A Conceptual Framework of Knowledge Management, Innovation Ambidexterity, and Sustainable Performance

Suryatama Mahardika[1*] and Kusuma Chandra Kirana[2]

[1*,2] Universitas Sarjanawiyata Tamansiswa
[1*]suryatamanew@gmail.com, [2]kusumack@ustjogja.ac.id

Abstract. Growing demands for sustainability are driving organisations to optimise the use of knowledge and innovation capabilities to create economic, social, and environmental value in a sustainable manner. The goal of this research is to develop a conceptual model that explains the relationships among Knowledge Management Systems (KMS), Innovation Ambidexterity (IA), Collective Generative Capacity (CGC), and Sustainable Performance (SP). In order to create a conceptual framework based on the Knowledge-Based View (KBV) perspective, this study uses a conceptual analysis, reviewing and synthesising pertinent literature. The results of the analysis indicate that KMS and CGC have the potential to enhance SP both directly and through IA. KMS enables organisations to effectively manage and utilise knowledge, while CGC fosters the creation of new ideas and solutions through collaboration and collective learning. Furthermore, IA is a capability that transforms knowledge-based resources into innovations that support sustainable performance. Based on a literature review, this study proposes seven hypotheses covering direct and indirect effects among the variables. The resulting conceptual model provides a theoretical contribution by expanding our understanding of the application of the KBV in the context of organisational sustainability and serves as a foundation for future empirical research to test the proposed relationships.

Keywords: Collective Generative Capacities; Innovation Ambidexterity; Knowledge-Based View; Knowledge Management System; Sustainable Performance.

1 Introduction

Sustainable performance (SP) is an important strategic goal for organisations to remain competitive and to meet the increasingly complex economic, social and environmental demands [1]. In the context of an accelerating pace of digital transformation, advancing knowledge-based technologies and intensifying global competitive dynamics, organisations are challenged to generate economic performance and ensure long-term sustainability by demonstrating continuous adaptability and innovation. However, many organisations still struggle to transform their knowledge resources into value that supports sustainability[2], [3]. A weak culture of knowledge sharing, fragmented information across work units, limited knowledge integration into decision-making processes and

© The Author(s) 2026
K. Chandra Kirana et al. (eds.), *Proceedings of the International Conference on Business, Economic, and Social Sustainability (ICOBES 2026)*, Advances in Economics, Business and Management Research 409,
https://doi.org/10.2991/978-94-6239-811-5_23

resistance to change can prevent organisations from optimally leveraging their knowledge to generate innovation and sustainable competitive advantage [4], [5]. These conditions suggest that having knowledge resources alone is not enough to ensure SP without an organisation's ability to manage, integrate and transform knowledge into valuable solutions.

In a dynamic business environment, organisations must not only achieve operational efficiency, but also possess the ability to create long-term value through knowledge-based resource management, organisational learning and the development of adaptive capabilities. Previous studies have shown that SP is closely linked to an organisation's ability to manage knowledge, build learning processes and develop capabilities that support sustainable innovation [1], [6]. Knowledge management is now seen as a strategic capability that enables organisations to transform knowledge assets into sustainable value [2], [3], rather than merely a mechanism for managing information.

From a strategic perspective, knowledge management success is determined not only by the existence of IT systems or organisational databases, but also by the organisation's ability to create, share and transform knowledge into innovative solutions. Thus, CGC is a key concept that explains an organisation's ability to collectively generate new ideas, build shared understanding and respond creatively to environmental changes. This capability is based on individual competencies and is affected by the organisation's ability to develop a collaborative environment to facilitate knowledge exchange and long-term innovation [7]. High CGC organisations are better able to combine diverse knowledge resources and collective experience to come up with solutions for organisational sustainability [8].

While various studies have identified the contributions of knowledge management and CGC to improved organisational performance, the conceptual mechanisms explaining how these two capabilities translate into SP remain to be fully integrated. Previous research has primarily focused on the direct relationship between knowledge management and innovation or organisational performance. However, the aspect of how organisations balance utilising existing knowledge with creating new opportunities still requires more in-depth study. This gap highlights the importance of understanding the organisational mechanisms that enable knowledge and collective capacity to be converted into innovations that support sustainability.

In this context, IA is a useful theoretical perspective through which to explain the mechanisms linking knowledge-based capabilities and SP. Innovation ambidexterity refers to the capacity of an organization to leverage existing knowledge through process improvements, optimization of resources and efficiencies, and to explore new opportunities through experimentation and the generation of new knowledge [9]. Striking a balance between exploration and exploitation allows organisations to be stable in operations and adapt to changes in the business environment. Thus, IA is a strategic mechanism to manage knowledge and CGC for SP [10].

However, the relationship between knowledge management, CGC , IA and SP is still not fully understood. The existing literature has not sufficiently explained how integrating knowledge management and CGC can shape ambidextrous innovation capacity, leading to organisational sustainability. Furthermore, organisations still face various challenges in optimising knowledge-based capabilities, such as weak knowledge-sharing cultures, fragmented information, limited digital capabilities, and resistance to organisational change [4], [5]. These conditions suggest that having knowledge resources

alone is not enough to generate SP if an organisation lacks the ability to manage and transform them into balanced innovation.

Conversely, structural and cultural barriers within organisations can hinder their ability to achieve IA. Rigid organisational structures, weak cross-functional collaboration and a short-term focus often cause organisations to prioritise the exploitation of innovation over its exploration [11], [12]. This can cause organisations to become trapped in operational routines and struggle to respond to changes in the business environment. Therefore, a more comprehensive conceptual understanding of how knowledge management and CGC interact to build IA and support SP is needed.

Based on the theoretical issues outlined above, this conceptual analysis study aims to develop a framework explaining the relationship between knowledge management, CGC, IA and sustainable performance, using knowledge-based views and dynamic capability theories. Within this framework, knowledge management and CGC are viewed as foundational organisational capabilities that enable the development of IA, ultimately contributing to improved sustainable performance. The framework is expected to enhance the theoretical understanding of transforming knowledge assets and collective capacity into sustainable value via balanced innovation mechanisms. It will also provide practical implications for organisations when designing knowledge management strategies, strengthening collaboration and developing innovation capabilities to support long-term sustainability.

2 Literature Review

2.1 Knowledge-Based View

The Knowledge-Based View (KBV) is an extension of the Resource-Based View (RBV) that regards knowledge as the most crucial, valuable, unique, and difficult-to-imitate strategic asset for competitors in creating an organisation's competitive advantage [13]. In its development, the management of this asset through knowledge management schemes has been empirically shown to be the primary driver in boosting adaptive capacity and innovation capabilities, thereby achieving sustainable long-term business performance [14] [15]. Through the KBV lens as well, the accumulation and integration of an organisation's knowledge capital are not positioned as directly influencing performance outcomes on their own, but are fully mediated by the organisation's ability to balance the pursuit of new knowledge and the optimisation of existing knowledge within the framework of IA [15]. Consequently, the KBV provides a complete conceptual framework for clarifying how knowledge resources are configured into an agile innovation capability to accomplish organisational sustainability [15].

2.2 Sustainable Performance

Sustainable performance is defined as an organisation's ability to achieve long-term success while balancing economic growth, social well-being, and environmental protection [16]. Financial resilience and steady profit growth are two factors that can lead to sustainable performance, enabling an organisation to continue operating and growing

over time [17], [18]. Organisations are required to fulfil their social obligations in addition to achieving financial success by defending employee rights, promoting workplace safety, and fostering psychological well-being, all of which are critical to employee well-being [19] Initiatives to reduce energy consumption and adhere to environmental laws and regulations governing the organisation's operations demonstrate how responsibility promotes SP [20], [21].

2.3 Knowledge Management System

A Knowledge Management System (KMS) is an amalgamation of information technology, organisational processes and human resources to efficiently manage knowledge to improve an organisation's competitive advantage [1], [22]. A KMS enables the creation, storage, sharing, and use of knowledge in order to improve decision quality, operational efficiency, and organisational innovation [23]. In general, a KMS has four major dimensions: knowledge creation, knowledge storage, knowledge sharing, and knowledge application. Knowledge creation is the ability to generate new knowledge through learning and innovation. Knowledge storage is the ability to write and store knowledge. Knowledge sharing is the act of distributing knowledge amongst members of an organisation. The application of knowledge is its use in decision-making and problem solving [22]. Organisational learning and information technology support are important factors in the effectiveness of a KMS, which enable faster, more integrated and sustainable knowledge management [24].

2.4 Collective Generative Capacities

Collective generative capacities (CGC) describe an organisation's ability to generate, develop and realise new, valuable ideas on a sustainable basis, through processes of interaction, collaboration and the integration of knowledge amongst its members [3]. Individual ability matters, but it is not the whole story. What ultimately sets a successful organisation apart is how well those abilities are turned into innovations and solutions that actually work [2]. Contemporary organisations rely heavily on collective creativity in this regard, as collaboration and diverse ways of thinking among members tend to give rise to ideas that would not surface otherwise [25]. In addition, CGC can be seen as an organisation's ability to integrate individual knowledge into more complex and valuable collective knowledge through knowledge integration [2]. Moreover, CGC represents the capacity of an organisation to synthesise varied forms of individual knowledge into a more sophisticated and valuable form of collective knowledge through the process of knowledge integration [2]. Broadly speaking, CGC comprises four core dimensions collective creativity, collaborative learning, knowledge integration, and collective problem-solving that together drive organisations to engage in continuous learning, innovation, and effective problem solving [3]. Such capacities rarely develop on their own. They are cultivated through an organisational culture that values collaboration, openness, and continuous learning, and reinforced by leaders who can bring out innovative thinking and cooperative behaviour among those they lead [3],

[25]. Thus, organisations with high collective generative capacities tend to be better able to enhance IA and achieve SPover the long term [12], [26].

2.5 Innovation Ambidexterity

Maintaining competitiveness requires organisations not only to refine and leverage existing resources but also to seek new opportunities for growth and development. When both activities are carried out in a balanced manner, organisations demonstrate IA, a capability that contributes to long-term sustainability and performance improvement [9], [10].This idea, based on March's theory of exploration and exploitation, clarifies that businesses need to strike a balance between using and improving current resources and seeking new opportunities, technologies, and knowledge [12]. Innovation ambidexterity is now understood as an organisation's strategic capacity to handle both radical and incremental innovation simultaneously. Organizations must continue to maximize their current strengths while remaining responsive to new opportunities in an increasingly unpredictable business environment. Businesses can preserve operational effectiveness and improve their capacity to attain long term SP thanks to this balance [9], [27], [28]. An organisation’s success in developing IA is influenced by the quality of its human resources, who are creative, adaptive, and learning oriented as well as by information technology support that enables more effective collaboration, knowledge management, and innovation development [9], [12]. In order to gain a competitive edge and guarantee the sustainability of organizational performance, organisations must be able to balance exploration and exploitation through IA [10].

3 Methodology

This study employs a conceptual analysis approach to examine and integrate various theoretical perspectives on the relationship between Knowledge Management Systems (KMS), Collective Generative Capacities (CGC), Innovation Ambidexterity (IA), and Sustainability Performance (SP). Conceptual analysis was conducted through a review and synthesis of relevant literature to identify concepts, dimensions, relationships among variables, and the mechanisms underlying the interrelationships among these variables. Based on the literature synthesis, this study develops a conceptual framework that explains how KMS and CGC contribute to Sustainability Performance both directly and indirectly through Innovation Ambidexterity. The proposed conceptual framework provides a theoretical foundation for understanding the roles of knowledge management, CGC, and innovation capabilities in fostering sustainable organizational performance. Specifically, this conceptual analysis proposes several theoretical relationships, namely: (1) KMS have a positive effect on SP; (2) CGC have a positive effect on SP; (3) KMS have a positive effect on IA; (4) CGC have a positive effect on IA; (5) IA has a positive effect on SP; (6) IA mediates the relationship between the KMS and SP; and (7) IA mediates the relationship between CGC and SP.

4 Result and Discussion

4.1 Knowledge Management System and Sustainable Performance

From a KBV perspective, knowledge is viewed as a strategic resource capable of creating competitive advantage and supporting an organization's achievement of sustainable performance. Therefore, the existence of a KMS is crucial as it enables organizations to effectively manage the processes of knowledge creation, storage, transfer, and utilization to enhance adaptability, operational efficiency, and sustainability oriented innovation [1], [24]. Effective knowledge management allows organizations to draw on their collective experience and expertise when making decisions and improving organizational practices. The process of sharing and utilizing knowledge encourages the development of innovative solutions, promotes more efficient resource utilization, and enhances the organization's ability to respond to sustainability challenges [16], [22]. In addition, effective knowledge management contributes to the creation of long-term value for both organizations and their stakeholders, which ultimately strengthens SP [17]. Accordingly, organizations that implement knowledge management practices more effectively are expected to achieve higher levels of SP. Therefore, the first hypothesis is proposed as follows: H1: KMS positively affects SP.

4.2 Collective Generative Capacities and Sustainable Performance

Collective Generative Capabilities (CGC) focus on the value of collaboration for generating ideas and information that benefit the business [25], [29]. Organizations that promote collaboration among people with different backgrounds and expertise can develop more insights and discover more effective solutions to new challenges. Sharing perspectives is not just about solving problems. It is about innovation and constant growth. The engagement of stakeholders in this process is beneficial and contributes to organizational learning and alignment with long-term sustainable goals [2]. This leads to firms being in a better position to make better decisions about sustainability and generate sustainable value [26]. As a result, companies reinforce their sustainability related decisions and are more equipped to generate long-term value [26]. This aligns with the KBV perspective, which positions knowledge as a strategic resource for creating organizational advantage and performance. Therefore, organizations with high CGC tend to achieve better SP compared to those with low CGC. Based on this argument, this study proposes that CGC have a positive effect on SP (H2).

4.3 Knowledge Management System and Innovation Ambidexterity

A Knowledge Management System (KMS) is a mechanism that enables organizations to effectively manage and utilize knowledge assets to support innovation. The creation, storage, sharing and utilization of knowledge in organizations facilitates access to information needed to identify new opportunities and improve the ability to enhance existing processes, products and services [1]. This capability is crucial for building IA

that is, an organization's capacity to simultaneously explore new knowledge and exploit existing knowledge to create sustainable innovation. Previous studies have demonstrated that effective knowledge management can help to improve ambidexterity by facilitating knowledge flow across units, accelerating organizational learning, and increasing the integration of different sources of knowledge that are relevant to the innovation process [9], [12]. Furthermore, knowledge-sharing activities enable organizations to gain new insights to support exploratory innovation while optimizing the use of existing competencies for exploitative innovation the two main dimensions of IA [22], [24]. This is consistent with the KBV perspective which considers knowledge as a strategic resource in developing superior organizational capabilities. Therefore, organizations that can effectively manage knowledge through a Knowledge Management System are likely to experience higher levels of innovation ambidexterity. Following this logic, this research hypothesizes that a Knowledge Management System positively influences on IA (H3).

4.4 Collective Generative Capacities and Innovation Ambidexterity

To sustain innovation, organizations need to engage in exploration and exploitation activities simultaneously, which is called IA. To make this happen, organizations need a work environment that encourages openness, collaboration and the ability to come up with new ideas at all times. Collective Generative Capacities (CGC) is the collective ability of organizational members to reach a common understanding, integrate different points of view, and create alternative solutions to the myriad problems they encounter in this environment [25], [29]. This capability allows organizations to discover new innovation opportunities through exploration activities, while also enhancing their ability to improve existing products, services and processes through exploitation activities. When individuals and groups are able to interact productively, organizations can more easily manage the tension between seeking new opportunities and leveraging existing competencies, which is at the core of IA [2], [12]. Besides, the CGC encourages the springing up of various ideas which can be converted to different and sustainable innovations, thus increasing the organization's ability to face an increasingly dynamic business environment [3]. In line with the KBV perspective, an organization's ability to combine and utilize knowledge dispersed among its members serves as a strategic resource that supports the development of innovation capabilities. Therefore, the higher the CGC, the greater the organization's ability to build IA. Based on this argument, this study proposes that CGC have a positive effect on IA (H4).

4.5 Innovation Ambidexterity and Sustainable Performance

To achieve sustainable performance, organisations must maintain their competitiveness while meeting increasingly complex economic, social and environmental demands. In such circumstances, the ability to innovate ambidextrously enables organisations to develop flexible responses to changes in the business environment without compromising existing operational effectiveness. Organisations with a high level of IA are better able to identify new growth opportunities, anticipate changes in stakeholder needs and

implement continuous improvements to their products, services and business processes [12], [26]. These capabilities generate value not only by improving financial performance, but also by supporting social responsibility and better environmental management. From the KBV perspective, managing and converting knowledge into various forms of innovation enables organisations to build a competitive advantage that is difficult to replicate, thereby maintaining SP in the long term. Therefore, organisations that can effectively develop IA will have a greater capacity to create sustainable value for all stakeholders, thereby contributing to improved SP [10], [16]. Based on this argument, this study proposes that IA positively affects SP (H5).

4.6 Knowledge Management for Sustainable Performance through Innovation Ambidexterity

Not only is the relationship between a Knowledge Management System (KMS) and SP direct, but it can also be facilitated through an organisation's ability to manage innovation effectively. A KMS enables organisations to collect, document and disseminate knowledge, which can then be used to develop various innovation activities [1]. However, merely having knowledge available is not enough to generate SP if the organisation cannot integrate and utilise that knowledge to create tangible value. In this context, IA enables organisations to transform their existing knowledge into innovations that can address current needs and anticipate future changes [12]. This capability allows organisations to convert knowledge assets into solutions, processes or business practices that deliver sustainable economic, social and environmental benefits. In line with the KBV perspective, knowledge generates a competitive advantage when it can be converted into valuable organisational capabilities. Previous research has also shown that IA is a key factor in explaining how knowledge-sharing activities and knowledge management lead to improvements in an organisation's SP [10], [30]. Therefore, the influence of the Knowledge Management System on SP is expected to be further strengthened by IA, which transforms knowledge into sustainable outcomes. Based on this argument, this study proposes that IA mediates the influence of the knowledge management system on SP (H6).

4.7 Collective Generative Capacities for Sustainable Performance through Innovation Ambidexterity

Collective Generative Capacities (CGC) enable organizations to achieve SP through the emergence of ideas, perspectives and solutions, which stem from interactions and collaboration between organizational members [29]. But the potential created by these generative capacities must be translated into organizational actions and practices that can create sustainable value. Innovation ambidexterity is a capability that enables organizations to steer the diverse ideas and opportunities that arise towards the development of innovations that can be successfully implemented [12]. The ability of organizations to deal with different alternative solutions while optimizing existing competencies allows them to generate innovations more relevant to stakeholder needs and sustainability needs. From the perspective of the KBV, knowledge generated through

collective interaction yields greater benefits when it can be integrated and leveraged to build valuable organizational capabilities. Therefore, IA serves as a pathway linking collective generative capabilities to the creation of sustainable organizational outcomes, as it enables jointly generated ideas and knowledge to be converted into innovations that support economic, social, and environmental performance [16], [26]. Consequently, the influence of CGC on SP is expected to grow stronger through the role of IA as a mechanism that bridges the process of transforming knowledge into sustainable value. Based on this argument, this study proposes that IA mediates the influence of CGC on SP (H7).

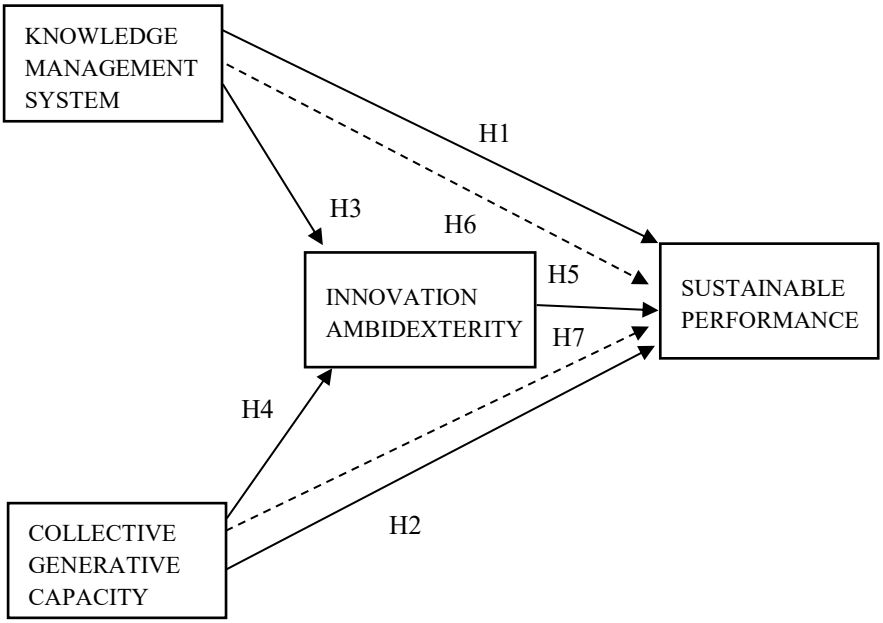


Fig 1. Research Framework Concept

Based on the theoretical review and literature synthesis conducted, this study develops a conceptual model that illustrates the relationship between the KMS, CGC, IA, and SP, as shown in Figure 1. The model is built on the KBV perspective, which emphasises that knowledge is a strategic resource capable of creating competitive advantage and supporting organisational sustainability. In this model, the Knowledge Management System and CGC are positioned as factors that play a role in creating, integrating, and utilising organisational knowledge. Furthermore, these two variables are expected to enhance SP both directly and indirectly through IA. The role of IA in this model is as a capability that enables organisations to transform their existing resources and knowledge into various forms of innovation capable of creating sustainable economic, social, and environmental value. Therefore, the proposed conceptual framework not only explains the direct relationships among the variables but also illustrates the

mechanisms through which knowledge-based resources can be transformed into SP via the organisation's innovation capabilities. Thus, this research model provides a more comprehensive understanding of organisational efforts to achieve sustainability through knowledge management, CGC, and IA.

5 Conclusion

This study develops a conceptual model to explain the roles of KMS and CGC in enhancing SP through IA, grounded in the KBV perspective. Based on a literature synthesis, KMS and CGC are recognised as knowledge-based resources that support the creation of sustainable value within organisations. KMS contributes through the effective management and utilisation of knowledge, while CGC fosters the generation of new ideas, insights, and solutions through collective interaction and collaboration. Furthermore, IA serves as an organisational capability that enables the organisation's knowledge and generative potential to be transformed into innovations capable of supporting the achievement of economic, social, and environmental goals. Therefore, this study proposes that KMS and CGC not only have a direct effect on SP but also exert this effect through the mediating role of IA. The conceptual model developed makes a theoretical contribution by expanding the application of the KBV in the context of organizational sustainability and provides a foundation for future empirical research to test the proposed relationships among the variables.

References

[1] A. Nasir, N. Zakaria, N. Do, and S. Velasquez, "The impact of knowledge management on sustainable performance with mediation effect of green innovation in Malaysian SMEs," *VINE J. Inf. Knowl. Manag. Syst.*, Sep. 2024, doi: 10.1108/VJIKMS-02-2024-0066.

[2] F. Achmad and I. Inrawan Wiratmadja, "Driving Sustainable Performance in SMEs Through Frugal Innovation: The Nexus of Sustainable Leadership, Knowledge Management, and Dynamic Capabilities," *IEEE Access*, vol. 12, pp. 103329–103347, 2024, doi: 10.1109/ACCESS.2024.3433474.

[3] Z. Yu, K. Zhao, and H. Yu, "Enterprise Openness and Open Innovation Performance: The Dual Mediation of Knowledge Management Capability and Organizational Learning," *Sustainability*, vol. 17, no. 22, p. 9993, Nov. 2025, doi: 10.3390/su17229993.

[4] N. U. Hadi and S. A. Sheikh, "Fostering hotel ambidexterity through knowledge-sharing culture and knowledge-sharing behavior: a study of the hospitality sector in Pakistan," *Bus. Process Manag. J.*, vol. 30, no. 4, pp. 1297–1313, Jun. 2024, doi: 10.1108/BPMJ-10-2023-0801.

[5] N. Zahoor, A. Zopiatis, S. Adomako, and G. Lamprinakos, "The micro-foundations of digitally transforming SMEs: How digital literacy and technology interact with managerial attributes," *J. Bus. Res.*, vol. 159, p. 113755, Apr. 2023, doi: 10.1016/j.jbusres.2023.113755.

[6] T. T. Le, N. Bùi Thị Tuyết, and T. Le Anh, "Drive sustainable business performance with humane entrepreneurship, knowledge management: the mediation of sustainable business advantage and sustainable business model innovation," *Eur. J. Innov. Manag.*, Oct. 2024, doi: 10.1108/EJIM-12-2023-1079.

[7] Ö. Özdemir, "A Research on Satisfaction Levels of Water Buffalo Breeders in Sivas Province, Türkiye," *J. Tekirdag Agric. Fac.*, vol. 21, no. 2, pp. 444–456, 2024, doi: 10.33462/jotaf.1291935.

[8] X. Liu, K. Y. Chau, T. Chang, and M. Moslehpour, "Driving Sustainable Performance Through Green Business Strategy, Artificial Intelligence Capability, and Green Supply Chain Management: The Mediating Roles of Knowledge Integration and Green Innovation," *Corp. Soc. Responsib. Environ. Manag.*, vol. 33, no. 3, pp. 4531–4546, May 2026, doi: 10.1002/csr.70397.

[9] O. Kassotaki, "Review of Organizational Ambidexterity Research," *Sage Open*, vol. 12, no. 1, p. 21582440221082127, Jan. 2022, doi: 10.1177/21582440221082127.

[10] G. S. Sarmad, A. Naseem, A. Shahzad, and M. Ullah, "Do Quality Management Practices, Organizational Ambidexterity, and Green Innovation Influence Sustainable Performance? A Structural Equation Modeling approach," *Sage Open*, vol. 14, no. 4, p. 21582440241302310, Oct. 2024, doi: 10.1177/21582440241302310.

[11] K. Kim, E.-H. Seo, and C. Y. Kim, "The Relationships Between Environmental Dynamism, Absorptive Capacity, Organizational Ambidexterity, and Innovation Performance from the Dynamic Capabilities Perspective," *Sustainability*, vol. 17, no. 2, p. 449, Jan. 2025, doi: 10.3390/su17020449.

[12] I. Shafique, M. N. Kalyar, M. Shafique, A. Kianto, and L.-S. Beh, "Demystifying the link between knowledge management capability and innovation ambidexterity: organizational structure as a moderator," *Bus. Process Manag. J.*, vol. 28, no. 5/6, pp. 1343–1363, Oct. 2022, doi: 10.1108/BPMJ-11-2021-0713.

[13] A. G. Andrei, V.-M. Dinca, A. Mitan, and E.-M. Vătămănescu, "Connecting the Dots: Exploring the Knowledge-based Antecedents of SMEs' Profitability and Development via International Ventures," *Manag. Mark.*, vol. 16, no. 3, pp. 167–186, 2021, doi: 10.2478/mmcks-2021-0011.

[14] K. M. Eisenhardt and F. M. Santos, "Knowledge-based view: A new theory of strategy," *Handb. Strategy Manag.*, vol. 1, no. 1, pp. 139–164, 2002.

[15] S. C. Cheah and C. L. Tan, "External knowledge sourcing, organizational ambidexterity and manufacturing performance: a new insight for dynamic operation management," *Benchmarking Int. J.*, vol. 31, no. 5, pp. 1643–1666, 2024.

[16] M. Lee, A. Pak, and T. Roh, "The interplay of institutional pressures, digitalization capability, environmental, social, and governance strategy, and triple bottom line performance: A moderated mediation model," *Bus. Strategy Environ.*, vol. 33, no. 6, pp. 5247–5268, Sep. 2024, doi: 10.1002/bse.3755.

[17] D. Gallardo-Vázquez, "Defining the Path to Sustainability Based on Triple Bottom Line Dimensions," *Corp. Soc. Responsib. Environ. Manag.*, vol. 32, no. 4, pp. 4743–4768, Jul. 2025, doi: 10.1002/csr.3216.

[18] I. Siswanti, H. A. Riyadh, L. Nawangsari, Y. Yusoff, and M. Wibowo, "The impact of digital transformation for sustainable business: the meditating role of corporate

governance and financial performance," *Cogent Bus. Manag.*, vol. 11, Feb. 2024, doi: 10.1080/23311975.2024.2316954.

[19] I. Orekoya, "Fostering Team Climate Through Inclusive Leadership: The Role of Team Power Distance and Trust in Leadership," Sep. 2023.

[20] S. R. Dinibutun, "From green inclusive leadership to green creativity: The mediating role of green passion and green absorptive capacity," *J. Open Innov. Technol. Mark. Complex.*, vol. 10, no. 2, p. 100272, Jun. 2024, doi: 10.1016/j.joitmc.2024.100272.

[21] M. K. Khalil and U. Muneenam, "Total Quality Management Practices and Corporate Green Performance: Does Organizational Culture Matter?," *Sustainability*, vol. 13, p. 11021, Oct. 2021, doi: 10.3390/su131911021.

[22] S. S. M. Yuen and H. Y. Lam, "Enhancing Competitiveness through Strategic Knowledge Sharing as a Driver of Innovation Capability and Performance," *Sustainability*, vol. 16, no. 6, p. 2460, Mar. 2024, doi: 10.3390/su16062460.

[23] F. Alkaraan, M. Elmarzouky, K. Hussainey, V. G. Venkatesh, Y. Shi, and N. Gulko, "Reinforcing green business strategies with Industry 4.0 and governance towards sustainability: Natural-resource-based view and dynamic capability," *Bus. Strategy Environ.*, vol. 33, no. 4, pp. 3588–3606, May 2024, doi: 10.1002/bse.3665.

[24] A. Dzenopoljac, V. Dzenopoljac, S. Muhammed, O. Abidi, and S. Kraus, "Intra-organizational knowledge sharing, ambidexterity and firm performance: evaluating the role of knowledge quality," *J. Knowl. Manag.*, vol. 28, no. 11, pp. 155–178, Dec. 2024, doi: 10.1108/JKM-06-2023-0533.

[25] M. I. Ishaq, H. Sarwar, J. Aftab, S. Franzoni, and A. Raza, "Accomplishing sustainable performance through leaders' competencies, green entrepreneurial orientation, and innovation in an emerging economy: Moderating role of institutional support," *Bus. Strategy Environ.*, vol. 33, no. 2, pp. 1515–1532, Feb. 2024, doi: 10.1002/bse.3557.

[26] R. A. Al-Husain *et al.*, "Optimizing sustainability performance through digital dynamic capabilities, green knowledge management, and green technology innovation," *Sci. Rep.*, vol. 15, no. 1, p. 24217, Jul. 2025, doi: 10.1038/s41598-025-04912-6.

[27] S. Basly and A. Hammouda, "Family members' commitment to the firm and a firm's exploratory innovation: the moderating effect of building a system of shared values," *Rev. Entrep.*, vol. Hors Série 1, no. HS1, pp. 21–48, 2023.

[28] M. Chai, J. Chen, P. Liu, and W. Foster, "Ambidextrous Innovation, Organizational Resilience, and the High-Quality Development of Enterprises: A Dynamic Analysis Based on the Enterprise Life Cycle," *Sustainability*, vol. 17, no. 8, p. 3325, Jan. 2025, doi: 10.3390/su17083325.

[29] T. W. Harsono, K. Hidayat, M. Iqbal, and Y. Abdillah, "Exploring the effect of transformational leadership and knowledge management in enhancing innovative performance: a mediating role of innovation capability," *J. Manuf. Technol. Manag.*, vol. 36, no. 1, pp. 227–250, Jan. 2025, doi: 10.1108/JMTM-03-2024-0125.

[30] Z. U. R. Khalil *et al.*, "Understanding Livestock Systems and their Effect on Reproductive Performance of Achai and Jersey Crossbred Cows in Northern Hindukush Mountainous Ranges," *Pak. J. Zool.*, vol. 57, no. 3, pp. 1421–1434, 2025, doi: 10.17582/journal.pjz/20230307100354.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (http://creativecommons.org/licenses/by-nc/4.0/), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

