

The Effect of Knowledge Management on Organizational Performance: Moderating Role of Organizational Trust and Support

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Abstract

Purpose: Knowledge management is a function of organizational performance. However, knowledge management studies in developing countries has not been investigated adequately in literature. The purpose of this paper to explore the effects of knowledge management process and knowledge management infrastructure on organizational performance. The study also explore the moderating effect of organizational trust and support. **Design/methodology/approach:** Partial least squares path modelling and data collected from a total of 323 employees working in the private and public companies at UAE were used to test the research hypothesis.

Findings: this study revealed the significant effect positive effect of knowledge management capability towards KM process and KM infrastructure on organizational performance. Organizational trust and organizational support were also found to successfully moderate the effect of KM process and KM infrastructure on organizational performance.

Practical implications: This study provides a valid and applicable model for organizations to enable the implementation of KM supported with trust and support by organization to improve organizational performance among executives in the company especially the local workers. Practical contribution indicates that creating sustainable performance through better understanding of the role of knowledge management capability of employees in improving the organizational performance. An important implication of this study to the government of UAE is enhancing the creation of organizational environment which supports the sharing, acquiring, applying and protecting of knowledge for the betterment of organizations.

Value: To the best of author knowledge, this is one of the few early attempts to address issues in light of the knowledge management capability among employee in a Gulf region.

Keywords: knowledge management; organizational support, organizational trust; developing country.

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Introduction

Knowledge management (KM) has received much attention in the last three decades and this is mainly due to the advantage that economies as well as organizations can achieve by managing their knowledge (Grant 1996). The knowledge-based view theory viewed knowledge as the most important assets of an organization and pointed out that managing knowledge properly will lead to superior competitive advantage and ultimately better organizational performance (Grant, 1996). In line with the knowledge based view theory, the knowledge management is defined as the process of creating, sharing, using and managing the knowledge and information of an organization (Soniewicki 2015). It refers to a multidisciplinary approach to achieving organizational objectives by making the best use of knowledge (Hislop, Bosua, and Helms 2018).

The work in KM can be traced back to 1990s. Evidences from the literature supports the effective role of knowledge management in achieving better organizational outcomes and this includes several outcomes such as improving the innovation of the companies, better and informed decision making, and faster responses to changes in market (Ha, Lo, and Wang 2016; Mao et al. 2016; Chris Storey and Kelly 2002; Tseng 2014). One of the most important model in KM is the knowledge management capability model that was developed by Gold et al. (2001). Gold et al. (2001) pointed out that KM capabilities can be divided into KM process and KM infrastructure. The KM process includes the process of knowledge conversion, protection, acquisition, and application while the infrastructure includes the structure, culture, and technology infrastructure.

Organizational performance is one of the most highly researched dependent variables. This is because organizational performance is an important indicator of the economy and it affects the Gross Domestic Product (GDP), unemployment rate, as well as the Foreign Direct Investment (FDI) (Shah and Jan, 2014). On the other hand, weak organizational performance of companies such as public listed or privately owned large companies is a sign of crisis in the economy. The world has witnessed during the financial the collapse of some major companies in the United States (US), which led to slow economic growth, increased unemployment rate, and ultimately, the financial crisis in the world (Elyasiani et al., 2014).

This study will investigate the KM and organizational performance of public listed and private owned large companies in UAE. The choice of UAE and these companies is due to the fact that companies in the country have been exposed to several economic crises that led to massive downsizing of workforce and restructuring (Gulf News, 2017 ; Arabian Business, 2017). Researchers argued that when downsizing occur, organizations lose resource and capabilities due to the loss of individual knowledge and expertise. This is in agreement with the Resource Based View (RBV), which claimed that downsizing will affect the resource and capabilities of companies and bring negative impact on the organization (Zorn et al., 2017).

Companies in UAE are under fierce competition from regional and global players. According to the Ministry of Economy, number of registered companies in the country in 2016 reached 475,000 companies with increase of 13% compared with 2015 (Ministry of Economy, 2017). Local companies have to sharpen their competitiveness and increase their performance to stay relevant in their environment. News agencies reported that companies are restructuring and conducting downsizing of their workforce due to cost increase and fierce competition (Gulf News, 2017; Arabian Business, 2017). UAE is heavily relying on foreign experts to manage companies and there is increasing knowledge loss due to the exit of these individual and leaving the country, which might affect the quality of work as well as the productivity of employees and ultimately will affect the organizational performance (Biygautane and Al-yahya 2011; Dubai School of Government 2011).

Theories such as Resource based view and Knowledge based view as well as the Social Exchange Theory suggested that companies by using their resources and capabilities and implementing a culture of trust as well as supporting the capabilities of the employees will lead to better organizational performance (J. B. Barney 2001; Grant 1996; Liang, Liu, and Wu 2008).

KM has been associated with competitive advantage and better organizational performance (Grant, 1996). KM can explain a large portion of the variation in the performance of organization and contribute to the quality performance, employee satisfaction and operational performance (Psomas et al., 2017; Al-Dhaafri and Al-Swidi, 2016; Ooi, 2014; Honarpour, Jusoh and Long, 2017b). Nevertheless, few studies investigated the effect of KM on organizational performance of public and private large scale companies (Obeidat et al., 2016; Alaarj et al., 2016).

Previous studies are dominated by service and manufacturing industries and majority of these studies were conducted in developed countries (Alaarj, Abidin-Mohamed, and Bustamam 2016; Bajaj, Garg, and Sethi 2018; Prashar

and Antony 2018; Serenko 2013). In addition, previous studies measured the performance using only financial indicator and focused on variables that can be extracted from annual reports (Nguylene et al., 2014; Zabri et al., 2016). Few of the previous studies deploy mediator or moderator. Further, the use of SPSS rather than the second generation of statistics such as SEM-PLS or AMOS is frequent in previous studies (Khanam, Siddiqui and Talib, 2013; Chuang et al., 2015). Organizational support and trust are emerging variables in the literature and incorporating them as moderators can help in better understanding the organizational performance of companies (Hur et al., 2015).

There is a need to bridge the gaps of the literature in this area. Consequently, this study aims to contribute to the practice and body of knowledge by testing an empirical framework that can be used as a reference for the decision makers to understand the KM, trust, and organizational support and their implications on organizational performance of public and private companies in UAE.

2. Literature Review

Knowledge Management Processes and Organizational Performance

Many definitions have been developed by researchers to serve the context of their studies. For example, Bose (2003) defined KM processes as the ability of an organization to leverage existing knowledge through continuous learning to create new knowledge. Miranda et al. (2011) defined KM processes as an organization's ability to accumulate critical knowledge resources and manage their assimilation and exploitation. Chuang (2004) defined it as the ability to mobilize and deploy KM-based resources in combination with other resources and capabilities.

The three above definitions focused on the steps involved in KM processes. Bose (2003) and Miranda et al. (2011) referred to these processes of knowledge creation, assimilation and exploitation. On the other hand, Chuang (2004) viewed KM processes as the deployment of all KM based resources and other resources in the organization. This study focuses on processes of KM, which start by creating or acquiring the knowledge from internal or external sources, next sharing the knowledge among organizational members and departments, and last but not least, applying the knowledge in decision making that can improve the organizational performance. Therefore, the definition of Miranda et al. (2011) suits the context of this study and accordingly this definition is adopted in this study.

Gold et al. (2001) deploy the KBV theory to develop the knowledge management capability model (KMC). The authors divided KMC into infrastructures and processes. Knowledge infrastructure includes technology infrastructure, organizational structure, and organizational culture. While KM processes include the organizational capabilities of knowledge acquisition, knowledge conversion, knowledge application, and knowledge protection. Gold et al. (2001) tested empirically the model using executives from financial institutions in US and found that for organizations to improve their organizational effectiveness, they must focus on the KM process capabilities.

Gold et al. (2001) is considered one of the pioneer developers of KM processes and researchers have adopted their model to examine the effect of KM processes on different organizational outcomes. Adopters of the Gold et al. (2001) model have used the four components of KM processes, which include the knowledge acquisition, knowledge conversion, knowledge application, and knowledge protection (Fan et al. 2009; Mills and Smith 2011). Other researchers modified the model of Gold et al. (2001) and included variables that suits the context of their studies. For example, Chen and Fong (2015) included acquisition, identification, dissemination, and utilization as components of KM processes. Chen and Fong (2012) incorporated the process of acquisition, dissemination, and utilization. The findings showed that KM processes could play a mediator between business performance and knowledge governance mechanism.

Similarly, Liu and Deng (2015) investigated the effect of KM processes, which included acquisition, conversion, application, and protection on the business outsourcing process in China and found the four dimensions of KM processes affected positively the business process outsourcing. Ju, Li and Lee (2006) aimed to develop a strategic contingency model to identify the interrelationships among knowledge characteristics, knowledge management strategy, knowledge integration, organizational learning, KM processes, and innovation. KM processes were divided into knowledge acquisition, conversion, and application. The findings indicated that KM processes affected strongly the innovation. Sambasivan, Loke and Zainal (2009) found the effects of knowledge acquisition and application (KM processes), and supply chain learning on organizational performance of Malaysian manufacturing were significant.

Liu, Chen and Tsai (2004) conducted a study to identify the relationship between KM processes and competitiveness in Taiwan's industries. KM processes included, knowledge obtaining, refining, storing and sharing. The findings showed that the four KM processes strongly affected the competitiveness. Wu and Chen (2014) attempted to develop and test a model that represents the KM value in Taiwanese manufacturing companies. They incorporated the

processes of creation, transferring, integration and application. The findings indicate that KM processes mediated the effect of knowledge assets on business process capabilities. Donate and Sánchez de Pablo (2015) investigated the type of leadership in KM initiative to achieve innovation in Spanish industrial companies. KM processes included the storage, creation, transfer, and application. Findings showed that leadership has vital role in encouraging the KM processes.

Zheng, Zhang and Du (2011) incorporated acquisition, generation, and combination as KM processes to investigate the innovation performance of manufacturing Chinese companies. The findings showed that KM processes have significant effects on innovation performance. Tseng and Lee (2014) investigated the effect of KM processes such as transfer and protection on dynamic capabilities and organizational performance. KM processes enhanced the dynamic capabilities, which in turn improved the organizational performance of Taiwanese technological companies. Tseng (2014) incorporated conversion and protection processes and found that they have significant effect on organizational performance of Taiwanese technological companies. Lai and Lin (2012) tested whether the KM enhances the innovation and new product development in Taiwanese manufacturing companies. Creation, acquisition, diffusion, integration, and storage were the elements of KM processes. The findings showed that knowledge creation, acquisition, knowledge diffusion, and integration affect the technology innovation.

Gharakhani and Mousakhani (2012) examined the effect of KM processes on SMEs' performance in Iran. KM processes included acquisition, sharing, and application. The findings showed that KM processes affect significantly the sales growth, quality improvement, and customer satisfaction. Alaarj et al. (2016) investigated the effect of KM processes on organizational performance of public listed companies and found that KM processes (acquisition, sharing, utilization) affected the organizational performance of Malaysian companies.

It was observed from previous studies that they focused on created a value chain of KM processes where the knowledge is first created, sharing, and applied. However, the knowledge must be protected and those who invented the knowledge must be acknowledge. In this study, knowledge acquisition, sharing, application and protection are used as components of KM processes. This four KM processes were chosen because they complete each other. In other word, the knowledge must be first acquired from internal and external sources. Next, the knowledge must be shared among organizational members. This knowledge should be utilized in decision-making and in adjusting business process. In addition, the knowledge must be protected because it is the source of competitive advantage for the organization. The choice of the KM processes is in agreement with the definition of KM processes by Miranda et al. (2011) who specified the KM to be processes of acquiring related knowledge, sharing, and exploiting the knowledge. In the next sections, a discussion of the components of KM processes and their effects on organizational performance are discussed. In this study and based on the above discussion, the effect of knowledge management process on organizational performance is expected to be positive and significant. Accordingly, the following is hypothesized:

H1: KM processes affect significantly the organizational performance of companies in UAE.

Knowledge Acquisition and Organizational Performance

The term acquisition refers to a company's capability to identify, acquire and accumulate knowledge (whether internal or external) that is essential to its operations (Gold et al., 2001). Mills and Smith (2011) view knowledge acquisition as the degree to which the company develops or creates knowledge resources across functional boundaries. Knowledge acquisition is enabled by the processes and activities of interaction, feedback, innovation, brainstorming, and benchmarking. Knowledge acquisition is a capability that is required by companies to ensure their survival (Chandler and Lyon 2009). It reflects the company abilities to use its knowledge to create advantage (Friesl 2012).

Researchers suggested a positive link between knowledge acquisition and performance measures. For example, Song (2008) showed that knowledge acquisition practices were significantly related to organizational improvement. Further, when acquired knowledge is used appropriately, a significant and positive link is observed between knowledge acquisition and organizational performance (Seleim and Khalil 2011). The study of Chen and Fong (2012) found that knowledge acquisition is linked positively to organizational performance. Gold et al. (2001), Ju et al. (2006) and Fan et al. (2009) found that knowledge acquisition has significant effect on organizational effectiveness, innovation, and KM capabilities respectively. Mills and Smith (2011) found a significant effect of knowledge acquisition on organizational performance. Chen and Fong (2015) found that the intensity of knowledge acquisition affects the dissemination, which in turn affects the business performance. Liu and Deng (2015) found that the second most important capability is the acquisition, which affects the business process outsourcing.

Based on the above discussed studies, it is anticipated in this study that knowledge acquisition will affect positively the organizational performance of private and public companies in UAE.

H1a: knowledge acquisition affects significantly the organizational performance of companies in UAE.

Knowledge Sharing and Organizational Performance

Jackson et al. (2006) defined Knowledge sharing as the fundamental means through which employees can contribute to knowledge application, innovation, and ultimately the competitive advantage of organizations. Cummings (2004) viewed knowledge sharing as the provision of task information and know-how to help and collaborate with others in solving problems, developing new ideas, or implementing policies and procedures.

Knowledge can be divided into tacit and explicit. The explicit part is easy to be shared among organizational members while the tacit is difficult (Holste and Fields 2010). The development of human capital relies on the sharing of tacit knowledge amongst employees, which provides learning opportunities and helps to transfer skills, as well as motivates and empowers employees to improve their job performance (Hsu, 2008; Wang et al., 2009; Cockrell and Stone, 2010). Additionally, knowledge sharing helps organizations to leverage the accumulated experiences of employees and promotes teamwork in the resolution of problems and customer service needs (Law and Ngai 2008; Monica Hu, Horng, and Christine Sun 2009). Moreover, the interaction and communication that take place during knowledge sharing reduce uncertainty and promote better understanding and cooperation amongst employees, which result in a more positive working environment (Chris Storey and Kelly 2002).

Studies that investigated the effect of knowledge sharing on organizational outcomes such as competitiveness, innovation, and financial and non-financial performance found that knowledge sharing is essential for organizations to achieve superior performance. For example, Liu et al. (2004) found that knowledge sharing is the most important variables that affect the competitiveness of Taiwanese companies. Similarly, the study of Chang and Chung (2011) revealed a significant effect of knowledge sharing on business strategy of manufacturing companies in Taiwan. Gharakhani and Mousakhani, (2012) found significant effect of knowledge sharing on sales growth, quality improvement, and customer satisfaction in Iranian SMEs. In this study, it is expected that the knowledge sharing will affect positively the organizational performance of private and public companies in UAE.

H1b: knowledge sharing affects significantly the organizational performance of companies in UAE.

Knowledge Application and Organizational Performance

KM comprises a set of three distinct processes, namely knowledge acquisition, knowledge sharing and the use or responsiveness to knowledge (Darroch 2003). Knowledge application is the most crucial aspect, since all the benefits of the earlier phases (acquisition and sharing) should accumulate in the application process and provide tangible benefits for the organization (Salojärvi et al., 2010). Knowledge application is defined as a comprehensive construct that indicates the extent to which the pool of available knowledge and expertise is activated and exploited within organization (Sung and Choi 2012).

Researchers have noted that the mere presence of knowledge within organization does not necessarily improve performance if such knowledge is not applied nor utilized (Austin 2003; Griffith and Sawyer 2010; Sung and Choi 2012). For knowledge to influence company performance, it has to be utilized to support the company's processes. Hence, it is through deployment of the acquired knowledge can be transformed from being one of the potential into a realized and dynamic capability that impact company performance (Seleim and Khalil, 2007).

Knowledge application was found an important driver of the innovation performance in Taiwanese's high-tech companies (Hung et al. 2010). In Jordanian telecommunications companies, the effect of knowledge application on the organizational performance was found significant (Qasrawi et al., 2017). In addition, the study of Yusr et al. (2017) found that knowledge application has a significant effect on the innovation performance of Malaysian manufacturing companies. Accordingly, in this study, the effect of knowledge application on organizational performance of private and public companies is expected to be positive and significant.

H1c: knowledge application affects significantly the organizational performance of companies in UAE.

Knowledge Protection and Organizational Performance

Knowledge protection was conceptualized as an important dimension of knowledge management capabilities model by Gold et al. (2001). The author defined knowledge protection as a process is designed to protect the knowledge

within an organization from illegal or inappropriate use or theft. Gold et al. (2001) pointed out that in order for organization to achieve competitive advantage, the knowledge must be protected. Despite the importance of this variable, few studies focus and include the knowledge protection.

Mills and Smith (2011) examined the effect of the process and infrastructure on the organization performance. Knowledge protection was found insignificant predictor of the organizational performance. On the other hand, Tseng and Lee (2014) and Tseng (2014) examined the effect of knowledge protection on the organizational performance and found that there is a significant effect of protection on performance. Liu and Deng (2015) incorporated acquisition, conversion, application and protection as dimensions of KM process and studies their effect on the business process outsourcing. The findings indicated that knowledge application followed by protection is the most important dimension of KM process.

In this study, it is expected that knowledge protection has an important role in developing the organizational performance. This is because protecting the knowledge will maintain the competitive advantage of companies and will lead to superior performance. Accordingly, in this study, it is expected that knowledge protection has a significant positive effect on the organizational performance of companies in UAE. Thus, it is hypothesized:

H1d: Knowledge protection has a significant effect on the organizational performance of companies in UAE.

KM Infrastructure and Organizational Performance

KM infrastructure is defined as a special dynamic capability that a firm purposely develops to manage its knowledge base over time (Chen and Fong, 2012). The KM infrastructure was proposed by Gold et al. (2001) to include technology infrastructure, organizational culture, and organizational structure. Several researchers have adopted the three dimensions of Gold et al. (Fan et al., 2009; Mills and Smith, 2011; Alaarj et al., 2016). In this study, following the approach of the majority of research, the KM infrastructure is operationalized to include the three basic KM infrastructure, namely, the technology infrastructure, organizational culture, and organizational structure.

KM infrastructure has been investigated by many researchers. Findings of the study of Cepeda and Vera (2007) indicated that KM infrastructure has a significant effect on the knowledge configuration. Chuang (2004) indicated that cultural KM resource, structural, and human has significant impact on competitive advantage of Taiwanese companies. Chang and Chuang (2011) found that KM infrastructure affected positively the KM process and the organizational performance of firms in Taiwan. In the next sections, the dimensions of KM infrastructure are discussed.

H2: KM Infrastructure affect significantly the organizational performance of companies in UAE.

Technology Infrastructure and Organizational Performance

Technology infrastructure is defined as the technical systems within a company, which determine how knowledge travels throughout the organization and how it is accessed (Chang & Chuang, 2011). The technology element of knowledge infrastructure comprises the IT systems that enable the integration of information and knowledge in the organization as well as the creation, transfer, storage and safekeeping of the company's knowledge resource (Mills & Smith, 2011). IT contributes to KM effectively (Sher & Lee, 2004). For example, business intelligence technologies enable a company to generate knowledge regarding its competition and the broader economic environment. Knowledge application technologies enable a company to use its existing knowledge (Chang & Chuang, 2011).

Yang et al. (2009) highlighted the role of information technology capability of a company in creating effective dyadic quality performance. Miranda et al (2011) provided examples of technology infrastructure such as database interfaces and data entry screens and reports provide knowledge about how business transactions are to be conducted. Technology infrastructure also provides a vehicle for knowledge sharing through electronic forums and knowledge repositories. Miranda et al (2011) incorporated technology infrastructure among the elements of KM infrastructure. The findings showed that technology infrastructure has positive influence on return on assets. Chen et al. (2015) found that IT infrastructure affects the IT capabilities of companies.

Previous studies support the positive effect of technology infrastructure on the OP (e.g. Gold et al., 2001; Chen et al., 2015). However, some researchers found contradicted results. For example, Mills and Smith (2011) investigated the technology infrastructure effect on OP and found negative insignificant effect between the variables. Hooff and Huysman (2009) also found no effect of technology infrastructure on the structural and cognitive social capital of Dutch companies. Other researchers failed to prove that technology infrastructure is directly related to performance (Powell & Dent-Micallef, 1997; Schlemmer & Webb, 2006). In this study, it is predicted that technology infrastructure will have a significant effect on the organizational performance of companies in UAE.

H2a: Technology infrastructure affects significantly the organizational performance of companies in UAE.

Organizational Culture and Organizational Performance

Organizational culture is defined as the degree to which organization provides support for viewing knowledge as valuable assets and resources (Chang & Chuang, 2011). Organizational culture in the context of KM is considered as a complex collection of values, beliefs, behaviors, and symbols that influence KM in companies (Ho, 2009). Changes in company culture are regarded as necessary for implementing KM programs (Bhatt 2001). The ability of an organization to learn, develop memory, and share knowledge is dependent on its culture (Turban et al., 2007). Thus, positive changes in culture are expected to influence company performance and add momentum to other improvements taking place elsewhere in the company (Mills & Smith, 2011).

The knowledge-based culture has been proven to be supportive for knowledge-related processes such as knowledge choice and storage (Chang & Chuang, 2011). Researchers have noted that collaborative cultures facilitate the reuse of accumulated knowledge in the organization (Miranda et al., 2011). Organizational culture contributes to defining the organizational context that guides employees' behavior and affect knowledge flows in the organization (Verona & Ravasi, 2003). Culture is important factor for successful KM, as it encourages people to create and share knowledge within an organization (Wu & Chen, 2014).

Sin and Tse (2000) found that organizational cultural values such as consumer orientation, service quality, informality, and innovation were significantly associated with marketing effectiveness. Aydin and Ceylan (2009) also showed that cultural dimensions were related to company performance. Chang and Chung (2011) and Gold et al (2001) found that organizational culture affects significantly the OP. Pandey and Dutta, (2013) found that culture plays an essential role in the achievement of knowledge excellence. Nevertheless, Mills and Smith (2011) found that organizational culture has insignificant effect on organizational performance of companies in Jamaica. In this study, organizational culture is expected to have a significant effect of the organizational performance of companies in UAE.

H2b: Organizational culture affects significantly the organizational performance of companies in UAE.

Organizational Structure and Organizational Performance

Organizational structure refers to operational and command structure of the organizations, both official and unofficial and it includes incentive system, work design, management support policy of the administrators and rules, regulations and practices (Yang & Chen, 2007). These dimensions of structure affect the KM process and organizational leadership (Chen & Huang, 2007; Zheng et al., 2010).

Nisar et al. (2016) discussed the types of organizational structure and divided them into four: functional, divisional, matrix, and flat. They described the flat as strategic in nature and could facilitate the organizational routine. They suggested that open organizational structure suits more the organizations to boost innovation. An appropriate structure for effective KM would be one that has a minimum of hierarchies and promotes collective knowledge rather than individual behavior (Aujirapongpan et al., 2010). Potential indicators for KM effectiveness include the ability to cross-functional boundaries to obtain knowledge, knowledge sharing, and collective behavior among employees (Pandey & Dutta, 2013).

Organizational structure comprises the organizational hierarchy, rules and regulations, and reporting relationships (Hearth, 2007). It is suggested by researchers that in order for organization to benefit from the technology and knowledge related activities, the organizational structure should be flatter, which leads to more KM effectiveness (Aujirapongpan et al., 2010; Pandey & Dutta, 2013). Flattened organizational structure will contribute more in knowledge accumulation and sharing, and makes organizations more flexible to adopt all kinds of different environments. Additionally, in the process of knowledge integration, it will increase organization efficiency and eventually increase corporate value and competitiveness to help improve organizational performance (Chang & Chuang, 2011).

Consequently, KM theorists largely concluded that changes in a company's structure, such as moving from hierarchical to flatter networked forms, are essential for the effective transfer and creation of knowledge in the company (Beveren, 2003; Gold et al., 2001; Grant, 1996; Nonaka et al., 1996). Such changes by extension have been positively associated with improved outputs in both service and financial terms (Baxter et al., 2009; Chen et al., 2012; Storey & Kahn, 2010).

Previous studies related the organizational structure to competitive advantage (Chuang, 2004), organizational performance (Chang & Chung, 2011; Gold et al., 2001; Mills & Smith, 2011) and KM effectiveness (Aujirapongpan et al., 2010). Pandey and Dutta, (2013) pointed out that organizational structure plays a facilitating and steering role in

developing the culture of knowledge. However, Fan et al. (2009) found that the importance of structure relatively lower than that of other elements of KM infrastructure. Hooff and Huysman (2009) found that organizational structure does not affect structural social capital and cognitive social capital of the Dutch companies. In this study, the organizational structure is expected to affect positively the organizational performance of companies in UAE.

H2c: Organizational structure affects significantly the organizational performance of companies in UAE

KM Human Resource and Organizational Performance

Individuals store organizational memory using their brains, causal maps, assumptions, values, and beliefs. They store both codified and tacit knowledge. Critical elements of firm knowledge often exist only in pockets within the organization and transferring the knowledge is essential to effective organizational functioning (Miranda et al., 2011).

The human resource is essential for creating new knowledge resource. Previous studies examined its effect on different organizational outcome. For example, Chuang (2004) found that human KM resources has a significant effect on the competitive advantage of companies. Chang and Chuang (2011) found that human KM resource has a significant effect on KM process and organizational performance. Özbağ, Esen and Esen (2013) also found that human KM resource are directly related to KM process and to the innovation of companies. Cohen and Olsen (2015) found that human KM resource is essential and its interaction with other activities will result in high customer service outcome.

In this study, it is expected that the human KM resource has a significant effect on the organizational performance of UAE public listed and private owned companies. Thus, the following is proposed.

H2d: Human KM resource has a significant effect on the organizational performance.

The moderating role of Trust

Trust is defined as the positive expectations individuals have about the intent and behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependencies (Shockley-Zalabak et al., 2000). For this reason, Hackman and Johnson (2013) described trust as fragile. One untrustworthy act can quickly undermine attempts to build a trusting culture or relationship (Hackman and Johnson, 2013 cited in Holmes and Holmes, 2016). The existence of trust is important to promote organizational knowledge sharing (Singh Sandhawalia and Dalcher, 2011). Trust facilitates the processes of KM such as sharing, transferring and obtaining (Holste and Fields, 2010). On the other hand, the absence of trust affects the willingness of employees to share their tacit and explicit knowledge (Gharakhani and Mousakhani 2012; Holste and Fields 2010).

Previous studies have found that trust could facilitate the organization's ability to enhance relationships, collect information related to market and technology development, and establish beneficial knowledge sharing (Romijn and Albaladejo 2002). Collaboration, interaction, and exchange of knowledge are all enabled once the organization creates a culture of trust (Miles, 2007).

Previous studies attempted to investigate the direct and indirect effect of organizational trust on the organizational outcome. For example, researchers related the organizational trust to member creativity in Korean ICT companies (Jo et al. 2015), organizational commitment in UAE retailers (Al-Nasser 2016), project outcome in US high tech companies (Ko, 2014), and willingness to share and use tacit knowledge in US companies (Holste and Fields, 2010). Mediating role of trust was investigated in several studies. Alaarj et al. (2016) investigated the mediating role of trust between KM processes and organizational performance and found a partial mediating role of trust.

It has been established that trust can mediate the variables in the organizational context. Several researchers (Wat and Shaffer, 2005; Kath, Magley and Marmet, 2010; Niu, 2010; Yoon, Jang, and Lee, 2016). However, few researchers examined the moderating role of trust. For example, Fairhurst (2016) found that trust moderated the effect of purchase intention on extend of purchase in US Grocery. Ertürk and Vurgun (2015) found that trust moderated the effect of organizational support and leader-member exchange on turnover intention.

Wang et al. (2014) pointed out that studies into trust in management context are still in their infancy and there is need to study the potential impact of trust in organizational settings. Alaarj et al. (2016) also suggested to understand the relationship between trust, KM and organizational performance in emerging economies. In this study, the moderating role of trust between KM processes and KM infrastructure, and the organizational performance is investigated. It is expected that high level of trust will enhance the effect of KM processes and KM infrastructure on organizational performance.

H3a: Trust moderates the effect of KM process on the organizational performance of companies in UAE.

H3b: Trust moderates the effect of KM infrastructure on the organizational performance of companies in UAE.

The moderating role of Organizational Support

The most widely used definition of organizational support defined it as the extent to which employees perceive that their contributions are valued by their organization and that the firm cares about their well-being (Eisenberger et al. 1986). Organizational support is derived from social exchange theory (DeConinck and Johnson, 2009). Social exchange refers to the voluntary actions of individuals in the expectation of some perceived return associated with and typically bestowed upon performing the desired action (Hur et al. 2015). According to the theory of social exchange, employees who are given organizational support work harder due to their heightened commitment to the organization (DeConinck and Johnson 2009).

Few studies investigated the moderating role of organizational support. Duke et al. (2009) investigated the moderating role of organizational support between emotional labor and the organizational outcomes and found that organizational support moderated the effect of emotional labor on job performance and satisfaction. Organizational support also found to moderate the effect of attitudes, perceived behavioral control, independence commitment, personal responsibility for reporting and personal cost of reporting on the behavioral intention of accountant (Alleyne, Hudaib, and Haniffa 2018). In addition, Rineer et al. (2017) found organizational support to moderate the effect of organizational justice on objectives measures.

Joiner (2007) found that organizational support moderated the effect of TQM on organizational performance of motor vehicle in Australia. In this study, high organizational support is expected to improve the KM capability and encourages employees to share their knowledge and apply the knowledge to improve their performance. Thus, it is proposed in this study that organizational support will moderate the effect of KM processes and KM infrastructure on the organizational performance.

H4a: Organizational support moderates the effect of KM processes on the organizational performance of companies in UAE.

H4b: Organizational support moderates the effect of KM infrastructure on the organizational performance of companies in UAE.

All association hypothesized and tested, presented in Figure 1.

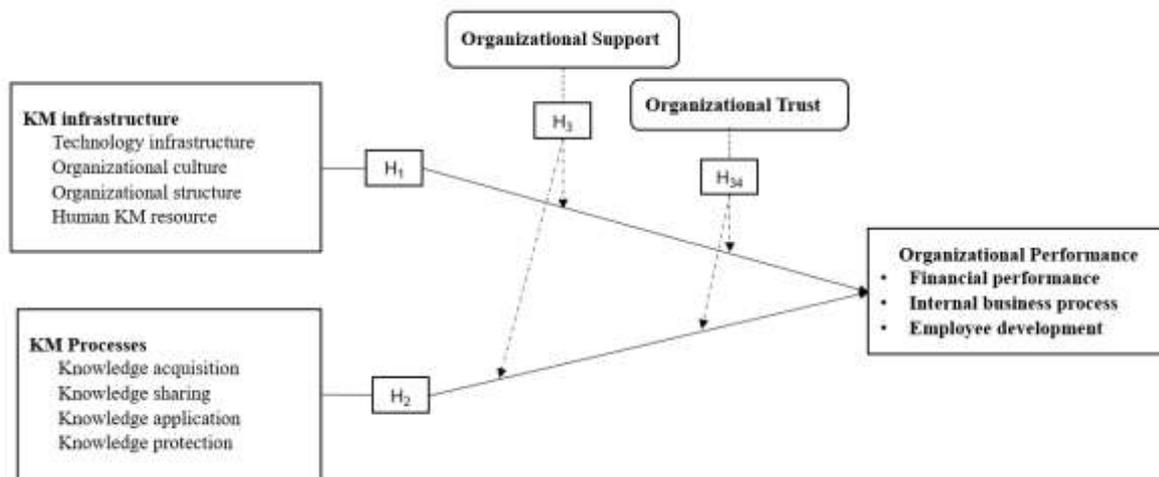


Figure 1. Research framework.

Methodology

The data collection was performed using online survey, which was conducted over four weeks in August 2019. An online survey was one of the convenient sampling methods, which has been widely adopted by researchers to collect data due the Covid-19 pandemic. The target users were executives from the public and private companies at UAE. The data was collected for the present study by distributing a set 500 questionnaires (sample size) among employees of UAE public and privately owned large companies located in Abu Dhabi, UAE. After three weeks, a total of 412 questionnaires were returned, thus determined the response rate of 76 percent. However, out of 412 questionnaires, thirty-five were found incomplete and contained missing values of more than 10 percent thus excluded from the data analysis. Seven

questionnaires were determined as unengaged responses due to their standard deviation value of 0. Therefore, among 370 questionnaires, 47 were excluded and finally 323 were found valid for statistical data analysis.

Study instruments

The demographic consists of gender, age, education, position, and experience were used to understand the respondents' profile. Also include a question asking about the experience and implementation of KM in their companies. The question will be "do you have/apply KM in your company?". If the answer is yes, the respondents will be asked to continue to the next section. However, if the answer is no, the respondents will be asked to refrain from answering the questionnaire.

Knowledge acquisition in this study was generally defines as the degree to which the company develop, obtain, codify, store, value the acquire knowledge resources across functional boundaries (Mills and Smith, 2011). Five items were used to measure knowledge acquisition, which were adopted from (J. Barney 1991). The sample item was "My company has capability to codify acquired knowledge into accessible and applicable formats". This study viewed knowledge application as it is the process utilizing the organizational knowledge in decision making and process adjustment to achieve better organizational performance (Sung and Choi 2012). Five items were also used to measure knowledge acquisition, which were adopted from (Wu and Chen 2014). The sample item was "The company applies knowledge learned from mistakes". Knowledge Sharing in this study was viewed as the as the process of disseminating the organizational knowledge among organizational members and departments (Jackson et al., 2006). Knowledge sharing consists of seven items developed by Cockrell and Stone (2010) were used to measure this construct. The sample item was "Knowledge-sharing activities earn praise that indicates what a good employee should do."The knowledge protection is viewed as process of having process, incentives and policies to protect knowledge Lin (2013). Four items were used to measure knowledge protection and adopted from Lin (2013). The sample item was "Our company has extensive policies and procedures for protecting organizational knowledge."

Technology infrastructure in this study was defined as the technical systems within a company such as internet, intranet, and extranet as well as other systems such as expert system that facilitate the knowledge activities in the organization (Chang & Chuang, 2011). Seven items were used to measure technology infrastructure, which were adopted from (Hooff and Huysman 2009). The sample item was "Our IT facilities make it easier to cooperate with others within our company". Organizational culture in this study is defined as "the degree to which organization provides support for viewing knowledge as valuable assets and resources" (Chang & Chuang, 2011). Seven-items adopted from (Hooff and Huysman 2009) were used to measure the construct. The sample item was "In this company staff are encouraged to ask others for help whenever necessary". This study viewed organizational structure as the hierarchy of the organization and its established work design and reporting as well as the governed policy and regulations (Yang & Chen, 2007). Six items adopted from (Hooff and Huysman 2009) were used to measure the construct. The sample item was "The structure of our company promotes collective behaviour over individual behaviour". Human KM resource is viewed as the task that shaped employee knowledge and their interaction with another employee's knowledge (Chuang, 2004). Four items adopted from (Chuang, 2004) were used to measure the construct. The sample item was "Employees can make suggestion about others' task". Organizational trust is viewed as trust at intraorganizational level (Huff and Kelley 2005). Also, four items adopted from (Huff and Kelley 2005) were used to measure the construct. The sample item was "In this organisation, subordinates have a great deal of trust for managers". This study viewed Organizational support as the employees perceive that their contributions are valued by their organization (Alleyne, Hudaib, and Haniffa 2018). Nine items were used to measure the construct, which were adopted from (Alleyne, Hudaib, and Haniffa 2018). Organizational performance is viewed as the financial and non-financial indicators that gives the management and other stakeholders information about the performance of the company and achievement of goals Lebas and Euske (2007). The construct was measured by four items of financial performance, which adopted from (Abualoush et al. 2018); (Tseng and Lee 2014), four items of internal business process from Tseng (2016) and four-items of employee development adopted from Tseng (2016). All the variables were measured on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

4. Results

4.1 Demographic characteristic of respondents

Table 1 shows the demographic characteristics of the respondents in this study. As for the gender aspect, the survey was dominated by male respondents (87.0%), and the remaining 13.0% were female respondents. In addition, most of respondents in this study were less than 30 years old (27.6%), followed by those between 30 to 40 years old (24.8%). The remaining respondents were between 41 to 50 years old (23.8%), between 51-60 years old (14.6%) and above 60 years old (9.3%). As for their education level, the survey was dominated by bachelor degree holders (49.5%), followed by master holders (28.2%), doctoral degree holders (10.8%), and lastly, secondary school certificates (8.4%). About 63.2% of the respondents in this study were senior executives, followed by junior executives (26.6%), head of department (6.5%), senior manager (2.2%), CEO (0.6%) and 0.9% presented by vice presidents. Based on the data on working experience, 33.7% of the respondents reported a working experience from six to ten years; 30.0% of the respondents reported a working experience less than one year; 21.4% of the respondents reported a working experience from one to five; 8.4% of the respondents reported a working experience more than 15 years. The remaining respondents reported a working experience from 11 to 15 years (6.5%).

Table 1. Demographic profile of respondents

Demographic Variables	Frequency	Valid (%)	
What is your age	Less than 30 years	89	27.6
	30-40 years	80	24.8
	41-50 years	77	23.8
	51-60 years	47	14.6
	More than 60 years	30	9.3
What is your gender	Female	42	13.0
	Male	281	87.0
What is your position	CEO	2	0.6
	Head of department	21	6.5
	Junior Executive	86	26.6
	Senior Executive	204	63.2
	Senior Manager	7	2.2
	Vice president	3	0.9
What is your highest level of education	High school or less	27	8.4
	Diploma	10	3.1
	Bachelor degree	160	49.5
	Master degree	91	28.2
	Ph.D.	35	10.8
How long have you been working for this company	Less than 1 years	97	30.0
	From 1 to 5 years	69	21.4
	From 6 to 10 years	109	33.7
	From 11 to 15 years	21	6.5
	More than 15 years	27	8.4
Do you have or apply knowledge management in your company	Yes		
	No		
Are you aware of knowledge management practices in your company	Yes		
	No		

4.2 Reliability and Validity

In order to validate the measurement model, internal consistency reliability, and the validity of convergent validity and discriminant validity were assessed. Internal consistency reliability was examined using composite reliability (CR) values. As shown in Table 2, all of the composite reliability values were above 0.7, ranging between 0.865 and 0.945, which satisfies the commonly acceptable level, as recommended by Fornell and Larcker (1981). The results showed that all CR values were applicable.

Convergent validity was assessed using two criteria (Fornell & Larcker, 1981; Hair et al., 2014): (1) all factor loadings should be significant and greater than 0.5 (Wixom & Watson, 2001), and (2) average variance extracted (AVE) from each construct should exceed the threshold value of 0.5, as this indicates that 50% or more of the variance is explained by the indicators of the latent variable (Waddock and Graves 1997). For the present study, the convergent validity was measured by the value of average value extracted (AVE) as suggested by (Waddock and Graves 1997). As shown in Table 2, the AVE values ranged between 0.616 and 0.730. All the values satisfied the minimum threshold value (0.50) of AVE, thus it showed the acceptable convergent validity for measurement model of the present study. Cronbach alpha (α) was used to assess the internal reliability of the scales. For the present study, Cronbach alpha (α) values are greater than 0.8 and 0.9 which is higher than recommended threshold of $\alpha = 0.70$ (Uma, 2016). An exploratory factor analysis was carried out to uncover the structure of the variables. In this study, items with the outer loading values of less than 0.50 - 0.60 were eliminated resulting the one item from Organizational culture, IOC5 and one item from knowledge application, PAP5 were eliminated. These items were removed because they were loaded between 0.20 and 0.40.

Table 2. Construct means, standard deviation and validity measures.

Construct and indicators	Mean	SD	Factor loading	α	CR	AVE	VIF
KM Processes – Knowledge Acquisition				0.877	0.915	0.730	
PAC1	4.576	1.869	0.700				1.907
PAC2	4.61	1.786	0.751				2.291
PAC3	4.669	1.78	0.748				2.159
PAC4	4.647	1.794	0.754				2.506
KM Processes – Knowledge Application				0.872	0.912	0.723	
PAP1	4.529	1.79	0.738				
PAP2	4.375	1.842	0.612				
PAP3	4.517	1.779	0.774				
PAP4	4.582	1.751	0.721				
KM Processes – Knowledge sharing				0.901	0.926	0.716	
PSH1	4.539	1.89	0.717				2.425
PSH2	4.591	1.808	0.719				2.086
PSH3	4.489	1.778	0.677				2.692
PSH4	4.656	1.76	0.736				2.399
KM Processes – Knowledge Protection				0.842	0.894	0.678	
PPR1	4.545	1.763	0.634				1.963
PPR2	4.44	1.818	0.634				1.872
PPR3	4.536	1.817	0.710				1.765
PPR4	4.672	1.797	0.725				2.369
KM Infrastructure – Organizational structure				0.884	0.915	0.683	
IOS1	4.536	1.934	0.604				2.174
IOS2	4.325	1.889	0.633				2.243
IOS3	4.071	1.987	0.631				2.300
IOS4	4.111	1.892	0.619				2.079
IOS5	4.238	1.887	0.617				1.769
KM Infrastructure – Organizational culture				0.824	0.883	0.653	
IOC1	4.523	1.805	0.568				1.729

Construct and indicators	Mean	SD	Factor loading	α	CR	AVE	VIF
IOC2	4.619	1.728	0.677				1.856
IOC3	4.365	1.826	0.582				1.687
IOC4	4.48	1.737	0.705				1.757
KM Infrastructure – Technology infrastructure				0.890	0.916	0.645	
ITI1	4.505	1.864	0.812				2.422
ITI2	4.406	1.837	0.793				2.305
ITI3	4.641	1.847	0.805				2.105
ITI4	4.613	1.869	0.822				2.461
ITI5	4.709	1.762	0.741				1.824
ITI6	4.613	1.765	0.843				2.610
KM Infrastructure – Human KM Resources				0.890	0.916	0.684	
IHR1	4.582	1.795	0.621				1.966
IHR2	4.718	1.738	0.714				2.084
IHR3	4.681	1.791	0.655				2.076
IHR4	4.585	1.884	0.688				1.867
Organizational Performance – Financial Performance				0.822	0.882	0.652	
OPF1	4.932	1.735	0.677				1.586
OPF2	4.957	1.608	0.720				1.767
OPF3	5.155	1.754	0.697				1.676
OPF4	4.913	1.74	0.750				1.921
Organizational Performance – Internal Business Process				0.792	0.865	0.616	
OPI1	5.043	1.691	0.676				1.641
OPI2	5.118	1.62	0.685				1.463
OPI3	5.074	1.726	0.738				1.620
OPI4	5.009	1.653	0.633				1.597
Organizational Performance – Employee development				0.843	0.895	0.680	
OPE1	4.873	1.684	0.676				1.937
OPE2	4.972	1.721	0.685				1.789
OPE3	4.926	1.653	0.738				2.071
OPE4	4.997	1.764	0.633				1.703

Discriminant validity is used to describe how constructs are different from each other. There are two methods to measure discriminant validity of the constructs, (Fornell and Larcker 1981) criterion and cross-loadings of the construct items. In the first method (Fornell and Larcker, 1981), the value is obtained when the square root of AVE of a construct is greater than its correlation with other constructs. In the second method (Cross-Loading) value indicates that the items loadings are higher of their respective construct and compared to the other constructs. The results of the Fornell-Larcker criterion in the this study are presented in Table 3. As shown in Table 3 (the diagonal elements in bold) are the squared multiple correlations between research variables. The diagonal values ranges from 0.669 to 0.711, indicating that the diagonal variables are higher than the various AVE values suggesting that all the constructs in this study have adequate discriminant validity.

Table 3. Square root of average variance extracted

	KMI	KMP	OP
Knowledge Management Infrastructure (KMI)	0.669		
Knowledge Management Process (KMP)	0.133	0.711	
Organizational Performance (OP)	0.410	0.387	0.674

4.3 The structural model and hypotheses testing

After examining the measurement model, the structural model was assessed to test the hypotheses. Following recommendations of Hair et al. (2014), the collinearity between constructs (Goodhue et al., 2011), significance and relevance of structural model relationships, the level of R^2 (Carte and Russell, 2003) and the effect of f^2 (Cohen and Cohen, 1983) were assessed. High collinearity between constructs may lead to an exaggerated estimation of path coefficients and thus should be avoided (Henseler et al., 2016; Goodhue et al., 2011). To measure the level of collinearity, the present study examine the VIF values between the constructs. Collinearity exists when the VIF value exceeds 5.00. The VIF values in this study fell between 1.597 and 2.908, all below 5.0, indicating that there was no collinearity issue

SEM provides information about the predictability of the proposed research model. The present study tested the hypotheses by path analytic procedures and bootstrapping approach to examine the significance of indirect effects. There is significant positive relationship between KMI and OP. The findings showed that path coefficient between KMI and OP is $\beta = 0.365$. The t-value of 7.068 was found significant as it is greater than critical value of 1.96 and the p-value of 0.000 was also significant and less than the threshold value of 0.05. Thus there was empirical evidence sufficient to accept hypothesis H1 and the present study established a significant positive relationship between KMI and OP. Similarly, there is significant positive relationship between KMP and OP. The findings showed that path coefficient between KMP and OP is $\beta = 0.339$. The t-value of 6.001 was found significant as it is greater than critical value of 1.96 and the p-value of 0.000 was also significant and less than the threshold value of 0.05. Thus there was empirical evidence sufficient to accept hypothesis H2 and the present study established a significant positive relationship between KMP and OP.

Table 5. Path Coefficients

Hypothesis	Path	β	S.E	t-Value	p-Value	Remarks
H1	KMI \rightarrow OP	0.365	0.052	7.068	0.000	Supported
H2	KMP \rightarrow OP	0.339	0.056	6.001	0.000	Supported

4.4 Moderation analysis

To test the moderating effect, The study used the two-stage approach to analyse the moderating effect of organizational support and trust on all four proposed relationships. As shown in Table 6, the findings indicate that organizational support moderates the association between knowledge management process and organizational performance and knowledge management infrastructure and organizational performance. Similarly, trust also does act as the moderator in all cases. Figure 3 and 4 present the moderating effect of organizational support And trust, respectively.

Table 6 Significance of moderating effect of OS over KMI & OP (H3)

	Path	β	t-value	p-value	LLCI	ULCI	Moderation
Organizational Support							
H3a	KMP \rightarrow OP	0.243	4.078	0.000			yes
H3b	KMI \rightarrow OP	0.331	6.579	0.000			yes
Trust							
H4a	KMI \rightarrow OP	0.329	6.552	0.000			yes
H4b	KMP \rightarrow OP	0.248	4.118	0.000			yes

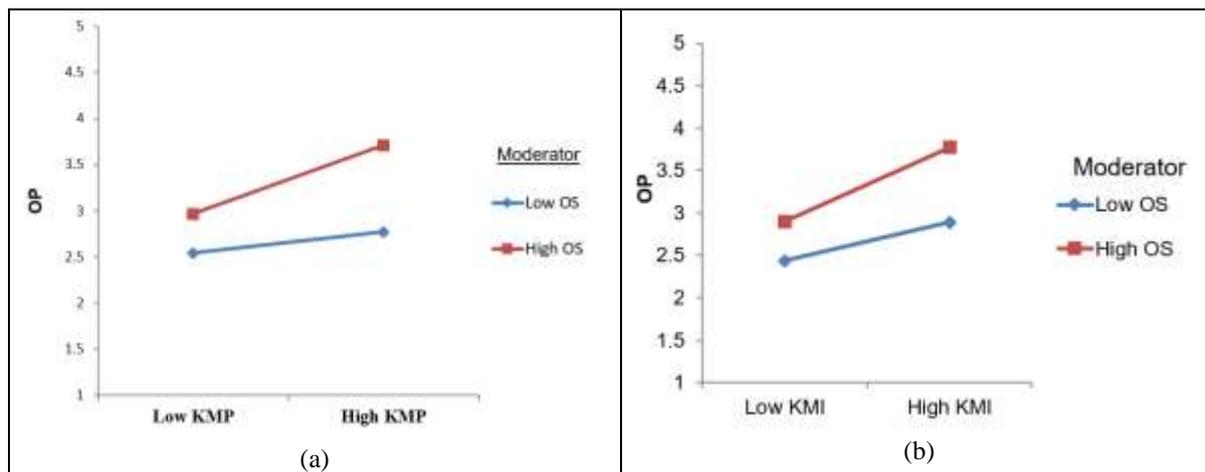


Figure 3. Graphical representation of moderating organizational support on (a) knowledge management process; (b) knowledge management infrastructure.

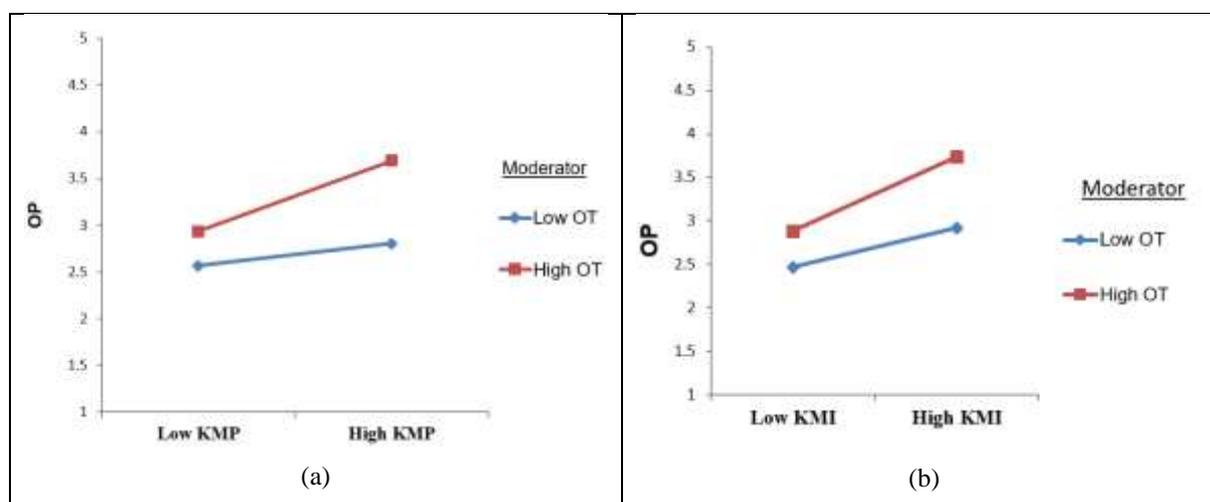


Figure 4. Graphical representation of moderating trust on (a) knowledge management process; (b) knowledge management infrastructure.

5. Discussion and Implications

The first hypothesis examined the association between KMP and OP. The study hypothesised that knowledge management process capability is positively influence the organizational performance. The results of this study has concurred by demonstrating that knowledge management process has a positive impact on organizational performance. This is consistent with previous studies that found constantly that knowledge management process is positively organizational performance (Mills and Smith, 2011; (Honarpour et al., 2012; Alaarj et al., 2016; Shih and Tsai, 2016; Yusr et al., 2017). For example, Mills and Smith (2011) conducted a meta-analysis of the relationship between knowledge management processes and organisational performance in several industries in Jamaica. They found that the knowledge management process has a significant and strong positive relationship between the constructs. The results of the study by Abusweilem and Abualoush (2019) suggest that the knowledge management process is not important without the participation and access of the employees to benefit from it. The absence of participation of human resources in knowledge management activities will lead to vulnerable loss. Even though some studies have found no significant relationship, in general, the knowledge management process has been found to influence organisational performance and is supported by the majority of the previous studies, some of which have been discussed in this section. Organizations that are more focused on the management of their internal knowledge assets can significantly affect the organization’s activities,

relationship to employee development, financial health, and internal business process, which leads to superior performance.

The second hypothesis examined the effect of KMI on OP. The findings for H2 confirm that knowledge management infrastructure positively influences organisational performance. The empirical result supports this hypothesis. To ensure organisations manage knowledge within organizations, some organisations rely more on providing infrastructure, such as technology, while others emphasise the need for a process approach to manage knowledge and infrastructure to facilitate and benefit from the knowledge activities. The path between KM infrastructure and organisational performance is positive and significant. This finding is in accord with earlier studies, which found that knowledge management infrastructure plays a substantial role in the performance of an organisation (Fan et al., 2009; Chang and Chuang, 2011; Mills and Smith, 2011; Wong and Wong, 2011; Shih and Tsai, 2016). For example, Fan et al. (2009), found that KM infrastructure is positively related to firm performance in China. The KM infrastructure provides a mechanism to evaluate the KM attributes and improve the KM capabilities. Consistently Wong and Wong (2011) conducted studies in the manufacturing industry and found that KM infrastructure is positively related to firm performance. They went on to say that in order to succeed in the market, organisations should invest in both KM infrastructure (structure, culture, and IT) and KM process dimension. Also, Shih and Tsai (2016) found consistent results with the present study. However, the result is inconsistent with previous results by Chiu and Chen (2016). They found no statistical significance in the relationship between knowledge management infrastructure and organisational effectiveness in the public sector in Taiwan. The results are attributed to a variety of settings, levels of analysis, and performance measures. Although some studies have not found a significant relationship, these results point to areas where more effort can be made. Also, more appropriate investments in knowledge management initiatives should be allocated to strengthen knowledge management infrastructure structures, particularly knowledge structures, culture, human resources, and knowledge information technology infrastructures, as this is supported by the majority of the previous studies, some of which have been discussed in this section.

The study suggests that organisational trust moderates the relationship between the KM process and KM infrastructure with organisational performance. Results have shown that KM process capability and KM infrastructure capability can also enhance organisational performance if the organisation has high trust between employers and employees, as well as employees and employees. The results support the social exchange theory. However, they contradict most of the studies affirming the mediation role of organisational trust between KM processes and organisational performance (Jo et al., 2015; Al-Nasser, 2016; Ko, 2014; Holste and Fields, 2010; Alaarj et al., 2016). For example, Alaarj et al., 2016 found that trust partially mediated the effect of the KM process on organisational performance. Similarly, Al-Nasser (2016) found consistent with the Alaarj et al., 2016 that trust mediated the relationship between leadership and organisational commitment in UAE retailers. The different findings from the present study can be attributed to the fact that the present study is private companies in general as compared to the service sectors used by Alaarj et al., (2016). Also, the questionnaire was distributed to senior top management executives only, as compared to the present study, which includes all levels of employees. It is clear that trust is essential to all levels of position and better infrastructure in the knowledge management activities within an organization. According to the preceding discussion, it appears critical to accept pragmatically that organisational trust moderates the relationship between KM process and KM infrastructures and organisational performance. The findings of H3a and H3b are clearly supported by the previous study's moderating ability of organisational trust.

The study suggests that organizational support mediate the relationship between KM process and KM infrastructures with organizational performance. The result is consistent with a study by (Alleyne, Hudaib and Haniffa (2018) that found organizational support has also been shown to moderate the impact of attitudes, perceived behavioral control, independence commitment, personal responsibility for reporting and personal cost of reporting on the behavioral intent of the accountant. Rineer et al.(2017) identified organizational support to moderate the impact of organizational justice on objective measures. With the support of moderating ability of the organizational support from previous study, findings of H4a and H4b are clearly supported.

5.1 Theoretical contributions

The current study identified factors of knowledge management process and infrastructure capability to organizational performance and tested the moderating role of organizational trust and support on these antecedents to organizational performance. The constructs were selected because of their widely usage in the organizational management theory. But when cross checked in knowledge management literature, they were seen as scantily used. This motivated the researcher to use them for the present study.

The study has contributed to better understanding the knowledge management process and infrastructure capability in Private's UAE context through the empirical work undertaken in section 4. By these research efforts this study has provided a novel contribution to the area of knowledge management associated with field of organizational performance made by this research are:

A conceptual model of knowledge management at publicly listed and privately owned large companies to enhance organisational performance. This has been developed and empirically validated, integrating a widely used research-based view theory (RBV), knowledge-based view theory (KBV) and social exchange theory (SET) with organisational support and thrust as moderating factors that are considered important to organisational performance. Many researchers have proposed different frameworks for assessing organisational performance through knowledge management. The present study empirically provided proof that statistically identified organisational support and thrust (moderating factors) are indeed influencing individual knowledge management on organisational performance. This knowledge is useful given that the determinants of knowledge management are still not fully known, especially in developing countries.

Also, the empirical research proved that the KM process heavily relies on technology. In order to have a positive impact on organisational performance, the KM technology infrastructure needs to be supported by organisational structure, organisational culture, and the employees' KM resources. Organizational structure helps an organisation to optimise the KM processes and ensure that case KM can be adopted correctly within the organisation. It has been observed in literature that organisation support is very deep-rooted and brings about structural changes within an organization. From the results, organisation support on managing knowledge within the organisation is believed to strengthen the relationship between KM and organisational performance in the UAE. To manage knowledge within large organizations, a technology infrastructure is required to ease the knowledge activities. Also, organisational support helps employees' behaviour to understand the task, make suggestions for improvement, communicate across departments and create more experts in the organization. The results clearly show that the selected constructs present a good measure for the knowledge management infrastructure construct.

5.2 Practical contributions

Majority of researches in knowledge management have been conducted at public organizations, educational industry, and developed countries. Thus, important practical contribution of the study is providing knowledge through a model at public listed or privately owned large companies and developing countries' setting. In addition, the unique arrangement of the constructs provide a distinct combination of constructs from previously crafted models of knowledge management at individual level of analysis.

This is the first study for large UAE organizations and is in line with the other studies conducted elsewhere. Large UAE organizations have started realizing the importance of managing knowledge as a strategic asset. It is further important as most of large organizations in UAE are led by expatriate and sharing knowledge from them to the Emirati is important.

Managers wanting to enhance the knowledge management capabilities of individual employees should act in two different ways but concurrently (Schneider and White, 2004). Each way reciprocally reinforces the other. First, managers are to embark on an activity of knowledge management through training and development. Also, managers should encourage employees to participate in workshops or conferences that can be either in-house or organised by others. It is always people who share, acquire, and apply. In promoting knowledge or resource protection, managers and top management should encourage intellectual property throughout the organization.

Second, managers are to reinforce the knowledge management capabilities of the employees and get support from the top management. This reinforcement is to impact the individual's performance and, collectively, is going to influence the organization's overall performance. The reinforcement is to be achieved through rewards for employees and the use of different models to design the rewards for employees to stimulate the knowledge management capabilities of employees.

Consistently, the study is to help public-listed or privately-owned large companies create sustainable performance through a better understanding of the role of the knowledge management capability of employees in improving organisational performance. In addition, it provides guidelines on the training and development of employees as well as rewards. The study also highlights issues of organisational culture, organisation structure, and technology infrastructure that need to be put into consideration for sustainable growth and wealth creation in the firm. Furthermore, through the findings in this study, managers in the private service sector in general and specifically in developing countries are going to create an organisational environment that supports the sharing, acquiring, applying, and protecting of knowledge for the betterment of organizations.

6. Conclusion and Future work

This research attempts to empirically answer questions related to the factors that determine the effective role of knowledge management in improving organisational performance. Also, this research investigates how organisational trust and organisational support interfere with the relationship between knowledge management and organisational performance. This research examines the KM model that takes into account the KM process and KM infrastructure that are theorised to affect performance in an organization. The factor of KM infrastructure examined in this research was referred to as resource-based organisational capacity developed by the organisation to promote and benefit from information activities and was measured through four dimensions that included technology infrastructure, organisational culture, organisational structure, and human KM resources. The KM process is characterised by the capacity of the organisation to develop, share, and apply information within the organisation and is measured by knowledge acquisition, knowledge sharing, knowledge application, and knowledge protection. Financial performance, internal business processes, and customer satisfaction were the organisational performance factors that were evaluated. Organizational trust and organisational support were hypothesised to moderate the effect of management and organisational performance.

This study is only one small contribution to the public and private companies in the UAE, and the results show there is a strong relationship between KM and organisational performance. However, it has some limitations that may suggest further possibilities for empirical research. Although this study shows positive results on the influence of organisational support and trust on KM capability and organisational performance, future studies should consider a reciprocal effect. According to (Kmieciak 2020), it is to what extent the KM process and infrastructure increase trust and support among employees. It would be interesting if other dimensions of KM, such as explicit and tacit knowledge of knowledge sharing, could be examined and equally used to measure organisational performance. Further research regarding this relationship may try to add more insight by including other moderating factors such as leadership styles in order to add further explanation to the literature (Masa'deh, Obeidat, and Tarhini 2016).

This study focuses on public and private companies in general. Thus, as a suggestion for future research, the effect of other knowledge management practises on firm innovation across specific industries should be examined. Such studies can also adopt a longitudinal approach to examine the long-term effects of these knowledge management practices. Despite these limitations, this study has provided practical empirical evidence to assist the UAE and other Middle East countries in empowering the KM plan. The findings reached might be compared to the results of this study, and extend its outcomes.

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