

The relationship between knowledge management and leadership: mapping the field and providing future research avenues

Massimiliano Matteo Pellegrini, Francesco Ciampi, Giacomo Marzi and Beatrice Orlando

Abstract

Purpose – Effectively handling knowledge is crucial for any organization to survive and prosper in the turbulent environments of the modern era. Leadership is a central element for knowledge creation, acquisition, utilization and integration processes. Based on these considerations, this study aims to offer an overview of the evolution of the literature regarding the knowledge management-leadership relationship published over the past 20 years.

Design/methodology/approach – A bibliometric analysis coupled with a systematic literature review were performed over a data set of 488 peer-reviewed articles published from 1990 to 2018.

Findings – The authors discovered the existence of four well-polarized clusters with the following thematic focusses: human and relational aspects, systematic and performance aspects, contextual and contingent aspects and cultural and learning aspects. The authors then investigated each thematic cluster by reviewing the most relevant contributions within them.

Research limitations/implications – Based on the bibliometric analysis and the systematic literature review, the authors developed an interpretative framework aimed at uncovering several promising and little explored research areas, thus suggesting an agenda for future knowledge management-leadership research. Some steps of the paper selection process may have been biased by the interpretation of the researcher. The authors addressed this concern by performing a multiple human subject reading process whose reliability was confirmed by a Krippendorff's alpha coefficient value >0.80 .

Originality/value – To the best knowledge, this is the first study to map, systematize and discuss the literature concerned to the topic of the knowledge management-leadership relationship.

Keywords Knowledge management, Leadership, Bibliometric analysis, Systematization of literature, Research agenda

Paper type Research paper

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1. Introduction

Modern organizations face increasing technology development, competitive pressure and demand shifts. The main thesis of knowledge management theory (Nonaka, 1994; Nonaka *et al.*, 2000) is that these organizations can conquer leadership competitive position only if they are able to distinctively manage their patrimony of knowledge (Lin and McDonough, 2011). Knowledge management (KM) consists of the organizational routines and practises related to "handling" knowledge from its creation or external acquisition, to its internal utilization and integration across the organizational system (Carmeli *et al.*, 2013; Natalicchio *et al.*, 2017).

This implies that the topic of KM is of interest to several disciplines (Ponzi, 2002). For example, information and management information sciences have mainly focussed on knowledge as an object (Gu, 2004) and inquired KM for its instrumental function (Gaviria-

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Marin *et al.*, 2019). Management and organizational disciplines, on the other hand, have mostly considered knowledge as a process (Gu, 2004) and focussed on how it is produced and handled within and between organizations (Rashman *et al.*, 2009). The development of this second perspective (KM-as-process view) represented the basis for the foundation of the theory of KM (Nonaka, 1994) and led to include KM amongst top management strategic decisions, with a huge influence on firms' success (Gaviria-Marín *et al.*, 2019; Martins *et al.*, 2019).

Furthermore, in the past decade, the process perspective shifted its focus from the engineering and structural aspects to the social dimensions of KM systems (Gaviria-Marín *et al.*, 2019). The success of KM and its practises is often ascribed to social mechanisms and to an effective adoption and internalization of such mechanisms by employees and groups (Inkinen, 2016). In addition, an effective KM can occur only if people involved in the process are properly led, engaged and motivated during the whole process (Bavik *et al.*, 2018; Natalicchio *et al.*, 2017). As a consequence, leadership represents one of the most prominent enablers of KM implementation and success (Ho, 2009; Vera and Crossan, 2004).

Despite the wide agreement concerning the importance of leadership for an effective KM, several scholars (Rashman *et al.*, 2009; von Krogh *et al.*, 2012) have stressed the need to deepen the KM-leadership relationship and the mechanisms through which this relationship is developed. A first group of motivations for this need is connected to the fact that the KM-leadership relation tends to vary intensely according to the leadership "styles" exerted. For example, the greater effectiveness for KM of a participative and collaborative type of leadership (Pérez-López *et al.*, 2004) has been questioned with respect to certain cultural contexts, as in the case of collectivistic cultures (Lee *et al.*, 2018; Ma *et al.*, 2008; Masa'deh *et al.*, 2016). In addition, amongst collaborative leadership styles, there are differences too. Lee *et al.* (2018) in their meta-analysis on empowering leadership, found no confirmation for its positive effect on knowledge sharing, something that has instead been confirmed for transformational leadership (Dong *et al.*, 2017).

A second group of reasons for deeply analyzing and discussing the existing literature on the KM-leadership is referred to the current lack of systematization. Because of the increased pervasiveness of KM in the firm functioning and its results (Heisig *et al.*, 2016), the KM field has recently reached a stable attention in the academic debate as also evidenced by several bibliometric studies (Gaviria-Marín *et al.*, 2019; Gu, 2004; Ponzi, 2002). In several KM systematic literature reviews, leadership emerges as a relevant factor for an effective KM in general (Inkinen, 2016; Smith *et al.*, 2008) and within specific KM contexts, such as communities of practises (Bolisani and Scarso, 2014) and public services (Rashman *et al.*, 2009). However, if a significant level of deepening has been reached with regard to the study of the relationship between KM and firm's sustainability strategies (Martins *et al.*, 2019), intellectual capital management (Serenko *et al.*, 2010) and sustainable open innovation system (Natalicchio *et al.*, 2017), the same cannot be said for the intersection between KM and leadership. As a consequence, a specific focus on the KM-leadership relationship is necessary to systematize what exists on the topic and consequentially propose valuable insights on the existing gaps to produce valuable bases for future research (Appio *et al.*, 2014; Caputo *et al.*, 2018).

A third group of motivations is connected with the KM challenges caused by the digital revolution such as the urge to improve the detection of meaningful pieces of information amongst the vast availability of big data, the necessity to handle an increased level of knowledge inflows and the need to simplify and personalize KM representation and codification to help users in the data interpretation (Fakhar-Manesh *et al.*, 2019). All these challenges give rise to the need of renewed interests towards analyzing through which mechanism leaders of organizations can facilitate and develop the organizational routines that are necessary for effectively managing knowledge in the digital era (Santoro *et al.*, 2018).

The paper's contribution is at least twofold. Firstly, to our best knowledge, this is the first study to systematize existing literature on the KM-leadership relationship. Specifically, our

bibliometric coupling analysis highlights four well-polarized clusters with the following thematic focusses: human and relational aspects, systematic and performance aspects, contextual and contingent aspects and cultural and learning aspects. We investigated each thematic cluster by reviewing the most relevant contributions within them.

Secondly, we propose an interpretative framework aimed at uncovering several promising and little explored research areas, thus suggesting an agenda for future KM-leadership research, which also take into account the emerging challenges caused by the latest technological evolutions.

The paper is organized as follows. Section 2 describes the method and protocol adopted for implementing our analysis. Section 3 presents the bibliometric analysis results while Section 4 is dedicated to the cluster analysis and its systematic literature review. Section 5 proposes an interpretative framework aimed at suggesting an agenda for future research. Finally, Section 6 concludes the paper and describes its limitations.

2. Methods

The generalized fast-increasing number of scientific publications poses difficulties in keeping a clear track of the evolution and development of the different fields of study. In response to this, bibliometric methods represent powerful instruments for analyzing huge amounts of data regarding the research streams of a specific field of study by mapping all pertinent contributions and elaborating spatial distributions able to highlight the relations between them (Appio *et al.*, 2014; Zupic and Čater, 2015).

For these reasons and to effectively address the challenges related to the KM-leadership literature described in the introduction, we deemed proper to perform a bibliometric analysis based on the visualization of similarities (VOS) (Van Eck and Waltman, 2010), along with a systematic literature review (Tranfield *et al.*, 2003). Using this approach allowed us to combine the comprehensive quantitative inquiry of a bibliometric analysis with the fine-grained and qualitative investigation made possible by a systematic literature review, thus reducing the shortcomings of both approaches (Appio *et al.*, 2014). This mix methodology has already shown to be successful in similar literature-based studies where KM was studied in relation to other constructs such as the fourth digital revolution (Fakhar-Manesh *et al.*, 2019), the firm's sustainability (Martins *et al.*, 2019) and new product development (Marzi *et al.*, 2020).

The systematic literature review proposed in this study bases its scientific solidity on three main reasons. Firstly, the selection of the analyzed papers was performed according to a replicable protocol (Cillo *et al.*, 2019; Tranfield *et al.*, 2003), as described in Section 2.1. Secondly, the theoretical framework used to analyze the selected papers was not subjectively determined by the authors but organized according to the VOS clustering algorithms results (Appio *et al.*, 2014; Van Eck and Waltman, 2010; Zupic and Čater, 2015), as described in Section 2.2. Thirdly, the discussion and interpretation of the topics treated within each cluster followed the guidelines of a systematic literature review, largely used in the KM field (Martins *et al.*, 2019; Natalicchio *et al.*, 2017), which allowed to perform an in-depth, qualitative investigation of the thematic structure and content of each cluster.

2.1 Data gathering

Similar to what Martins *et al.* (2019) did in their literature review concerning KM and sustainability, our analysis started with an overarching question: *what are the existing relationships between KM and leadership?* Thus, the iterative search process of defining the query for our bibliometric analysis started by focussing on two main terms, "KM" and "leadership". However, the concept of KM can either refer to an overall bundle of practises or to a single and specific process concerning KM practises. Thus, to grasp the full extent of the field of study object of our analysis, we realized that it was necessary to use

additional terms for the query. These additional terms allowed us to embrace an up-to-date and comprehensive definition of KM (Inkinen, 2016; Natalicchio *et al.*, 2017). In particular, we included all the terms related to the KM processes, such as knowledge acquisition (KAc), knowledge creation (KC), knowledge sharing or transfer (KS), knowledge storage (KSt) and knowledge application (KApp).

The final result of our iterative query definition process was the following: “TITLE-ABS-KEY (“KM” or “managing knowledge” or “knowledge acquisition” or “acquiring knowledge” or “knowledge creation” or “creating knowledge” or “knowledge transfer” or “transferring knowledge” or “knowledge sharing” or “sharing knowledge” or “storing knowledge” or “knowledge application” or “knowledge applying”) AND TITLE-ABS-KEY (leadership)”, where “TITLE-ABS-KEY” is an operator that performs searches in titles, abstracts and keywords.

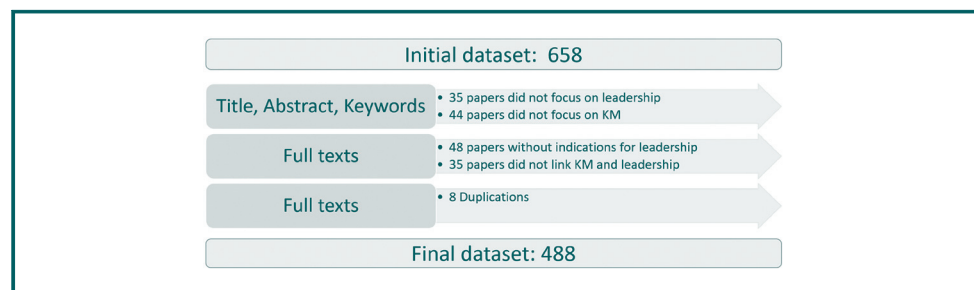
This query was performed on the Scopus database, which represents the most comprehensive source of data to retrieve high-quality and peer-review publications for an emergent field of studies (Falagas *et al.*, 2008). The search was limited to journal articles in the English language published up until 31 December 2018. The search produced an initial data set of 658 papers. To ensure the inclusion of all relevant data, a cross-validation analysis was made by applying the same research string on the Web of Science and EBSCO Business Premier databases. This analysis did not identify any missing data, thus confirming the validity of using both our query string and the Scopus database.

Next, following the best methodological practises proposed by the literature (Tranfield *et al.*, 2003), three out of the four authors carried out a screening analysis of the 658 papers independently. Specifically, following consolidated standards in the literature-based studies on KM (Inkinen, 2016; Martins *et al.*, 2019; Natalicchio *et al.*, 2017; Rashman *et al.*, 2009), the following paper selection protocol (figure 1) was adopted (Cillo *et al.*, 2019):

1) *Titles, abstracts and keywords screening.* Through this phase, 79 papers were removed as not pertinent either to leadership or KM. In particular, some papers (35), although containing the term “leadership”, used it only as a synonymous of top management or to indicate a type strategy (e.g. market or cost leadership) (Raudeliūnienė *et al.*, 2018). Other papers (44), though making a general reference to managing knowledge, did not really focus on KM or on any of its processes (Bhatnagar, 2017).

2) *Full texts screening.* In this phase, the data set was further polished by reading the full texts of all the remaining papers to ensure a strict adherence to the theme object of the study (Caputo *et al.*, 2018). This second screening led to remove another 83 papers. In total, 48 papers were removed as they dealt with leadership only generically in their future research propositions or managerial implications, indicating, for example, that more attention should be paid to the leadership aspect, without any further suggestion or investigation (Birnbbaum *et al.*, 2018). In total, 35 papers were removed because, though focussing on both leadership and knowledge management, they did not analyze any connection between the two constructs (Sievert and Scholz, 2017).

Figure 1 Protocol for selecting papers



3) *Search for duplication*. Finally, eight papers were eliminated as they represented pure duplications or insights extracted from other papers already included in the data set.

For all these screening phases, we used Krippendorff's alpha coefficient as a statistical measure of the agreement achieved between the authors. The resulted K was always greater than 0.8, indicating a reliable convergence and strong inter-reliability of the performed selection process.

After performing this screening process, our data set was reduced to 488 papers (see [Appendix A](#) for a full list of these manuscripts).

2.2 Analysis

Our final data set of 488 papers was object of the bibliometric analysis. Firstly, we calculated a series of bibliometric activity indicators (see the next section). We used these indicators to analyze our data set in terms of distribution of papers across years and the most relevant journals ([Todeschini and Baccini, 2016](#)).

Subsequently, we moved to the core of our bibliometric investigation by using VOSviewer 1.6.10. The software was used for the similarity analysis and for aggregating papers through bibliographic coupling ([Van Eck and Waltman, 2010, 2014](#)). Bibliographic coupling occurs when two papers cite the same third paper in their references ([Zupic and Čater, 2015](#)). We decided to use the bibliographic coupling aggregation method because of its ability to detect the developments of a given intellectual structure within a field by highlighting the main theoretical approaches and relationships between papers ([Appio et al., 2014; Zupic and Čater, 2015](#)).

VOS algorithms construct a similarity matrix by normalizing a co-occurrences matrix of the references ([Van Eck and Waltman, 2010](#)). The VOS technique builds a two-dimensional map in which the items 1 to n are positioned to represent, in the axes x and y , their similarity in term of cited references. In particular, VOS performs a set of routines known as:

- translation to spatially centre each point in reference to the origin;
- rotation to maximize the variance of the solutions; and
- reflection to correctly locate on the vertical and horizontal axes the coordinates ([Appio et al., 2014](#)).

The result is a matrix in which items' distance can be interpreted as an indication of the relatedness of the terms. The smaller the distance between the terms, the stronger the terms are related to each other ([Van Eck and Waltman, 2010, 2014](#)). Based on this matrix, we implemented the VOS clusterization analysis, which reflects the diversity of the knowledge bases used in the set of papers. Papers belonging to the same cluster are strongly linked each other, thus representing a univocal stream of research or a specific approach to a topic ([Appio et al., 2014; Van Eck and Waltman, 2010](#)). In line with the best methodological practises suggested by the literature ([Van Eck and Waltman, 2010](#)), the cluster analysis was performed with a minimum cluster size of 10 and a resolution value of 1.00. As suggested for large data sets ([Van Eck and Waltman, 2010, 2014](#)), as it is the case of our study, we used a threshold for the minimum link strength of 50. Finally, to double-check the goodness of the analysis, each paper inside each cluster was manually examined by two of the four authors to confirm the homogeneity and the soundness of the clusterization process ([Appio et al., 2014](#)).

The result of the VOS clusterization analysis was a data set of 450 interconnected papers (92% of the 488 papers data set) giving the form to a four-cluster structure (Section 4).

Subsequently, always in line with the best methodological practises ([Tranfield et al., 2003](#)), three out of the four authors independently scored these 450 papers based on their total

and normalized citations, as well as their relevance for the main topics of each cluster. This step aimed to select a viable amount of papers to be the object of the systematic review presented in Section 4. For this final selection phase, we again used Krippendorff's alpha coefficient as a statistical measure of the agreement achieved. The resulted K was also in this case greater than 0.8, indicating a solid convergence and inter-reliability of the performed selection process. Through this final step, a restricted data set composed of 40 papers was selected to be systematically reviewed.

3. Results of the bibliometric activity indicators

Our bibliometric analysis confirms a constant growth of attention to the KM-leadership relationship over time. The distribution of papers per year (Figure 2) shows that, from a pre-millennium rate (1998 to 2000) of less than five papers per year, the yearly contributions significantly increased in later decades. Although the search was implemented over all the documents published up to 31 December 2018, the first paper detected by our query was published in 1990 and the application of the selection protocol described in Section 2.1 reduced the covered period to 1998-2018.

Specifically, the decade 2001 to 2010 has more than 15 papers per year on average, with a break-down of 10 papers in the first half and about 20 in the second half. The current decade (2011 to 2018) has 35 papers per year on average, with a strong hike in the second half, with over 40 papers per year. Thus, the interest in the leadership aspect of KM is not only theoretically robust (Xue *et al.*, 2011) but also empirically confirmed.

The most influential journal is the *Journal of Knowledge Management* with more than 50 papers and 2,000 citations, followed, at a great distance, by *Knowledge Management Research and Practice* (Table 1). This rank contains some examples of leadership journals, for example, *Leadership and Organization Development Journal* (12 papers) and *Leadership and Organization Development Journal* (9), showing that leadership scholars pay significant attention to the leader role of managing knowledge.

4. Results of the visualization of similarities analysis and literature review

The cluster structure resulting from the VOS analysis consists of a quite dense network (Figure 3), indicating that papers are well connected and use fairly similar streams of literature to infer insights about the KM-leadership relationship. Our results individuate a

Figure 2 Number of contributions per year

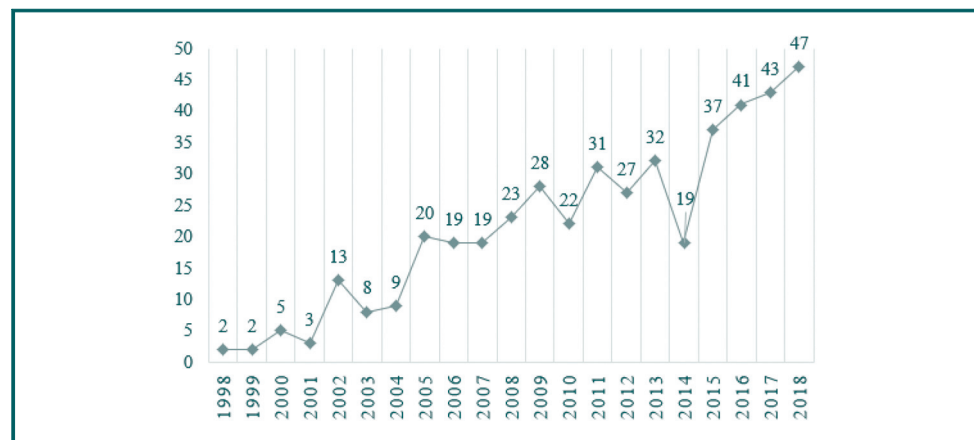


Table 1 Journals with at least five papers published

Journal	NP	TC
<i>Journal of Knowledge Management</i>	51	2,341
<i>Knowledge Management Research and Practice</i>	12	123
<i>Leadership and Organization Development Journal</i>	12	186
<i>Learning Organization</i>	12	218
<i>Journal of Management Development</i>	11	167
<i>Leadership & Organization Development Journal</i>	9	310
<i>International Journal of Innovation and Learning</i>	8	82
<i>Industrial Management and Data Systems</i>	6	481
<i>International Journal of Human Resource Management</i>	6	177
<i>Management Decision</i>	6	136
<i>Health Care Management Review</i>	5	98
<i>Human Resource Management</i>	5	242
<i>International Journal of Knowledge Management</i>	5	18
<i>International Journal of Managing Projects in Business</i>	5	22
<i>Journal of Workplace Learning</i>	5	36
<i>School Leadership and Management</i>	5	57

Notes: NP = number of papers; TC = total number of citations

four-cluster structure, with two clusters, i.e. the red and blue ones, that are very well-defined and the other two that tend to slightly overlap each other.

The cluster map represents the intellectual structure of the KM-leadership relationship field (Appio *et al.*, 2014; Caputo *et al.*, 2018). In addition to focussing on different thematic areas, which are fully reviewed in the following sub-sections, the four clusters use different approaches to interpret the role and meaning of knowledge (Mingers, 2008) and, consequentially, different perspectives to approach KM (Gaviria-Marin *et al.*, 2019), as summarized in Table 2.

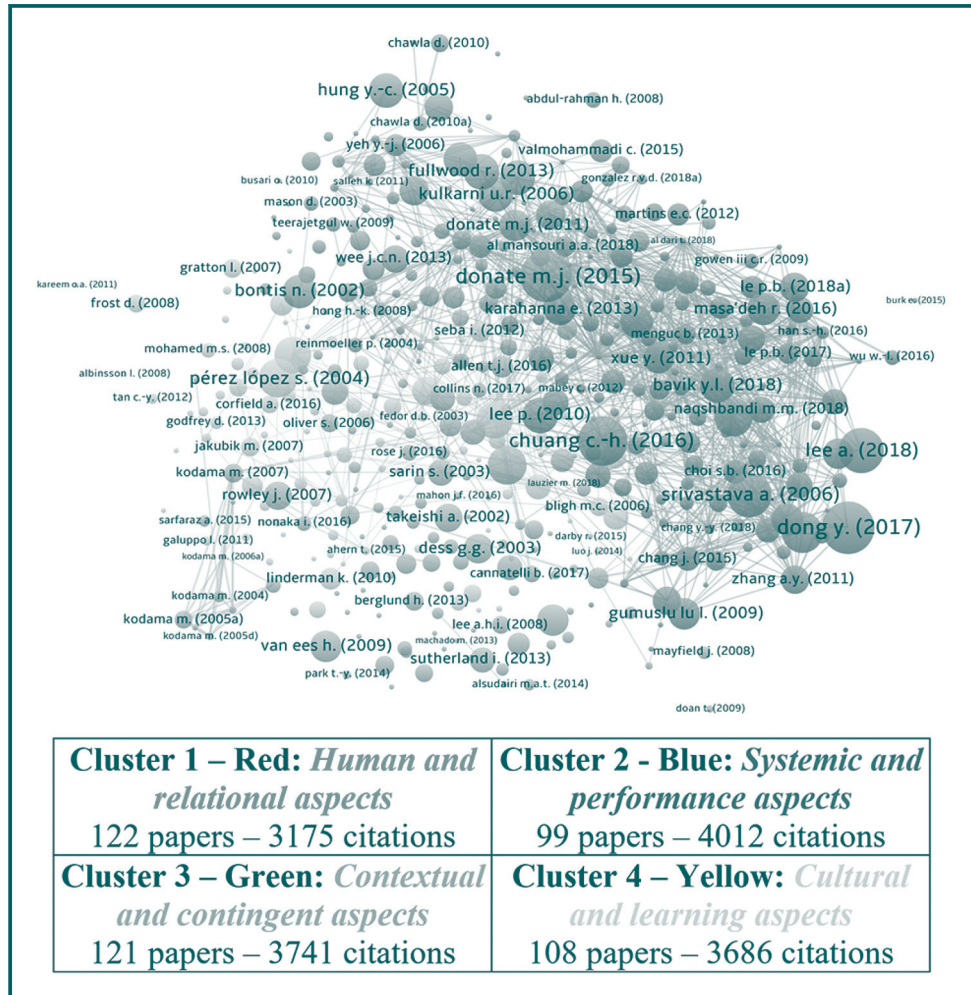
4.1 Cluster 1 red – human and relational aspects

The red cluster concerns the human aspects of the KM-leadership relationship. Most of the papers adopt a specific theoretical perspective on leadership, with the aim of explaining its influence on several organizational outcomes. Transformational leadership (TrFL) and empowering leadership (EmpL) are heavily inquired paradigms by the most impactful papers. The level of analysis is usually centred on the individual and team level, with the most investigated themes being the direct leader-follower relation (Masa'deh *et al.*, 2016; Xue *et al.*, 2011), relational aspects in teams (Carmeli *et al.*, 2013) or combination of both (Dong *et al.*, 2017). A much lower number of contributions analyze the effects of human relations on higher organizational outcomes (Karahanna and Preston, 2013). The methodological approach adopted is generally quantitative.

As it influences the engagement of followers, which is also crucial for the success of KM processes (Birasnav, 2014), TrFL is a recurring inquired style. Mittal and Dhar (2015) show how TrFL effectively foster employees' creativity in culture environments that support KS, by developing employees' confidence in their creative skills. Expanding these results, Dong *et al.* (2017) inquire separately individual members' and team creativity outcomes. Their study confirms that TrFL promotes both individual creativity skills and KS practises. At the group level, transformational leaders foster a team climate that favours KS, enhancing the overall creativity of the group. This climate, in turn, increases the possibilities for individual members to apply their creativity skills.

EmpL is another leadership style strongly inquired due to its capacity of stimulating intrinsic motivation and autonomy in followers (Srivastava *et al.*, 2006). Team performance is the mainly studied object in relation to EmpL. Indeed, EmpL promotes effective KS practises because

Figure 3 VOS coupling structure



team members are stimulated to share ideas by an empowering leader giving them a fair recognition for these behaviours (Srivastava *et al.*, 2006). In turn, KS improves team performance as it assists the creation of shared mental schemata amongst team members, thus allowing a fast execution with less conflicts. KS also improves the acquisition and sharing of a transactive memory, i.e. the idiosyncratic knowledge map possessed by each individual in a team, which allows people to anticipate other member's behaviours. Xue *et al.* (2011) delve more deeply into this Empl-KS relation by adding an important mediation effect: the psychological attitude to sharing knowledge. At a cognitive level, through the above-mentioned processes, an empowering leader favours the intentions/attitudes of followers towards KS. Furthermore, at a behavioural level, Empl may help team members remove barriers impeding actual KS behaviours, such as the fear of losing social status.

Other studies analyze ethical leadership (EthL) and its effect on KS behaviours. Starting from the premise that both EthL and KS are intrinsically pro-social behaviours, Bavik *et al.* (2018) prove that two mechanisms partially mediate the relation between these two constructs. Firstly, transactional means, such as the capacity of a leader to implement a coherent reward/punishment system, extrinsically motivate employees to share ideas. Secondly, a leader representing an ethical/moral example for employees may act in a transformational sense and enact endogenous transformations in followers' behaviours.

Table 2 Thematic focus and approaches of the four clusters

Clusters	Red: human and relational aspects	Blue: systemic and performance aspects	Green: contextual and contingent aspects	Yellow: cultural and learning aspects
<i>Thematic focus and exemplary references</i>	The focus is on the social process of leading people (Bavik <i>et al.</i> , 2018; Dong <i>et al.</i> , 2017)	The focus is on the systemic and structural aspects and the organizational mechanisms to manage and exploit knowledge with the maximum level of efficiency and efficacy (Donate and Sánchez de Pablo, 2015; Kulkarni <i>et al.</i> , 2006)	The general focus is on the procedural aspects of KM; however, specific attention is dedicated to the conditions and contingencies of the “space” in which KM processes occur (Yang, 2007; Pan and Scarbrough, 1998, 1999)	The focus is on the organizational culture, its impact on the firm system, the social mechanisms and the learning processes it activates at the individual level (Flores <i>et al.</i> , 2012; von Krogh <i>et al.</i> , 2012)
<i>Knowledge view (Mingers, 2008)</i>	Knowledge is seen as an element of the transitive domain (subjective), intimately tied to the human processes that create it and validated through a fiduciary process based on trust between individuals and/or on factual personal experience and evidence	Knowledge is seen as an element of the intransitive domain (objective) that exists regardless of individual interventions, and that is therefore objectively measurable	Knowledge is seen as posed at the crossroad between transitive (subjective) and intransitive (objective) domains. This implies that knowledge, although being the result of a human process, may be affected by the concrete social and cultural contexts in which its management occurs	Knowledge is seen as an element of both the transitive (subjective) and the intransitive (objective) domain
<i>Approach to KM (Gaviria-Marin <i>et al.</i>, 2019)</i>	The cluster approaches KM as a social process	The cluster approaches KM as an instrument with a strong focus on systemic and engineering aspects	The cluster adopts a quite marked processual approach to KM, which focusses on both engineering and social dimensions	The cluster adopts a processual approach to KM though with a strong focus on social mechanisms

However, leadership is not the only factor that affects KM processes. Chuang *et al.* (2016) find a positive impact of formal HRM systems on KAc and KS processes activated by knowledge-intensive R&D teams. Their results challenge researchers to further inquire other factors that may affect team KM processes; for example, could an EmpL strongly focussed on followers represent a substitute of formal procedures of HRM? Actually, when HRM formal systems and EmpL co-exist they may weaken each other’s benefits, thus opening a debate about using formal versus informal practises to boost team performance.

4.2 Cluster 2 blue – systemic and performance aspects

Compared to the red cluster, the blue cluster adopts a quite opposite perspective for investigating the KM-leadership relationship. In fact, a central importance is dedicated to the systemic and organizational aspects of KM, with a strong focus on its outcomes and impacts.

Most of the papers holistically analyze KM (Wee and Chua, 2013), its antecedents (Singh, 2008), its operational functioning (Kulkarni *et al.*, 2006) and its consequences (Bontis and Fitz-enz, 2002; Ho, 2009; Ma *et al.*, 2008). The blue cluster is focussed on the assessment of the real contribution of KM to organizational performances at several layers and with regard to different types of performances, such as KM system effectiveness (Singh, 2008),

innovation performance (Donate and Sánchez de Pablo, 2015), HRM practises performance (Yahya and Goh, 2002) or global firm performance (Valmohammadi and Ahmadi, 2015).

Within this cluster, leadership is found as one of the key factors for an effective KM implementation. Inkinen (2016), in his literature review, finds that leadership or any other “soft” tool of the organizational culture, besides being a key antecedent of an effective KM, should also be integrated with structural arrangements, such as KM units or reward and training systems to produce strong results. As noted by Singh (2008) and Yang (2010), leadership styles are also relevant. More coercive styles of leadership, oriented towards regulations, suppress creativity and KM engagement of employees. On the contrary, collaborative leadership styles encourage employees to explore new alternatives autonomously and favours engagement.

The cluster also dedicates attention to the effects of KM practises on innovation performance. For example, Donate and Sánchez de Pablo (2015) study the impact of KM practises (KC, KApp, KSt, KS) on product innovation rate. They find that knowledge-oriented leadership, a style that encompasses managerial and reward systems (transactional approach), as well as inspirational and empowering behaviours for employees (transformational aspects), is the most significant antecedent of all KM practises. However, only KApp and KC significantly improve product innovation rate, while KSt and KS are mostly related to process innovation (p. 367).

Another performance dimension analyzed in this cluster is that related to human resource practises. For example, Bontis and Fitz-enz (2002) find that leadership affects the retention rate of key employees both directly and indirectly, through its positive impact on KS practises, thus increasing the returns on human capital. Yahya and Goh (2002) analyze the impact of HRM practises on KM and find that KM success is achievable only if leadership skills are present throughout the entire organization, especially at the middle management level. The consequence is that a decentralized decision-making approach should be adopted as it provides both adequate training of the soft skills of the employees and adequate opportunities to exercise them.

Finally, some studies analyze the contribution of KM to the global (economic, operative and market) organizational performance. For example, Valmohammadi and Ahmadi (2015), using a balance scorecard approach, assess eight enablers of KM. KM strategy and organizational culture are the most influential enablers of KM, while the leadership factor, though significant, is not as relevant.

4.3 Cluster 3 green – contextual and contingent aspects

The green cluster analyzes the KM-leadership relationship using a contextualization prospective. It specifically emphasizes the milieu (*Ba* Japanese word for “place”) where knowledge is created, shared and used (Nonaka *et al.*, 2000).

A large part of the cluster focusses on KM organizational processes occurring in different operational contexts, such as in the hotel industry (Yang, 2007) and university relations (Dooley and Kirk, 2007). While industry contexts are preponderant, even because most influential papers are published on sectoral journals (e.g. *Tourism management*), KM is also analyzed across multiple *Bas* or different layers, for example, a team context or a formal organizational structure context (Pan and Scarbrough, 1998, 1999) or a strategic level (Dess *et al.*, 2003; Van Ees *et al.*, 2009). The papers of the cluster sometimes do not analyze leadership directly and/or autonomously but include it into the intentions or behaviours of the main actors governing the KM processes.

One of the most comprehensive studies on KM contextualization is that of Pan and Scarbrough (1998, 1999), which is performed in a large chain of chemical laboratories.

Perfectly in line with the epistemological interpretation of knowledge adopted in the cluster, they study KM as a socio-technical system, paying simultaneous attention to the relationships between the individuals working in the system and the system itself. Similar to what will be later proposed by [von Krogh et al. \(2012\)](#), they conceive KM at three layers: the infrastructure or objective level, dealing with the types of content-knowledge and how it is stored (KSt), the “infostructure” or the inter-subject level, related to KS practises and rules for people to interact and the “infoculture” or the subjective level, dealing with the strengths and embeddedness of informal relations related to KC. To effectively develop such a multi-layered system, leadership should focus on overcoming resistance to change, by both working at the individual and interactional levels and removing structural barriers to facilitate communication through the several layers.

Some other papers specifically consider conflicts that may occur in a *Ba*, thus focussing on the inter-subject *Ba* level (“infostructure” in [Pan and Scarbrough, 1998](#)). For example, [Van Ees et al. \(2009\)](#) argue that besides resolving conflicts, board of directors’ effective leadership behaviours should also be directed to integrate and share knowledge (KS) and information deriving from alternatives goals brought forth by coalitions of organizational actors.

Innovation management is one of the most studied operational contexts in this cluster ([Caridi-Zahavi et al., 2016](#)). [Smith et al. \(2008\)](#) systematic literature review summarizes all factors influencing the ability of a firm to innovate. They show that leadership (considered as the capability to empower and motivate employees) is a fundamental predictor of the ability of the employees to “feed” innovative processes with their ideas, while KM (principally seen as internal KS) plays a mediation role within the relationship between leadership and firm innovation capability. This is because a leader that facilitates knowledge flows from outside and encourages employees to use it creatively will shape an effective KS culture and this, in turn, will improve ambidexterity ([Lin and McDonough, 2011](#)).

Innovation management is not the only operational context analyzed in the cluster. For example, [Yang \(2007\)](#), by analyzing the hotel industry, finds that KS practises are central within the whole KM system because they prevent knowledge from remaining orphan in functional silos, with little benefit for the whole organization. The study shows how leadership, together with organizational culture, may enhance or hamper KS practises; “facilitating” and “mentoring” roles have the most positive impacts on KS, while playing an “innovator” role has a minor effect. Instead, keeping a tight control of the employees (“monitoring”) significantly reduces their willingness to share knowledge.

4.4 Cluster 4 yellow – cultural and learning aspects

The yellow cluster focusses on the cultural and learning aspects of the KM-leadership relationship. The theoretical focus of a large part of the papers is on organizational culture and environments and how these elements affect KM or vice versa. KM and its sub-processes are sometimes directly considered ([Brewster et al., 2005](#)); more often, KM is analyzed within the organizational learning domain. Although no complete common agreement exists, organization learning is seen quite consistently ([Flores et al., 2012](#); [Pérez-López et al., 2004](#)) as knowledge and information acquisition (KAc), knowledge and information distribution (KS), knowledge and information interpretation and information integration (to some extents, KS and KApp) and organizational memory development (mostly KSt).

As culture and the learning processes associated to it are strongly shaped by leadership behaviours ([Vera and Crossan, 2004](#)), the role of the leadership dimension is quite pervasive in this cluster. As in the blue cluster, leadership is generally assumed as one of the cultural antecedents of organizational learning or KM ([Flores et al., 2012](#)). However, leadership is also acknowledged as a shaping factor of the culture (as in [Zboralski, 2009](#)), implicitly considered as a requisite for a certain type of culture (e.g. a participative

leadership as in [Pérez-López et al., 2004](#)) or a facilitator of individual learning ([Marcinkus-Murphy, 2012](#)).

The four knowledge conversion processes (through which knowledge can be created) proposed by the *SECI* model ([Nonaka et al., 2000](#)) take place in a specific cultural context (*Ba*), which sets the boundaries to the interactions amongst individuals and, consequently, to the KC potential itself. Furthermore, the *SECI* processes need appropriate knowledge assets (i.e. inputs) to operate, as well as generate other final knowledge assets (outputs), which, in turn, can be cyclically and continuously reused for other KC processes. Besides offering a vision and proposing promising knowledge trajectories to be pursued, leadership should effectively govern all the three above mentioned elements, i.e. the *SECI* processes, the *Ba* and the knowledge assets. In fact, for an effective KM, leaders should constantly monitor, promote and stimulate the *SECI* processes, continuously control and refine the knowledge assets and focus on constantly energizing the *Ba*, thus creating a cultural context that stimulates and facilitates interactions.

Similar to what theorized by [Pan and Scarbrough \(1998, 1999\)](#), [von Krogh et al. \(2012\)](#) expanded the [Nonaka et al.'s \(2000\)](#) model comparing the benefits of distributed and centralized leadership styles at three organizational layers.

While these two milestones holistically study the KM phenomenon, other papers more specifically analyze particular cultural aspects that may impact on KM. For example, [Seba et al. \(2012\)](#), studying the police force of Dubai, propose a reverse logic, analyzing the cultural aspects that may impede a full embeddedness and adoption of KM practises, in particular KS. Leadership needs to promote a participative climate, where contributions are valued to prevent employees from not seeing the practical relevance of KS.

Other impactful papers, still study culture but assuming an organizational learning perspective. [Flores et al. \(2012\)](#) highlight the importance of the promotion of a collaborative decision-making process and of transformational leadership behaviours. They find that the latter is the most impactful cultural element for organizational learning as it influences KAc, KS, information interpretation and integration (KC and KApp), as well as organizational memory development (KSt). Collaborative decision-making instead impacts only on information integration and interpretation (KS and KApp).

Besides impacting at the overall organizational level, culture may also play a role at lower layers ([von Krogh et al., 2012](#)), namely, at the group level. [Bligh et al. \(2006\)](#) indicate that KC within teams effectively occurs when a shared leadership emerges and is the result of a within-group cultural context based on three dimensions: trust, team potency, i.e. the perception of efficiency of the group and the commitment of its members. This team culture is reachable only if members assume a self-leadership posture, thus taking managerial responsibilities in performing a task and developing intrinsic motivations towards this extra-role commitment.

Besides being influenced by it, KM can also be seen as an element affecting culture ([Corfield and Paton, 2016](#)). This perspective specifically emerges in relation to organizational change issues where the persistence of leadership's efforts is an often-recalled success factor ([Jacobs et al., 2013](#)).

5. Setting-up a research agenda

The bibliometric analysis and literature review presented in the previous sections fill the research gaps suggested by [Inkinen \(2016\)](#) and [von Krogh et al. \(2012\)](#). According to them, a comprehensive systematization of the KM literature could not be considered complete without a serious consideration of the role of leadership. Furthermore, this systematization paves the way to several future promising research avenues (RAs) ([Caputo et al., 2018](#); [Tranfield et al., 2003](#)).

By crossing our four thematic clusters with the emerging KM themes foreseen by a reworked version of the schematization elaborated by Heisig *et al.* (2016, p. 1174) (Table 3), it is possible to highlight that KM inputs (intellectual capital) and activities (decision-making, KS and organizational learning) are well-addressed by the extant literature, with a prominence given to human capital and KS practises, while KM outcomes (innovation, productivity and competitive advantage) are less studied.

Based on this interpretative framework, for each cluster we propose:

- a set of “exploitative RAs”, i.e. directions that despite having already been investigated, may still present an interesting potential of further development and capitalization;
- a set of “explorative RAs”, i.e. directions that have been investigated either not or to a very limited extent (Table 4).

5.1 Mastering social aspects to promote knowledge management

The cluster focusses on leader behaviours, decision-making processes and leadership styles and how these factors impact on the relational dynamics of social units and groups. An area that has been little explored concerns how leadership behaviours and human resource management practises should differ according to the level, individual or group one, at which the analysis is carried out (Dong *et al.*, 2017; Mittal and Dhar, 2015). Precisely this gap could explain why some studies do not find a direct relation between KM and leadership (Masa'deh *et al.*, 2016). For this reason, researchers are encouraged to better clarify at which research level their study is conducted, more deeply discern how the leadership impacts on each of these two levels and investigate the effects resulting from the interactions between them. Summarizing this gap may open a set of exploitative RAs aimed at investigating research questions such as: *how does leadership, in general, and according to diverse leadership styles, differently influence KM activity outcomes at individual and group levels? How can a leader change his/her KM decision-making process according to different target result levels? Are leaders fully aware of the consequences of their behaviours and decisions on different levels?*

With regard to the explorative RAs, the cluster, though delving into KM mechanisms and dynamics at the level of social groups, fails to explore several contextual dimensions in which these groups are embedded and the consequences of these dimensions on leaders' behaviours. More precisely, there are at least two categories of overlooked contextual

Table 3 KM-leadership future research framework

<i>KM-leadership clusters/emerging</i>	<i>Red cluster – human approach</i>	<i>Blue cluster – systemic approach</i>	<i>Green cluster – contextual approach</i>	<i>Yellow cluster – cultural approach</i>
<i>Business strategy</i>	–	(x)	(x)	X
<i>Intellectual capital</i>				
<i>Human capital</i>	X	(x)	X	X
<i>Structural capital</i>	(x)	X	(x)	X
<i>Relational capital</i>	–	–	X	X
<i>Decision-making</i>	X	–	X	X
<i>Knowledge sharing</i>	X	X	X	X
<i>Organizational learning</i>	(x)	(x)	(x)	X
<i>Innovation</i>	(x)	X	X	–
<i>Productivity</i>	(x)	X	–	–
<i>Competitive advantage</i>	(x)	–	X	(x)

Notes: X Strong consideration; (x) Slight consideration; - Lack of a proper consideration.

Table 4 KM-leadership future exploitative and explorative research avenues

<i>KM-leadership clusters</i>	<i>Future research avenues (RAs)</i>
<i>Red cluster (human approach)</i>	<p>Exploitative RAs Decision-making and human capital <i>How does leadership, in general, and according to diverse leadership styles, differently influence KM activity outcomes at individual and group levels? How can a leader change his/her KM decision-making process according to different target result levels? Are leaders fully aware of the consequences of their behaviors and decisions on different levels?</i></p> <p>Explorative RAs Structural and relational capital <i>How do structural or relational contingencies constraint or enhance leadership behaviors, social mechanisms to manage knowledge, and, more in general, the KM-leadership relationship?</i></p> <p>Business strategy <i>How does the alignment between business and KM strategies impact on leadership and its outcomes? How can leadership intervene to facilitate alignment between operational, KM and business strategies?</i></p> <p>Organizational learning, innovation, productivity and competitive advantage <i>How do different types of leadership perform in terms of organizational routines' evolution and organizational learning processes? Which are the most powerful group level social mechanisms that can increase innovation, productivity, profitability and ultimately competitive advantage?</i></p>
<i>Blue cluster (systemic approach)</i>	<p>Exploitative RAs Innovation and productivity <i>What are the most effective innovation and operative performance indicators through which the effects of KM practices can effectively be measured? What is the role of leadership in making KM practices effectively impact on operative performance outcomes?</i></p> <p>Explorative RAs Organizational learning and competitive advantage <i>How KM practices and its operative outcomes translate into an effective organizational learning and a sustainable competitive advantage? What is the role of leadership in transforming KM outcomes into organizational routines and learning, while, in turn, sustaining the competitive advantage?</i></p> <p>Decision-making and relational capital <i>How can KM leadership inform decision-making mechanisms to improve innovation and operative performances? How do different leadership styles and behaviours impact innovation and operative performances? How can KM leadership shape decision-making processes to seize external opportunities for innovation and create an internal learning environment to support the exploitation of these opportunities? How can KM leadership shape sophisticated and fast-adapting decision-making processes which are suitable to address the challenges posed by the 4.0 digital revolution?</i></p>
<i>Green cluster (contextual approach)</i>	<p>Exploitative RAs Competitive advantage <i>Which leadership behaviours most effectively contribute to the interplay between KM and entrepreneurial renewal (corporate entrepreneurship) or corporate governance? Which KM leadership behaviours most effectively contribute to strategic management and, in turn, to a competitive advantage?</i></p> <p>Explorative RAs Productivity <i>How can leadership adapt KM systems and practices to diverse knowledge regimes in terms of knowledge and capital intensity or knowledge-driven competition or type of knowledge that is most valuable to positively impact on the operative dimensions of the firm performance?</i></p>

(continued)

Table 4

<i>KM-leadership clusters</i>	<i>Future research avenues (RAs)</i>
<i>Yellow cluster (cultural approach)</i>	<p>Exploitative RAs Knowledge sharing <i>How does leadership effectively influence quality and quantity of KS practices? Which are the most effective leadership behaviours to develop and signal the organizational importance of KM and KS practices and create a supportive internal environment and culture for these practices?</i></p> <p>Business strategy <i>How can leadership promote an appropriate proactive and supportive KM culture which is conducive to aligning business and KM strategies? How can leadership intervene in case of misalignment?</i></p> <p>Explorative RAs Innovation and productivity <i>How can the impact of KM and organizational learning on the innovation and operative performance of the firm be measured? To what extent would leadership benefit from transparently connecting KM to business performance? Which cultural and social mechanisms mediate the relationship between KM and firm innovation and operative performance? How can leadership master these mechanisms?</i></p>

conditions. One is related to IC composition and development. In fact, this cluster deeply investigates the structural capital in terms of existing or resulting KM managerial culture, but it only analyzes the remaining structural aspects (such as intellectual property, IT system and organizational structure) and the external and relational contextual aspects (e.g. the distribution channels' structure and the level of brand awareness possessed by the firm) on the surface. As these aspects may significantly bind team performance (Valmohammadi and Ahmadi, 2015) and affect the potential intervention of leadership, researchers should pay more attention to them and to their influence on leadership behaviours and the resulting KM social mechanisms and dynamics. Summarizing: *how do structural or relational contingencies constraint or enhance leadership behaviours, social mechanisms to manage knowledge, and, more in general, the KM-leadership relationship?* The second category of overlooked contextual conditions is related to the degree of alignment amongst business and KM strategies and its impact on leadership effectiveness. In fact, in case of misalignment, any intervention of the leader may result in *ad hoc* solutions, providing only temporary benefits and a little impact on several KM outcomes and ultimately on competitive advantage (Heisig et al., 2016). This aspect is especially relevant in light of the 4.0 digital revolution paradigm, which is allowing KM systems to evolve very quickly, for example, in the direction of the digitalization of the "objects" involved in a production process (such as machineries, inputs and outputs) and the real time replica of living or non-living physical entities (digital twin technologies), with very strong advantages for employees when assessing advancements and status of the production (Fakhar-Manesh et al., 2019). These great opportunities also imply that operational and production policies may evolve more rapidly than KM strategies and the latter, in turn, may evolve more rapidly than business strategies. Accordingly: *how does the alignment between business and KM strategies impact on leadership and its outcomes? How can leadership intervene to facilitate alignment between operational, KM and business strategies?*

5.2 Leveraging leadership to develop effective knowledge management systems

The blue cluster investigates the systemic and performance aspects of the KM-leadership relationship by mainly looking into the themes related to KM outcomes (such as innovation, productivity, structural capital) and KM activities (such as KS practises). This cluster is strongly focussed on justifying the efforts for the development of a KM system, understanding its main consequences and advantages (Heisig et al., 2016) and investigating how to effectively lead this development. The KM benefits are generally captured in terms of

intellectual property capital, new product development, and, more generally, innovation outcomes. Nevertheless, the full set of correlations between KM and firm performance is far to be clearly established (Bontis and Fitz-enz, 2002). In particular, researchers should gauge which KM operative measures are appropriate to catch the real impact of KM practises on specific innovation and operative performance dimensions; as well as in which measure leadership behaviours influence the relationship between KM practises and operative performances. Accordingly, some interesting exploitative research questions could be: *what are the most effective innovation and operative performance indicators through which the effects of KM practises can effectively be measured? What is the role of leadership in making KM practises effectively impact on operative performance outcomes?*

This cluster does not delve into how KM practises and its operative results (in terms of innovation, patents, productivity, etc.) can be capitalized and translated into effective organizational learning routines and, in turn, a competitive advantage sustainable over time. Furthermore, again, how leadership influences the relationship between KM practises and a sustainable competitive advantage still remains scarcely explored. For example, more attention should be paid to the leadership and routinization of KM practises conducting to innovation, as well as to how specific product or process innovation results or patents could stimulate KC processes aimed at enlarging the knowledge patrimony of the firm (Nonaka et al., 2000). Accordingly, the following explorative RAs question could be investigated: *how KM practises and its operative outcomes translate into an effective organizational learning and a sustainable competitive advantage? What is the role of leadership in transforming KM outcomes into organizational routines and learning, while, in turn, sustaining the competitive advantage?* Furthermore, what is missing is a full acknowledgment of the measure in which this relationship between KM and its operative performance dimensions is influenced by the adoption of different leadership decision-making approaches and behavioural styles. This gap may open a further set of explorative RAs aimed at investigating research questions such as: *how can KM leadership inform decision-making mechanisms to improve innovation and operative performances? How do different leadership styles and behaviours impact innovation and operative performances?* Another unexplored research area regard how leadership can impact the decision-making process to effectively get access to the external opportunities, for example, those resulting from the firm embeddedness into a network of companies or of knowledge workers (Allen et al., 2016), as well as to stimulate the diffuse and collective involvement and effort of all workers and the supportive internal environment that are necessary to fully exploit these opportunities (Pérez-López et al., 2004). For this reason, attention should be paid to the social mechanisms that leadership could trigger and manage to promote outward-looking KM routines for innovation (Santoro et al., 2018) and develop proper internal organizational routines suitable to actualize and implement the external opportunities (Dooley and Kirk, 2007). In sum: *how can KM leadership shape decision-making processes to seize external opportunities for innovation and create an internal learning environment to support the exploitation of these opportunities?*

5.3 Leading the adaptation of knowledge management systems to different knowledge and strategic regimes

The green cluster, with its contextual approach, is the most comprehensive in terms of covered KM themes. It almost fully covers all KM inputs, activities and outcomes. Most of its contributions investigate the relationship between the management of knowledge and the competitive advantage of the firm. Many studies offer insights about the fact that KM does not relate only to tactical or operational issues but also to strategic decisions and concerns (Caridi-Zahavi et al., 2016): for example, it is crucial to sustain a continuous entrepreneurial renewal (Dess et al., 2003) or to inclusively consider stakeholders' interests (Van Ees et al., 2009). However, little investigation has been carried on which specific KM leadership behaviours and social mechanisms could effectively contribute to these strategic

management decisions and processes. More particularly, the current literature seems to simply call KM leadership to support and monitor KM and business strategies (von Krogh *et al.*, 2012), without giving any specific directions on which could be the most effective leadership behavioural approaches. Thus, the following exploitative research questions: *which leadership behaviours most effectively contribute to the interplay between KM and entrepreneurial renewal (corporate entrepreneurship) or corporate governance?* Furthermore, little investigation has been carried on the KM-strategic management relationship (Heisig *et al.*, 2016). Thus, *which KM leadership behaviours most effectively contribute to strategic management and, in turn, to a competitive advantage?*

Furthermore, some relevant contextual dimensions and their influence on the relationship between KM and the operative dimensions (productivity and profitability) of the firm performance are yet to be analyzed. In particular, the existing literature does not investigate whether and how the KM effects on the operative dimensions of the firm performance could be influenced by factors such as the level of knowledge or capital intensity of the context (Lee *et al.*, 2018) or the level of knowledge-driven competition, i.e. a higher or lower external pressure to adopt KM or the type of knowledge (i.e. tacit or explicit) that is most valuable for a certain business context (Heisig *et al.*, 2016). Even less is known about how leadership can impact on these factors. Thus, it is reasonable to propose the following explorative research: *how can leadership adapt KM systems and practises to diverse knowledge regimes in terms of knowledge and capital intensity or knowledge-driven competition or type of knowledge that is most valuable to positively impact on the operative dimensions of the firm performance?*

5.4 Developing and exploiting the potential of a supportive knowledge management culture

Finally, the yellow cluster considers the KM-leadership relationship adopting a comprehensive perspective, with the most inquired KM themes being business strategy, inputs and activities. Its cultural approach clearly links and harmonizes the principal orientations of the business strategy to the KM process and effectively connect the human and relational aspects with the necessity of KM practises routinization (Flores *et al.*, 2012). Central to this approach is the possibility to structure and develop effective interactions to share knowledge internally. Nevertheless, the quality and quantity of these interactions are quite hard to manage and not always easily measurable (Kulkarni *et al.*, 2006; Zboralski, 2009). With this regard, further studies should investigate how leadership behaviours could effectively stimulate and orientate the frequency and the deepness of KS practises. Furthermore, the real organizational use of the shared knowledge is also relevant. In fact, if workers perceive no value in engaging in KS practise, they will not (Seba *et al.*, 2012). Thus, an exploitative RA could be aimed at investigating the following research questions: *how does leadership effectively influence quality and quantity of KS practises? Which are the most effective leadership behaviours to develop and signal the organizational importance of KM and KS practises and create a supportive internal environment and culture for these practises?*

Even though it covers almost all leadership-KM themes, the yellow cluster does not propose any specific indicator able to highlight the impact of a supporting culture for KM and an effective organizational learning on the innovation and operative performance of the firm. Indeed, many studies find that KM outcomes are achieved when an organizational learning has occurred (Flores *et al.*, 2012) or the overall competitive advantage is enhanced (Pérez López *et al.*, 2004; von Krogh *et al.*, 2012). Furthermore, there is not deep investigation about how individual or group level results mediate the relationship between KM culture and firm performance. Therefore, these findings could expand by developing a set of appropriate performance indicators to measure the real impact of KM on the innovation and operative performance of the firm and to investigate which social leverages and mechanisms are necessary to effectively translate organizational learning into operative performance (von Krogh *et al.*, 2012). Thus, it is reasonable to propose the following

explorative research: *how can the impact of KM and organizational learning on the innovation and operative performance of the firm be measured? To what extent would leadership benefit from transparently connecting KM to business performance? Which cultural and social mechanisms mediate the relationship between KM and firm innovation and operative performance? How can leadership master these mechanisms?*

6. Conclusion

Though many contributions have thoroughly assessed and systematized the knowledge about KM (Heisig *et al.*, 2016; Inkinen, 2016), to our best knowledge, this is the first study that maps and systematically analyzes the literature concerning the relationship between the two fields.

We also propose a tentative research agenda with:

1. a set of exploitative RAs, i.e. directions that despite having already been investigated, may still present an interesting potential of further development and capitalisation; and
2. a set of explorative RAs, i.e. directions that have been investigated either not or to a very limited extent.

This paper has some limitations. Firstly, the application of a protocol to select the papers to be included in our review may have been biased by the interpretation of the researcher. In line with the best methodological practises (Tranfield *et al.*, 2003), also applied to bibliometric KM studies (Fakhar-Manesh *et al.*, 2019; Gaviria-Marin *et al.*, 2019), we addressed this concern by using a very clear set of including criteria and performing multiple human subject selection processes whose reliability was confirmed by the fact that Krippendorff's alpha coefficient always resulted >0.80 . A second limitation lies in the decision of using Scopus as reference database. This second limitation was addressed by cross-checking the search string results on Web of Science and EBSCO Business Premier databases. Our hope is that this work will trigger a new debate on the role of leadership in shaping KM systems with regard to different conceptual levels (strategy, KM inputs, KM activities, KM outputs and outcomes).

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Appendix A

Table A1 Full data set (papers are ordered according to the total citation numbers) object of the bibliometric analysis

#	Authors	Title	Year	Journal	TC
1	Nonaka I., Toyama R., Konno N.	SECI, <i>Ba</i> and Leadership: a Unified Model of Dynamic Knowledge Creation	2000	<i>Long Range Planning</i>	1,743
2	Srivastava A., Bartol K. M., Locke E.A.	Empowering Leadership in Management Teams: Effects on Knowledge Sharing, Efficacy, and Performance	2006	<i>Academy of Management Journal</i>	598
3	Kulkarni U.R., Ravindran S., Freeze R.	A knowledge Management Success Model: Theoretical Development and Empirical Validation	2006	<i>Journal of Management Information Systems</i>	389
4	Dess G.G., Ireland R.D., Zahra S.A., Floyd S.W., Janney J.J., Lane P.J.	Emerging Issues in Corporate Entrepreneurship	2003	<i>Journal of Management</i>	342
5	Bontis N., Fitz-enz J.	Intellectual capital ROI: a causal map of human capital antecedents and consequents	2002	<i>Journal of Intellectual Capital</i>	321
6	Sarin S., McDermott C.	The Effect of Team Leader Characteristics on Learning, Knowledge Application, and Performance of Cross-functional New Product Development Teams	2003	<i>Decision Sciences</i>	263
7	Bierly III P.E., Kessler E. H., Christensen E.W.	Organizational Learning, Knowledge and Wisdom	2000	<i>Journal of Organizational Change Management</i>	263
8	Bassellier G., Benbasat I., Reich B.H.	The Influence of Business Managers' IT Competence on Championing IT	2003	<i>Information Systems Research</i>	255
9	Takeishi A.	Knowledge Partitioning in the Interfirm Division of Labor: The case of Automotive Product Development	2002	<i>Organization Science</i>	231
10	Yahya S., Goh W.-K.	Managing human resources toward achieving knowledge management	2002	<i>Journal of Knowledge Management</i>	225
11	Pan S.L., Scarbrough H.	Knowledge Management in Practice: An Exploratory Case Study	1999	<i>Technology Analysis and Strategic Management</i>	201
12	Kim W.C., Mauborgne R.	Fair Process: Managing in the Knowledge Economy	1997	<i>Harvard Business Review</i>	199
13	Kelloway E.K., Barling J.	Knowledge work as organizational behavior	2000	<i>International Journal of Management Reviews</i>	189
14	Yang J.-T.	Knowledge sharing: Investigating appropriate leadership roles and collaborative culture	2007	<i>Tourism Management</i>	180
15	Pérez López S., Manuel Montes Peón J., José Vázquez Ordás C.	Managing knowledge: the link between culture and organizational learning	2004	<i>Journal of Knowledge Management</i>	177
16	Pan S.L., Scarbrough H.	A Socio-Technical View of Knowledge Sharing at Buckman Laboratories	1998	<i>Journal of Knowledge Management</i>	157
17	Hung Y.-C., Huang S.-M., Lin Q.-P., Tsai M.-L.	Critical factors in adopting a knowledge management system for the pharmaceutical industry	2005	<i>Industrial Management and Data Systems</i>	155
18	Yeh Y.-J., Lai S.-Q., Ho C.-T.	Knowledge management enablers: a case study	2006	<i>Industrial Management and Data Systems</i>	154
19	Skyrme D., Amidon D.	The Knowledge Agenda	1997	<i>Journal of Knowledge Management</i>	153
20	von Krogh G., Nonaka I., Rechsteiner L.	Leadership in Organizational Knowledge Creation: A Review and Framework	2012	<i>Journal of Management Studies</i>	148
21	Ayas K., Zeniuk N.	Project-Based Learning: Building Communities of Reflective Practitioners	2001	<i>Management Learning</i>	139

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Table A1

#	Authors	Title	Year	Journal	TC
22	Gumusluođlu L., Ilsev A.	Transformational Leadership and Organizational Innovation: The roles of Internal and External Support for Innovation	2009	<i>Journal of Product Innovation Management</i>	129
23	Van Ees H., Gabrielsson J., Huse M.	Toward a Behavioral Theory of Boards and Corporate Governance	2009	<i>Corporate Governance: An International Review</i>	129
24	Donate M.J., Sánchez de Pablo J.D.	The role of knowledge-oriented leadership in knowledge management practices and innovation	2015	<i>Journal of Business Research</i>	125
25	Lee P., Gillespie N., Mann L., Wearing A.	Leadership and trust: Their effect on knowledge sharing and team performance	2010	<i>Management Learning</i>	125
26	Donate M.J., Guadamillas F.	Organizational factors to support knowledge management and innovation	2011	<i>Journal of Knowledge Management</i>	115
27	Ho C.-T.	The relationship between knowledge management enablers and performance	2009	<i>Industrial Management and Data Systems</i>	115
28	Fullwood R., Rowley J., Delbridge R.	Knowledge sharing amongst academics in UK universities	2013	<i>Journal of Knowledge Management</i>	111
29	Bligh M.C., Pearce C.L., Kohles J.C.	The importance of self- and shared leadership in team based knowledge work: A meso-level model of leadership dynamics	2006	<i>Journal of Managerial Psychology</i>	111
30	Xue Y., Bradley J., Liang H.	Team climate, empowering leadership, and knowledge sharing	2011	<i>Journal of Knowledge Management</i>	107
31	Singh S.K.	Role of leadership in knowledge management: A study	2008	<i>Journal of Knowledge Management</i>	106
32	Brewster C., Sparrow P., Harris H.	Towards a new model of globalizing HRM	2005	<i>International Journal of Human Resource Management</i>	104
33	Oliver S., Reddy Kandadi K.	How to develop knowledge culture in organizations? A multiple case study of large distributed organizations	2006	<i>Journal of Knowledge Management</i>	103
34	Politis J.D.	The relationship of various leadership styles to knowledge management	2001	<i>Leadership & Organization Development Journal</i>	102
35	Karahanna E., Preston D.	The Effect of Social Capital of the Relationship Between the CIO and Top Management Team on Firm Performance	2013	<i>Journal of Management Information Systems</i>	95
36	Carmeli A., Gelbard R., Reiter-Palmon R.	Leadership, Creative Problem-Solving Capacity, and Creative Performance: The Importance of Knowledge Sharing	2013	<i>Human Resource Management</i>	94
37	Eppler M.J., Sukowski O.	Managing team knowledge: core processes, tools and enabling factors	2000	<i>European Management Journal</i>	94
38	Zhang A.Y., Tsui A.S., Wang D.X.	Leadership behaviors and group creativity in Chinese organizations: The role of group processes	2011	<i>Leadership Quarterly</i>	93
39	de Vries R.E., Bakker-Pieper A., Oostenveld W.	Leadership = Communication? The Relations of Leaders' Communication Styles with Leadership Styles, Knowledge Sharing and Leadership Outcomes	2010	<i>Journal of Business and Psychology</i>	93
40	Rowley J., Kupiec-Teahan B., Leeming E.	Customer community and co-creation: a case study	2007	<i>Marketing Intelligence and Planning</i>	93
41	Smith M., Busi M., Ball P., Van Der Meer R.	Factors influencing an organisation's ability to manage innovation: A structured literature review and conceptual model	2008	<i>International Journal of Innovation Management</i>	92
42	Kakabadse N.K., Kouzmin A., Kakabadse A.	From tacit knowledge to knowledge management: leveraging invisible assets	2001	<i>Knowledge and Process Management</i>	90

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Table A1

#	Authors	Title	Year	Journal	TC
43	Mason D., Pauleen D.J.	Perceptions of knowledge management: a qualitative analysis	2003	<i>Journal of Knowledge Management</i>	87
44	Chuang C.-H., Jackson S.E., Jiang Y.	Can Knowledge-Intensive Teamwork Be Managed? Examining the Roles of HRM Systems, Leadership, and Tacit Knowledge	2016	<i>Journal of Management</i>	85
45	Mittal S., Dhar R.L.	Transformational leadership and employee creativity: Mediating role of creative self-efficacy and moderating role of knowledge sharing	2015	<i>Management Decision</i>	79
46	Dooley L., Kirk D.	University-industry collaboration: Grafting the entrepreneurial paradigm onto academic structures	2007	<i>European Journal of Innovation Management</i>	78
47	Birasnav M.	Knowledge management and organizational performance in the service industry: The role of transformational leadership beyond the effects of transactional leadership	2014	<i>Journal of Business Research</i>	76
48	Flores L.G., Zheng W., Rau D., Thomas C.H.	Organizational Learning: Subprocess Identification, Construct Validation, and an Empirical Test of Cultural Antecedents	2012	<i>Journal of Management</i>	74
49	Nguyen H.N., Mohamed S.	Leadership behaviors, organizational culture and knowledge management practices: An empirical investigation	2011	<i>Journal of Management Development</i>	73
50	Nambisan S., Wilemon D.	Software development and new product development: potentials for cross-domain knowledge sharing	2000	<i>IEEE Transactions on Engineering Management</i>	73
51	Hoon Song J., Kolb J.A., Hee Lee U., Kyoung Kim H.	Role of transformational leadership in effective organizational knowledge creation practices: Mediating effects of employees' work engagement	2012	<i>Human Resource Development Quarterly</i>	71
52	Marcinkus Murphy W.	Reverse mentoring at work: Fostering cross-generational learning and developing millennial leaders	2012	<i>Human Resource Management</i>	69
53	Zboralski K.	Antecedents of knowledge sharing in communities of practice	2009	<i>Journal of Knowledge Management</i>	69
54	Crawford C.B.	Effects of transformational leadership and organizational position on knowledge management	2005	<i>Journal of Knowledge Management</i>	67
55	Wee J.C.N., Chua A.Y.K.	The peculiarities of knowledge management processes in SMEs: the case of Singapore	2013	<i>Journal of Knowledge Management</i>	65
56	Wei C.C., Choy C.S., Yew W.K.	Is the Malaysian telecommunication industry ready for knowledge management implementation?	2009	<i>Journal of Knowledge Management</i>	64
57	Carmeli A., Atwater L., Levi A.	How leadership enhances employees' knowledge sharing: the intervening roles of relational and organizational identification	2011	<i>Journal of Technology Transfer</i>	63
58	Kets De Vries M.F.R.	Leadership group coaching in action: The Zen of creating high performance teams	2005	<i>Academy of Management Executive</i>	63
59	Dong Y., Bartol K.M., Zhang Z.-X., Li C.	Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership	2017	<i>Journal of Organizational Behavior</i>	60

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Table A1

#	Authors	Title	Year	Journal	TC
60	Gloet M.	Knowledge management and the links to HRM: Developing leadership and management capabilities to support sustainability	2006	<i>Management Research News</i>	59
61	Birasnav M., Rangnekar S., Dalpati A.	Transformational leadership and human capital benefits: the role of knowledge management	2011	<i>Leadership & Organization Development Journal</i>	58
62	Jacobs G., Van Witteloostuijn A., Christe-Zeyse J.	A theoretical framework of organizational change	2013	<i>Journal of Organizational Change Management</i>	57
63	Sutherland I.	Arts-based methods in leadership development: Affording aesthetic workspaces, reflexivity and memories with momentum	2013	<i>Management Learning</i>	56
64	Badri M.A., Selim H., Alshare K., Grandon E.E., Younis H., Abdulla M.	The Baldrige Education Criteria for Performance Excellence Framework: Empirical test and validation	2006	<i>International Journal of Quality and Reliability Management</i>	54
65	Politis J.D.	Transformational and transactional leadership enabling (disabling) knowledge acquisition of self-managed teams: the consequences for performance	2002	<i>Leadership & Organization Development Journal</i>	54
66	Martins E.C., Meyer H.W. J.	Organizational and behavioral factors that influence knowledge retention	2012	<i>Journal of Knowledge Management</i>	53
67	Yang J.-T.	Antecedents and consequences of knowledge sharing in international tourist hotels	2010	<i>International Journal of Hospitality Management</i>	53
68	Seba I., Rowley J., Delbridge R.	Knowledge sharing in the Dubai Police Force	2012	<i>Journal of Knowledge Management</i>	51
69	Lin H.-E., McDonough Iii E.F.	Investigating the Role of Leadership and Organizational Culture in Fostering Innovation Ambidexterity	2011	<i>IEEE Transactions on Engineering Management</i>	51
70	Linderman K., Schroeder R.G., Sanders J.	A Knowledge Framework Underlying Process Management	2010	<i>Decision Sciences</i>	50
71	Peterson H.C.	Transformational supply chains and the 'wicked problem' of sustainability: Aligning knowledge, innovation, entrepreneurship, and leadership	2009	<i>Journal on Chain and Network Science</i>	49
72	Jain V., Wadhwa S., Deshmukh S.G.	Supplier selection using fuzzy association rules mining approach	2007	<i>International Journal of Production Research</i>	49
73	Ma Z., Qi L., Wang K.	Knowledge sharing in Chinese construction project teams and its affecting factors: An empirical study	2008	<i>Chinese Management Studies</i>	48
74	Hsu S.-H., Shen H.-P.	Knowledge management and its relationship with TQM	2005	<i>Total Quality Management and Business Excellence</i>	47
75	Yang L.-R., Huang C.-F., Hsu T.-J.	Knowledge leadership to improve project and organizational performance	2014	<i>International Journal of Project Management</i>	46
76	Grimaldi M., Cricelli L., Rogo F.	A methodology to assess value creation in communities of innovation	2012	<i>Journal of Intellectual Capital</i>	46
77	Tchokogué A., Bareil C., Duguay C.R.	Key lessons from the implementation of an ERP at Pratt & Whitney Canada	2005	<i>International Journal of Production Economics</i>	46
78	Handzic M.	Integrated socio-technical knowledge management model: an empirical evaluation	2011	<i>Journal of Knowledge Management</i>	45
79	Cater III J.J., Justis R.T.	The Development of Successors From Followers to Leaders in Small Family Firms: An Exploratory Study	2009	<i>Family Business Review</i>	45

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Table A1

#	Authors	Title	Year	Journal	TC
80	Lakshman C.	Organizational knowledge leadership: a grounded theory approach	2007	<i>Leadership and Organization Development Journal</i>	45
81	Sun P.	Five critical knowledge management organizational themes	2010	<i>Journal of Knowledge Management</i>	44
82	Gratton L., Voigt A., Erickson T.	Bridging faultlines in diverse teams	2007	<i>MIT Sloan Management Review</i>	44
83	Kodama M.	New knowledge creation through leadership-based strategic community—A case of new product development in IT and multimedia business fields	2005	<i>Technovation</i>	44
84	Inkinen H.	Review of empirical research on knowledge management practices and firm performance	2016	<i>Journal of Knowledge Management</i>	43
85	Viitala R.	Towards knowledge leadership	2004	<i>Leadership & Organization Development Journal</i>	43
86	Jakubik M.	Exploring the knowledge landscape: four emerging views of knowledge	2007	<i>Journal of Knowledge Management</i>	42
87	Kodama M.	Innovation and knowledge creation through leadership-based strategic community: Case study on high-tech company in Japan	2007	<i>Technovation</i>	42
88	Søndergaard S., Kerr M., Clegg C.	Sharing knowledge: contextualising socio-technical thinking and practice	2007	<i>Learning Organization</i>	40
89	Fedor D.B., Ghosh S., Caldwell S.D., Maurer T. J., Singhal V.R.	The Effects of Knowledge Management on Team Members' Ratings of Project Success and Impact	2003	<i>Decision Sciences</i>	40
90	Pinho I., Rego A., Cunha M.P.	Improving knowledge management processes: a hybrid positive approach	2012	<i>Journal of Knowledge Management</i>	39
91	Lord R.G., Shondrick S.J.	Leadership and knowledge: Symbolic, connectionist, and embodied perspectives	2011	<i>Leadership Quarterly</i>	39
92	Edge K.	Powerful public sector knowledge management: a school district example	2005	<i>Journal of Knowledge Management</i>	39
93	Osarenkhoe A.	A study of inter-firm dynamics between competition and cooperation – A coopetition strategy	2010	<i>Journal of Database Marketing and Customer Strategy Management</i>	38
94	Dasgupta M., Gupta R.K.	Innovation in Organizations: A Review of the Role of Organizational Learning and Knowledge Management	2009	<i>Global Business Review</i>	38
95	Parolia N., Goodman S., Li Y., Jiang J.J.	Mediators between coordination and IS project performance	2007	<i>Information and Management</i>	38
96	Gottschalk P., Terje Karlsen J.	A comparison of leadership roles in internal IT projects versus outsourcing projects	2005	<i>Industrial Management & Data Systems</i>	38
97	Masa'deh R., Obeidat B. Y., Tarhini A.	A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach	2016	<i>Journal of Management Development</i>	37
98	Wu J., Chen X.	Leaders' social ties, knowledge acquisition capability and firm competitive advantage	2012	<i>Asia Pacific Journal of Management</i>	37
99	Magnier-Watanabe R., Benton C., Senoo D.	A study of knowledge management enablers across countries	2011	<i>Knowledge Management Research and Practice</i>	37

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Table A1

#	Authors	Title	Year	Journal	TC
100	Leach L.S., Myrtle R.C., Weaver F.A., Dasu S.	Assessing the performance of surgical teams	2009	<i>Health Care Management Review</i>	37
101	Li G., Shang Y., Liu H., Xi Y.	Differentiated transformational leadership and knowledge sharing: A cross-level investigation	2014	<i>European Management Journal</i>	36
102	Menguc B., Auh S., Uslu A.	Customer knowledge creation capability and performance in sales teams	2013	<i>Journal of the Academy of Marketing Science</i>	36
103	Lewis D.	Five years on – the organizational culture saga revisited	2002	<i>Leadership & Organization Development Journal</i>	35
104	Farris G.F., Cordero R.	Leading Your Scientists and Engineers 2002	2002	<i>Research Technology Management</i>	35
105	Faraj S., Kudaravalli S., Wasko M.	Leading Collaboration in Online Communities	2015	<i>MIS Quarterly: Management Information Systems</i>	34
106	Kim Y.-M., Newby-Bennett D., Song H.-J.	Knowledge sharing and institutionalism in the healthcare industry	2012	<i>Journal of Knowledge Management</i>	34
107	Lakshman C.	Postacquisition cultural integration in mergers & acquisitions: A knowledge-based approach	2011	<i>Human Resource Management</i>	34
108	Chawla D., Joshi H.	Knowledge management initiatives in Indian public and private sector organizations	2010	<i>Journal of Knowledge Management</i>	34
109	Simonin B.L., Özsomer A.	Knowledge processes and learning outcomes in MNCS: an empirical investigation of the role of HRM practices in foreign subsidiaries	2009	<i>Human Resource Management</i>	34
110	Lakshman C.	Organizational knowledge leadership: An empirical examination of knowledge management by top executive leaders	2009	<i>Leadership and Organization Development Journal</i>	34
111	Lee A.H.I., Chen H.H., Tong Y.	Developing new products in a network with efficiency and innovation	2008	<i>International Journal of Production Research</i>	32
112	Smith P.A.C.	Knowledge sharing and strategic capital: The importance and identification of opinion leaders	2005	<i>Learning Organization</i>	32
113	Ingelgård A., Roth J., Styhre A., Shani A.B.R.	Dynamic learning capability and actionable knowledge creation: clinical R&D in a pharmaceutical company	2002	<i>The Learning Organization</i>	32
114	Berglund H., Sandström C.	Business model innovation from an open systems perspective: structural challenges and managerial solutions	2013	<i>International Journal of Product Development</i>	31
115	Sutanto J., Tan C.-H., Battistini B., Phang C.W.	Emergent Leadership in Virtual Collaboration Settings: A Social Network Analysis Approach	2011	<i>Long Range Planning</i>	31
116	Teerajetgul W., Charoenngam C.	Factors inducing knowledge creation: empirical evidence from Thai construction projects	2006	<i>Engineering, Construction and Architectural Management</i>	31
117	Retna K.S., Ng P.T.	Communities of practice: dynamics and success factors	2011	<i>Leadership and Organization Development Journal</i>	30
118	Frost D.	'Teacher leadership': values and voice	2008	<i>School Leadership and Management</i>	30
119	Söderlund J.	Competence dynamics and learning processes in project-based firms: Shifting, adapting and leveraging	2008	<i>International Journal of Innovation Management</i>	29
120	Pham N.T., Swierczek F. W.	Facilitators of organizational learning in design	2006	<i>Learning Organization</i>	29

(continued)

Table A1

#	Authors	Title	Year	Journal	TC
121	Kodama M.	Customer value creation through knowledge creation with customers: case studies of IT and multimedia businesses in Japan	2005	<i>International Journal of Innovation and Learning</i>	29
122	Chang J., Bai X., Li J.J.	The influence of leadership on product and process innovations in China: The contingent role of knowledge acquisition capability	2015	<i>Industrial Marketing Management</i>	28
123	Kidd J., Li X., Richter F.-J.	Learning and trust in supply chain management	2003	<i>Management Decision</i>	28
124	Ward A.	Getting strategic value from constellations of communities	2000	<i>Strategy & Leadership</i>	28
125	Liu Y., DeFrank R.S.	Self-interest and knowledge-sharing intentions: the impacts of transformational leadership climate and HR practices	2013	<i>International Journal of Human Resource Management</i>	27
126	Teerajetgul W., Chareongam C., Wethyavivorn P.	Key knowledge factors in Thai construction practice	2009	<i>International Journal of Project Management</i>	27
127	Gowen III C.R., Henagan S.C., McFadden K.L.	Knowledge management as a mediator for the efficacy of transformational leadership and quality management initiatives in U.S. health care	2009	<i>Health Care Management Review</i>	27
128	Martin J.S., Marion R.	Higher education leadership roles in knowledge processing	2005	<i>Learning Organization</i>	27
129	Wei Choo C., Johnston R.	Innovation in the knowing organization: a case study of an e-commerce initiative	2004	<i>Journal of Knowledge Management</i>	27
130	Reinmoeller P.	The knowledge-based view of the firm and upper echelon theory: exploring the agency of TMT	2004	<i>International Journal of Learning and Intellectual Capital</i>	27
131	Iles P., Yolles M.	Across the great divide: HRD, technology translation, and knowledge migration in bridging the knowledge gap between SMEs and Universities	2002	<i>Human Resource Development International</i>	27
132	Han S.H., Seo G., Yoon S.W., Yoon D.-Y.	Transformational leadership and knowledge sharing: Mediating roles of employee's empowerment, commitment, and citizenship behaviors	2016	<i>Journal of Workplace Learning</i>	26
133	Valmohammadi C., Ahmadi M.	The impact of knowledge management practices on organizational performance: A balanced scorecard approach	2015	<i>Journal of Enterprise Information Management</i>	26
134	Huang Q., Davison R.M., Liu H., Gu J.	The Impact of Leadership Style on Knowledge-Sharing Intentions in China	2008	<i>Journal of Global Information Management</i>	26
135	Cavaliere V., Lombardi S., Giustiniano L.	Knowledge sharing in knowledge-intensive manufacturing firms. An empirical study of its enablers	2015	<i>Journal of Knowledge Management</i>	25
136	Loke S.-P., Downe A.G., Sambasivan M., Khalid K.	A structural approach to integrating total quality management and knowledge management with supply chain learning	2012	<i>Journal of Business Economics and Management</i>	25
137	Jayasingam S., Ansari M. A., Jantan M.	Influencing knowledge workers: The power of top management	2010	<i>Industrial Management and Data Systems</i>	25
138	Abdul-Rahman H., Yahya I.A., Berawi M.A., Wah L. W.	Conceptual delay mitigation model using a project learning approach in practice	2008	<i>Construction Management and Economics</i>	25
139	Bundred S.	Solutions to Silos: Joining Up Knowledge	2006	<i>Public Money and Management</i>	25

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#	Authors	Title	Year	Journal	TC
140	Tung H.L., Chang Y.H.	Effects of empowering leadership on performance in management team: Mediating effects of knowledge sharing and team cohesion	2011	<i>Journal of Chinese Human Resources Management</i>	24
141	Lampel J., Scarbrough H., Macmillan S.	Managing through Projects in Knowledge-based Environments. Special Issue Introduction by the Guest Editors	2008	<i>Long Range Planning</i>	24
142	Swift P.E., Hwang A.	Learning, dynamic capabilities and operating routines: A consumer package goods company	2008	<i>Learning Organization</i>	24
143	Ashworth M.J.	Preserving knowledge legacies: workforce aging, turnover and human resource issues in the US electric power industry	2006	<i>International Journal of Human Resource Management</i>	24
144	Caridi-Zahavi O., Carmeli A., Arazy O.	The Influence of CEOs' Visionary Innovation Leadership on the Performance of High-Technology Ventures: The Mediating Roles of Connectivity and Knowledge Integration	2016	<i>Journal of Product Innovation Management</i>	23
145	Pratoom K., Savatsomboon G.	Explaining factors affecting individual innovation: The case of producer group members in Thailand	2012	<i>Asia Pacific Journal of Management</i>	23
146	Chawla D., Joshi H.	Knowledge management practices in Indian industries – a comparative study	2010	<i>Journal of Knowledge Management</i>	23
147	Chong C.W., Chong S.C.	Knowledge management process effectiveness: measurement of preliminary knowledge management implementation	2009	<i>Knowledge Management Research and Practice</i>	23
148	Bai Y., Lin L., Li P.P.	How to enable employee creativity in a team context: A cross-level mediating process of transformational leadership	2016	<i>Journal of Business Research</i>	22
149	Choi S.B., Kim K., Ullah S. M.E., Kang S.-W.	How transformational leadership facilitates innovative behavior of Korean workers: Examining mediating and moderating processes	2016	<i>Personnel Review</i>	22
150	Jain A.K., Jeppesen H.J.	Knowledge management practices in a public sector organisation: the role of leaders' cognitive styles	2013	<i>Journal of Knowledge Management</i>	22
151	Mohamed M.S., O'Sullivan K.J., Ribièrè V.	A paradigm shift in the Arab region knowledge evolution	2008	<i>Journal of Knowledge Management</i>	22
152	Jaana M., Ward M.M., Paré G., Sicotte C.	Antecedents of clinical information technology sophistication in hospitals	2006	<i>Health Care Management Review</i>	22
153	Carson D.A., Carson D. B., Hodge H.	Understanding local innovation systems in peripheral tourism destinations	2014	<i>Tourism Geographies</i>	21
154	Hemmasi M., Csanda C. M.	The effectiveness of communities of practice: An empirical study	2009	<i>Journal of Managerial Issues</i>	21
155	Hemlin S.	Creative Knowledge Environments: An Interview Study with Group Members and Group Leaders of University and Industry R&D Groups in Biotechnology	2009	<i>Creativity and Innovation Management</i>	21
156	McAdam R., Reid R., Shevlin M.	Determinants for innovation implementation at SME and inter SME levels within peripheral regions	2014	<i>International Journal of Entrepreneurial Behaviour and Research</i>	20
157	Borzillo S., Kaminska-Labbé R.	Unravelling the dynamics of knowledge creation in communities of practice through complexity theory lenses	2011	<i>Knowledge Management Research and Practice</i>	20

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#	Authors	Title	Year	Journal	TC
158	Carmeli A., Waldman D. A.	Leadership, behavioral context, and the performance of work groups in a knowledge-intensive setting	2010	<i>Journal of Technology Transfer</i>	20
159	Ruben B.D., Russ T., Smulowitz S.M., Connaughton S.L.	Evaluating the impact of organizational self-assessment in higher education: The Malcolm Baldrige/Excellence in Higher Education framework	2007	<i>Leadership and Organization Development Journal</i>	20
160	Pauleen D.J., Corbitt B., Yoong P.	Discovering and articulating what is not yet known: Using action learning and grounded theory as a knowledge management strategy	2007	<i>Learning Organization</i>	20
161	Peet M.	Leadership transitions, tacit knowledge sharing and organizational generativity	2012	<i>Journal of Knowledge Management</i>	19
162	Behrend F.D., Erwee R.	Mapping knowledge flows in virtual teams with SNA	2009	<i>Journal of Knowledge Management</i>	19
163	Hong H.-K., Kim J.-S., Kim T., Leem B.-H.	The effect of knowledge on system integration project performance	2008	<i>Industrial Management and Data Systems</i>	19
164	Awazu Y., Desouza K.	The Knowledge Chiefs: CKOs, CLOs and CPOs	2004	<i>European Management Journal</i>	19
165	Pemberton J.D., Stonehouse G.H., Francis M.S.	Black and Decker—towards a knowledge-centric organization	2002	<i>Knowledge and Process Management</i>	19
166	Chatzkel J.	A conversation with Hubert Saint-Onge	2000	<i>Journal of Intellectual Capital</i>	19
167	Lee A., Willis S., Tian A. W.	Empowering leadership: A meta-analytic examination of incremental contribution, mediation, and moderation	2018	<i>Journal of Organizational Behavior</i>	18
168	Zieba M., Zieba K.	Knowledge Management Critical Success Factors and the Innovativeness of KIBS Companies	2014	<i>Engineering Economics</i>	18
169	Zyngier S., Burstein F.	Knowledge management governance: The road to continuous benefits realization	2012	<i>Journal of Information Technology</i>	18
170	Li H.C., Mirmirani S., Ilacqua J.A.	Confucius Institutes: Distributed leadership and knowledge sharing in a worldwide network	2009	<i>Learning Organization</i>	18
171	Sarker S., Sarker S., Schneider C.	Seeing Remote Team Members as Leaders: A Study of US-Scandinavian Teams	2009	<i>IEEE Transactions on Professional Communication</i>	18
172	Kant R., Singh M.D.	Knowledge management implementation: modelling the variables	2009	<i>International Journal of Innovation and Learning</i>	18
173	Miles R.E.	Innovation and Leadership Values	2007	<i>California Management Review</i>	18
174	Allen T.J., Gloor P.A., Fronzetti Colladon A., Woerner S.L., Raz O.	The power of reciprocal knowledge sharing relationships for startup success	2016	<i>Journal of Small Business and Enterprise Development</i>	17
175	Analoui B.D., Hannah Doloriert C., Sambrook S.	Leadership and knowledge management in UK ICT organisations	2012	<i>Journal of Management Development</i>	17
176	Burstein F., Sohal S., Zyngier S., Sohal A.S.	Understanding of knowledge management roles and responsibilities: a study in the Australian context	2010	<i>Knowledge Management Research and Practice</i>	17
177	Chan E.W.L., Walker D.H. T., Mills A.	Using a KM framework to evaluate an ERP system implementation	2009	<i>Journal of Knowledge Management</i>	17
178	Sarabia M.	Knowledge leadership cycles: an approach from Nonaka's viewpoint	2007	<i>Journal of Knowledge Management</i>	17

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#	Authors	Title	Year	Journal	TC
179	Wing L.S.	Leadership in high-performance teams: a model for superior team performance	2005	<i>Team Performance Management: An International Journal</i>	17
180	Bidmeshgipour M., Ismail W.K.W., Omar R.	Knowledge management and organizational innovativeness in Iranian banking industry	2012	<i>Knowledge Management and E-Learning</i>	16
181	Kanchana R., Law K.M. Y., Comepa N., Malithong P., Phusavat K.	Interrelationships among knowledge management, organisational learning and innovation	2011	<i>International Journal of Innovation and Learning</i>	16
182	Pauleen D.J., Rooney D., Holden N.J.	Practical wisdom and the development of cross-cultural knowledge management: a global leadership perspective	2010	<i>European Journal of International Management</i>	16
183	Tse H.H.M., Mitchell R.J.	A theoretical model of transformational leadership and knowledge creation: The role of open-mindedness norms and leader-member exchange	2010	<i>Journal of Management and Organization</i>	16
184	Zulauf Sharicz C.A., Van Winkelen C.	Deriving value from inter-organizational learning collaborations	2010	<i>The Learning Organization</i>	16
185	Lee C.-L., Ho C.-T., Chiu Y.-L.	The Impact of Knowledge Management Enablers on Non-Financial Performance in Small and Medium Enterprises	2008	<i>International Journal of Technology Management</i>	16
186	Powell J.	Creative Universities and Their Creative City-Regions	2007	<i>Industry and Higher Education</i>	16
187	Zárraga-Oberty C., De Saá-Pérez P.	Work teams to favor knowledge management: towards communities of practice	2006	<i>European Business Review</i>	16
188	Kodama M.	Strategic community-based theory of firms: case study of dialectical management at NTT DoCoMo	2004	<i>Systems Research and Behavioral Science</i>	16
189	Wu W.-L., Lee Y.-C.	Empowering group leaders encourages knowledge sharing: integrating the social exchange theory and positive organizational behavior perspective	2017	<i>Journal of Knowledge Management</i>	15
190	Edú-Valsania S., Moriano J.A., Molero F.	Authentic leadership and employee knowledge sharing behavior: Mediation of the innovation climate and workgroup identification	2016	<i>Leadership and Organization Development Journal</i>	15
191	Rodriguez A., Rodriguez Y.	Metaphors for today's leadership: VUCA world, millennial and "Cloud Leaders"	2015	<i>Journal of Management Development</i>	15
192	Zhang L., Cheng J.	Effect of Knowledge Leadership on Knowledge Sharing in Engineering Project Design Teams: The Role of Social Capital	2015	<i>Project Management Journal</i>	15
193	Godfrey D.	Leadership of schools as research-led organisations in the English educational environment: Cultivating a research-engaged school culture	2013	<i>Educational Management Administration and Leadership</i>	15
194	Hajro A., Pudelko M.	An analysis of core-competences of successful multinational team leaders	2010	<i>International Journal of Cross Cultural Management</i>	15
195	Mayfield J., Mayfield M.	The creative environment's influence on intent to turnover: A structural equation model and analysis	2008	<i>Management Research News</i>	15
196	Janson A., McQueen R.J.	Capturing leadership tacit knowledge in conversations with leaders	2007	<i>Leadership and Organization Development Journal</i>	15

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#	Authors	Title	Year	Journal	TC
197	Gadman S., Cooper C.	Strategies for collaborating in an interdependent impermanent world	2005	<i>Leadership and Organization Development Journal</i>	15
198	Shaw G.L., Harrald J.R.	Identification of the Core Competencies Required of Executive Level Business Crisis and Continuity Managers	2004	<i>Journal of Homeland Security and Emergency Management</i>	15
199	Imran M.K., Ilyas M., Aslam U., Ubaid-Ur-Rahman	Organizational learning through transformational leadership	2016	<i>Learning Organization</i>	14
200	Rawung F.H., Wuryaningrat N.F., Elvinit L.E.	The influence of transformational and transactional leadership on knowledge sharing: An empirical study on small and medium businesses in Indonesia	2015	<i>Asian Academy of Management Journal</i>	14
201	Kodama M.	Transforming an old economy company into a new economy success: the case of NTT DoCoMo	2002	<i>Leadership & Organization Development Journal</i>	14
202	Koohang A., Paliszkievicz J., Goluchowski J.	The impact of leadership on trust, knowledge management, and organizational performance: A research model	2017	<i>Industrial Management and Data Systems</i>	13
203	Hsu C.-C., Tan K.C., Jayaram J., Laosirihongthong T.	Corporate entrepreneurship, operations core competency and innovation in emerging economies	2014	<i>International Journal of Production Research</i>	13
204	McCarthy D.J., Puffer S. M.	Business and management in Russia: A review of the post-Soviet literature and future research directions	2013	<i>European Journal of International Management</i>	13
205	Tan C.-Y.	Instructional leadership: toward a contextualised knowledge creation model	2012	<i>School Leadership and Management</i>	13
206	Gehani R.R.	Chester Barnard's "executive" and the knowledge-based firm	2002	<i>Management Decision</i>	13
207	Edgeman R.L.	Principle-centered leadership and core value deployment	1998	<i>TQM Magazine</i>	13
208	Trong Tuan L.	Knowledge Sharing in Public Organizations: The Roles of Servant Leadership and Organizational Citizenship Behavior	2017	<i>International Journal of Public Administration</i>	12
209	Corfield A., Paton R.	Investigating knowledge management: can KM really change organisational culture?	2016	<i>Journal of Knowledge Management</i>	12
210	Merat A., bo D.	Strategic analysis of knowledge firms: the links between knowledge management and leadership	2013	<i>Journal of Knowledge Management</i>	12
211	McCharen B., Song J.H., Martens J.	School Innovation: The Mutual Impacts of Organizational Learning and Creativity	2011	<i>Educational Management Administration and Leadership</i>	12
212	Kuo R.-Z., Lai M.-F., Lee G.-G.	The impact of empowering leadership for KMS adoption	2011	<i>Management Decision</i>	12
213	González-Sánchez R., García-Muiña F.E.	Open innovation: A preliminary model from the knowledge-based theory [Innovación abierta: Un modelo preliminar desde la gestión del conocimiento]	2011	<i>Intangible Capital</i>	12
214	Galuppo L., Gorli M., Ripamonti S.	Playing Dissymmetry in Action Research: The Role of Power and Differences in Promoting Participative Knowledge and Change	2011	<i>Systemic Practice and Action Research</i>	12

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#	Authors	Title	Year	Journal	TC
215	Haughey M.	The impact of computers on the work of the principal: changing discourses on talk, leadership and professionalism	2006	<i>School Leadership and Management</i>	12
216	Tirpak T.M.	Five Steps to Effective Knowledge Management	2005	<i>Research Technology Management</i>	12
217	Bavik Y.L., Tang P.M., Shao R., Lam L.W.	Ethical leadership and employee knowledge sharing: Exploring dual-mediation paths	2018	<i>Leadership Quarterly</i>	11
218	Fullwood R., Rowley J.	An investigation of factors affecting knowledge sharing amongst UK academics	2017	<i>Journal of Knowledge Management</i>	11
219	Jiang W., Gu Q., Wang G. G.	To Guide or to Divide: The Dual-Side Effects of Transformational Leadership on Team Innovation	2015	<i>Journal of Business and Psychology</i>	11
220	Espedal B., Gooderham P.N., Stensaker I.G.	Developing Organizational Social Capital or Prima Donnas in MNEs? The Role of Global Leadership Development Programs	2013	<i>Human Resource Management</i>	11
221	Mabey C., Kulich C., Lorenzi-Cioldi F.	Knowledge leadership in global scientific research	2012	<i>International Journal of Human Resource Management</i>	11
222	Kristianto Y., Ajmal M., Tenkorang R.A., Hussain M.	A study of technology adoption in manufacturing firms	2012	<i>Journal of Manufacturing Technology Management</i>	11
223	Mitchell R.J., Boyle B.	A theoretical model of transformational leadership's role in diverse teams	2009	<i>Leadership and Organization Development Journal</i>	11
224	Metcalfe M.	Knowledge sharing, complex environments and small-worlds	2005	<i>Human Systems Management</i>	11
225	Le P.B., Lei H.	How transformational leadership supports knowledge sharing: Evidence from Chinese manufacturing and service firms	2017	<i>Chinese Management Studies</i>	10
226	Cunningham J., Seaman C., McGuire D.	Knowledge sharing in small family firms: A leadership perspective	2016	<i>Journal of Family Business Strategy</i>	10
227	Cheuk B., Dervin B.	Leadership 2.0 in action: A journey from knowledge management to "knowledging"	2011	<i>Knowledge Management and E-Learning</i>	10
228	Hoe S.L.	Shared vision: a development tool for organizational learning	2007	<i>Development and Learning in Organisations</i>	10
229	Jiang Y., Chen C.C.	Integrating Knowledge Activities for Team Innovation: Effects of Transformational Leadership	2018	<i>Journal of Management</i>	9
230	Shao Z., Feng Y., Hu Q.	Impact of top management leadership styles on ERP assimilation and the role of organizational learning	2017	<i>Information and Management</i>	9
231	Nicolopoulou K., Karataş-Özkan M., Vas C., Nouman M.	An incubation perspective on social innovation: the London Hub – a social incubator	2017	<i>R and D Management</i>	9
232	Veer Ramjeawon P., Rowley J.	Knowledge management in higher education institutions: enablers and barriers in Mauritius	2017	<i>Learning Organization</i>	9
233	Rose J., Jones M., Furneaux B.	An integrated model of innovation drivers for smaller software firms	2016	<i>Information and Management</i>	9
234	Millar C.C.J.M., Lockett M., Mahon J.F.	Guest editorial: Knowledge intensive organisations: on the frontiers of knowledge management	2016	<i>Journal of Knowledge Management</i>	9

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#	Authors	Title	Year	Journal	TC
235	Schmitt U.	Tools for exploration and exploitation capability: Towards a co-evolution of organizational and personal knowledge management systems	2015	<i>International Journal of Knowledge, Culture and Change Management</i>	9
236	Taylor G.	Implementing and maintaining a knowledge sharing culture via knowledge management teams: A shared leadership approach	2013	<i>Journal of Organizational Culture, Communications and Conflict</i>	9
237	Bae S.H., Song J.H., Park S., Kim H.K.	Influential Factors for Teachers' Creativity: Mutual Impacts of Leadership, Work Engagement, and Knowledge Creation Practices	2013	<i>Performance Improvement Quarterly</i>	9
238	Van Oord L.	Towards transformative leadership in education	2013	<i>International Journal of Leadership in Education</i>	9
239	Soosay C., Hyland P.	Managing knowledge transfer as a strategic approach to competitive advantage	2008	<i>International Journal of Technology Management</i>	9
240	Cavaleri S., Reed F.	Leading dynamically complex projects	2008	<i>International Journal of Managing Projects in Business</i>	9
241	Yeo R.K.	Problem-based learning: a viable approach in leadership development?	2007	<i>Journal of Management Development</i>	9
242	Albert S.R., Fetzer R.C.	Smart community networks: self-directed team effectiveness in action	2005	<i>Team Performance Management: An International Journal of Knowledge Management</i>	9
243	Le P.B., Lei H.	The mediating role of trust in stimulating the relationship between transformational leadership and knowledge sharing processes	2018	<i>Journal of Knowledge Management</i>	8
244	Nonaka I., Hirose A., Takeda Y.	'Meso'-Foundations of Dynamic Capabilities: Team-Level Synthesis and Distributed Leadership as the Source of Dynamic Creativity	2016	<i>Global Strategy Journal</i>	8
245	Wu W.-L., Lee Y.-C.	Do employees share knowledge when encountering abusive supervision?	2016	<i>Journal of Managerial Psychology</i>	8
246	Mabey C., Nicholds A.	Discourses of knowledge across global networks: What can be learnt about knowledge leadership from the ATLAS collaboration?	2015	<i>International Business Review</i>	8
247	Alsudairi M.A.T., Tatapudi G.	Social innovation: Can it be a strategy for influencing GCC public welfare?	2014	<i>Innovation: Management, Policy and Practice</i>	8
248	Foon S.W., Terziovski M.	The impact of operations and maintenance practices on power plant performance	2014	<i>Journal of Manufacturing Technology Management</i>	8
249	Ranjan J., Sharma V.	A perceptual study on KM orientation in Indian private engineering institutions	2012	<i>International Journal of Educational Management</i>	8
250	Tarí Guilló J.J., García Fernández M.	Dimensions for knowledge management and quality management: A literature review [Dimensiones de la gestión del conocimiento y de la gestión de la calidad: Una revisión de la literatura]	2009	<i>Investigaciones Europeas de Dirección y Economía de la Empresa</i>	8
251	Alsadhan A.O., Zairi M., Keoy K.H.A.	From P Economy to K Economy: An empirical study on knowledge-based quality factors	2008	<i>Total Quality Management and Business Excellence</i>	8

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#	Authors	Title	Year	Journal	TC
252	Sabri H.	Jordanian managers' leadership styles in comparison with the international air transport association (IATA) and prospects for knowledge management in Jordan	2007	<i>International Journal of Commerce and Management</i>	8
253	Kodama M.	Strategic community: Foundation of knowledge creation	2006	<i>Research Technology Management</i>	8
254	Kodama M.	Innovation through dialectical leadership-case studies of Japanese high-tech companies	2005	<i>Journal of High Technology Management Research</i>	8
255	Bharadwaj S.S., Saxena K.B.C.	Knowledge management in global software teams	2005	<i>Vikalpa</i>	8
256	Kodama M.	New knowledge creation through dialectical leadership: A case of IT and multimedia business in Japan	2005	<i>European Journal of Innovation Management</i>	8
257	Calabrese R.L., Roberts B.	Character, school leadership, and the brain: Learning how to integrate knowledge with behavioral change	2002	<i>International Journal of Educational Management</i>	8
258	Näsi J.	Information systems and strategy design. The knowledge creation function in three modes of strategy-making	1999	<i>Decision Support Systems</i>	8
259	Ojha D., Acharya C., Cooper D.	Transformational leadership and supply chain ambidexterity: Mediating role of supply chain organizational learning and moderating role of uncertainty	2018	<i>International Journal of Production Economics</i>	7
260	De Clercq D., Belausteguigoitia I.	Mitigating the negative effect of perceived organizational politics on organizational citizenship behavior: Moderating roles of contextual and personal resources	2017	<i>Journal of Management and Organization</i>	7
261	Antonacci G., Fronzetti Colladon A., Stefanini A., Gloor P.	It is rotating leaders who build the swarm: Social network determinants of growth for healthcare virtual communities of practice	2017	<i>Journal of Knowledge Management</i>	7
262	Sedighi M., Van Splunter S., Zand F., Brazier F.	Evaluating Critical Success Factors model of knowledge management: An Analytic hierarchy process (AHP) approach	2015	<i>International Journal of Knowledge Management</i>	7
263	Van Den Brink M.	The politics of knowledge: The responses to feminist research from academic leaders	2015	<i>Equality, Diversity and Inclusion</i>	7
264	Venkitachalam K., Willmott H.	Factors shaping organizational dynamics in strategic knowledge management	2015	<i>Knowledge Management Research and Practice</i>	7
265	Ghazali R., Ahmad M.N., Zakaria N.H.	The mediating role of knowledge integration in effect of leadership styles on enterprise systems success: The post-implementation stage	2015	<i>Journal of Enterprise Information Management</i>	7
266	Chawla S., Lenka U.	A study on learning organizations in indian higher educational institutes	2015	<i>Journal of Workplace Learning</i>	7
267	Sarfaraz A., Jenab K., Bowker A.	A view of development in management for increasing profitability in the corporate landscape	2015	<i>Benchmarking</i>	7
268	Zumitzavan V.	The impact of different styles of 'personal knowledge management' and 'leadership' on 'organisational performance': A case of healthcare industry in Thailand	2014	<i>WSEAS Transactions on Business and Economics</i>	7

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#	Authors	Title	Year	Journal	TC
269	Babnik K., Širca N.T.	Knowledge creation, transfer and retention: The case of intergenerational cooperation	2014	<i>International Journal of Innovation and Learning</i>	7
270	Salleh K.	Knowledge sharing and knowledge management modelling in public sector accounting organisation: Case evidence from Malaysia	2013	<i>International Journal of Knowledge-Based Development</i>	7
271	Tuamsuk K., Phabu T., Vongprasert C.	Knowledge management model of community business: Thai OTOP Champions	2013	<i>Journal of Knowledge Management</i>	7
272	Griffith J.R., Fear K.M., Lammers E., Banaszak-Holl J., Zheng K.	A positive deviance perspective on hospital knowledge management: Analysis of baldrige award recipients 2002–2008	2013	<i>Journal of Healthcare Management</i>	7
273	Sha X., Chang K.T.	Research article the role of leadership and contextualization on citizenship behaviors in distributed teams: A relational capital perspective	2012	<i>IEEE Transactions on Professional Communication</i>	7
274	Salleh K., Syed Ahmad S.N., Syed-Ikhsan S.O.S., Lin B.	The joint effects of organisational leadership and learning factors of professional intellects in sharing knowledge and innovation	2011	<i>International Journal of Innovation and Learning</i>	7
275	Doan T., Kennedy M.L.	Innovation, creativity, and meaning: Leading in the information age	2009	<i>Journal of Business and Finance Librarianship</i>	7
276	Bravo-Ibarra E.R., Herrera L.	Innovation capability and organizational resources configuration [Capacidad de innovación y configuración de recursos organizativos]	2009	<i>Intangible Capital</i>	7
277	Friedman R.S., Prusak L.	On heuristics, narrative and knowledge management	2008	<i>Technovation</i>	7
278	Orzano A.J., Ohman-Strickland P.A., Patel M.	What can family medicine practices do to facilitate knowledge management?	2008	<i>Health Care Management Review</i>	7
279	Ringer T.M.	Leadership for collective thinking in the work place	2007	<i>Team Performance Management</i>	7
280	Johnson C.	Leveraging Knowledge for Operational Excellence	1997	<i>Journal of Knowledge Management</i>	7
281	Bednall T.C., E. Rafferty A., Shipton H., Sanders K., J. Jackson C.	Innovative Behaviour: How Much Transformational Leadership Do You Need?	2018	<i>British Journal of Management</i>	6
282	Naqshbandi M.M., Tabche I.	The interplay of leadership, absorptive capacity, and organizational learning culture in open innovation: Testing a moderated mediation model	2018	<i>Technological Forecasting and Social Change</i>	6
283	Cannatelli B., Smith B., Giudici A., Jones J., Conger M.	An Expanded Model of Distributed Leadership in Organizational Knowledge Creation	2017	<i>Long Range Planning</i>	6
284	Zhang X.	Knowledge management system use and job performance: A multilevel contingency model	2017	<i>MIS Quarterly: Management Information Systems</i>	6
285	Khvatova T., Block M.	Exploring the role of task-related trust in intra-organisational knowledge sharing	2017	<i>International Journal of Human Resource Management</i>	6
286	Han S.-H., Seo G., Li J., Yoon S.W.	The mediating effect of organizational commitment and employee empowerment: How transformational leadership impacts employee knowledge sharing intention	2016	<i>Human Resource Development International</i>	6

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#	Authors	Title	Year	Journal	TC
287	Singer S.J., Benzer J.K., Hamdan S.U.	Improving health care quality and safety: The role of collective learning	2015	<i>Journal of Healthcare Leadership</i>	6
288	Mojibi T., Hosseinzadeh S., Khojasteh Y.	Organizational culture and its relationship with knowledge management strategy: A case study	2015	<i>Knowledge Management Research and Practice</i>	6
289	Qureshi A.M.A., Evans N.	Deterrents to knowledge-sharing in the pharmaceutical industry: A case study	2015	<i>Journal of Knowledge Management</i>	6
290	Gelard P., Boroumand Z., Mohammadi A.	Relationship between transformational leadership and knowledge management	2014	<i>International Journal of Information Science and Management</i>	6
291	Rezania D., Ouedraogo N.	Organization development through ad hoc problem solving: A case of knowledge transfer capacity development in an ERP implementation project	2013	<i>International Journal of Managing Projects in Business</i>	6
292	Asmawi A., Zakaria S., Wei C.C.	Understanding transformational leadership and R & D culture in Malaysian universities	2013	<i>Innovation: Management, Policy and Practice</i>	6
293	Hannay L., Jaafar S.B., Earl L.	A case study of district leadership using knowledge management for educational change	2013	<i>Journal of Organizational Change Management</i>	6
294	Barette J., Lemyre L., Corneil W., Beauregard N.	Organizational Learning Facilitators in the Canadian Public Sector	2012	<i>International Journal of Public Administration</i>	6
295	Emstad A.B.	The principal's role in the post-evaluation process.-How does the principal engage in the work carried out after the schools self-evaluation?	2011	<i>Educational Assessment, Evaluation and Accountability</i>	6
296	Hyypiä M., Pekkola S.	Interaction challenges in leadership and performance management in developing a network environment	2011	<i>Journal of Advances in Management Research</i>	6
297	Nassim B.	Investigating the impact of knowledge management factors on new product development performance	2009	<i>International Journal of Knowledge Management</i>	6
298	Liang T.Y.	The new intelligence leadership strategy for iCAS	2007	<i>Human Systems Management</i>	6
299	Nonaka I., Peltokorpi V.	Visionary knowledge management: The case of Eisai transformation	2006	<i>International Journal of Learning and Intellectual Capital</i>	6
300	Pickett L.	Focus on technology misses the mark	2004	<i>Industrial and Commercial Training</i>	6
301	Collie S.L., Taylor A.L.	Improving teaching quality and the learning organisation	2004	<i>Tertiary Education and Management</i>	6
302	Naqshbandi M.M., Jasimuddin S.M.	Knowledge-oriented leadership and open innovation: Role of knowledge management capability in France-based multinationals	2018	<i>International Business Review</i>	5
303	Ferreras Méndez J.L., Sanz Valle R., Alegre J.	Transformational leadership and absorptive capacity: an analysis of the organisational catalysts for this relationship	2018	<i>Technology Analysis and Strategic Management</i>	5
304	Sadeghi A., Rad F.M.	The role of knowledge-oriented leadership in knowledge management and innovation	2018	<i>Management Science Letters</i>	5

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Table A1

#	Authors	Title	Year	Journal	TC
305	Xiao Y., Zhang X., Ordóñez de Pablos P.	How does individuals' exchange orientation moderate the relationship between transformational leadership and knowledge sharing?	2017	<i>Journal of Knowledge Management</i>	5
306	Matić D., Cabrilo S., Grubić-Nešić L., Milić B.	Investigating the impact of organizational climate, motivational drivers, and empowering leadership on knowledge sharing	2017	<i>Knowledge Management Research and Practice</i>	5
307	Collins N., Chou Y.-M., Warner M., Rowley C.	Human factors in East Asian virtual teamwork: a comparative study of Indonesia, Taiwan and Vietnam	2017	<i>International Journal of Human Resource Management</i>	5
308	Hussain S.T., Abbas J., Lei S., Jamal Haider M., Akram T.	Transactional leadership and organizational creativity: Examining the mediating role of knowledge sharing behavior	2017	<i>Cogent Business and Management</i>	5
309	Rivera M.J.	Leveraging innovation & intrapreneurship as a source for organizational growth	2017	<i>International Journal of Innovation Science</i>	5
310	Kwon K., Cho D.	How transactive memory systems relate to organizational innovation: the mediating role of developmental leadership	2016	<i>Journal of Knowledge Management</i>	5
311	Sibbald S.L., Wathen C. N., Kothari A.	An empirically based model for knowledge management in health care organizations	2016	<i>Health Care Management Review</i>	5
312	Gamo-Sanchez A.-L., Cegarra-Navarro J.-G.	Factors that influence the success of a KM-program in a small-sized airport	2015	<i>Journal of Knowledge Management</i>	5
313	Ali Zwain A.A., Teong L. K., Othman S.N.	TQM practices and organisational knowledge creation: An empirical study of Iraqi Higher Education Institutions	2014	<i>Asian Journal of Business and Accounting</i>	5
314	Cox N., Gyrd-Jones R., Gardiner S.	Internal brand management of destination brands: Exploring the roles of destination management organisations and operators	2014	<i>Journal of Destination Marketing and Management</i>	5
315	Seong D.N.F.	Assessing leadership knowledge in a principalship preparation programme	2013	<i>International Journal of Educational Management</i>	5
316	Miles R.E.	Lessons learned, ignored, forgotten and reborn: Organizations and management 1960 to today	2011	<i>Journal of Management Inquiry</i>	5
317	Bennet A., Bennet D., Lee S.L.	Exploring the military contribution to KBD through leadership and values	2010	<i>Journal of Knowledge Management</i>	5
318	David R., McKenna B.	Knowledge, wisdom and intellectual leadership: A question of the future and knowledge-based sustainability	2009	<i>International Journal of Learning and Intellectual Capital</i>	5
319	Sakkab N.Y.	Growing through innovation	2007	<i>Research Technology Management</i>	5
320	Kodama M.	Innovation through networked strategic communities: Case study on NTT DoCoMo	2005	<i>Journal of Management Development</i>	5
321	Al Mansouri A.A., Singh S.K., Khan M.	Role of organisational culture, leadership and organisational citizenship behaviour on knowledge management	2018	<i>International Journal of Knowledge Management Studies</i>	4
322	AlShamsi O., Ajmal M.	Critical factors for knowledge sharing in technology-intensive organizations: evidence from UAE service sector	2018	<i>Journal of Knowledge Management</i>	4

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#	Authors	Title	Year	Journal	TC
323	Han S.J., Lee Y., Beyerlein M., Kolb J.	Shared leadership in teams: The role of coordination, goal commitment, and knowledge sharing on perceived team performance	2018	<i>Team Performance Management</i>	4
324	Smaliukienė R., Bekešienė S., Chlivickas E., Magyla M.	Explicating the role of trust in knowledge sharing: a structural equation model test	2017	<i>Journal of Business Economics and Management</i>	4
325	Ladan S., Nordin N.B., Belal H.M.	Does knowledge based psychological ownership matter? Transformational leadership and knowledge hiding: A proposed framework	2017	<i>Journal of Business and Retail Management Research</i>	4
326	Cunningham J., Seaman C., McGuire D.	Perceptions of Knowledge Sharing Among Small Family Firm Leaders: A Structural Equation Model	2017	<i>Family Business Review</i>	4
327	Qasrawi B.T., Almahamid S.M., Qasrawi S.T.	The impact of TQM practices and KM processes on organisational performance: An empirical investigation	2017	<i>International Journal of Quality and Reliability Management</i>	4
328	Tseng S.-M.	Investigating the moderating effects of organizational culture and leadership style on IT-adoption and knowledge-sharing intention	2017	<i>Journal of Enterprise Information Management</i>	4
329	Valaei N., Nikhashemi S. R., Javan N.	Organizational factors and process capabilities in a KM strategy: toward a unified theory	2017	<i>Journal of Management Development</i>	4
330	Liang C., Chang C.-C., Rothwell W., Shu K.-M.	Influences of organizational culture on knowledge sharing in an online virtual community: Interactive effects of trust, communication and leadership	2016	<i>Journal of Organizational and End User Computing</i>	4
331	Argyris Y.A., Ransbotham S.	Knowledge entrepreneurship: Institutionalising wiki-based knowledge-management processes in competitive and hierarchical organisations	2016	<i>Journal of Information Technology</i>	4
332	Mayfield M., Mayfield J.	Growing self-leaders: the role of motivating language	2016	<i>Development and Learning in Organizations</i>	4
333	Rahman M.S., Osman-Gani A.M., Momen M.A., Islam N.	Testing knowledge sharing effectiveness: Trust, motivation, leadership style, workplace spirituality and social network embedded model	2015	<i>Management and Marketing</i>	4
334	Ahern T., Byrne P.J., Leavy B.	Developing complex-project capability through dynamic organizational learning	2015	<i>International Journal of Managing Projects in Business</i>	4
335	Scovetta V., Ellis T.J.	Leadership social power as a component of KMS success	2015	<i>International Journal of Knowledge Management</i>	4
336	Rodríguez-Gómez D., Gairín J.	Unravelling knowledge creation and management in educational organisations: Barriers and enablers	2015	<i>Knowledge Management Research and Practice</i>	4
337	Carvaja S.A., Pérez M.D., Cabello R.V., Espinosa C. C.	Identifying key factors affecting culture of innovation: A case study of Chilean medium mining sector [Identificación de Factores Clave en la Cultura de Innovación. El Caso de la Mediana Minería en Chile]	2015	<i>Journal of Technology Management and Innovation</i>	4
338	Guenzi P., Panzeri F.	How salespeople see organizational citizenship behaviors: An exploratory study using the laddering technique	2015	<i>Journal of Business and Industrial Marketing</i>	4

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#	Authors	Title	Year	Journal	TC
339	Park T.-Y., Kim J.-Y.	The capabilities required for being successful in complex product systems: case study of Korean e-government	2014	<i>Asian Journal of Technology Innovation</i>	4
340	Martín-de-Castro G., Montoro-Sánchez Á.	Exploring knowledge creation and transfer in the firm: Context and leadership [Explorando la creación y transferencia de Conocimiento en la empresa: Contexto y liderazgo]	2013	<i>Universia Business Review</i>	4
341	Taifi N., Passiante G.	Speeding up 'New Products and Service Development' through strategic community creation: case of automaker after-sales services partners	2012	<i>Service Industries Journal</i>	4
342	Jack S., Rose M., Powell J.	The university role in the innovative leadership of small to medium sized enterprises: Towards "universities for a modern renaissance" (UMR)	2012	<i>International Journal of Entrepreneurial Behaviour & Research</i>	4
343	Read M., Gear T., Vince R.	Group inquiry to aid organisational learning in enterprises	2012	<i>Journal of the Operational Research Society</i>	4
344	Paliszkievicz J.O.	The relationship between social perspective and knowledge management	2010	<i>International Journal of Innovation and Learning</i>	4
345	Celep C., Çetin B.	Teachers' perception about the behaviours of school leaders with regard to knowledge management	2005	<i>International Journal of Educational Management</i>	4
346	Herremans I.M., Isaac R.G.	Leading the strategic development of intellectual capital	2004	<i>Leadership & Organization Development Journal</i>	4
347	Sulistiyani E., Udin, Rahardja E.	Examining the effect of transformational leadership, extrinsic reward, and knowledge sharing on creative performance of Indonesian SMEs	2018	<i>Quality - Access to Success</i>	3
348	Alzghoul A., Elrehail H., Emeagwali O.L., AlShboul M.K.	Knowledge management, workplace climate, creativity and performance: The role of authentic leadership	2018	<i>Journal of Workplace Learning</i>	3
349	Gonzalez R.V.D., de Melo T.M.	The effects of organization context on knowledge exploration and exploitation	2018	<i>Journal of Business Research</i>	3
350	Bosch-Sijtsema P.M., Tjell J.	The concept of project space: Studying construction project teams from a spatial perspective	2017	<i>International Journal of Project Management</i>	3
351	Lee K.-J.	Knowledge sharing in franchise system: franchisee self-leadership, satisfaction, and compliance	2017	<i>International Journal of Contemporary Hospitality Management</i>	3
352	Rai R., Prakash A.	How do servant leaders ignite absorptive capacity? the role of epistemic motivation and organizational support	2016	<i>Revista de Psicologia del Trabajo y de las Organizaciones</i>	3
353	Edmondson A.C.	Wicked Problem Solvers	2016	<i>Harvard business review</i>	3
354	Krishnamani S., Haider Y.	Transfer of learning from executive education programs in developing economies: the key role of motivation	2016	<i>Development and Learning in Organizations</i>	3
355	Rivera G., Rivera I.	Design, measurement and analysis of a knowledge management model in the context of a Mexican university [Conception, mesurage et analyse d'un modèle pour la gestion des connaissances dans le contexte d'une université Mexicaine] [Desenho, medição e análise de um modelo para a gestão do conhecimento no contexto de uma universidade Mexicana] [Diseño, medición	2016	<i>Innovar</i>	3

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#	Authors	Title	Year	Journal	TC
356	Mehrabani S.E., Mohamad N.A.	y análisis de un modelo para la gestión del conocimiento en el contexto de una universidad Mexicana] New approach to leadership skills development (developing a model and measure)	2015	<i>Journal of Management Development</i>	3
357	Matherly L.L., Al Nahyan S.S.	Building competitiveness through effective governance of national-expatriate knowledge transfer and development of sustainable human capital	2015	<i>International Journal of Organizational Analysis</i>	3
358	Chang S.-Y., Lu H.-P., Liang C.-J.	A teaching case study: Innovation, product development, and organizational transformation at the Sunnic Group	2013	<i>International Journal of Innovation Science</i>	3
359	Chan E., Mills A.	Implementation of enterprise resource planning (ERP) software in a major construction contracting organization in Hong Kong	2011	<i>International Journal of Managing Projects in Business</i>	3
360	Tang C.	An empirical study on firm R&D team's creativity: Implications from China's hi-tech industries	2010	<i>Journal of Science and Technology Policy in China</i>	3
361	Busari O.	Designing the future: The knowledge agenda at Trans-Caledon Tunnel Authority	2010	<i>International Journal of Knowledge, Culture and Change Management</i>	3
362	Dos Santos I.C., Neto J. A.	Knowledge management in a high technology industry	2009	<i>International Journal of Innovation and Technology Management</i>	3
363	Albinsson L., Curtin G., Forsgren O., Wall M.	Creating and sustaining successful knowledge management in purposeful communities-summary of key experiences from pioneers	2008	<i>Systems Research and Behavioral Science</i>	3
364	Bencsik A., Bognár K.	Success criteria of a knowledge based organizational operation -or the necessity of the leadership style change	2007	<i>Problems and Perspectives in Management</i>	3
365	Yeo R.K.	Building knowledge through action systems, process leadership and organizational learning	2006	<i>Foresight</i>	3
366	Kodama M.	New knowledge creation through leadership-based strategic communities: Case studies in Japan	2006	<i>Systems Research and Behavioral Science</i>	3
367	Allio R.J.	Interview: Noel M. Tichy explains why the "virtuous teaching cycle" is integral to effective leadership	2003	<i>Strategy & Leadership</i>	3
368	Rowley J.	The power-added manager: Strategic leaders for the new millennium	2003	<i>Industrial and Commercial Training</i>	3
369	Dwivedi S.N., Kumbakonam A.	Effective team building process and team leadership for integrated product and process development	2002	<i>International Journal of Human Resources Development and Management</i>	3
370	Rogers E.W.	Enabling innovative thinking: Fostering the art of knowledge crafting	1998	<i>International Journal of Technology Management</i>	3
371	Zhou L., Zhao S., Tian F., Zhang X., Chen S.	Visionary leadership and employee creativity in China	2018	<i>International Journal of Manpower</i>	2
372	Sam Liu C.-H.	Remodelling progress in tourism and hospitality students' creativity through social capital and transformational leadership	2017	<i>Journal of Hospitality, Leisure, Sport and Tourism Education</i>	2

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#	Authors	Title	Year	Journal	TC
373	Anggraeni E., Machfud, Maarif M.S., Hartrisari	Contextual-based knowledge creation for agroindustrial innovation	2017	<i>Gadjah Mada International Journal of Business</i>	2
374	Thomas N.	Control and autonomy irony in communities of practice from a power-based perspective	2017	<i>Journal of Management Development</i>	2
375	Yu P.-L.	Innovative culture and professional skills: The use of supportive leadership and individual power distance orientation in IT industry	2017	<i>International Journal of Manpower</i>	2
376	Terouhid S.A., Ries R.	People capability: A strategic capability for enhancing organizational excellence of construction firms	2016	<i>Journal of Modelling in Management</i>	2
377	Amar A.D., Hlupic V.	Leadership for knowledge organizations	2016	<i>European Journal of Innovation Management</i>	2
378	Parmentier G., Picq T.	Managing creative teams in small ambidextrous organizations: The case of videogames	2016	<i>International Journal of Arts Management</i>	2
379	Mahon J.F., Jones N.B.	The challenge of knowledge corruption in high velocity, turbulent environments	2016	<i>VINE Journal of Information and Knowledge Management Systems</i>	2
380	Sriwidadi T., Arief M., Prabowo H., Muqarrabin A.M.	Sustainable competitive advantage in private higher education institutions in Indonesia	2016	<i>International Journal of Economics and Management</i>	2
381	Chu K.-W.	Leading knowledge management in a secondary school	2016	<i>Journal of Knowledge Management</i>	2
382	Kivipõld K.	Organizational leadership capability – a mechanism of knowledge coordination for inducing innovative behaviour: A case study in Estonian service industries	2015	<i>Baltic Journal of Management</i>	2
383	Basole R.C., Putrevu J.	On leadership, alliance formation, and enterprise transformation	2014	<i>Journal of Enterprise Transformation</i>	2
384	Yiu M.Y.R., Pun K.F.	Measuring knowledge management performance in industrial enterprises: An exploratory study based on an integrated model	2014	<i>Learning Organization</i>	2
385	Magnier-Watanabe R., Benton C.	Enablers of knowledge management across borders: A structural approach	2013	<i>International Journal of Innovation and Technology Management</i>	2
386	Ooi K.-B., Arumugam V., Lee V.-H., Wooi J.L.-S.	Integrating TQM and HRM to achieve a higher knowledge sharing in Malaysian service firms: an SEM approach	2012	<i>International Journal of Services, Economics and Management</i>	2
387	Ribeiro Jr. H.J., De Cássia Magalhaes Trindade Stano R.	Astrophysics laboratory from MCT - A diagnosis for the implementation of a knowledge management program [Laboratório nacional de astrofísica do ministério da Ciência e tecnologia - Um diagnóstico para implantação do programa de gestão do conhecimento]	2010	<i>Gestao e Producao</i>	2
388	Eschenbach S.	From inspired teaching to effective knowledge work and back again: A report on Peter Drucker's schoolmistress and what she can teach us about the management and education of knowledge workers	2010	<i>Management Decision</i>	2
389	Cremer R.D.	Chinese business schools and the future of management in the post-crisis era: Responsibility and opportunity	2010	<i>Chinese Management Studies</i>	2

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#	Authors	Title	Year	Journal	TC
390	Müller-Merbach H.	Knowledge management: A program for education and leadership	2008	<i>Knowledge Management Research and Practice</i>	2
391	Burke M.	From smart and corporate to urban and edgy: Revitalising organisations in turbulent environments	2008	<i>International Journal of Organizational Analysis</i>	2
392	Ford R.	From situated practice to informed theory: Learning cycles and enabling structures	2008	<i>Learning Organization</i>	2
393	Chatzkel J., Saint-Onge H.	Quantum leap breakthrough performance in acquisitions: The readiness and generative value approach	2007	<i>Management Decision</i>	2
394	Clark S., Scott N.	Managing knowledge in tourism planning: And how to assess your capability	2006	<i>Journal of Quality Assurance in Hospitality and Tourism</i>	2
395	Gueldenberg S., Konrath H.	Leadership requirements in learning organisations and methods to impact	2004	<i>International Journal of Learning and Intellectual Capital</i>	2
396	Couillard D., Lapierre J.	Leadership, learning and resources for the high-tech firm: An integrated view of technology management	2003	<i>International Journal of Technology Management</i>	2
397	Datta P.P.	Developing competencies to lead innovation in Indian manufacturing: an education model	2018	<i>International Journal of Innovation Science</i>	1
398	Jahmani K., Fadiya S.O., Abubakar A.M., Elrehail H.	Knowledge content quality, perceived usefulness, KMS use for sharing and retrieval: A flock leadership application	2018	<i>VINE Journal of Information and Knowledge Management Systems</i>	1
399	Gray D.E., Gabriel Y.	A community of practice or a working psychological group? Group dynamics in core and peripheral community participation	2018	<i>Management Learning</i>	1
400	Chen M.-H., Agrawal S.	Exploring student's team behavior through entrepreneurship education: a time-lagged study	2018	<i>Education and Training</i>	1
401	Lee J.Y., Jang S.H., Lee S.Y.	Paternalistic leadership and knowledge sharing with outsiders in emerging economies: Based on social exchange relations within the China context	2018	<i>Personnel Review</i>	1
402	Marco-Crespo B., Casapulla S., Nieto-Sanchez C., Urrego J.G. G., Grijalva M.J.	Youth participatory research and evaluation to inform a Chagas disease prevention program in Ecuador	2018	<i>Evaluation and Program Planning</i>	1
403	Le P.B., Lei H.	Fostering knowledge sharing behaviours through ethical leadership practice: The mediating roles of disclosure-based trust and reliance-based trust in leadership	2018	<i>Knowledge Management Research and Practice</i>	1
404	Kambey J.P., Wuryaningrat N.F., Kumajas L.I.	Examining leadership and knowledge sharing role on small and medium enterprises innovation capabilities	2018	<i>International Journal of Economics and Business Administration</i>	1
405	Najmi K., Kadir A.R., Kadir M.I.A.	Mediation effect of dynamic capability in the relationship between knowledge management and strategic leadership on organizational performance	2018	<i>International Journal of Law and Management</i>	1
406	Chang Y.-Y., Chao W.-C., Chang C.-Y., Chi H.-R.	Transformational leadership influence on unit performance: Cross-level moderated mediation evidence	2018	<i>Leadership and Organization Development Journal</i>	1
407	Gonzalez R.V.D., De Melo T.M.	Innovation by knowledge exploration and exploitation: An empirical study of the automotive industry	2018	<i>Gestao e Producao</i>	1

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#	Authors	Title	Year	Journal	TC
408	James F., Figaro-Henry S.	Building collective leadership capacity using collaborative twenty-first century digital tools	2017	<i>School Leadership and Management</i>	1
409	Supartha W.G., Dewi Kumala Ratih I.A.	Antecedents of absorptive capacity: A proof of proposition	2017	<i>Journal of Business and Retail Management Research</i>	1
410	Scovetta V.	The impact of personal and positional powers on knowledge management systems	2017	<i>International Journal of Knowledge Management</i>	1
411	Woodfield P.J., Shepherd D., Woods C.	How can family winegrowing businesses be sustained across generations?	2017	<i>International Journal of Wine Business Research</i>	1
412	Hysmith D.	Leading into strategic growth: building capability at Global Suppliers	2017	<i>Journal of Management Development</i>	1
413	Mahadevan K.	Culture driven regeneration (CDR): A conceptual business improvement tool	2017	<i>TQM Journal</i>	1
414	Boateng H., Dzandu M. D., Tang Y.	Knowledge sharing among employees in Ghanaian Industries: The role of transformational leadership style and communal organizational culture	2016	<i>Business Information Review</i>	1
415	Sareminia S., Shamizanjani M., Mousakhani M., Manian A.	Project knowledge management: An ontological view	2016	<i>Knowledge Management and E-Learning</i>	1
416	Klein J., Shapira-Lishchinsky O.	Intergenerational sharing of knowledge as means of deepening the organisational learning culture in schools	2016	<i>School Leadership and Management</i>	1
417	Aminbeidokhti A., Nikabadi M.S., Hoseini A. M.	The role of transformational leadership and knowledge management processes on the rate of organisational innovation	2016	<i>International Journal of Knowledge Management Studies</i>	1
418	Khajouei H., Jamshidi M. J., Nasrabadi H.	Investigation and prioritisation of cultural barriers against implementation of knowledge management in Kerman Regional Electric Company	2016	<i>International Journal of Information Science and Management</i>	1
419	Mohammadi A., Boroumand Z.	Transformational leadership and knowledge sharing	2016	<i>International Journal of Information Science and Management</i>	1
420	Lin W.-B.	Correlations of knowledge-sharing intention between different enterprise types and leadership styles	2016	<i>International Journal of Innovation and Learning</i>	1
421	Nylund P.A., Raelin J.D.	When feelings obscure reason: The impact of leaders' explicit and emotional knowledge transfer on shareholder reactions	2015	<i>Leadership Quarterly</i>	1
422	Darby R.	Leadership development in the asia-pacific region. building capacity in the indonesia defence environment a case study	2015	<i>Journal of Management Development</i>	1
423	Bandow D., Gerweck J.T.	Support your local communities of practice: Learning and continuous change	2015	<i>Development and Learning in Organizations</i>	1
424	Berlin J.M.	Doctors' functional leadership in psychiatric healthcare teams – a reversible leadership logic	2015	<i>Team Performance Management</i>	1
425	Mahamed Ismail N.A., Welch C., Xu M.	Towards a sustainable quality of university research: Knowledge sharing	2015	<i>Knowledge Management Research and Practice</i>	1
426	Mohannak K., Matthews J.	Knowledge integration within innovation process: A technopreneurial perspective	2015	<i>International Journal of Technoentrepreneurship</i>	1

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#	Authors	Title	Year	Journal	TC
427	Chew E., Dovey K.A.	Learning to create sustainable value in turbulent operational contexts: the role of leadership practices	2014	<i>Learning Organization</i>	1
428	Gadman L.J.	Open source leadership: Leading and managing community led programmes to support strategies for next generation broadband implementations across Europe	2013	<i>International Journal of Organizational Analysis</i>	1
429	Machado M.	Educating social knowledge managers: A social networking approach to management education	2013	<i>Management Education</i>	1
430	Farkas F., Dobrai K.	Knowledge profile of Higher Education Institutions: An international overview of mainstream research	2012	<i>International Journal of Management in Education</i>	1
431	Chawla D., Joshi H.	A comparative study of knowledge management assessment in business excellence awarded and non-awarded organizations in india	2011	<i>Global Business Review</i>	1
432	Mathew M., Kumar D., Perumal S.	Role of knowledge management initiatives in organizational innovativeness: Empirical findings from the IT industry	2011	<i>Vikalpa</i>	1
433	Tingoy Ö., Kurt Ö.E.	Communication in knowledge management practices: A survey from turkey	2009	<i>Problems and Perspectives in Management</i>	1
434	Hollis R.B.	Leader-as-teacher: A model for executive development success	2007	<i>Organization Development Journal</i>	1
435	Spath J., Judzis A.	Promoting R&D in management and information	2005	<i>JPT, Journal of Petroleum Technology</i>	1
436	Dayasindhu N.	Creating an entrepreneurship milieu for electronics and information technology industries	2003	<i>International Journal of Entrepreneurship and Innovation Management</i>	1
437	Ramachandran I.	Triggering absorptive capacity in organizations: CEO succession as a knowledge enabler	2018	<i>Journal of Knowledge Management</i>	0
438	Ilomäki L., Lakkala M.	Digital technology and practices for school improvement: innovative digital school model	2018	<i>Research and Practice in Technology Enhanced Learning</i>	0
439	Al-Qubaisi S.S., Ajmal M.	Determinants of operational efficiency in the oil and gas sector: A Balanced scorecards perspective	2018	<i>Benchmarking</i>	0
440	Gunasekera V.S., Chong S.C.	Knowledge management critical success factors and project management performance outcomes in major construction organisations in Sri Lanka: A case study	2018	<i>VINE Journal of Information and Knowledge Management Systems</i>	0
441	Matošková J., Macurová L., Tomancová L.	A link between knowledge sharing and managers' characteristics	2018	<i>Leadership and Organization Development Journal</i>	0
442	Chen Z.-J., Davison R.M., Mao J.-Y., Wang Z.-H.	When and how authoritarian leadership and leader renqing orientation influence tacit knowledge sharing intentions	2018	<i>Information and Management</i>	0
443	Norbert N.S., Jr., Bischoff J.E., Willy C.J.	Barriers impeding knowledge management for hardware integration and engineering teams	2018	<i>Knowledge Management Research and Practice</i>	0

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#	Authors	Title	Year	Journal	TC
444	Srivastava A.P., Joshi Y.	Examining the role of technology leadership on knowledge sharing behaviour	2018	<i>International Journal of Knowledge Management</i>	0
445	Juan S.H., Ting I.W.K., Kweh Q.L., Yao L.	How does knowledge sharing affect employee engagement?	2018	<i>Institutions and Economies</i>	0
446	Al Dari T., Jabeen F., Papastathopoulos A.	Examining the role of leadership inspiration, rewards and its relationship with contribution to knowledge sharing: Evidence from the UAE	2018	<i>Journal of Workplace Learning</i>	0
447	Park S., Kim E.-J.	Fostering organizational learning through leadership and knowledge sharing	2018	<i>Journal of Knowledge Management</i>	0
448	Al-husseini S., Elbeltagi I.	Evaluating the effect of transformational leadership on knowledge sharing using structural equation modelling: the case of Iraqi higher education	2018	<i>International Journal of Leadership in Education</i>	0
449	Rosli A., de Silva M., Rossi F., Yip N.	The long-term impact of engaged scholarship: How do SMEs capitalise on their engagement with academics to explore new opportunities?	2018	<i>International Small Business Journal: Researching Entrepreneurship</i>	0
450	Lauzier M., Barrette J., Kenny S., Lemyre L.	Validation of a short form of the Inventory of Organizational Learning Facilitators: A national survey of public service executives in Canada	2018	<i>Journal of Workplace Learning</i>	0
451	Souteh R.G., Esmaeili M. R., Honari H., Ghorbani M.H.	The factors affecting knowledge sharing at the Iranian Ministry of Sports	2018	<i>Annals of Applied Sport Science</i>	0
452	O'brien J.	The need for competing commitments research: Coping with change in knowledge management	2018	<i>Change Management</i>	0
453	Ghomi H., Barzinpour F.	Identifying the success factors of knowledge management tools in research projects (Case study: A corporate university)	2018	<i>Management Science Letters</i>	0
454	Othman A., Ismail S., Yahya K., Ahmad M.H.	Critical success factors in implementing knowledge management in consultant firms for Malaysian construction industry	2018	<i>Management Science Letters</i>	0
455	Fu L., Liu Z., Liao S.	Is distributed leadership a driving factor of innovation ambidexterity? An empirical study with mediating and moderating effects	2018	<i>Leadership and Organization Development Journal</i>	0
456	Solomon E.	Organizational learning, integrity and value through process-oriented innovations	2018	<i>Human Systems Management</i>	0
457	Lin K.-J., Hsieh Y.-H., Lian W.-S.	Knowledge sharing and personality traits moderated by transformational leadership	2018	<i>Human Systems Management</i>	0
458	Agyemang F.G., Boateng H., Dzandu M.D.	Examining intellectual stimulation, idealised influence and individualised consideration as an antecedent to knowledge sharing: Evidence from Ghana	2017	<i>Knowledge Management and E-Learning</i>	0
459	Ladan S., Nordin N.B., Belal H.M.	Influence of transformational leadership on knowledge hiding: Mediating role of organizational psychological ownership	2017	<i>International Journal of Business and Management Science</i>	0
460	Rahman S., Islam M.Z., Abdullah A.D.A.	Understanding factors affecting knowledge sharing: A proposed framework for Bangladesh's business organizations	2017	<i>Journal of Science and Technology Policy Management</i>	0

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#	Authors	Title	Year	Journal	TC
461	Jackson B.N., Purdy S. C., Cooper-Thomas H.	Professional expertise amongst speech-language therapists: "willing to share"	2017	<i>Journal of Health, Organisation and Management</i>	0
462	Borzillo S.	Balancing control and autonomy in communities of practice: governance patterns and knowledge in nine multinationals	2017	<i>Journal of Business Strategy</i>	0
463	Wahda	Mediating effect of knowledge management on LEADERSHIP TOWARD organization performance of State Organization for Higher Education (PTN) in South Sulawesi	2017	<i>International Journal of Economic Research</i>	0
464	Besen F., Tecchio E., Fialho F.A.P.	Authentic leadership and knowledge management	2017	<i>Gestao e Producao</i>	0
465	Nandedkar A.	Investigating leader-member exchange and employee envy: An evidence from the information technology industry	2016	<i>International Journal of Organization Theory and Behavior</i>	0
466	Joshi H., Farooque J.A., Chawla D.	Knowledge Management Practices in Indian Organizations—A Sectoral Comparison	2016	<i>Vision</i>	0
467	Dastmalchian A., Rezac D., Muzyka D.F., Bayraktar S., Steinke C., Imer H.P.	Developing a measure for "connectorship" as a component of engaged leadership	2016	<i>Leadership and Organization Development Journal</i>	0
468	Malarvizhi C.A., Tiang M. C., Al-Mamun A., Raston N.A.	Determining the effect of organisational culture on knowledge management for SMEs in Malaysia	2016	<i>International Journal of Business Innovation and Research</i>	0
469	Sarkar R.K., Mostaghimi M.R., Akbari M.	Investigate the role of knowledge-oriented leadership in innovation and knowledge management practices	2016	<i>International Business Management</i>	0
470	Almudallal A.W., Bakri N., Muktar S.N., El-Farra M. M.	Implementing knowledge management in the Palestinian public sector institutions: Empirical study on the presidency of the Palestinian government	2016	<i>International Review of Management and Marketing</i>	0
471	Burk E., Pegues J., Taylor C.	Pivotal organizational success factors in a cyberspace classroom	2015	<i>Knowledge Management</i>	0
472	Rao M.S.	Myths and truths about coaching: How to acquire right perspective to enhance leadership excellence	2015	<i>Human Resource Management International Digest</i>	0
473	Darus A.Hj., Ramalu S.A. L.S., Noor N.A.M., Abidin Z.Z.	Transformational leadership style and knowledge management among university administrators in Malaysia: Examining the moderating effect of organizational structure	2014	<i>International Journal of Economic Research</i>	0
474	Luo J., Xu F., Li D., Zhong J.	A case study on executive leadership and knowledge transfer in TMT: From the perspective of managerial rotation in private firms	2014	<i>Frontiers of Business Research in China</i>	0
475	Chong C.W., Gan G.C.	Are KM strategies effectively implemented in Malaysian MSC status corporations?	2013	<i>International Journal of Innovation and Learning</i>	0
476	Thang N.N., Quang T., Son N.H.	Knowledge creation and green entrepreneurship: A study of two Vietnamese green firms	2013	<i>Asian Academy of Management Journal</i>	0
477	Sofo F.	Designer leadership: Research perspectives on learning transfer for generative educational leadership	2013	<i>International Journal of Educational Organization and Leadership</i>	0

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#	Authors	Title	Year	Journal	TC
478	Long K.E.	Implementing appreciative sharing of knowledge in the us army command and general staff college	2012	<i>International Journal of Commerce and Management</i>	0
479	Kareem O.A., Bing K.W., Jusoff K., Awang M., Yunus J.N.	Teacher Capacity Building in Teaching and Learning: The Changing Role of School Leadership	2011	<i>Academic Leadership</i>	0
480	Watts S., Curley K.	Controlling adaptation at the edges: Dual-process organizational learning	2011	<i>Problems and Perspectives in Management</i>	0
481	Khan M.	The effective use of photoessays in the teaching of leadership courses	2011	<i>International Journal of Knowledge, Culture and Change Management</i>	0
482	Arroyo A.C., Walker D.H. T.	The role of the Atlantic corridor project as a form of strategic community of practice in facilitating business transformations in Latin America	2010	<i>International Journal of Managing Projects in Business</i>	0
483	Farias V., Oliveira J., Souza J.	Knowledge Management Integrating Organizational Learning in a Military Context: The 3M Model	2009	<i>International Journal of Knowledge, Culture and Change Management</i>	0
484	Chaharbaghi K., Newman V.	Cruel Comforters: Management Gurus as Outsourced Thinkers	2007	<i>Philosophy of Management</i>	0
485	Green J., Aitken P.	Creating a leadership culture for knowledge utilisation	2006	<i>Journal of Medical Marketing: Device, Diagnostic and Pharmaceutical Marketing Leadership & Organization Development Journal</i>	0
486	Lloyd B., Mori M.	Leadership: An "alternative" view	2002	<i>Leadership & Organization Development Journal</i>	0
487	Lloyd B., Ticoll D.	Digital capital and leadership	2001	<i>Leadership & Organization Development Journal</i>	0
488	McLagan P.A.	Invited reaction: Intellectualizing should not relieve the need to act	1993	<i>Human Resource Development Quarterly</i>	0

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