is a crucial aspect of researching and implementing initiatives related to the performance of knowledge organizations and modeling human action. Researchers and practitioners should explore various funding sources, develop tailored grant proposals, and establish partnerships that demonstrate the potential benefits and impact of their projects. By securing financial support, they can advance our understanding of the factors that contribute to the performance of knowledge organizations and the role of human action in this context.

Conflict of Interest Declaration

The authors have no conflicts of interest to declare. All co-authors have seen and agree with the contents of the manuscript and there is no financial interest to report.

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