Moderating Role of Organisational Culture on the Relationship between Strategic Thinking, Knowledge Management Capabilities and Organisational Performance: A Conceptual Model

Idris Dahiru[1] Prof. Garba Bala Bello[2], Murtala Aminu Ibrahim, PhD[3]

[2&3] *Department of Business Administration and Entrepreneurship*
Bayero University, Kano-Nigeria.
P.M.B. 3011

Abstract

This study investigated the relationship between strategic thinking, knowledge management capabilities and organisational performance through the moderating role of organisational culture. The study sourced relevant literature through google search engine and other related search engines. In the extant literature, the study discovered contradiction on the relationship between the variables. Based on these inconsistencies, a conceptual model was designed to demonstrate the relationship between strategic thinking, knowledge process capability, knowledge infrastructure capability and organisational performance. The research also depicted the extent to which organisational culture could moderate the relationship between the variables. Thus, strategic thinking, knowledge management capabilities and organisational culture have been conceptualized on the basis of Resource-based View theory. The model serves as basis for conducting empirical research in the future for organisations that want to implement the outcome of relationship between the research variables.

Key Words: Strategic thinking, knowledge process capability, knowledge infrastructure capability, organisational culture, organisational performance.

1.0 Introduction

Organisational performance is the result of an effort made by organisations in providing goods and services to their stakeholders. Organisational performance has been defined as development and success of an organisation (Koohang, Paliszkiewicz & Goluchowski, 2017). Daft (2000) viewed organisational performance as effective and efficient utilization of resources toward achieving organisational goal. Okeke-Uzodike and Chitakunye (2014) explained that inefficiency, ineffectiveness, non-responsiveness and lack of equity have been linked to poor performance of organisations.

Strategic thinking is directly related to organisational performance (Alhatmi, 2020). Bonn (2001) and Juma, Minja and Mageto (2016) stated that organisations should cultivate the culture of strategic thinking at individual and organisational levels to enhance performance. Strategic thinking is a process of generating, analysing and evaluating ideas to be used to achieve organisational performance (Goldman, Scott & Follman, 2015). According to Ershadi and Dehdazzi (2019), the concept of strategic thinking should be examined simultaneously with knowledge management capabilities (KMC). Knowledge process and infrastructural capabilities as components of KMC are directly associated with organisational performance (Imran, 2015; Alaarj, Abidin-Mohamed & Bustamam, 2016). In the above views, scholars indicated that strategic thinking, knowledge process and infrastructural capabilities are valuable strategic resources that should be managed by organisations to achieve their goals (Gold, Malhotra & Segars, 2001). In fact, they are the main factors that generate added value for organisations (Hussinki, Ritala, Vanhala & Kianto, 2017). As such, future studies should simultaneously investigate the effect of strategic thinking, knowledge process and infrastructural capabilities on organisational performance (Janatyan, Karavand & Rajabi, 2021; & Badadwa, Soundararajan & Al-Manasir, 2020).

The literature trending on the association between strategic thinking and organisational performance mostly revealed inconsistencies. For example, Alhatmi (2020) and Manafa, Okeke and Atueyi (2022) established positive relationship, while Alatailat, Elrehail and Emeagwali (2019) and Yeo and Lai, (2020) found insignificant association.

Also, with the exception of Rashid and Yunus (2020) and Kaldeen, Nawaz and Hassan (2020) who found significant relationship between knowledge process capability and organisational performance, there is evidence of negative relationship between the variables (Wijaya & Suasih, 2020; Ogunbanwo, Okesola & Sherl, 2021). In other studies, the relationship between knowledge infrastructure capability and organisational performance was found to be positive (Payal, Ahmed & Debnath, 2019) except in the studies conducted by Omrani and Azam (2020) and Joshi and Chawla (2019) who found negative correlation.

In order to address the contradictions, weak or inconsistencies, a moderator can be introduced to investigate the extent to which it can weaken, strengthen or reverse the relationship (Lowry & Gaskin, 2014). Moreover, Song, Li and Zhao (2019), Hussain, Chaudhary, Arshad and Akram (2020) and Ayham and Chris (2018) suggested that future research could use organisational culture as a moderator to investigate the relationship between the variables. As such, this study introduces organisational culture to moderate the relationship between the dependent and independent variables.

Through organisational culture, organisations can enhance their performance using strategic thinking and management of knowledge capabilities. Thus, organisations certainly require a model that can encourage strategic thinking, knowledge acquisition, storage, sharing and application by human resource, organisational structure and information technology infrastructure. Also, the complex and dynamic nature of strategic thinking and knowledge management capabilities may require an integrated model that can describe the system thinking as it relates with other variables to enhance performance (Gold, et al., 2001).

Numerous studies have independently examined the relationship between strategic thinking and organisational performance (Alshraiedeh, 2022; & Manafa, Okeke & Atueyi, 2022) as well as knowledge process capability, knowledge infrastructure capability and organisational performance (Nguyen & Nguyen, 2022; Fraihat & Al-feef, 2022). However, there is scarcity of study in the extant literature that simultaneously examined the relationship between strategic thinking, knowledge process capability, knowledge infrastructure capability and organisational performance using organisational culture as a moderator. Thus, this study develops a conceptual model explaining the relationship between the variables.

2.0 Literature Review

2.1Concept of Organisational Performance

Organisational performance is a critical area of management which many scholars have paid attention to in recent time (Janadari, 2020). It is multidimensional in nature influenced by different factors to ensure survival of organisations. According to Obeidat, Al-Suradi, Masa'deh and Tarhini (2016), organisational performance is the ability of organisations to meet their goals and also satisfy the needs of their stakeholders. It is the effectiveness and efficiency of organisations (Chu-Hua, Madu & Lin, 2001). Organisational performance is the efficient and effective utilization of resources, demonstration of responsiveness to customers' needs and ensuring fairness among staff toward achieving organisational goal.

Efficiency is the ability to accomplish a job/task within a minimum expenditure of time and effort (Sink & Tuttle, 1989). Effectiveness is a goal oriented concept which measures what an organisation seeks to achieve (Ostron, Parks, Percy & Whitaker, 1979). According to Robin (1990), when using effectiveness as a measure to determine organisational performance, the perception of organisational members could be measured.

Organisational responsiveness focuses on goal achievement directed towards customer services. Ostron, Parks, Percy and Whitaker (1979) defined responsiveness as an assessment of the extent to which the demands and preferences of customer's needs are satisfied by an organisation. The ability of organisations to ensure equity among employees has been a concept of major concern for industries, labour and government in recent times. This is because employees always expect balance between their effort at work and reward for work compare to other workers input and outcomes in the same organisation or related organisations. Pidd (2012) defined equity as fair treatment of staff/customers or equal distribution of benefit or services to staff/customers of an organisation which tends to motivate employee towards optimal performance.

2.2 Concept of Strategic Thinking

The purpose of strategic thinking is to discover novel and imaginative strategies which can re-write the rules of the competitive game and envision potential features meaningfully different from the present (Heracleous, 1998). Wootton and Horne (2002) opined that strategic thinking involves not only reflective, analytical, critical, numerical, creative, imaginative and predictive thinking, but also pragmatic, empathic and ethical thinking which are essential for perfect strategic thinking. Consequently, present study adopts the concept of strategic thinking understood from systematic and holistic point of view as system perspective, focus on intent, thinking in time, a hypothesis-driven approach and an ability to be intelligently opportunistic (Leidtkat, 1998) which may require organisational culture to enhance performance (Juma, Minja and Mageto, 2016).

System perspective is predicated on the ability to take holistic view of an organisation and its environment rather than individual component. Focused intent is a passion for winning at all levels and ability to sustain the success for a long period of time (Prahala & Hamel, 1990). It is an obsession for winning that undermines limitations imposed by available resources and capabilities.

Also, an intelligent opportunism deals with the ability of managers to have broad and flexible intention that not only refines the existing strategy, but also accommodates emerging opportunities. It gives room for managers to leverage on new emerging strategies which may not be part of earlier formal vision of the organisation (Bonn, 2001). Hypotheses drive centres on scientific method which deals with hypothesis generation and testing as central activities (Leidtkat, 1998). According to Leidtkat (1998), strategic thinking is both creative and critical. This means that in hypothesis driven, scientific method accommodates both creative and critical thinking sequentially through the use of iterative cycles of hypothesis generating and testing. Thinking in time is predicated on the fact that strategic thinking is not solely driven by the future, but by the gap between the past, current reality and the intent for the future (Hamel & Prahala, 1994). Thinking in time connects past, present and future to the organisational goals and objectives (Lawrence, 1999) using institution's memory and broad historical context as critical input into the creation of its future (Neustadt & May, 1986).

2.3 Concept of Knowledge Process Capability

Knowledge process capability is one of the major resources needed by organisations for growth and survival in twenty first century. Failure to use knowledge obtained from learning and the inability of organisations to code and document knowledge couple with absence of incentives to share knowledge are the most important factors in forgetting knowledge in organisations (Ershadi, et al., 2019). Knowledge process capability is a managerial activity that involves employees in the acquisition, storage, sharing and utilization of knowledge in organisations. It is a systematic process of acquiring knowledge, storage, retrieval, sharing and application of knowledge in strategic thinking, planning and decision making process to enhance performance.

Knowledge acquisition refers to the ability of organisations to acquire new knowledge within and outside the organisation to address extant and emerging challenges in order to enhance organisational performance (Gold et al., 2001). It is an essential process of developing new content or replacing existing content of knowledge within the organisation's tacit and explicit knowledge (Pentland, 1995). Knowledge acquisition is a consistent and procedural managerial activity concerned with obtaining useful data, information and knowledge relevant to the objectives of organisations. Knowledge acquired, if not adequately stored, may be loss and could negatively affect performance of organisations. In this regard, Alavi (2000) posited that the creation of new knowledge within and outside the organisation is not enough, but having adequate mechanisms on ground to store and retrieve the knowledge created when the need arises are significant to performance of organisations. Kordab, Raudeliuniene, Meidute-Kavaliauskiene (2020) defined knowledge storage as recording and preservation of new and extant organisational knowledge in database and repositories to increase efficiency in discharging responsibilities, achieving knowledge strategy and enhancing organisational performance.

Having acquired, stored and retrieved knowledge, it is significant for the knowledge to be disseminated for consumption by individuals and organisations to enhance performance. Knowledge sharing is one of the most essential processes of knowledge management in organisations on ground that helps the flow or transfer of knowledge between individuals, groups or organisations using different communication channels (Gupta & Govindarajan, 2000; Alavi & Leidner, 2001). The objective of knowledge application is to utilize knowledge in practical terms. It means that the success of knowledge management in any organisation is determined by the extent to which knowledge acquired, stored and disseminated and adequately utilized to enhance performance of the organisation. This shows that application of knowledge is the ability not only to acquire and assemble knowledge, but also to use for decision making and problem solving in organisations (Cohen & Levinthal, 1990; Gold et al., 2001).

2.4 Concept of Knowledge Infrastructure Capability

Knowledge infrastructure capability is the base on which knowledge mechanisms and technologies rely, and reflects the long-term foundation for knowledge management in organisations (Becerra-Fernandez, & Sabherwal, 2015; Abed Al-Qader, 2014; Pannu, 2017). It is the context within which knowledge is acquired, stored, retrieved, applied and protected by employees and the organisation as a whole (Imran, 2015; Zaied, Hussein & Hassan, 2012). The instruments of knowledge infrastructure capability include information technology, organisational structure, and human resources.

Information technology is a significant knowledge management infrastructure that facilitates the development and utilization of knowledge within and between units, sections and employees to enhance performance. It contributes to efficiency in operation, management of inventory, integration of organisational activities and processes to enhance performance (Liao, Tseng & Ho, 2015). Information technology refers to technical system within an organisation which determines how knowledge is circulated, accessed and utilised (Chang & Chuang, 2011). The flow of knowledge in an organisation does not only occur through the conventional vertical or top-down approach, but also from bottom-up and horizontally with the aid of structural infrastructure (Mom, Van Den Bosch & Volberda, 2007). It is the formal allocation of organisational responsibilities, roles, tasks and authorities, including policies, procedure, hierarchical relationship and sectoral boundaries (Gold, et al., 2001). Every organisation requires human resource (people) for its successful operation. They are one of the major components of organisational memory responsible for discharging organisational activities toward achieving its objectives. Considering their significance within the framework of knowledge management infrastructure, organisations must strive to facilitate involvement of its employees in organisational activities (Gharakhani & Mousakhani, 2012).

2.5 Strategic Thinking and Organisational Performance

A study conducted by Alhatmi, (2020) explored the role of strategic thinking on high performance work practices and found a statistically significant correlation between strategic thinking and high performance work practices. Al Zu'bil (2020) examined the extent to which strategic thinking promotes entrepreneurship performance and discovered that strategic thinking enhances entrepreneur performance. Likewise, Aghaie, Dehmardeh, Haghighatmanesh, Saravani, Khazai & Esfahani (2019) examined the impact of strategic thinking and its components on organisational performance. The study revealed positive relationship between strategic thinking and organisational performance. However, these studies ignored the moderating role of organisational culture which would have made contribution.

Similarly, Oloo, Opio and Ongeti (2021) examined the relationship between strategic thinking and performance of land administration. The result showed that strategic thinking has positive relationship with performance of land administration. Also, Alajeeb and Al Najjar (2021) undertook a study to identify the impact of strategic thinking on organisational excellence through the mediating role of strategic foresight. Statistically, strategic thinking was discovered to have positive influence on organisational performance. Nevertheless, these studies did not simultaneously consider other equally important variables such as knowledge process and infrastructure capabilities which would have influenced organisational performance.

Alshraiedeh (2022) conducted a study to investigate the impact of strategic thinking on the performance of industrial companies listed on the Amman Stock Exchange. The result showed that all the dimensions of strategic thinking such as innovation, intelligence, future prediction and organisational thinking significantly impact on profitability, return on investment and market share. More so, Mbaya, Maina and Namusonge (2021) investigated the relationship between strategic thinking and performance of small sized dairy processing firms in Kenya. The result showed that strategic thinking significantly influences performance of dairy processing firms. These studies were limited to stock exchange and dairy processing farms. Thus, the result could be judgemental. The studies excluded the extent to which organisational culture could moderate the relationship between the variables.

However, in another breakthrough study, Touba, Abdulrab and Ameen (2017) examined the effect of strategic thinking on organisational performance in oil and gas industry in Libya. The outcome revealed a negative relationship between strategic thinking and organisational performance. Moreover, Jaffar, Alnorawi and Meteab (2019) investigated the impact of strategic thinking on improving the administrative and financial performance of tourism organisations in Iraq. The Authors' reported that the influence of two elements of strategic thinking (systems perspective and intelligent opportunism) did not exist, while the impact of other three elements of strategic thinking (intent-focused, thinking in time, and hypothesis-driven) in the improvement of administrative and financial performance of was significant. These studies laid emphasis on strategic thinking without including other equally important variables like organisational culture, knowledge process and infrastructure capability which would have influenced administrative and financial performance.

2.6 Knowledge Process Capability and Organisational Performance

Nguyen and Nguyen (2022) analysed the impact of knowledge management on business performance of door manufacturers in Vietnam. Result offers substantial support of the dimensions of knowledge process capability on organisational performance. Also, Sahibzada, Jianfeng, Latif, Shah and Sahibzada (2020), examined the interrelationship between trust, organisational climate, knowledge management processes and organisational performance through intervening role of creative organisational learning. Finding revealed a direct and significant impact of knowledge management processes on organisational performance. Although these studies have contributed to knowledge management literature, nonetheless they avoided how the role organisational culture could have been played as a moderator in influencing the relationship between the constructs which could have added more value.

Khan, Ajmair and Kazimi (2022), explored the impact of knowledge management on organisational effectiveness of health department in AJ&K. Finding showed that knowledge management process satisfactorily strengthens organisational effectiveness. Likewise, Mzwinila, Okharedia and Lekunze (2022) did a study on the role of knowledge management capabilities in the performance of eight (8) water corporations in Botswana. The Authors' confirmed that recognition of knowledge management process increases organisational performance. Notwithstanding, the above studies laid more emphasis only on knowledge creation, conversion and sharing as measures of knowledge process capability, thereby ignoring other equally important measures like knowledge storage and utilization that could have added more value to their research. This could weaken the strength of their results.

Again, El Kharraz and Boussenna (2021) conducted a study on moderating effect of culture on the relationship between knowledge management and organisational performance in the university context. Finding revealed that knowledge management processes have potential for enhancing performance of universities. Furthermore, Stephen (2022), examined the influence of knowledge management practices on the performance of small and medium enterprises (SMEs) in Kenya. Finding illustrated that the components of knowledge management process satisfactorily explain performance of SMEs. Given the fact that these studies focused on educational sector and SMEs only ignoring other relatively important sectors, the findings cannot be generalized.

However, Omrani and Azam (2020) examined the strategies for knowledge management and organisational performance of Libiyan transport sector. The outcome revealed that knowledge process capability negatively influence organisational performance. More so, Wijaya and Suasih (2020) analysed the impact of knowledge management on the performance of silver craft SMEs through mediating role of competitive advantage. In this study, knowledge management dimensions namely, knowledge acquisition, sharing and application negatively influence organisational performance. Considering the fact that these studies were limited to creative industry and transport sectors only with different cultural context, their results cannot be generalized. Also, the moderating role of organisational culture was not considered by the studies.

Again, Fahmi and Yulianto (2021) did a study titled the impact of knowledge management capability on company performance and competitive advantage through the mediating role of innovations. The result indicated insignificant impact of knowledge management (process) capability on financial and operational performance. Ogunbanwo, Okesola and Sheryl (2021) examined the relationship between knowledge management capabilities and academic performance of universities in Nigeria. The result showed that components of knowledge process capability negatively influence academic performance of universities. The major limitation of these studies is their exclusion of other equally important variables like strategic thinking which could have contributed to organisational performance.

2.7 Knowledge Infrastructure Capability and Organisational Performance

Fraihat and Al-feef (2022) investigated the effect of knowledge management infrastructure on institutions performance through the moderating role of fintech innovation on the relationship between the constructs in Jordan. The result illustrated a significant impact of knowledge management infrastructure on performance of financial institutions. Similarly, Senthufhe (2020) examined the role knowledge infrastructure capability played in the market performance of Redman Consulting and found that marketing performance of the firm was strongly influenced by the structure, culture and information technology which were the dimensions of knowledge management infrastructure for the study. However, these studies excluded the role organisational culture could play as a moderator which would have influenced organisational performance.

Similarly, Rivai and Sfenrianto (2020) did another explorative research titled the impact of knowledge management capability on organisational performance: A case study of an international school in South Tangerang, Indonesia. Result demonstrated that all components of knowledge infrastructure capability strongly lead to organisational performance.

Likewise, Rusilowati, Sunarsi and Affandi (2021) conducted a study on the effect of knowledge management on performance of lecturer and performance of private universities. In this study, knowledge management was measured with dimensions of knowledge infrastructure capability. The analysis of online survey suggested that there exists an association between knowledge infrastructure capability and university performance. Furthermore, Tsetim, Adegbe and Agema (2020) examined the relationship between knowledge management infrastructural capability and innovativeness of SMEs in Benue state, Nigeria. Statistically, the result of Pearson Correlation analysis showed that all dimensions of knowledge infrastructure capabilities are very significant to SMEs innovation and performance. These studies focused on educational sector and SMEs only, without considering other equally important sectors which would have added value to their results.

In another study, Fitria (2020) examined the impact of knowledge management ability on organisational performance through the mediating role of organisational trust. In the study, knowledge infrastructure capability was one of the major variables investigated. Findings showed that knowledge infrastructural capability positively associates with organisational performance. In related development, Rezaei, Khalilzadeh and Soleimani (2021) conducted a study on the impact of knowledge management on organisational performance of Kabul Steel Plant in Afghanistan through the mediating role of human capital. The result showed that knowledge infrastructure capability; strategy and technology negatively impact on organisational performance while other dimensions; structure, culture, leadership, and trust positively influence organisational performance. The studies laid emphasis on knowledge management capabilities threby avoiding other equally significant variables like strategic thinking and organisational performance which would have influenced organisational performance.

Kaldeen and Nawaz (2020) analysed the effect of knowledge management capabilities on organisational performance of Star rated Hotels in Sri Lanka. The study used information technology, human resource and culture as measures of knowledge management capabilities. Finding showed that information technology and human resource capabilities correlate with organisational performance while culture has no significant relationship with organisational performance. This indicates that organisational knowledge infrastructure dimensions indirectly influence organisational performance. Alhammadi, Kasim and Lohana (2022) conducted a study on the development of knowledge management factors affecting construction project performance model of UAE construction companies. Finding illustrated that information technology and process made positive impact on performance of construction companies while culture and leadership negatively influence performance of construction companies. Nevertheless, the studies ignored contributions of other significant variables such as strategic thinking to organisational performance.

However, El-Sawalhi and Matar's (2015) study on the relationship between the knowledge management capabilities and intellectual capital as a measuring tool of organisational performance revealed that knowledge management infrastructure capability has less impact on organisational performance. Likewise, the result of a study by Omrani and Azam (2020) on the strategies for knowledge management and organisational performance in Libyan transport industry where dimensions of knowledge infrastructure capability were considered as measures of KM showed negative relationship between the variables. Given the fact that these studies concentrated on United Nations Relief and Work Agency and transport sector only, the results could be judgemental. This reveals a huge gap which future study should address.

Similarly, Abualoush, Masa'deh, Bataineh and Alrowwad (2018) undertook a study on the interrelationships among knowledge management infrastructure, knowledge management process, intellectual capital, and organisation performance. Statistically, the result indicated that knowledge management infrastructure has negative relationship with organisation performance.

2.8 Organisational Culture as a Moderator

Every organisation is unique and has different culture for its operations. Organisational culture is a system of values, beliefs, behaviours and ideas instituted by organisations to guide employees on the operations of the organisation. It drives the organisation forward and establishes operational ecosystem in which every employee tries to achieve the goal set by the organisation (Narayana, 2017). This indicates that understanding the culture of an organisation is significant for the employees, stakeholders and organisations at large (Djangone & El-Gayar, 2021). In this regard, there is the need to understand the extent to which organisational cultural could influence organisational performance. Thus, this study introduces organisational cultural to demonstrate the extent to which it could moderate the relationship between strategic thinking, knowledge process capability, knowledge infrastructure capability and organisational performance. This is predicated on the fact that organisational culture is a significant element that can be used to explain organisational performance (Baba & Audu, 2021). However, previous studies on strategic thinking, knowledge process and infrastructure capabilities have overlooked the extent to which organisational culture could moderate the simultaneous effect of dependent variables on organisational performance. Thus, organisational culture may impact significant belief and norm on strategic thinking, knowledge process and infrastructural capabilities of organisations, which may also influence effectiveness, efficiency, responsiveness and equity of organisations.

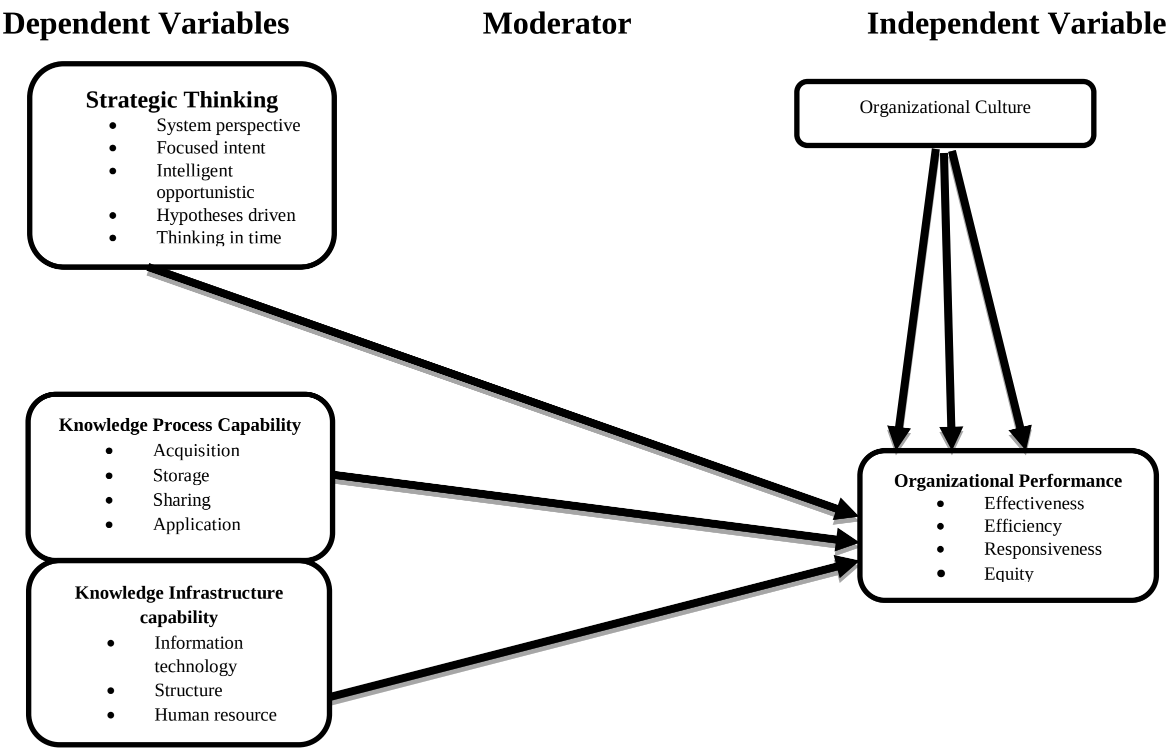
3.0 Underpinning Theory: Resource-Based View

The Resource-Based View (RBV) focuses on resources of organisation (Penrose, 1959; & Barney, 1991). The theory describes how firm can achieve sustainable competitive advantage through acquisition and control over resources (Barney & Clark, 2007). It explains that resources of organisations that are valuable, rare, imperfectly imitable and imperfectly substitutable are responsible for gaining sustainable competitive advantaged and superior organisational performance (Barney, 1991). The theory is concerned with linking firm internal resources with organisational performance (Hansen & Wernerfelt, 1989). Moreover, Abu Bakar and Ahmad (2010) concluded that intangible resources are significant determinants of organisational performance. Thus, strategic assets such as strategic thinking, knowledge process capability, knowledge infrastructure capability and organisational culture influence organisational performance from the Resource-Based View (Crook, Ketchen, Combs & Todd, 2008).

Therefore, this study proposes that RBV theory may shed light on the influence of strategic thinking, knowledge process capability and knowledge infrastructure capability on organisational performance through the moderating role of organisational culture. The theory views strategic thinking, knowledge process capability, knowledge infrastructure capability and organisational culture as valuable resources of organisations. This is because Barney (1991) and Hall (1992) explained that attributes related to past experience, future of organisation, organisational culture, knowledge and competences are essential for organisational performance (Hamel & Prahala, 1996). Also, the theory indicates that strategic thinking, knowledge process capability, knowledge infrastructure capability and organisational culture are valuable, rare, inimitable and non-substitutable resources of organisation, which when properly conceived and implemented, may influence organisational effectiveness, efficiency, responsiveness and equity. For example, the system perspective of an organisation; strategic intent, think in time, hypothesis driven and intelligent opportunism may influence organisational performance.

The foundation of this theory gave additional perspective of this research on the ground that variables that are valuable resources to the organisation will be considered in the study along with other variables that drive the organisational performance. Also, the theory lays a well-developed framework for understanding different resources of organisation such as strategic thinking, knowledge process and infrastructure capabilities that may identify whether an organisation will perform through a moderating role played by other resources such as organisational culture. In practical sense, this theory explains why organisations rely on their valuable resources to achieve efficiency, effectiveness, responsiveness and equity. Therefore, this study discusses the impact of strategic thinking, knowledge process and infrastructure capabilities on organisational performance through the moderating role of organisational culture base on the assumption proposed by RBV theory.

Figure 1: Conceptual Model



Source: Developed by the Researchers based on the literature, 2022

4.0 Methodology

This study sourced relevant literature through google search engine and other related search engines. The researchers did an electronic database searched through Google Scholar and Research Gate and other search engines for keywords, article titles and abstracts using the terms "strategic thinking", "knowledge process capability", "knowledge infrastructure capability" and "organisational culture" which were the terms used for the study. In order to avoid duplication of articles, we double-check and reviewed keywords, titles and abstracts. Thus, we identify and review articles which were relevant to this study.

5.0 Conclusion

This study reviewed relevant literature on the relationship between strategic thinking, knowledge process and infrastructure capabilities, and organisational performance. The results of previous studies were contradictory. Thus, this study proposed a conceptual model describing association between the dependent and independent variables moderated by organisational culture. The conceptual model is predicated on Resource-Based View Theory. This theory is related to antecedent of strategic thinking, knowledge process capability, knowledge infrastructure capability and organisational culture which the researchers assumed could assist in explaining the relationship between the dependent and independent variables. Thus, this study is a pioneer in proposing a conceptual model illustrating the relationship between strategic thinking, knowledge process and infrastructure capabilities, and organisational performance moderated by organisational culture.

6.0 Limitation and Suggestion for Future Research

Like other studies, the limitation of this study is that it has not been tested empirically. Thus, future study should expand scope of the literature and empirically investigate the relationship between the dependent and independent variables to be moderated by organisational culture on the platform of appropriate empirical data to deduce reliable quantitative results.

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