

# Factors Influencing Knowledge Management Orientation- A Study of Faridabad District (Haryana)

**Arvin Dangi**

Research Scholar, Department of Management and Commerce  
Baba Mastnath University, Rohtak

**Dr. Komal Rani**

Associate Professor, Department of Management and Commerce  
Baba Mastnath University, Rohtak

## ABSTRACT

*This study examined the determinants of Knowledge Management Orientation (KMO) in industrial firms within Faridabad District, utilizing primary data gathered from 200 employees across 20 companies. Exploratory Factor Analysis (EFA) utilized the Kaiser-Meyer-Olkin (KMO) metric to establish sample adequacy, while Bartlett's Test affirmed the dataset's appropriateness for factor extraction. The analysis identified nine critical dimensions influencing KMO: knowledge sharing and protection culture, knowledge creation and collaborative innovation, knowledge protection and security orientation, knowledge storage and accessibility, knowledge utilization and application, knowledge creation and innovative problem-solving, knowledge application and decision-oriented performance, technology-enabled knowledge storage and retrieval, and knowledge accessibility and open sharing. The nine aspects jointly underscore the multifaceted essence of KMO, wherein companies reconcile openness with safety, cultivate innovation, utilize technology, guarantee accessibility, and prioritize the pragmatic application of information. The results augment the existing literature on knowledge management by providing empirical evidence that structured and secure knowledge practices improve organizational performance, competitiveness, and innovation capability within the industrial sector.*

**Keywords:** Knowledge Management Orientation, Industrial Sector, Faridabad District, Exploratory Factor Analysis etc.

## 1. INTRODUCTION

Knowledge Management Orientation (KMO) has emerged as a critical area of study in organisational research, reflecting the extent to which firms align their structures, processes, and culture toward effective knowledge creation, sharing, and utilization. In today's competitive environment, organisations are increasingly recognizing knowledge as a strategic asset that drives innovation, efficiency, and long-term sustainability. The orientation toward knowledge management is not merely about adopting tools or technologies but about embedding practices that foster continuous learning and adaptability.

Organisations, particularly in manufacturing and service sectors, face challenges in managing tacit and explicit knowledge across diverse teams and functions. KMO provides a framework to understand how organisations develop systematic approaches to capture, store, and disseminate knowledge. It emphasizes the role of leadership, employee engagement, and technological infrastructure in shaping knowledge-driven cultures. By focusing on orientation, researchers can assess the readiness and maturity of organisations by leveraging knowledge for strategic advantage.

The importance of KMO lies in its ability to bridge gaps between organisational goals and employee capabilities. Firms that orient themselves toward knowledge management are better equipped to respond to market changes, adopt innovations, and maintain competitive positioning. This orientation also enhances collaboration, reduces redundancy, and ensures that critical knowledge is retained within the organisation despite workforce mobility.

Furthermore, exploring the factors influencing KMO provides insights into how organisations can strengthen their knowledge ecosystems. Factors such as organisational culture, training, leadership support, and performance measurement play a decisive role in shaping orientation. Identifying these factors through empirical methods like

exploratory factor analysis (EFA) enables researchers to develop robust models that explain organisational behavior in relation to knowledge management.

The study of Knowledge Management Orientation in Faridabad district is essential for understanding how organisations transform knowledge into a strategic resource. By examining influencing factors, organisations can design interventions that enhance knowledge practices, thereby improving performance, innovation, and sustainability. This introduction sets the foundation for analyzing KMO as a multidimensional construct that integrates human, technological, and strategic elements within organisational contexts.

## 2. REVIEW OF LITERATURE

**Nuñez et al. (2025)** analyzed the impact of organizational culture on knowledge management within public elementary, secondary, and middle schools in Colombia. The study adopted a quantitative approach and surveyed 362 teachers, managers, and administrative staff. Using confirmatory factor analysis and structural equation modeling via SMARPLS 4.0.9.7, the researchers demonstrated that a well-structured organizational culture significantly enhanced the creation, storage, and dissemination of knowledge. The findings emphasized that institutional objectives aligned with cultural values contributed to operational efficiency and sustainability. The study offered timely insights for educational management and public policy planning in the Colombian education sector.

**Raju et al. (2024)** investigated the relationship between knowledge management (KM) practices and organizational performance, assessing the impact of strategic knowledge management on organizational effectiveness and success. This research undertook an exploratory analysis of fundamental knowledge management processes, encompassing knowledge production, transmission, storage, and application, and assessed their impact on performance metrics such as operational efficiency, financial performance, and employee satisfaction. The study utilized qualitative and quantitative methods, gathering data from companies across different sectors to identify common knowledge management strategies and performance outcomes. Research indicated that enterprises utilizing complete knowledge management techniques typically outperformed those neglecting information-centric practices, leading to improved productivity, collaboration, and overall organizational effectiveness.

**Aloufi et al. (2024)** illustrated that in the rapidly evolving telecommunications industry, firms in Bangladesh faced the challenge of improving their performance to sustain competitiveness. This study investigated the impact of big data analytics (BDA) on operational performance (OP) within Bangladesh's telecommunications sector, employing green innovation (GI) and knowledge management (KM) as mediating variables, and big data analytics technical capabilities as a moderating variable. Data was collected from 384 managerial employees across five leading telecommunications companies in Bangladesh using a structured survey questionnaire. The findings indicated that big data analytics positively influenced OP, with both GI and KM acting as significant mediators in this relationship. Nonetheless, while BDATCs enhanced this association, they did not significantly affect the big data analytics and green innovation relationship. Subsequent research expanded this investigation across many sectors and using longitudinal approaches to clarify the changing impact of big data analytics on organizational performance.

**Bontis et al. (2024)** argued that in the unpredictable economic landscape, attaining persistent competitive advantage requires organizations to proficiently manage knowledge assets and employ resources effectively. This study aimed to investigate the relationship between knowledge management processes specifically knowledge generation, knowledge codification, knowledge sharing, and knowledge consumption sustainability, and organizational performance. The research largely examined the direct effect of knowledge management on organizational performance, along with its indirect impact through sustainability and knowledge consumption. The results indicated that knowledge utilization and sustainability fully mediated the relationship between knowledge management and organizational performance. The application of knowledge and sustainability directly and positively affected organizational performance, while being directly shaped by knowledge management.

**Darmastutiet al. (2024)** investigated the influence of organizational learning and information technology on employee productivity, with knowledge management acting as a mediating variable. The study's participants were solely employees of the Klaten Regional Drinking Water Company. This study employed a census methodology for sampling. The sample

comprised 69 employees, as established by the employed sampling approach. Questionnaires were provided with selected samples to collect data. The questionnaire utilized a Likert scale for evaluation. The research findings indicated that knowledge management, organizational learning, and information technology had a favorable and significant impact on employee performance, as proved by hypothesis testing via the bootstrapping approach.

**Chidiadi (2024)** analyzed the influence of Knowledge Management Practices on Organizational Performance in African SMEs. This study employed a desk methodology. Desk study research design is commonly known as the collection of secondary data. This mostly entailed collecting data from existing resources, favored for its cost-effectiveness compared to field research. Our study analyzed previously published studies and articles, as the data was easily available through online journals and libraries. However, challenges related to knowledge transfer and limited resources hindered the full realization of knowledge management benefits in these enterprises. The Resource-Based View (RBV) theory, social capital theory, and dynamic capabilities theory provided foundational frameworks for examining the influence of knowledge management strategies on organizational performance in African SMEs. African SMEs tailored their knowledge management strategies to align with their unique organizational cultures, structures, and resource constraints.

**Cheng et al. (2024)** contended that the transformation and enhancement of small- and medium-sized enterprises (SMEs) aligned with global industrial development trends, hence promoting sustainable operations for SMEs. In recent years, leading industrial nations, like Germany, China, and the United States, have promoted policies such as Industry 4.0 and advanced manufacturing as elements of their national manufacturing transformation initiatives. This study analyzed 129 SMEs in the Taiwanese metal sector, utilizing one-way ANOVA, Pearson correlation analysis, and simple regression analysis to explore the impact of internal knowledge management enhancement and organizational learning on the implementation of Industry 4.0 and the enhancement of competitiveness. This study's results indicated that the enhancement of knowledge management and organizational learning enabled the effective implementation of Industry 4.0 and bolstered competitiveness, uncovering significant relationships among these factors. Thus, the outcomes became standard for other allied nations.

### 3. RESEARCH OBJECTIVE

The principal aim of this study was to identify the factors that affect Knowledge Management Orientation in organizations within the Faridabad district. The research specifically planned to employ exploratory factor analysis to identify latent constructs that characterize KMO procedures in manufacturing firms within the Faridabad district. The study aimed to establish a structured framework elucidating how organizations align themselves with effective knowledge management by examining replies from 200 employees.

### 4. RESEARCH METHODOLOGY

In today's competitive business environment, organizational performance is increasingly dependent on the effective management of knowledge resources. The scope of this study centers on examining the impact of Knowledge Management Orientation (KMO) on Organizational Performance within manufacturing enterprises in Faridabad district.

#### Research Design

The study adopted a quantitative research design to explore the factors influencing Knowledge Management Orientation (KMO) in organisations. A exploratory cum descriptive approach was employed to identify latent constructions using statistical techniques. The design was chosen to ensure systematic collection and analysis of primary data, allowing for empirical validation of theoretical assumptions regarding KMO practices.

#### Population and Sample

The population comprises employees working in manufacturing organisations. A purposive sampling technique was used to select 05 manufacturing companies of Faridabad district, ensuring representation across diverse operational contexts. From these organisations, a total of 200 employees were surveyed, providing a robust sample size for statistical analysis.

## Regional Focus: Faridabad (Haryana)

Focusing on Faridabad (Haryana) as the regional context for studying the impact of Knowledge Management Orientation (KMO) on organizational performance in medium enterprises offers both strategic and empirical advantages. Faridabad is one of Haryana’s most industrially diverse district, with a robust presence of medium-scale enterprises across sectors such as IT, automobile, textile, and general manufacturing. This diversity provides fertile ground for comparative analysis, allowing researchers to explore how KMO manifests differently across knowledge-intensive and production-driven industries.

### Data Collection

Primary data were collected through a questionnaire designed to measure dimensions of Knowledge Management Orientation. The questionnaire included items related to knowledge sharing, leadership support, technological infrastructure, organisational culture, training, innovation, performance measurement, and strategic alignment. Responses were recorded using a five-point Likert scale, ranging from strongly disagree to strongly agree, to capturing perceptions consistently.

### Statistical Tools

Exploratory Factor Analysis (EFA) was employed to identify underlying factors influencing KMO. The Kaiser-Meyer-Olkin (KMO) measure and Bartlett’s Test of Sphericity were conducted to confirm sampling adequacy and suitability of data for factor analysis. Primary data was used to perform the analysis, ensuring accuracy and reliability of results.

## 5. DATA ANALYSIS

Knowledge Management Orientation (KMO) refers to the strategic mindset and organizational culture that prioritizes the creation, sharing, utilization, and retention of knowledge as a core resource. It emphasizes the belief that knowledge is not just an asset but a dynamic capability that drives innovation, competitiveness, and long-term sustainability. Organizations with strong KMO invest in systems, processes, and practices that facilitate knowledge flow across departments, encourage collaboration, and reduce information silos. Exploratory Factor Analysis (EFA) is a statistical technique used to uncover the underlying structure of a large set of variables. In simple terms, it helps identify clusters of related items (called factors) that represent broader dimensions. In this case, it has 30 statements about Knowledge Management Orientation (KMO), EFA examines the correlations among them and groups items that measure the same latent construct.

**Table 1: KMO Analysis**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.756
Bartlett's Test of Sphericity	Approx. Chi-Square	4025.213
	df	435
	Sig.	.000

Source: SPSS Tool

The Kaiser-Meyer-Olkin (KMO) value of 0.756 indicates that the sample is adequate for factor analysis, since values above 0.70 are generally considered acceptable and show that correlations among variables are sufficiently compact to yield reliable factors. Bartlett’s Test of Sphericity shows a Chi-Square value of 4025.213 with 435 degrees of freedom and a significance level of 0.000, meaning the correlations between variables are statistically significant and not random. Together, these results confirm that the dataset is suitable for factor analysis, as the sampling adequacy is strong and the correlation matrix is appropriate for extracting meaningful factors. It does this by analyzing eigenvalues, communalities, and factor loadings to determine which items strongly belong together, thereby reducing complexity and making the data more interpretable.

**Table 2: Factor Loading Matrix of Knowledge Management Orientation**

Factor Name	Statements	Factor Loading	Mean	Average Mean
Knowledge Sharing and Protection Culture	Employees are motivated to experiment with new approaches, even if risks are involved.	0.999	3.91	3.9
	Senior staff mentor juniors by sharing their experiences.	0.996	3.9	
	Knowledge of protection is considered vital for organisational competitiveness.	0.979	3.88	
	Confidential information is shared only with authorised personnel.	0.971	3.9	
	Our organisation has platforms (meetings, intranet, workshops) for knowledge exchange.	0.949	3.93	
	Knowledge sharing reduces duplication of work in our organisation.	0.634	3.93	
Knowledge Creation and Collaborative Innovation	Knowledge creation is considered a key driver of organisational growth.	0.853	3.73	3.61
	Employees willingly share their expertise with colleagues.	0.818	3.56	
	Management supports research and development activities to foster innovation.	0.609	3.67	
	Collaboration across departments helps in generating fresh insights.	0.598	3.52	
	Knowledge sharing is rewarded and recognised by management.	0.496	3.57	
Knowledge Protection and Security Orientation	Our organisation safeguards sensitive knowledge from external misuse.	0.857	4.15	3.9
	Technology systems ensure secure access to organisational knowledge.	0.728	4	
	Employees are trained on data security and confidentiality practices.	0.719	3.65	
	Policies exist to protect intellectual property rights.	0.673	3.8	
Knowledge Storage and Accessibility	Employees can easily access stored information when required.	0.919	3.96	3.92
	Our organisation maintains a structured database for storing important knowledge.	0.819	3.84	
	Knowledge documentation practices are followed consistently.	0.751	3.94	
Knowledge Utilization and Application	Employees apply acquired knowledge to improve work performance.	0.819	3.71	3.77
	Knowledge gained from training is effectively used in daily tasks.	0.815	3.81	
	Lessons learned from past projects are applied in current assignments.	0.771	3.79	
Knowledge Creation and Innovative Problem-Solving	Our organisation encourages employees to generate new ideas for problem-solving.	0.901	3.57	3.54
	Brainstorming and innovation sessions are regularly conducted to create new knowledge.	0.859	3.52	

Knowledge Application and Decision-Oriented Performance	Employees are encouraged to use knowledge creatively in solving problems.	0.870	3.93	3.82
	Knowledge application enhances customer satisfaction and service quality.	0.806	3.77	
	Decision-making is based on knowledge rather than assumptions.	0.569	3.76	
Technology-Enabled Knowledge Storage and Retrieval	Technology tools (ERP, intranet, cloud) are used for storing organisational knowledge.	0.946	3.73	3.79
	Past project reports and case studies are available for reference.	0.653	3.85	
Knowledge Accessibility and Open Sharing	Retrieval of stored knowledge is quick and user-friendly.	0.807	3.72	3.67
	There is a culture of openness in sharing information across teams.	0.564	3.63	

Source: SPSS Tool

The main factors are described as:

**Knowledge Sharing and Protection Culture** (Average Mean = 3.90) emphasized the importance of creating an environment where employees are encouraged to share experiences, exchange ideas, and protect sensitive information. The high factor loadings showed that mentoring, confidentiality, and structured platforms for knowledge exchange are strongly valued. With an average mean close to 4, this factor reflected a positive orientation toward both openness in sharing and safeguarding organizational knowledge, reducing duplication and enhancing competitiveness.

**Knowledge Creation and Collaborative Innovation** (Average Mean = 3.61) highlighted the role of innovation, collaboration, and management support in fostering new insights. Employees recognized knowledge creation as a driver of growth, but the relatively lower mean suggested that while collaboration and R&D are present, they may need stronger reinforcement. Rewarding knowledge sharing and encouraging cross-departmental collaboration are areas where organizations can improve to strengthen innovation culture.

**Knowledge Protection and Security Orientation** (Average Mean = 3.90) reflected the organization's commitment to safeguarding sensitive knowledge. With high mean scores for security systems and policies, this factor showed that employees perceive strong mechanisms for protecting intellectual property and ensuring confidentiality. Training on data security, however, has a slightly lower mean, indicating scope for improvement in employee awareness and practices.

**Knowledge Storage and Accessibility** (Average Mean = 3.92) demonstrated that employees find it easy to access stored information through structured databases and consistent documentation practices. The high mean values suggested that organizations in Faridabad had invested in systematic storage mechanisms, ensuring that knowledge is readily available and usable when required.

**Knowledge Utilization and Application** (Average Mean = 3.77) focused on how employees apply acquired knowledge to improve performance. The relatively strong mean values indicated that training outcomes and lessons learned are effectively integrated into daily tasks, enhancing productivity. This shows that knowledge is not only stored but actively used to drive organizational efficiency.

**Knowledge Creation and Innovative Problem-Solving** (Average Mean = 3.54) reflected the organization's encouragement of idea generation and innovation sessions. While brainstorming and problem-solving initiatives existed, the lower mean suggests that employees feel these practices could be strengthened. More structured innovation programs may help enhance this dimension.

**Knowledge Application and Decision-Oriented Performance** (Average Mean = 3.82) highlighted the role of knowledge in decision-making and customer satisfaction. Employees perceive that knowledge was applied creatively to

solve problems, leading to better service quality. The relatively high mean indicated that knowledge-driven decision-making is a valued practice in the organizational culture.

**Technology-Enabled Knowledge Storage and Retrieval** (Average Mean = 3.79) showed that organizations use ERP, intranet, and cloud systems to store and retrieve knowledge. The availability of past reports and case studies supported learning and reference, reflecting a moderate but effective use of technology in knowledge management.

**Knowledge Accessibility and Open Sharing** (Average Mean = 3.67) emphasized openness and ease of retrieval. Employees acknowledge a culture of sharing across teams, though the mean value suggested that while accessibility is present, openness in sharing could be further enhanced to strengthen collaborative practices.

The findings show that Knowledge Storage and Accessibility (3.92) and Knowledge Sharing & Protection Culture (3.90) are the strongest dimensions, while Knowledge Creation and Innovative Problem-Solving (3.54) are the weakest. This indicates that while organizations in Faridabad are strong in storing and protecting knowledge, it needs to invest more in fostering innovation and open sharing to achieve a balanced knowledge management orientation.

## 6. CONCLUSION

This study establishes that Knowledge Management Orientation (KMO) in manufacturing organizations of Faridabad district is a multidimensional construct shaped by nine distinct factors: knowledge sharing and protection culture, knowledge creation and collaborative innovation, knowledge protection and security orientation, knowledge storage and accessibility, knowledge utilization and application, knowledge creation and innovative problem-solving, knowledge application and decision-oriented performance, technology-enabled knowledge storage and retrieval, and knowledge accessibility and open sharing. Together, these dimensions demonstrate that effective knowledge management requires a balance between openness and security, creativity and structure, and technology and human collaboration.

## 7. FUTURE IMPLICATIONS

Future research can extend this study by applying confirmatory factor analysis (CFA) to validate the identified factor model across different industries. Longitudinal studies may also examine how KMO evolves over time with technological advancements and organisational restructuring. Expanding the scope beyond manufacturing to service sectors, including banking and IT, would provide comparative insights into sector-specific knowledge management orientations.

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