

Does Organizational Culture Moderates Relationships Between Knowledge Management and Innovation in Thailand

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Abstract

The objectives of the existing study include the investigation of the relationship among the knowledge management dimensions such as socialization, externalization, internalization, and combination with the innovation in the textile industry of Thailand. The objectives also include the moderating role of organizational culture among the links of knowledge management dimensions such as socialization, externalization, internalization, and combination and innovation. The data were gathered from the respondents by using survey questionnaires and PLS-SEM was employed to check the validity and hypotheses. The findings show that positive nexus among the knowledge management dimensions such as socialization, externalization, internalization, and combination and innovation. The results also show that organizational culture positively moderate among the links of knowledge management dimensions such as socialization, externalization, internalization, and combination and innovation. This outcome gives insights to the regulators that they should increase their emphasis on the innovation and organizational culture that enhance business performance.

Keywords: Knowledge Management, Innovation, Organizational Culture, Socialization, Externalization, Internalization, Combination

Introduction

It has been understood that to support the upper hand in ceaseless changing business sector elements, associations must endeavor hard to improve quality. Quality Management has for quite some time been a significant administration reasoning to pick up execution upgrades in associations; be that as it may, knowledge the board activities have gotten impressive fame as a rising idea. Likewise, advancement has additionally increased considerable consideration in the commercial center as a basic asset to continue the upper hand. All the previously mentioned ideas

have become the focal point of consideration for late writing. In the present serious world, where quality control, quality affirmation and quality administration have become generally actualized ideas, the following stage is to be imaginative.

It is currently completely recognized that innovation is fit for assuming an essential job in keeping up a supportable upper hand. In light of serious challenges and tight economic situations, it is normal that the focal point of clients will move from quality to advancement. Prior, quality cognizant clients liked to pick great quality items from a lower quality yet now the inclination criteria are advancement. They are to pick increasingly creative items with more current capacities among various quality items (Asheim, Coenen, Moodysson, & Vang, 2007).

In accordance with this pattern, it has been investigated that as life-patterns of various items are shortening step by step and innovations are getting perpetually imitable, the premise of manageable upper hand is currently authoritative

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knowledge which is fundamentally implicit in nature and difficult to emulate by contenders. The job of knowledge in accomplishing the upper hand is clarified in various manners in writing. Disguise and viable usage of knowledge through knowledge the executives (KM) activity can lead associations to accomplish improved innovation and by and large execution. It is contended that if knowledge the executives (KM) ideas are successfully incorporated into the hierarchical procedures, they can trigger the viability of value the boarding procedure which will bring about quality improvement and expanded efficiency (Goh, 2005).

Creators are attempting to explore the connections among above-expressed ideas to increase the most extreme favorable circumstances in the present serious time. A few creators attempted to examine the connection between TQM and advancement. Another flood of writing investigated the interrelationship of KM and TQM. Late research is being led on the interrelationships of KM and advancement. It is intriguing to see whether the legitimate administration of knowledge makes advancement in the association or innovation assists with making and oversee authoritative knowledge (Wadhawa & Rao, 2003).

This paper examines the relationship of knowledge the executives and innovation. The conversation is significant for the accompanying reasons: Firstly, as examined prior the premise of market rivalry is currently moving from quality to advancement so it is important to get understanding into this rising measurement. Also, the developing need for authoritative knowledge because of its implied and incomparable nature and its essential job in accomplishing hierarchical advancement (Martín-de Castro, 2015). Thirdly, developing writing is uncovering these measurements however; exact examinations on the relationship of advancement and knowledge the board (KM) are yet meager. Besides, as far as anyone is concerned, no past examination has attempted to research this relationship within the sight of directing the impact of authoritative culture. This conversation would be of incredible incentive for directors and professionals as it will manage them to concentrate the right knowledge creation mode to trigger the right advancement system within the sight of steady culture. This paper along these lines looks to additionally uncover this relationship from a hypothetical point of view. It will prompt the improvement of a hypothetical research system looking at the relationship between innovation and knowledge the board (Leiponen, 2006).

This paper is organized into the following segments: Section two gives a short writing survey on advancement, knowledge of the executives and their relationship. Area three talks about the job of hierarchical culture regarding the innovation and knowledge of the executives. At long last, segment four gives a synopsis of the paper and gives the hypothetical system determined theories to be analyzed.

Thailand and Innovation

The major difference seen between the developed and developing countries was their interest in the research and development sector. Developed countries pay core focus on research and development in order to discover more and more not only in one but almost all the sections of life. From the below-given table, we can have look that from the past few year Thailand also paying special attention to this section.

Table 1. Innovation and its Impact in Thailand

Sr.	Year	Value	Change %
1	2019	38.6	1.58
2	2018	38	1.14
3	2017	37.57	2.9
4	2016	36.51	-4.17
5	2015	38.1	-3
6	2014	39.28	4.38
7	2013	37.63	

As we can see that in 2013 the ranking or value of Thailand in the connection of innovation was 37.36 which jumped to 39.28 with 4.38% increase. Although this value shows some negative trends in 2014 and 2015 in the very next year 2016 it jumped to 37.57 with an increase of 2.9%. In 2018 Thailand moved to 38 positions with 1.14% jump. Finally country score 38.6 value with 1.58% increase in the year 2019.

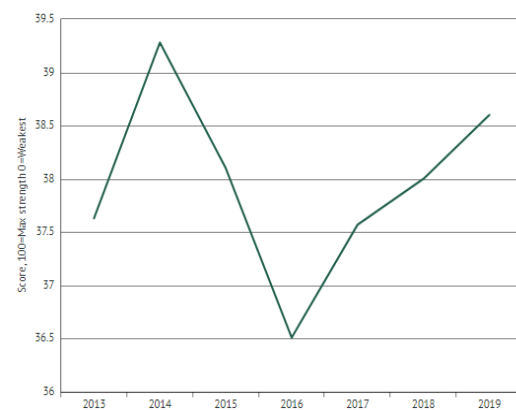


Figure 1. Innovation and its Impact in Thailand

Review of Literature Innovation

Advancement implies new things, articles, practices, and thoughts. It is "the demonstration of presenting something new". Inventiveness triggers novel and significant thoughts and innovation to execute these plans to create new items and procedures (Kang & Kang, 2009).

The innovation procedure incorporates the creation, disguise, execution, and joining of new thoughts and practices. In hierarchical administration, advancement alludes to the way toward being inventive and presenting new procedures and techniques. These special strategies lead to an association towards advancement and improved outcomes. Advancement can include the new item, process, innovation, broadening into the new market and utilization of new material or mix. It could be a reception of a thought or idea that is new to an association. To bring oddity into items or administrations, associations ought to have a knowledge base from where people can gain, decipher and coordinate knowledge at whatever point and any place it is required (García-Morales, Loréns-Montes, & Verdú-Jover, 2008).

Kinds of Innovation

Various kinds of advancement are investigated in writing including Incremental items, radical items, steady procedures, radical procedures, and managerial innovation. The two most referred to sorts of authoritative innovation are the focal point of this investigation: item advancement and procedure innovation. Item innovation is characterized as the progressions or freshness presented at last item or administration, while process advancement alludes to the oddity presented in the technique or procedure of delivering items or administrations. Item advancements are characterized as new items or administrations that are acquainted with the market with life up to the client's needs and desires, and procedure innovations are characterized as any adjustment in the creation or administration activities of an association to deliver an item or convey assistance. Item innovations are for the most part showcase situated and client-centered while process advancements have inner concentration and are presented for proficiency gains. Item advancement improves a company's outside item blend though process innovation improves its inside activities blend (Chiang & Hung, 2010).

There are two decisions for the board to present

advancement in the association: first by replicating others' advancements or by building up their own. The primary methodology can be valuable for transient advantages where organizations appreciate upper hands. In any case, the subsequent methodology is smarter to get the practical upper hand.

Knowledge Management

The knowledge has been risen as a huge hierarchical scholarly asset in the previous hardly any years. To manage this scholarly asset, Knowledge Management (KM) term has been presented in the associations (Anand, Gardner, & Morris, 2007). To profit all the related advantages, it is fundamental to separate knowledge from knowledge and data. Knowledge can be characterized as crude letter sets, numbers, items, thoughts, and sounds got through some perception or trial. Though, when knowledge is masterminded in some important structure it becomes data. In accordance with this pattern, when data is joined with certain convictions, encounters, responsibilities, settings, viewpoints, and understandings it becomes knowledge. The genuine quality of associations lies in its unmistakable assets and the viable use of these assets. Any association can hold two kinds of assets: Physical and Intellectual. Physical assets can incorporate association offices, hardware, building, materials and office furniture and so on though savvy assets incorporate every single enlightening asset including human capital (Anand et al., 2007).

Knowledge Management (KM) is characterized as a term or approach for the creation, stockpiling/recovery, sharing and use of knowledge. Every one of these capacities is related and interlinked under the umbrella of Knowledge Management (KM). The goal of Knowledge Management (KM) is to cause the best powerful utilization of existing assets and capacities of an association. Knowledge the executives give the necessary apparatuses, procedures, procedures, and stages to guarantee the auspicious accessibility and openness of knowledge so as to improve authoritative execution (Dougherty, 2004).

To support an upper hand, it is critical to ensure the auspicious accessibility of knowledge to the opportune individuals and at the correct time. Because of exceptional serious conditions, it is significant for an organization to know "what it knows". This means it ought to be very much aware of its all knowledge sources to separate the required data at the correct time. It is additionally upheld that utilization of KM gives the advantages

of top-notch, minimal effort, proficiency, improved conveyance time, high adaptability and innovation.

Knowledge Management Process

Knowledge on the board (KM) is a rising control in the ongoing writing. Michael Polanyi (1967) first recognized the two kinds of knowledge: unsaid and unequivocal knowledge. Later on, utilized these terms and accordingly, the latest Knowledge the board (KM) writing is by all accounts impacted by this qualification. It is of extraordinary incentive to recognize implicit knowledge from the unequivocal one. Unsaid knowledge is instinctive in nature, it is difficult to impart in expressed structure while unequivocal knowledge is arranged in nature and is generally simple to convey and systematize. Express knowledge can be gathered through-composed manuals, guidelines, and standard working strategies, so it tends to be handily moved to other people. It can appear as unmistakable hierarchical knowledge as an organization's vision, crucial approach clearly (Cui & Wu, 2016).

The quintessence of knowledge creation is to make, enhance, improve and change recently produced knowledge in hierarchical settings. The second step of knowledge the executives are knowledge stockpiling and recovery. It manages the correct association of knowledge whether recently produced or procured by inside and outer sources. It includes the capacity of knowledge as composed records, electronic databases, master frameworks and ensures the proficient recovery of putting away knowledge. The third step is to move that created and put away knowledge. There are various degrees of knowledge move in the association: move of knowledge can happen between people, between the gathering of people, across various gatherings, and from the gathering to the general association. The significant component of this progression is to ensure the exchange of knowledge to the opportune spot and at the perfect time for compelling usage. The last advance of knowledge the executives (KM) process includes the use of this putaway knowledge to get the everlasting advantages of knowledge the board. Knowledge can be applied in numerous ongoing circumstances for auspicious dynamic, preventive and restorative activities or for some basic critical thinking (Taherparvar, Esmaeilpour, & Dostar, 2014).

The knowledge move process has been the subject of numerous inquiries about while knowledge creation or use forms have been moderately disregarded territories. In particular, it is contended that knowledge creation can assume an urgent job to improve the authoritative

advancement execution. Along these lines, the focal point of the examination is constrained to the knowledge creation process that is most basically connected with Innovation (Maurer, Bartsch, & Ebers, 2011), set forward that knowledge creation in any association happens through a winding communication among implicit and unequivocal knowledge (Fig 1). The connection between these two measurements brings about four examples that how new knowledge is made and disguised in the hierarchical procedures (Koskinen, 2005).

Socialization is the procedure of inferred implicit change. The yield of this procedure as identified knowledge (Nonaka, 1994). Externalization is the procedure of unsaid express transformation. In this method of change, implied knowledge is changed over into unequivocal ideas. The reason for externalization is to make unsaid knowledge justifiable to other people (Lee and Choi, 2003). Since unsaid knowledge is hard to store, associations, for the most part, change it to express knowledge. Express Journal of Quality and Technology Management ideas are in progressively expressed and arranged structure like illustrations, theories, drawings, expressed ideas and models (Bogers & West, 2012). The yield of this procedure is portrayed as calculated knowledge. Disguise is the procedure of unequivocal implicit transformation. This method of change causes people to advance their inferred knowledge on the bases of express knowledge. Written manuals and standard working strategies (SOPs) help people to get familiar with the necessary ability. That expertise is additionally caught with individual experience and improves a person's implied knowledge. Disguise frequently alludes to "learning-by-doing". The yield of this procedure is portrayed as operational knowledge. The mix is the procedure of unequivocal express transformation. This method of change causes associations to mastermind express knowledge for better and proficient use. Various assortments of express knowledge are reconfigured and systematized to separate new knowledge. Right now, express knowledge is ordered, arranged, re-contextualized and controlled to make new knowledge. The yield of this procedure is portrayed as efficient knowledge (Tether & Tajar, 2008).

Information on the board (KM) is a rising control in the continuous composition. Michael Polanyi (1967) first perceived the two sorts of information: implied and unequivocal information. Later on, used these terms and as needs are, the most recent Knowledge the board (KM) composing is apparently affected by this capability. It is of a phenomenal

motivating force to perceive verifiable information from the unequivocal one. Inferred information is intuitive in nature, it is hard to confer in communicated structure while unequivocal information is organized in nature and is commonly easy to pass on and systematize. Express information can be assembled through-formed manuals, rules, and standard working methodologies, so it will, in general, be helpfully moved to others. It can show up as unquestionable various leveled information as an association's vision, vital methodology unmistakably (Cui and Wu, 2016).

Innovation: Knowledge Management

Changing customer needs, uncommon market components and rapidly changing development and building up a proportion of information are some fundamental enabling impacts of headway. Information can expect a critical activity in improving the inventive limits of any affiliation. Information the administrators urges relationships to coordinate and control existing information to make new creative musings that lead the relationship to develop. To go up against quick changes in the genuine business community, affiliations must have the alternative to improve the information aptitudes of their human capital (Kremp & Mairesse, 2004). Makers are of the inclination that all information the officials' structures expect a noteworthy activity in progression yet the method of information creation is unequivocally associated with a various leveled creative mind.

It is contended by numerous creators that organizations that can produce, store, recover and use knowledge viably are more early and fruitful trailblazers than the others which are definitely not. Advancement depends on the investigation of existing data to extricate something one of a kind so creative thoughts are especially reliant on opportune accessibility of knowledge (Zhang, Shu, Jiang, & Malter, 2010). Knowledge is the immediate yield of authoritative learning and the two of them assume a significant job in improving advancement execution of the association. Productive knowledge the board empowers an association to more readily comprehend the adjustments in the clients' needs and market slants consequently are in a superior situation to react to these progressions quicker than contenders (Shujahat et al., 2019).

The genuine soul of advancement lies in the opportune chance of one type of knowledge into another with the goal that it very well may be progressively valuable for creative choices. It very

well may be inferred that knowledge the board arrangement of an association can fundamentally adds to accomplish a reasonable upper hand by support up its innovation methodologies. directed an examination to explore the connection between knowledge of the executive's practices and innovation execution. Their discoveries closed a positive connection between the two. They further recommend that associations should utilize an incorporated methodology of knowledge the board and advancement by considering the job of hierarchical culture to accomplish economical upper hand (Wang & Han, 2011). What's more, ultimately, compelling utilization of this knowledge for constant dynamic and critical thinking is the embodiment of innovation. Subsequently, it very well may be inferred that all phases of knowledge on the board are related to the innovation execution of an association (Swan, Newell, & Robertson, 2000).

Albeit various examinations are being directed on the connection among KM and Innovation, experimental investigations despite everything need this potential region (Al-Laham, Tzabbar, & Amburgey, 2011). Likewise, developing examinations talk only about the impact of in general KM approach on advancement however, the discussion on the relationship of every knowledge creation mode with innovation is as yet disregarded. investigated this relationship in detail and presumed that each of the three KM segments is altogether identified with innovation. In like manner, I attempted to research that how quality administration rehearses are identified with knowledge creation forms. Results inferred that particular quality administration rehearses are connected to every knowledge creation mode that prompts execution improvement.

The more profound connection of every knowledge creation mode with advancement is researched by not very many examinations: led an investigation on Egyptian pharmaceutical area to explore the impact of SECI forms on innovation (Martín-de Castro, Delgado-Verde, Navas-López, & Cruz-González, 2013). His discoveries reasoned that two procedures of the SECI cycle (blend and externalization) decidedly impact the innovation procedure. explore was carried on Korean associations and results recommended that each component of the SECI model assumes a critical job to improve authoritative imagination. Interestingly, according to, socialization and disguise have a positive impact while externalization and mix negatively affect the age of new item thoughts. In addition, inferred that mix and disguise procedures

of knowledge creation are more connected with exploitative advancement though, socialization and externalization assume a significant job in investigation innovation.

In a similar vein, another investigation was led to examine the impact of various knowledge creation modes on advancement. Results recommended that the disguise procedure had the best impact on advancement, trailed by the blend, externalization and socialization forms separately (Tödtling, Asheim, & Boschma, 2013). Another investigation was led in the Tunisian setting by Berries in and its discoveries presumed that three knowledge creation modes, socialization, externalization and disguise positively affect innovation execution. results likewise affirmed the discoveries of. In accordance with the above examinations, I attempted to research the significance of the knowledge creation process for innovation execution. Their discoveries reasoned that KCP assumes an urgent job in the innovation of a firm. Results likewise proposed that inferred knowledge and implicit knowledge-based exercises (socialization, disguise, and externalization) are all the more impacting measurements for advancement in ICT Tunisian division (Elche-Hotelano, 2011).

Above referenced examinations were a few special cases that attempted to research the impact of every knowledge creation process (socialization, externalization, blend, and disguise) on various types of advancement execution yet with blend results. Additionally, these investigations were directed on various areas and in various national settings and, it is silly, to sum up, these outcomes. So this specific investigation is intended to fill that hole by investigating how extraordinary knowledge creation modes (socialization, externalization, disguise, and mix) are related to item and procedure innovation especially in Pakistani assembling settings (Tortoriello, 2015).

Writing contended that implicit knowledge must be changed over into systematized structure and imparted to others to trigger inventive thoughts. Unsaid knowledge assumes a more predominant job in the advancement process than unequivocal knowledge because of its immaterial nature. So the following theories can be inferred:

H1: Socialization has a positive association with innovation in the textile industry in Thailand.

H2: Externalization has a positive association with innovation in the textile industry in Thailand.

It is likewise important that advancement is a procedure of recombining existing knowledge in new manners and thoughts. So, control and

recombination of express knowledge are likewise critical for creative thoughts (Chiaroni, Chiesa, & Frattini, 2011). As the between the change of implied and express knowledge back up advancement endeavors of associations, so the job of unequivocal knowledge and express knowledge-based exercises to trigger innovation is likewise exceptionally basic. This conversation defines the accompanying theories:

H3: Internationalization has a positive association with innovation in the textile industry in Thailand.

H4: Combination has a positive association with innovation in the textile industry in Thailand.

Moderation Effect

In spite of the fact that innovation assumes an essential job in the knowledge of the board yet, it is contended that social and human elements are more connected with it than a mechanical one (Mothe & Thi, 2010). Despite the fact that knowledge the board can legitimately trigger innovation, this relationship can even now be directed within the sight of some basic elements. Creators contended that hierarchical culture, administration and human asset (HR) practices of a firm can direct the impact of KM rehearses on the innovation results. Organizational culture and authoritative structure can be some significant boundaries to the effective implicit knowledge move in improving advancement (Chiaroni et al., 2011). The nonattendance of the trust factor in hierarchical culture can make hesitance in sharing thoughts and the compelling creation and move of knowledge. Previously mentioned investigations talk about the job of hierarchical culture in framing a connection among advancement and knowledge the board and they additionally recommend that a favorable and strong culture can assume an essential job in the usage of KM and innovation techniques. In any case, no examination has investigated the qualities of that steady culture dependent on any social structure. Thus, this investigation depends on the contending esteem structure (CVF) to evaluate the authoritative culture created by (Tortoriello, 2015).

Inferred that gathering and formative societies (situated towards adaptability) are more connected with innovation than quality and sound/hierarchical societies (arranged towards control/dependability) are more connected with quality than advancement. Writing bolsters that the essential prerequisite is to create and keep up the necessary culture that is strong for advancement and KM. It is recommended that a helpful culture is the one that

is imaginative and steady as opposed to controlling and mandate.

H5: Organizational culture as a moderator on the relationship between dimensions of knowledge management and innovation.

Research Methods

The objectives of the existing study include the explore the relationship among the knowledge management dimensions such as socialization, externalization, internalization, and combination with the innovation in the textile industry of Thailand. The objectives also include the moderating role of organizational culture among the links of knowledge management dimensions such as socialization, externalization,

internalization, and combination and innovation. The data were gathered from the respondents who are working in the innovation adoption-related activities in the textile industry in Thailand by using survey questionnaires and PLS-SEM was employed to check the validity and hypotheses. A total of 740 questionnaires were sent to the respondents out of them only 510 were returned that is 68.92 percent response rate. The main variable such as innovation (IN) has five items while independent variable such knowledge management dimensions socialization (SLZ) has seven items, externalization (EXZ) has six items, internalization (ITZ) has eight items, and combination (CMN) has five items, and moderator variable named as organizational culture (OC) has ten items.

Conceptual Framework

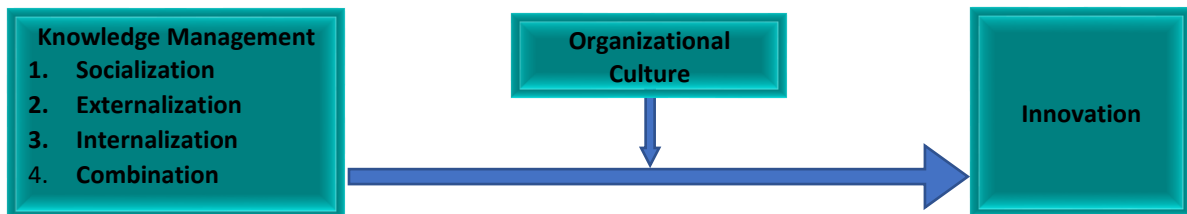


Figure 2. Conceptual Framework

Findings

Firstly, findings show the convergent validity which means items are correlated and statistics show that items are correlated and convergent validity is valid because all the measures such as AVE, Cr, Alpha, and loadings are meet the standards. Table 2 given as under highlighted the convergent validity.

Table 2. Convergent Validity

Items	Loadings	Alpha	CR	AVE
CMN2	0.695	0.835	0.890	0.671
CMN3	0.897			
CMN4	0.769			
CMN5	0.898			
EXZ1	0.956	0.959	0.968	0.835
EXZ2	0.823			
EXZ3	0.954			
EXZ4	0.957			
EXZ5	0.822			
EXZ6	0.957			
IN1	0.823	0.852	0.900	0.693
IN3	0.830			
IN4	0.855			
IN5	0.821			

ITZ1	0.834	0.941	0.951	0.710
ITZ2	0.862			
ITZ3	0.848			
ITZ4	0.813			
ITZ5	0.869			
ITZ6	0.869			
ITZ7	0.853			
ITZ8	0.787			
OC1	0.592	0.920	0.923	0.556
OC10	0.882			
OC2	0.592			
OC3	0.873			
OC4	0.894			
OC5	0.592			
OC6	0.882			
OC7	0.894			
OC8	0.599			
OC9	0.483			
SLZ1	0.484	0.861	0.886	0.531
SLZ2	0.740			
SLZ3	0.773			
SLZ4	0.710			
SLZ5	0.699			
SLZ6	0.812			
SLZ7	0.827			

Secondly, findings show the discriminant validity that means constructs are not highly correlated and statistics show that constructs are not highly

correlated and discriminant validity is valid because values of the Heterotrait Monotrait ratio (HTMT) are less than 0.90. Table 3 given as under highlighted the discriminant validity.

Table 3. Heterotrait Monotrait Ratio

	CMN	EXZ	IN	ITZ	OC	SLZ
CMN						
EXZ	0.446					
IN	0.833	0.556				
ITZ	0.388	0.418	0.460			
OC	0.413	0.455	0.423	0.746		
SLZ	0.147	0.050	0.152	0.122	0.144	

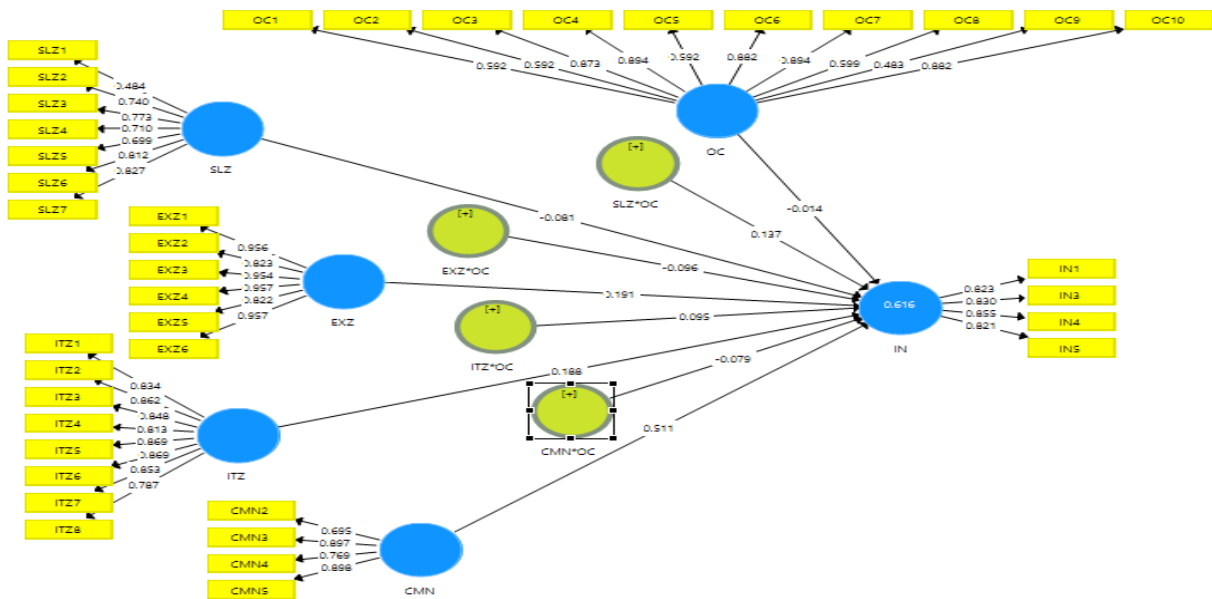


Figure 3. Measurement Model Assessment

The path analysis shows that all the dimensions of knowledge management such as socialization, externalization, internalization, and combination have positive nexus with the innovation due to positive sign attached with the beta. The relationships are significant because probabilities values of all the links are below 0.05 and t statistics

are higher than 1.64. The findings also show that the organizational culture positively moderate among all the dimensions of knowledge management such as socialization, externalization, internalization, and combination and innovation. Table 4 as under shows the path analysis of the study.

Table 4. Path Analysis

	Beta	S.D.	t-values	p-values	L.L.	U.L.
CMN -> IN	0.511	0.055	9.305	0.000	0.447	0.614
CMN*OC -> IN	0.079	0.042	1.904	0.031	0.148	0.025
EXZ -> IN	0.191	0.043	4.483	0.000	0.090	0.235
EXZ*OC -> IN	0.096	0.047	2.042	0.023	0.175	0.030
ITZ -> IN	0.188	0.069	2.747	0.004	0.101	0.325
ITZ*OC -> IN	0.095	0.052	1.840	0.036	0.017	0.168
SLZ -> IN	0.081	0.038	2.106	0.020	0.156	0.033
SLZ*OC -> IN	0.137	0.052	2.654	0.005	0.050	0.207

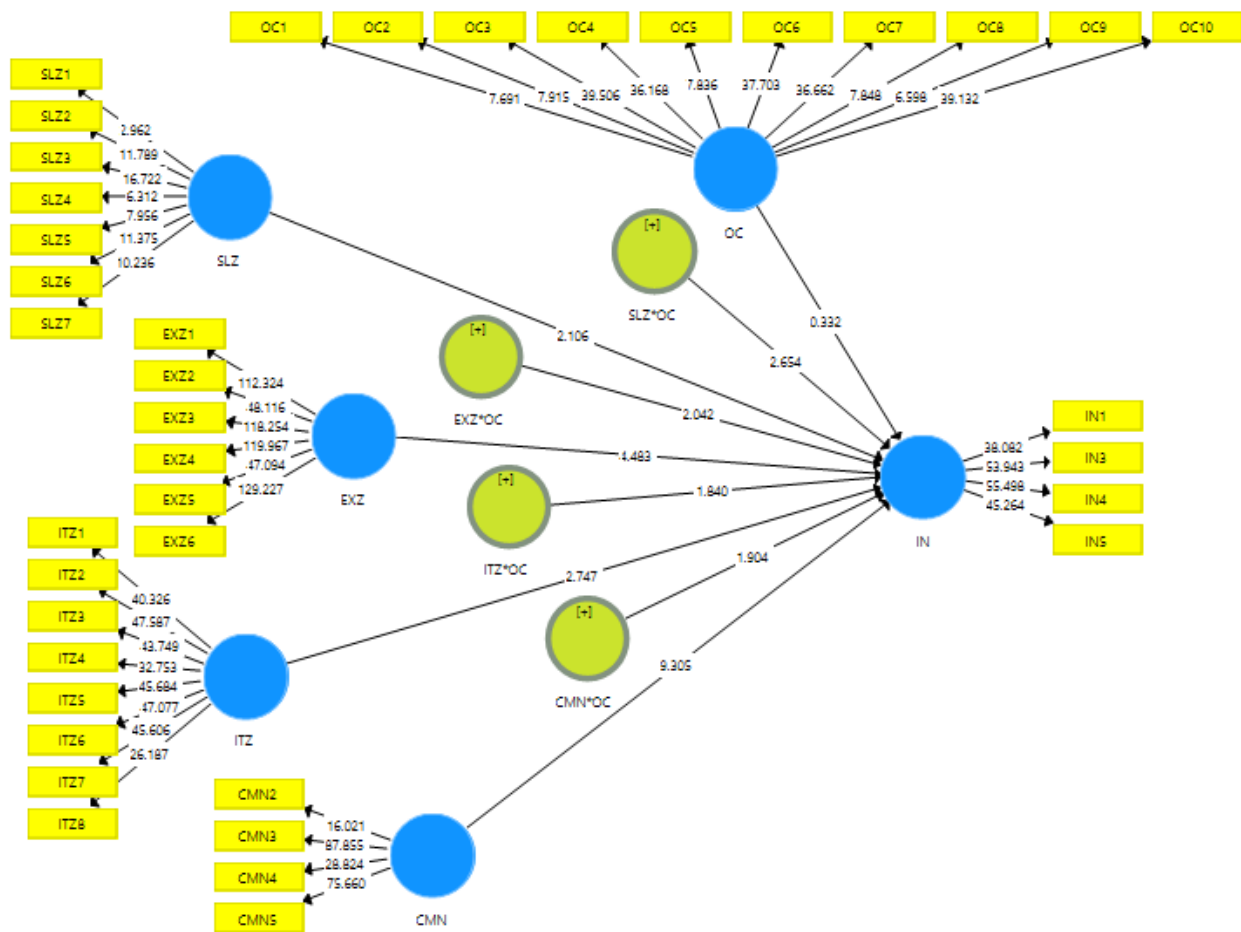


Figure 4. Structural Model Assessment

Discussions

The findings show that positive nexus among the knowledge management dimensions such as socialization, externalization, internalization, and combination and innovation. The results also show that organizational culture positively moderate among the links of knowledge management dimensions such as socialization, externalization, internalization, and combination and innovation. The textile industry of Thailand has effective organizational culture and knowledge management personnel that is necessary for innovation adoption and implementation in the organization. This outcome gives insights to the regulators that they should increase their emphasis on the innovation and organizational culture that enhance business performance.

Conclusion

The existing study has come to the conclusion that the textile industry of Thailand has effective organizational culture and knowledge management

personnel that is necessary for innovation adoption and implementation in the organization. This result gives the visions to the regulators that they should grow their emphasis on the innovation and organizational culture that enhance the business performance.

Limitations and Future Directions

This literature has few limitations like its results are generalized only on the textile industry in Thailand and it is suggestions to future researchers that they should include more sectors and other countries in their analysis for expanding the scope of their study. In addition, the current study takes only four dimensions of knowledge management and ignores the other dimensions and future studies should add other dimensions in their study.

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