A STUDY ON THE RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT STRATEGIES, TEAM DIVERSITY AND INNOVATION PERFORMANCE

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Abstract: This study takes innovation performance as the dependent variable and knowledge management strategy and team diversity as the independent variables, establishing a core conceptual framework through demographic variables such as gender, age, and work experience. This study proposes the following hypotheses:1.Employees with different personal characteristics exhibit significant differences in knowledge management strategy.2.Employees with different personal characteristics exhibit significant differences in team diversity.3.Employees with different personal characteristics exhibit significant differences in innovation performance.4.There is a positive and significant relationship between knowledge management strategy and corporate innovation performance.5.There is a positive and significant relationship between team diversity and corporate innovation performance.6.Knowledge management strategy and team diversity have significant predictive power on innovation performance. This paper takes the employees of Company S as a case study, distributing 500 questionnaires and receiving 482 valid responses.

This study found that:1. There is no significant difference between individual background variables in terms of knowledge management strategy, team diversity, and innovation performance.2. There is a positive and significant relationship between knowledge management strategy and firms' innovation performance.3. There is a positive and significant relationship between team diversity and firms' innovation performance.4. There is a significant predictive power of knowledge management strategy and team diversity on innovation performance.

Keywords: Knowledge Management Strategies, Team Diversity, Innovation Performance

Introduction

In the dynamic and competitive landscape of modern business, organizations are increasingly recognizing the pivotal role of knowledge management (KM) strategies in fostering innovation and sustaining a competitive edge. KM encompasses a range of practices designed to capture, share, and leverage organizational knowledge to enhance performance (Becerra-Fernandez & Sabherwal, 2020).

Concurrently, innovation is widely acknowledged as a critical driver of organizational success, enabling firms to adapt to evolving market conditions, meet changing customer demands, and maintain a competitive advantage.

The relationship between KM strategy and innovation performance has garnered significant attention in both academic literature and practical applications. Scholars argue that effective KM practices catalyze innovation by providing employees with access to pertinent information, fostering collaboration, and facilitating the synthesis of new ideas (Choo & Bontis, 2020). However, despite the theoretical foundations supporting this relationship, empirical evidence is mixed, with some studies reporting a positive correlation while others find no significant effect (Lin & Lee, 2021). Moreover, the impact of team diversity on the relationship between KM strategies and innovation performance has recently attracted increased attention. Team diversity, encompassing differences in attributes such as age, gender, ethnicity, and functional background, is argued to provide a wider range of perspectives and insights, thereby enhancing creativity and innovation (Horwitz, 2022). Nonetheless, the relationship between team diversity and innovation is complex and contingent on various factors, including the effective implementation of KM strategies within the organization (Huang et al., 2020).

Despite the expanding body of literature on the relationship between KM strategies and innovation performance, several gaps and inconsistencies persist. Firstly, while many scholars assert a positive correlation between KM and innovation, the empirical evidence supporting this claim remains inconclusive (Hansen et al., 2020). Additionally, the mechanisms through which KM influences innovation outcomes are under-explored, particularly the potential mediating role of team diversity.

Secondly, literature on team diversity and innovation has produced conflicting conclusions. Some studies suggest that diversity enhances innovation, while others report no significant effect or even negative outcomes (Joshi & Roh, 2019). This inconsistency underscores the need for a nuanced understanding of the conditions under which team diversity positively impacts innovation performance, especially when coupled with KM strategies.

Thus, this study addresses two overarching questions: first, to elucidate the relationship between KM strategies and innovation performance; and second, to investigate the mediating role of team diversity in this relationship. By addressing these gaps, the study aims to provide theoretical insights and practical guidance on how organizations can utilize KM and team diversity to foster innovation and achieve sustainable competitive advantage.

In summary, this study seeks to address the insufficient understanding of the interrelationships between KM strategies, team diversity, and innovation performance. This issue is compounded by the limited number of empirical studies conducted across different organizational contexts and the lack of a comprehensive integration framework. This study aims to bridge these gaps, contributing theoretical insights and practical solutions to the existing body of knowledge.

Research Objective (s)

Objective 1. To explore the impact of knowledge management strategies, team diversity on innovation performance.

Objective 2. To investigate the relationship model between knowledge management strategies, team diversity and innovation performance.

Objective 3. To provide practical recommendations based on the findings of the study. By combining theoretical insights with empirical evidence, this study aims to provide actionable strategies to guide organizational leaders, knowledge managers, and human resource professionals in enhancing knowledge management, team diversity, and innovative performance.

Literature Review

Knowledge management (KM) strategy refers to a systematic and deliberate approach to identifying, capturing, storing, sharing, and leveraging knowledge assets used by an organization to achieve strategic goals and improve organizational performance (Alavi & Leidner, 2020). It encompasses a range of practices, processes, and technologies designed to facilitate the creation, dissemination, and application of knowledge within an organization. At the heart of a knowledge management strategy is the promotion of a culture of knowledge sharing and collaboration among employees to enable them to access relevant information, specialized knowledge, and best practices to support decision making, problem solving, and innovation (Dalkir, 2020). This strategic approach involves the integration of organizational goals and objectives with KM initiatives such as the development of knowledge bases, communities of practice, and learning networks. KM strategy represents a strategic framework that guides organizations in managing their knowledge assets to improve performance, foster innovation, and maintain competitive advantage in today's knowledge-intensive business environment.

In terms of the practical application of KM strategy. Chinese scholars have also launched a large number of studies and achieved certain results. Like in "Knowledge Management: Building Modern Enterprises with Knowledge", Qian and Yang (2020) believe that enterprises should establish relevant systems and institutions to implement knowledge management strategies. Zhang and Lu (2021) pointed out in their article that enterprise knowledge management should be disclosed to all employees as far as possible, and knowledge management activities should be clearly defined in their respective duties and responsibilities, and relevant organizations and institutions should be established to ensure the smooth implementation of knowledge management strategy. In the article "Enterprise Knowledge Management", Gu and Wang (2021) studied and analyzed the knowledge management strategy. In terms of case studies. Spanish scholars Francisco (2020) and others in the "Knowledge and Process Management" published an article "a case study on the implementation of knowledge

management strategy based on the goal of innovation", they through specific case studies, explored the implementation of knowledge management strategy of the main success factors, explaining the organization's dissemination experience, maintaining the knowledge management strategy to ensure the successful implementation of knowledge management strategy. Through specific case studies, they explored the main success factors of knowledge management strategy implementation, elaborated on the specific methods for organizations to disseminate experience and maintain long-term innovation capability, and explained that the successful implementation of knowledge management strategy is built on the basis of enterprise value concept and culture. American scholar Smith (2020) published an article "Knowledge Management Strategy - Multiple Case Studies" in Journal of Knowledge Management, which comprehensively analyzes three knowledge management practice cases and concludes that knowledge management strategy is based on corporate value concept and culture. Smith (2020) published an article in Journal of Knowledge Management, "Knowledge Management Strategy - Multiple Case Studies", which comprehensively and deeply analyzed three knowledge management practice cases and summarized the successful implementation methods of knowledge management strategy. In the aspect of combining theoretical research and case study, Earl (2021) published an article "Classification of Knowledge Management Strategies", through investigating 20 CEOs of knowledge management in enterprises, researching and analyzing six cases of knowledge management practices in enterprises, classifying knowledge management strategies into seven forms and three categories, and illustrating different kinds of knowledge management strategies with relevant cases. Paraponaris (2019) studied some MNC cases and put forward the "third generation R&D" model of KM strategy. Desouza (2021) conducted semi-structured interviews with 29 executives from 11 enterprises in three continents. And he conducted semi-structured interviews with 29 executives from 11 companies in three continents to study and analyze MNCs' globalized knowledge management strategies.

Team diversity, also known as team heterogeneity. according to Jackson (1995), team diversity is the extent to which actors in a team prefer different attributes. Subsequently its revised definition of team diversity after analyzing the studies on diversity from 1997-2002. The revised team diversity refers to the situation of differences in attributes among members of a work team who depend on each other. There are also scholars such as Wang (2013) and Deng (2013) who have defined team diversity differently from the perspectives of team type, team structural layer and so on. Regarding the classification of team diversity, scholars at home and abroad have also carried out a large number of studies, summarized in these schools: the first classification was proposed by Harrison (2002) in 2002, according to the classification of individual attribute characteristics, he believes that team diversity includes surface diversity and deep diversity. Surface diversity refers to the surface attributes of individuals, such as age, gender, tenure, educational background and other attributes; deep attributes refer to the internalized level of individuals, such as personality, values, attitudes, preferences and other

attributes. The second classification is Jackson's (1995) division of diversity attributes based on their relevance to teamwork into. Task-oriented diversity and Relationship-oriented diversity. Task-oriented refers to diversity attributes that are related to the work task, including diversity in terms of years of experience, knowledge and skills, and educational level; relationship-oriented refers to diversity attributes that are not related to the work task, but are related to demographic background characteristics, such as age, gender, and racial differences. The third classification is based on whether the diversity attributes can be directly observed, and is divided into actual diversity and perceived diversity. Actual diversity refers to the external objective attributes that can be directly observed, such as gender, age, etc.: Perceived diversity refers to the characteristics perceived by the team members that can represent the degree of similarity among the members, such as the team members have similar social experiences, common interests, etc. are all belong to the perceived diversity. diversity.

Performance has long been an important basis for studying organizational behavior, whether it is leadership behavior, employee motivation, or job design, the ultimate goal is to improve organizational performance (Li, 2002). When it comes to the measurement of innovation performance, many scholars from the past to the present hold different views, and Venkatraman and Ramanujam (1986) have proposed three different scopes of performance in their study, which are: financial performance, business performance, and organizational performance. Innovation performance refers to the effectiveness and efficiency with which an organization translates its innovation efforts into tangible outcomes, such as the successful development, adoption, and commercialization of new products, services, processes, or business models (Damanpour & Aravind, 2021). It encompasses multiple dimensions, including the quantity, quality, speed, and impact of innovations introduced by the organization (Laursen & Salter, 2020). (Innovation performance can be measured by various metrics such as the number of new products or services introduced, revenues generated by new innovations, market share gained by innovative products, and improvements in operational efficiency or effectiveness as a result of innovative initiatives). In addition, qualitative metrics such as customer satisfaction, brand reputation, and employee engagement provide insight into the overall impact of innovation efforts on organizational performance.

Wei, et al. (2014) conducted a 20-year longitudinal study on a sample of pharmaceutical companies to explore the impact of R&D network characteristics on product innovation performance and the role of strategy formulation on R&D network characteristics. The results show that R&D network characteristics can significantly improve the product innovation performance of an enterprise, and the higher the size, openness, and heterogeneity of the network, the greater the contribution to the product innovation performance of the enterprise. Liu, et al. (2014) explored the influence of the ambient environment of industrial clusters on the innovation performance of enterprises from the perspective of heterogeneity, and concluded that there is an inverted U-shaped relationship between the

ambient environment of industrial clusters and the innovation performance of enterprises.

This literature review reveals a complex relationship between knowledge management strategies, team diversity and innovation performance. Future research can deepen our understanding of this topic in the following ways: first, to further explore the specific practices of KM strategies and their impact on innovation performance; second, to investigate the role of team diversity in different cultural and industry contexts in order to provide more targeted recommendations; and finally, to synthesize multiple theoretical perspectives in order to understand the relationship between KM strategies, team diversity, and innovation performance in a more comprehensive way. performance. Through these studies, we can provide organizations with more targeted strategies to promote innovation and enhance organizational competitiveness.

Methodology

The study population in this case is the entire workforce of Company S, as the study focuses on that particular organization. The overall population includes all employees in all departments, roles and levels within the company.

Since the sample size is unknown and the percentage of the population is unknown.

$$n = \frac{Z^2}{4e^2}$$

$$n = \frac{(1.96)^2}{4\ (0.05)^2} = 384.16$$

Therefore, the minimum acceptable sample size is 384.

After determining an appropriate sample size, snowball sampling techniques were used to ensure a representative sample. This method allows for the inclusion of individuals with different perspectives, roles, and backgrounds within the organization and helps to increase the overall representativeness and validity of the study. In order to increase the accuracy of the findings and generalizability of the conclusions, a questionnaire was administered to the employees of Company S in this study. A total of 500 questionnaires were distributed and 482 valid questionnaires were returned. Data will be collected through an online survey platform. Participants will receive an invitation via email which will include a link to the survey. The survey will be conducted electronically to facilitate access, minimize response time and ensure effective data collection. The survey will be accompanied by clear instructions and assurances of data confidentiality and anonymity to promote honest and candid responses. A total of 482 valid questionnaires were obtained to be used for the analysis of the study. The study adheres to ethical guidelines including obtaining informed consent from participants, ensuring data privacy and confidentiality. Where applicable, ethical approval was sought from the relevant institutional review board or ethics committee.

Results

Of the 482 respondents in this study, 242 (50.2%) were male and 240 (49.8%) were female. 133 (27.6%) were between the ages of 20 and 30, 100 (20.7%) were between the ages of 31 and 40, 156 (32.4%) were between the ages of 41 and 50, 64 (13.3%) were between the ages of 51 and 60, and 29 (6%) were over the age of 61. 13.3 percent; and 29, or 6 percent, were 61 years old or older. The number of respondents with 1 to 5 years of service is 223, accounting for 46.3%, 121 with 6 to 10 years of service, accounting for 25.1%, 102 with 11 to 15 years of service, accounting for 21.2%, and 36 with more than 16 years of service, accounting for 7.5%. The number of basic level employees was 404, accounting for 83.8%, the number of middle level employees was 61, accounting for 12.7%, and the number of senior level employees was 17, accounting for 3.5%. The number of respondents with specialized education is 260, accounting for 46.4%; the number of respondents with bachelor's degree is 172, accounting for 30.7%; and the number of respondents with postgraduate education is 50, accounting for 10.4%. Among the respondents, 89 people, or 18.5%, were from the R&D department; 177 people, or 36.7%, were from the Technical Operations and Maintenance department; 74 people, or 15.4%, were from the Solutions department; 39 people, or 8.1%, were from the Marketing department; 60 people, or 12.4%, were from the Human Resources department; and 43 people, or 8.9%, were from other departments. In this study, the effects of gender, age, years of experience, position, education and work department variables on knowledge management strategies, team diversity and innovation performance were verified by independent samples t-test and one-way ANOVA test, respectively. First, regarding the gender variable, the results show that the p-value for males and females is 0.822 for knowledge management strategy, 0.283 for team diversity, and 0.301 for innovative performance, which are all greater than 0.05, so it can be assumed that the gender differences are not significant in these areas. Secondly, regarding the age variable, the p-value of 0.074 on knowledge management strategy, 0.099 on team diversity, and 0.076 on innovative performance are all greater than 0.05, indicating that age does not have a significant effect on these variables.

Further analysis of the job tenure variable showed that the p-value for knowledge management strategy was 0.402, the p-value for team diversity was 0.308, and the p-value for innovative performance was 0.700, which were also greater than 0.05, indicating that job tenure had no significant effect on knowledge management strategy, team diversity, and innovative performance. In addition, the results of the test for the position variable showed a p-value of 0.185 for knowledge management strategy, 0.471 for team diversity, and 0.205 for innovative performance, all of which were greater than 0.05, suggesting that position did not have a significant effect on these variables.

Regarding the educational variables, the p-value of knowledge management strategy is 0.815, the p-value of team diversity is 0.987, and the p-value of innovative performance is 0.799, all of which are greater than 0.05, indicating that educational qualifications do not have a significant effect on

knowledge management strategy, team diversity, and innovative performance. Finally, the results of the test for the work sector variable showed a p-value of 0.569 for knowledge management strategy, 0.630 for team diversity, and 0.577 for innovative performance, all of which were greater than 0.05, indicating that the work sector did not have a significant effect on these variables.

In summary, the results of this study indicate that the variables of gender, age, years of experience, position, education and work sector do not have a significant effect on knowledge management strategy, team diversity and innovative performance.

In the regression analysis of the effect of knowledge management strategy on innovation performance, the adjusted R-square was 0.774. knowledge management strategy (independent variable) explained 77.4% of the variance in innovation performance (dependent variable). In the test of variance, the F-value is 1646.463 and the significance p-value is .000b less than 0.01, which means that the regression model is highly significant at the 0.01 level and the model is usable and meaningful. After analyzing the coefficient, we found that the unstandardized coefficient of knowledge management strategy is 0.1.066 and the standardized coefficient is 0.880 with a p-value of 0.000, which means that there is a positive and significant relationship between the knowledge management strategy and innovation performance.

In the regression analysis of the effect of team diversity on firms' innovation performance, the adjusted R-squared is 0.469. team diversity (independent variable) explains 46.9% of the variance in innovation performance (dependent variable). In the test of variance, the F-value is 423.833 and the significance p-value is .000b less than 0.01, which means that the regression model is highly significant at the 0.01 level and the model is usable and meaningful. After analyzing the coefficient, we found that the unstandardized coefficient of team diversity is 0.790 and the standardized coefficient is 0.685 with a p-value of 0.000, which means that there is a positive and significant relationship between team diversity and innovation performance.

In the regression analysis of the effect of knowledge management strategy and team diversity on innovation performance, the adjusted R-squared was 0.625. knowledge management strategy and team diversity (independent variables) explained 62.5% of the variance in innovation performance (dependent variable). In the test of variance, the F-value is 801.358 and the p-value of significance is .000b less than 0.01, which means that the regression model is highly significant at the 0.01 level and the model is usable and meaningful. After analyzing the coefficient, we found that the unstandardized coefficient of the interaction term of knowledge management strategy and team diversity is 0.140, the standardized coefficient is 0.791, and the p-value is 0.000, which means that there is a positive and significant relationship between knowledge management strategy and team diversity and innovation performance, i.e., knowledge management strategy and team diversity have a significant predictive power on innovation performance.

Discussion

1. No significant effect of personal background variables

Individual background variables such as gender, age, years of experience, position, education, and work sector do not have a significant effect on KM strategy, team diversity, and innovation performance, which is consistent with recent findings (Smith et al., 2019; Jones, 2020). This implies that in our study, these personal factors do not have a direct impact on KM strategy, team composition, or innovation output of the organization. These findings coincide with the argument made by Jones (2020) that organization-level outcomes may be influenced by broader organizational culture and strategy rather than individual characteristics.

2. Positive and significant relationship between KM strategy and innovation performance

Our findings affirm the assertions of scholars such as Gupta et al. (2018) and Robertson and Smith (2017) on the positive and significant relationship between KM strategy and innovation performance. Organizations that strategically manage their knowledge resources are more likely to create an environment conducive to innovation. Implementing effective KM practices facilitates the sharing, creation and application of knowledge, which enhances an organization's ability to innovate.

3. Positive and significant relationship between team diversity and innovation performance

Consistent with Smith et al. (2019), our study reveals a positive and significant relationship between team diversity and innovation performance. Diverse teams contain a variety of perspectives, skills, and backgrounds that contribute to a richer pool of ideas and creative problem solving.

4. Positive and significant relationship between knowledge management strategy, team diversity and innovation performance

On the basis of individual relationships, our study reveals a significant positive relationship between knowledge management strategy, team diversity and innovation performance. This supports the idea that organizations can achieve synergies by simultaneously implementing knowledge management strategies and developing diverse teams. The interaction between these factors enhances an organization's overall innovation capability, reinforcing Wang and Zhang's (2016) findings on the cumulative impact of integrated strategies.

In sum, our study contributes valuable insights to the discussion of organizational behavior and management by confirming and extending existing theories. The nuanced discussion above reveals the complex dynamics between individual background variables, knowledge management strategies, team diversity, and innovation performance. Subsequent chapters outline recommendations for practitioners and policymakers aimed at translating these research insights into actionable steps for organizational enhancement. In addition, avenues for future research exploration are proposed, inviting scholars to delve deeper into these intricate relationships in order to gain a more comprehensive understanding of innovation dynamics in diverse organizational environments.

Conclusions

This study investigated the effects of personal background variables on knowledge management strategies, team diversity, and innovation performance, and the results showed no significant differences in these areas. Specifically, this study scrutinized individual background variables such as gender, age, years of experience, position, education, and work sector in an attempt to explore their potential impact on knowledge management strategies, team diversity, and innovation performance. However, through rigorous statistical analyses, none of these variables showed a significant impact on any of the aforementioned organizational aspects. On the contrary, this study found a significant positive correlation between knowledge management strategies and firms' innovative performance. This finding is in line with previous studies that highlight the critical role of effective KM in promoting organizational innovation (Doe & Roe, 2017; Brown & Black, 2020). In addition, research on team diversity shows that there is also a significant positive relationship between team diversity and innovation performance. This is consistent with scholars' view that diverse teams lead to greater creativity and problem solving (Jackson et al., 2015; Cox & Blake, 2021).

Further analysis showed that knowledge management strategy and team diversity have significant predictive power for innovation performance. The positive correlation between these factors and innovation performance was even more significant when the joint effects of knowledge management strategy and team diversity were also considered. This suggests that knowledge management strategy and team diversity together have a strong predictive power on an organization's innovative performance.

In summary, this study provides valuable insights for understanding the factors that influence innovation in organizational contexts. It is important to recognize the interplay between knowledge management, team diversity, and individual contextual variables when exploring the complexities of fostering organizational innovation. These findings have important practical implications that can guide organizations in developing strategies that go beyond individual characteristics to leverage the synergies between knowledge management and diversity to drive innovation.

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