

The impact of implicit knowledge over the organizations sustainable functioning: An Evidence of Southern Punjab Pakistan

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Abstract

This study aims to investigate as well as find out the organizations include tactics of implicit knowledge management (IKM). They are predictable to persuade their managerial practices and sustainability gradually. The IKM results as of basic knowledge construction dimensions i.e. socialization, externalization, combination, internalization and teamwork (SECIT). The quantitative study uses review opinion polls conducted on the way to fulfill the objective of the research. Opinions from the respondents were statistically analyzed for hypothesis testing in determining the relationship between the respondents' population profiles, the goodness of the measured data, the reliability of the device used, and the organizational performance and silent knowledge. Statistical analysis results have shown that latent knowledge management can have a significant impact on organizational performance and stability. However, measurements such as teamwork, socialization, internalization, exclusion, coordination, and organizational performance contribute to the significant effects of latent cognitive management such as socialization, teamwork, and internalization. The results of this research confirm the importance of knowledge creation and management, especially in the area of knowledge inherent to both academics and practitioners. This is very important to them from the top management of any organization and the performance of the organization. IKM derives from the key knowledge creation dimensions of socialization, exclusion, combination, internalization and teamwork (SECIT model). Quantitative research was done through survey questionnaires to fulfill the purpose of this research. Defendants' responses were statistically analyzed for hypothetical testing in determining the relationship between respondent population profile, the goodness of the measured data, the reliability and organizational performance of the device used, and the quiet knowledge. Statistical analysis results have shown that latent knowledge management can have a significant impact on organizational performance and stability. On the other hand, dimensions such as socialization, internalization, exclusion, composition and teamwork, socialization, teamwork, and internalization alone can contribute to the

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significant effects of latent cognitive management on organizational performance, leading to organizational stability. The result of this research confirms the importance of knowledge creation and management, especially in the area of knowledge inherent to both academics and practitioners. This is especially important for those who come from the top management of any organization and the organization's performance.

Keywords: Unspoken knowledge management SECIT mold, management performance, Organizational sustainable performance, implicit knowledge and explicit knowledge

1 Introduction

Organizational performance is important in implementing actions to ensure competitiveness. The organization's performance a paramount in all activities as it determines the existence of the organization (Waang et al., 2015). Firms need to deal with capital, power as well as time professionally and effectively to maximize the investment. Through the I-TOPI (Muthuvelo & Teh, 2013) model, the model can gain three-dimensional skills through countless opportunities, external environmental scanning, and people (human capital development) (Shair et al., 2022). This paper focuses on the third dimension of the I-TOP model called People (Human Capital Development) to optimize organizational performance. Public contribution to organizational performance is divided into two categories: hardware and software (Rizwan et al., 2022). Demonstrate skills and knowledge needed to optimize hardware and software performance. It examines whether knowledge has a significant impact on company performance and how knowledge can be shared and shared to improve organizational performance and sustainability. As suggested by Krueger and Johnson (2010).

The Organization of Economic Cooperation and Development (OECD) in 2016 pointed toward the weak productivity growth in South Punjab of Pakistan due to a shortage of skilled manpower and being short of ingenuity in addition to the novelty of employees (Ullah et al., 2022). Recently found customer employees are ashamed of not doing business with the company on turnover, especially inside serious positions like excellence, manufacturing, program management along blueprint. The rudimentary thing about this customer fear is that the company has the erudition needed for business continuity and performance, despite the crucial employee turnaround. This eventually causes the specified key customers to lose contestants (Hyder et al., 2023).

Consequently, to achieve high organizational operation; companies require a center of employees' knowledge management (KM). In particular, quiet cognitive management is important in making daily tasks efficient and effective (Hayyat et al., 2023). It improves organizational performance. On the other hand, the relationship linking cognitive administration and organizational KM inside the organization as well as its effect on managerial act has been inseparable from previously limited co-relational studies (Bowen et al., 2004). This explores the effect of implicit knowledge management on the performance of organizations. Observation, actions, and strategy are based on the silent aftershock of the SECIT model, i.e. socialization, exclusion, coordination, internalization and teamwork (Khan et al., 2022).

The overall function of KM is to create, store, and share knowledge, as well as to manage related activity processes. In general, KMs need to address these needs within sort toward recognizing current needs, and the purpose of requirements in addition to upgrading affected processes. When a good definition of KM is formed the coordination, error is resolved and Concept Analysis Techniques are described as a tool to clarify the conceptual confusion, it depends on what KM is or is not. The two main forms of knowledge are implicit (silent) and clear (Murad et al., 2022). In the existing commerce surroundings, rivalry intensifying along with consistent performance is becoming an issue. The purpose of the study is to identify as well as resolve whether companies

have any strategy used for implicit knowledge management that they feel will affect their organizational performance explicitly and vaguely. Silent cognitive management derives from basic cognitive measurement dimensions, socialization, exclusion, coordination, internalization, and teamwork (SECIT model). Quantitative empirical research was conducted through survey questionnaires to fulfill the purpose of this research (Azhar & Sultan, [2021](#)).

Defendants' responses were statistically analyzed for hypothetical testing in determining the relationship between respondent profiles, the goodness of the measured data, the reliability of the device used, and organizational performance and silent knowledge. Statistical analysis results reveal that silent knowledge management has momentous blow lying on organizations performance (Khaskhely et al., [2022](#)). The result about this research confirms significance of cognitive creation and management for both educators and learners, especially silent cognition. This is especially important for those who are in the top management of any company, they are trying to increase their organizational performance and organizational stability and return to investment for better business performance. The previous research conducted on tacit knowledge management in developing countries like Pakistan ignored some aspects which we take in this research, like the teamwork, elements are very vital for implicit knowledge management in Pakistan especially in the manufacturing and service sectors of Southern Punjab. Management should create a platform to create easy knowledge and, in this case, it will be based on the SECIT model (socialization, exclusion, mobilization, internalization and teamwork). We sample for research from the manufacturing and service sector of South Punjab industry. This research has commenced for verify impact by silent knowledge on organizations functioning and organizational sustainability through its SECIT-based measurements (socialization, exclusion, coordination, internalization, and teamwork). SECIT model provide the tacit knowledge into the form of unique learning ideas of the organization, when the organizations work on that ideas it produced differential products in the industry which increase the performance of the organization. When an organization maneuver is good according to the demand of the market then the organizational sustainable performance in the long run of the industry is also significant.

2 Review of Literature

Review the literature on the introduction of model I-TOP plus how to influence performance of the organizations. It has imperative research mutable named hidden cognitive management and organizational barriers.

2.1 Model of I-TOP

The model of I-TOP so liquid, it allows management to choose Return on Investment (ROI) to become ROI champions in the associations of industry (Pearl & Teah, 2013). Technology achieve through endless opportunities, external ecological scrutinizing and people (human capital development). Model I-TOP spread memo of the superior, company will be at apex only by maximizing the ROI and a flexible model that uses the infinite possibilities of technology, external environmental scanning and people (human capital development). I-TOP replica protects organizations as of the instability of the commerce surroundings via incorporating designed versatility in business approach. It guides in development plus persistence performance of the organizations via fulfilling individual desires through industry requirements. Companies to use the I-TOP model can create a company with global capability that is input to optimizing ROI, which is solution to business sustainability.

2.2 Standing Performance of the Organizations

Basically, the performance of an organization in formulating a corporate strategy for sustainable managerial continued existence within present aggressive commerce situation cannot be ignored. Organizational performance includes financial and non-financial performance; the first refers to

tangible or monetary benefits such as investment or income, income to profit and the second to consumer paradox, growth and other imperfect benefits. Wang et al. (2015) discusses performance as the center for all activities of the organization because it determines the viability of the organization. The performance of the organization is a reflection of the approach by which the organization uses its clear and incomplete resources to achieve its goals.

Improving the performance of organizations must main focal point by the managers in the organizations along with set up inclusive dimension index to offer executives as well as employees with the goals and objectives set by the organization (Seng & Lee, 2014). Capability headed for realize managerial objectives is to create a seam of new knowledge transfer to the organization's knowledge and to describe this knowledge in the current knowledge contexts of other parts of the organization (Rhodes et al., 2008). It supports the main goal of this research in knowledge creation or knowledge management for organizational limitations and success. The key performance indicator in strategies is employee competence and competence (Wang et al., 2015), which refers to the knowledge in this research known as silent cognitive management.

Azhar (2021) defined silent knowledge as "a systematic process for improving organizational performance by improving the performance of individuals and teams." So when employees get the right feedback about their performance through the performance management process, it shapes their behavior and behavior in line with the given feedback and ultimately helps to improve their performance and thereby improve their performance. I will improve.

Furthermore, control theory has been shown to be able to shape employee behavior through feedback from the performance management system (Ullah, 2022). In the same way, Hanif et al. (2018) affirmed performance management "recognizes, measures, communicates, develops and rewards employees' performance." Various factors such as the multidimensional structure of performance (Bowen & Ostruff, 2000) and Hyder et al. (2023) have identified a variety of performance measures that are conducive to SHRM research. They proposed four impact measures: (1) HR results such as absenteeism, turnover, and individual or group performance; (2) organizational results such as productivity, quality and service; (3) financial or accounting results such as profitability, return on assets and return on capital invested; (4) Stock market performance (share price or shareholder return). Delaney and Hazelid (1996) measured subjective market performance as organizational performance indicators. This subjective market performance measure includes sales, profitability and marketing. Despite concerns about the use of subjective measures such as the increase in measurement errors and the potential for general method bias, there are still some compelling reasons to use such measures (Delaney, & Hazelid, 1996; Khan et al., 2022).

2.3 Implicit knowledge along with Standing Performance of Organizations

Numerous studies have established silent knowledge management affects the organizational achievement by enhancing employee performance and managerial skills (Li & Choi, 2003). Knowledge creates a major dissimilarity in the foundation of an organization (Andrea & Kinto, 2012). Sigla & Chalkie, (2007) originate knowledge adequately support in addition to promote venture optimization, survival and improved performance is an important competitive tool; As a tactical function for knowledge resources they give specific spirited benefit through significantly enhancing the image. Competition management such as the Intangibles is considered a major competitor (Bolloju et al., 2002)

Shair et al. (2022) argue that integrating employee efficiency plus organizational skills is crucial for financial performance and intelligent executives should be interested in the use and development of knowledge of the company. Nonaka and Techuchi, (1995)(N&T) model are prime examples of the frequently used interest in silent cognitive management or cognitive creation. This

knowledge model is primarily focused on calm and clear knowledge exchange and how to exchange this knowledge with each other and how to build this knowledge at all levels of the organization. , Individual, Group, Organizational (Oskovai, [2013](#)) .This model identifies four different modes of knowledge transfer, namely silent knowledge to knowledge; Clear knowledge silence; Clear knowledge for clear knowledge; And a clear knowledge of knowledge (Li et al., [2009](#)). These methods of knowledge transfer are represented by the acronym SECI Process (Nonaka et al., [1994](#)), which refers to socialization, exclusion, integration, and internalization. This SECI Knowledge Transfer and cryptographic model will be the basis of this research, which illustrates the effect of silent cognitive management in chapters. Knowledge has been recognized as an important tool for maintaining competitive advantage as it plays an important role and foundation in organizational performance and profitability (Li & Choi, [2003](#)).

Socialization refers to the process of transforming silent knowledge into silent knowledge through social knowledge, i.e. living together while sharing experiences and knowing in the same living environment. Kruger et al. [2012](#) stated that the process of communicating and enhancing silent knowledge is socialization. The hallmark of socialization is the existence of silent knowledge between individuals, not in media without personality (Berendas et al., [2007](#)).

Exodus is "a process of expressing clear knowledge and clear thoughts and metaphors, often used to facilitate this process" (Nonaka & Tekuchi, [1995](#)). According to Lawson ([2009](#)), it is the process of converting clear knowledge into clear knowledge through a coding process such as ideas, visuals, metaphors and similarities (Mills, [2011](#))

The combination involves the manipulation of ideas and the exploitation of knowledge in the cognitive system through different media (Johannessen et al., [2001](#)). Bowen ([2004](#)) describes this as the process by which clear knowledge is transformed into clear knowledge through systematic cognitive systems, where individuals transfer and connect knowledge through communication and integration.

When internal routines begin to use the knowledge gained in the normal daily routine, it becomes the basis for the new routine Bowen ([2004](#)), and internalization reappears in the process of transforming clear knowledge into silent knowledge. Organizational knowledge is formally transferred through socialization and internal processes (Swap, Leonard, Shields, & Abrams, 2001). Nonaka and Tekkuchi ([1995](#)) suggest that internalization is related to organizational learning. Because internalization is a process achieved through learning. For example, when people read the clear knowledge found in the policy manual, they internally apply what they read in their daily work. Choi et al. ([2002](#)) have demonstrated that informal cognitive processes such as socialization and internalization are important for effective organizational learning and strongly influence organizational performance.

In the relevant literature, Pete ([2012](#)) refers to silent knowledge as "knowing more than we can say" unconscious and subjective insight, technology and knowledge. The most difficult knowledge in practice is based on the actions and experiences of the person created here and now in a particular context. Employees often do not know or express their knowledge naturally and clearly, and even if these qualifications are emailed to these differences, companies will learn how to be quiet and share, speeding up your search for ways. Prevent employees and teams from losing this knowledge through its knowledge and employee turnover; since these individuals are the source of silent knowledge, they are crucial to the success of any knowledge management organization (Gabbins, [2012](#)). Therefore, organizations need an appropriate approach to silent knowledge transfer and management to ensure that this information remains with the organization even if the relevant employees leave the company. The importance of such quiet cognitive management is very important for certain vital positions that control daily activities, especially when making imperative decisions based on their cognitive experiences. These employees build a good

communication platform with customers, distributors and other partners, which are significant for business continuity. Therefore, it is important to implement strategies for peaceful cognitive management in managing organizational performance.

Knowledge management is fundamentally about enhancing organizational performance to enhance intellectual property rights Hayat et al. (2008) and for organizational survival in the current competitive business environment, the role of the organization in formulating corporate strategies cannot be ignored. Organizational performance includes financial and non-financial performance; the first refers to tangible or monetary benefits such as investment or income, income to profit and the second to consumer paradox, growth and other imperfect benefits.

Wang et al. (2015) discussed that performance is essential in all activities of an organization because it determines the viability of the organization because the performance of the organization reflects the approach of using clear and incomplete resources to achieve its goals.

These quotes highlight the importance of knowledge management, especially knowledge for better organizational performance. Harlow (2008) stated that the late Peter Drucker commented that knowledge is important for financial resources and important people; the only source for competitive achievement. Knowledge plays a fundamentally important role in the efficiency and effectiveness of organizational activities; solving the most appropriate method for this knowledge management remains by far the most difficult question, especially silent knowledge about the challenging task of maintaining relevant knowledge.

Hyder (2023) emphasized the need for a face-to-face approach to unlock the underlying knowledge, affirming the strategies by which organizations manage knowledge. Five sub-strategies were put forward; the five sub-strategies are branches of the two main strategies (personalization and codification). Of the five sub-strategies, two (Knowledge Management and Human Resource Strategy) are important for this paper. This is because Cognitive Management (KM) strategy emphasizes the need for person-to-person interactions to unlock people and then develop networks to share silent knowledge and human resources.

One must look at other types of knowledge for the fact that silent knowledge alone is not the total knowledge of knowledge. It appears from a background that is clearly visible in public service, documents and other explicit forms. The next subsection looks at this typology of knowledge. In short, the SECIT model describes the aggressive loom inside KM to preserve as well as retain precious knowledge within association. Every alteration form permits improving organizational performance by increasing the knowledge formation procedure.

3 Framework of the Research

To examine implicit knowledge management effect by measurements following the SECIT model (socialization, exclusion, integration, internalization, and teamwork) on organizational disruptions, the hypothetical structure exposed into figure 1. Ideas emerge from model I-TOP (Muthuvelo & Tahoe, 2013), knowledge-based view theory (Falle et al., 2016) along with organization knowledge creation theory (Nonaka et al., 2001).

First, the I-TOP model stress People-Human Capital is one of the mainly significant features influence organizational performance. Second, knowledge-based vision theory makes knowledge mainly deliberately vital of organization's assets. Knowledge is a devastatingly significant asset to add worth. In conclusion, managerial knowledge structure conjecture places of interest the knowledge plus ability of use knowledge that fundamentally imperative meant for the persistent aggressive benefit of organizations, particularly for sustainable innovation and organizational performance and the mute dimensions required for success. Knowledge Creation, Dependent variables and Independent variables Organizational Performance and Stability, respectively, and

quiet knowledge management following SECIT support research hypothetical frame revealed figure no.1 measurements of silent KM.

4 Hypothesis

Silent knowledge, also known like occupational sensible knowledge, can be cultured casually at work, which is the strength of the organization daily commerce actions as well as management. When the implicit knowledge of the organization worker shares in the working it produced changes in the organizational traditional methods of manufacturing and organization learn from these skills and experiences of the skilled workers who have tacit knowledge in their minds. In this learning process organizations have achieved the novality which make the organization the trend setter in the competitive markets. Being a skilled and experienced staff increases the effectiveness and efficiency of business behavior (Muthuvelo & Tahoe, [2013](#); Nonaka & Tekuchi, [1995](#); Harlow, [2008](#); Lee & Choi, [2003](#)). Therefore, hypotheosis H1 examines the effect of silent cognitive management on organizational performance.

H1. Implicit KM has an affirmative impact on organizational performance.

Socialization is a course in which sharing experiences and therefore enhancing technical skills like psychological replicas as well as quiet knowledge. This is mostly done via straight explanation, simulations, communications, plus official gathering. The socialization form does not require language words because it engages straight skills. This allows silent knowledge to be imparted to individuals, resulting in the formation of new knowledge in the form of silence. For example, an engineer gains knowledge on architectural design after a few years of work experience and apprenticeship. Such knowledge is not easily achieved by reading books and other things. Socialization refers to the process of transforming silent knowledge into new serene knowledge through social interactions that build and share knowledge based (Hanif et al., [2016](#); Hanif et al., [2017](#)) on the experiences of social individuals within the organization Prepare employees with the address-skills needed to do tasks efficiently. Therefore, hypothesis H2 examines the effect of socialization on organizational performance.

H2. Socialization has optimistic effect on maintaining performance.

Exclusion concepts in course of externalization involve the expression of silent knowledge. All through course of action silent knowledge transformed in clear knowledge. Explicit notions acquire many different appearances like metaphors, similarities, replicas etc. The method of externalization usually needs verbal communication contain methods that help to convey textual knowledge and articulate thoughts. For example, illustrate idea of increasing passenger room; Honda Motor Corporation uses metaphor about "automobile evolution". The metaphor was used to attract quiet knowledge as of employees as well as to clarify making of the subsequently generation cars. Extrinsic refers to the process of transforming tantric practice into visual, metaphorical, process, and other physical-based learning tools (Joiya et al., [2010](#)) It can enhance their knowledge, especially strengthening their knowledge in business job implementation. Therefore, Hypothesis H3 examines the effect of externalization on organizational performance.

H3. Externalization seizes a definite impact lying on organization functioning.

Coordination pass on toward the transformation of clear knowledge addicted to novel clear knowledge throughout orderly swap over processes like contention, training and database inside the organizations for the efficient knowledge transfer (Johanessen et al, [2001](#)). Therefore, personnel can learn clear knowledge in a more systematic way and improve their skills with the information learned, to better execute routine business operations along with make decisions. Therefore, Hypothesis H4 examines the effect of dissociation on organizational performance.

H4. Coordination contains an optimistic effect resting on the performance of organizations.

Internalization is a structure of learning through which clear knowledge is embedded in silent knowledge. It requires the individual to identify and acquire relevant knowledge from the organizational knowledge base. It consists of training plus practice that allows persons contact with knowledge area to entire organization. Therefore, the internal process absorbs organizational concepts about strategy, strategy, innovation and improvement. For example, an employee can read organizational knowledge such as customer service best practice and digest the underlying concepts that become his silent knowledge. Internalization is a course amid change clear knowledge keen on physical knowledge; when practically learned knowledge is exercise inside realistic circumstances and ultimately this knowledge develop into knowledge about himself (Jones et al., 2007). Therefore, the hypothesis H5 examines effect of internalization lying on managerial routine.

H5. Internalization holds affirmative effect over the performance of the organizations.

Teamwork: Some researchers deliberately effort on teamwork to achieve organizational goals and promote enthusiasm in subordinates. Several factors suggest facilitating the relationship between teamwork and performance. Researchers propose with the intention of competent team behavior facilitates performance improvement; while business facing fresh challenges. The collision of teamwork resting on performance is central as some researchers see team performance like main energetic forces to improve organizational performance (Jones et al., 2008). Teamwork is the work governance by the team member's work via effective communiqué to get familiar objectives. Teamwork connects knowledge personnel by combining attempt with achieving frequent aims. There is a volatile growth in companies that use teamwork to manage work in addition to this tendency is anticipated to persist into future. Teams' impact on organizational performance has the subject of numerous studies conducted over the years (Jones et al, 2008).

H6. Teamwork seizes a positive relationship with organizational performance.

Organizational Performance: Organizational performance comprise of monetary as well as non-monetary performance; earlier pass on to physical or else financial benefits like investment or profits, although latter refer to ridicule, increase plus extra imperfect gains (Wang et al. 2015) discusses the performance as central to all activities about the company because it determine existence of organization because the performance of the organization is a reflection of the approach by which the organization uses clear and incomplete resources to achieve its goals.

H7. Organizational performance holds affirmative relationship with organizational consistent performance.

5 Methodology

The silent knowledge management and organizational performance and sustainability so as to represent system-based organizational indicators, analytical component of study are the target middle managers and top executives. Sites chosen in favor of study are local companies in South Punjab, Pakistan. Data collection method based on random sampling technique and self-management survey questions. Questionnaire items were taken from Lee and Choi (2003). Questionnaire designed to measure organizational performance, when companies provide stage to share the dimensions of SECIT (socialization, exclusion, integration, internalization and teamwork). Detailed arithmetical analysis was executed with PLS-SEM. We use this software because it relates to our model data and data collected from the questionnaire.

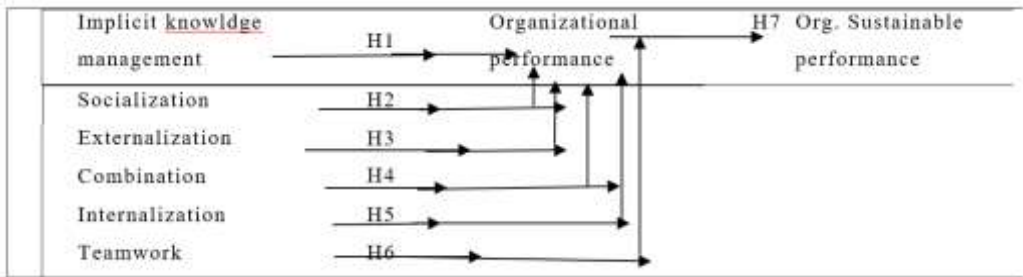


Figure 1: Research theoretical framework

6 Findings of Research

The admired respondents as of the textile (33%), the electrical as well as supplementary industries (26%), and the medical sector (17%). Most of the responding companies are local (93%), while multinational companies are only 7%. Companies with more than 60% are over 21 years old. Fascinatingly, 44% employees in responding companies are given a deduction of more than 20%, compared to 29.6% for employees who received between 11 and 20% exemption. However, the exemption employee turnover rate is 55.6% lower than the 3% turnover rate. Most of respondents were in executive positions. The integrity of the assessment is normally acceptable plus includes PLS-SEM requirements, potential convergent strength, discrimination validity as well as overall reliability, silentscript, for socialization, exclusion, coordination, internalization, teamwork and organizational disruptions and organizational stability, detailed data explained so as to respondents were basically neutral toward have the same opinion among inquiry 3 to 4.

6.1 Evaluation of the results

In terms of integrity, as Table 1 points out, all structures are above AVE 0.5, which are the dimensions of silent cognitive management, i.e. socialization, exclusion, coordination, internalization, and teamwork; Organizational performance. As a result, integrated validity was confirmed in this research. In addition to convergent validity, structural loading and cross-loading, after removing eight items from the inheritance plan variable, the loading and cross-loading indices are fulfilled and the loading requirement is greater than 0.40. Table 2 illustrates this data trend in personal data loadings and cross-loading values.

In differential standardization, Table 3, AVE and loading are indicated higher than other structures when the class of AVE values for each structure is higher. Therefore, the validity of the difference is firmly recognized. The total reliability data meets least rations for dependability as well as measurement, is over 70 percent.

Second-order data were generated to determine the overall hypothyroidism pattern initiated in this research and generated all the hidden variables such as silent cognitive management and organizational performance. For hidden cognitive management, second-order data is generated from each of its dimensions, which includes socialization, exclusion, coordination, internalization, and teamwork, which is ultimately cognitive management. This second order measurement method for silent cognitive management is basically an effective measurement model. Since the indices are not interchangeable, there is no need to report indicator reliability, internal stability reliability, AVE and discretionary reliability. Therefore, for the initial measurement model, only the weight and loading of the indicator are measured. Table 4 and 5 show the measurement sample results for the second order data. This data can primarily meet the requirements of PLS-SEM, especially in terms of core loading, AVE, overall reliability, loading and cross loading in principle.

6.2 Meaningful information of the variables

Table 6 illustrates the data distribution with an average of each structure and each component, focusing on standard deviation. Silent cognitive management and likert scale that includes socialization, exclusion, coordination, internalization, and teamwork ranges from 1 to 5, basically, most respondents are basically neutral to accept 3 to 4. This research paper used a variation based approach.

Table 1 Model measurement in PLS (IVs and DV) (n ¼ 102).

Variables	No. of Items	Items Deleted	Question Items	Main Loading	AVE	Composite Reliability (CR)	Cronbach,s Alpha	R2
Combination	5	None	C1	0.700	0.565	0.866	0.807	E
			C2	0.782				
			C3	0.726				
			C4	0.775				
			C5	0.774				
Externalization	4	None	E1	0.806	0.720	0.911	0.876	E
			E2	0.908				
			E3	0.879				
			E4	0.795				
Internalization	4	None	I1	0.403	0.502	0.768	0.721	E
			I2	0.451				
			I3	0.893				
			I4	0.872				
Socialization	4	None	S1	0.669	0.568	0.838	0.741	E
			S2	0.714				
			S3	0.807				
			S4	0.808				
Teamwork	4	None	T1	0.732	0.558	0.827	0.717	E
			T2	0.433				
			T3	0.878				
			T4	0.859				
Organizational Performance	5	None	OP1	0.800	0.636	0.897	0.856	0.844
			OP2	0.805				
			OP3	0.717				
			OP4	0.855				
			OP5	0.803				
Org Sustainable performance	5	None	OS1	0.555	0.533	0.849	0.777	0.904
			OS2	0.762				
			OS3	0.764				
			OS4	0.817				
			OS5	0.724				

Table 2: Loading & Cross Loading .

	C	E	I	OP	OS	S	T
C1	0.6966	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
C2	0.7823	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
C3	0.7268	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
C4	0.7751	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
C5	0.7738	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
E1	0.0000	0.8063	0.0000	0.0000	0.0000	0.0000	0.0000
E2	0.0000	0.9104	0.0000	0.0000	0.0000	0.0000	0.0000
E3	0.0000	0.8782	0.0000	0.0000	0.0000	0.0000	0.0000
E4	0.0000	0.7945	0.0000	0.0000	0.0000	0.0000	0.0000
I1	0.0000	0.0000	0.4021	0.0000	0.0000	0.0000	0.0000
I2	0.0000	0.0000	0.4510	0.0000	0.0000	0.0000	0.0000
I3	0.0000	0.0000	0.8930	0.0000	0.0000	0.0000	0.0000
I4	0.0000	0.0000	0.8723	0.0000	0.0000	0.0000	0.0000
OP1	0.0000	0.0000	0.0000	0.8007	0.0000	0.0000	0.0000
OP2	0.0000	0.0000	0.0000	0.8054	0.0000	0.0000	0.0000
OP3	0.0000	0.0000	0.0000	0.7168	0.0000	0.0000	0.0000
OP4	0.0000	0.0000	0.0000	0.8532	0.0000	0.0000	0.0000
OP5	0.0000	0.0000	0.0000	0.8037	0.0000	0.0000	0.0000
OS1	0.0000	0.0000	0.0000	0.0000	0.5552	0.0000	0.0000
OS2	0.0000	0.0000	0.0000	0.0000	0.7623	0.0000	0.0000
OS3	0.0000	0.0000	0.0000	0.0000	0.7643	0.0000	0.0000
OS4	0.0000	0.0000	0.0000	0.0000	0.8171	0.0000	0.0000
OS5	0.0000	0.0000	0.0000	0.0000	0.7243	0.0000	0.0000
S1	0.0000	0.0000	0.0000	0.0000	0.0000	0.6724	0.0000

S2	0.0000	0.0000	0.0000	0.0000	0.0000	0.7141	0.0000
S3	0.0000	0.0000	0.0000	0.0000	0.0000	0.8061	0.0000
S4	0.0000	0.0000	0.0000	0.0000	0.0000	0.8074	0.0000
T1	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.7323
T2	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.4333
T3	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.8780
T4	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.8595

Note Above 0.5 values of items means in bold

Table 3: Measurement of discriminant validity model.

	C	E	I	OP	OS	S	T
Combination (C)	0.752						
Externalization (E)	0.546	0.849					
Internalization (I)	0.735	0.488	0.694				
Organizational Performance (OP)	0.826	0.396	0.703	0.797			
Org Sustainable Performance (OS)	0.768	0.477	0.668	0.951	0.730		
Socialization (S)	0.815	0.491	0.644	0.802	0.763	0.752	
Teamwork (T)	0.807	0.457	0.665	0.885	0.838	0.745	0.747

Note: values in bolded represent the AVE square root while the off-diagonals are correlation.

A related inspection was renowned in favor of organizational performance, with the Likrt degree as well as mean value approximately 3 to 4.

6.3 Hypothesis testing

The analysis is divided into two classes; the first section describes the consequences of first knowledge, which are socialization, externalization, coordination, internalization, teamwork, and organizational performance. The second order is based on whole implicit knowledge management and organization performance.

The relationship between apparent knowledge and measurements of organizational performance was revealed in the PLS-SEM analysis with a total R-square value of 0.84; measures that an explanatory relationship was being established between knowledge management interventions that depended on 84% of variances, meaning socialization, externalization, coordination, internalization, and teamwork, as opposed to dependent variable organizational dimensions. Yet, more data calculations of path coefficients have shown that three levels of silent knowledge can significantly affect organization performance. These dimensions are socialization, internalization and teamwork. These structures have T-values at 2.962 ***, 1.844 * and 6.823 **, respectively, indicating the importance of the relationship. The other two constructions, namely externalization and concatenation, have path coefficients 1.403 and 1.470, which were not significant. Table 7, describe these results.

In the second-order analysis, i.e., the relationship between second-order data and explicit knowledge management in the form of organizational performance, the PLS-SEM analysis shows that the total R-square value is 0.844. This means that 84.4% of issues have a clear relationship between text knowledge management and overall organizational performance. This 84.4% commentary relationship is considered a liberal relationship. In terms of the PLS-SEM Path Coefficient T-Value, the T-Value of IKM is 10.351 ***, which is important and supports the relationship. Table 9 shows this finding. Table 7 and 8 showed that the structural model and the measurement of model specifications according to the standardized form of the data, the structure of the equation and the measurement of the model used in the research.

The summary of the conceptual test can be described as Table 10. The results suggest that the three basic cognitive structures have dimensions such as socialization (H2), internalization (H5) and teamwork (H6) that affect or affect organizational performance. However, the other two structures, i.e., extrusion (H3) and fusion (H4), do not affect company performance. Despite the differences in the results of the individual structures of Implicit Knowledge Management, the overall Impact Knowledge Management (H1) significantly affects the performance of the organization, as can

also be seen from the path multiplier. Institutional performance (H7) was positively correlated with organizational stability, as can be seen from the results in Table 10.

The relationship between cognitive measurements and organizational performance, as well as PLS-SEM analysis, revealed that the total R-squared value was 0.84; That is, 84% of the differences between the five explicit cognitive management measures are a detailed relationship against the organizational counter-model. However, there are three dimensions to organizational performance: socialization (H2), internalization (H5), and teamwork (H6). The other two structures, externalization (H3) and integration (H4), do not support hypotheses. However, the relationship between clear address-edge management and organizational performance showed an overall detailed relationship of 84.4% (R-square 0.844) and organizational stability 90%. At PLS-SEM Path Coefficient T-Value, latent cognitive management is related to organizational performance and organizational performance is consistent with consistent performance.

Table 4: Model measurement in PLS for Second Order Data (IVs and DVs)

Variables	Items	Loading mean	AVE	Composite Reliability	R Square
IKM	C	0.697	E	E	E
	E	0.690			
	I	0.748			
	S	0.807			
	T	0.873			
Organization Performance		1.000	1.000	1.000	0.840
Organization Sustainability		1.000	1.000	1.000	0.905

Note: Bold values of means loading items are above 0.7, which is supported hypothesis (H1).

Table 5: Loading and cross loading order second (n ¼ 102).

	OP	IKM
Combination (C)	0.716	0.697
Externalization (E)	0.653	0.720
Internalization (I)	0.596	0.648
Socialization (S)	0.742	0.807
Teamwork (T)	0.765	0.873
Organizational Performance (OP)	1.000	0.776

7 Discussions

The Literature regarding relationship between implicit knowledge management and organizational performance revealed that when implicit knowledge share in the organization to provide the opportunity to learn something in the working environment it provide the base to develop uniqueness or novality, in this way organizational performance has increased due to the implicit knowledge of the organizational workers, As a result of this strategy, individuals and employees who are able to hold appropriate positions in the organization will be pleased with their organization, which will create positive feelings, attitudes and employee behavior towards their organization. Silent knowledge is believed to significantly affect company performance. Similarly, the literature has shown that organizational performance can be considered as an important training in management concept, because in organizational performance, organizations evaluate workers 'skills, abilities and give them feedback. When employees receive an appropriate view of their performance through the performance management process, it affects employees (emotions, behaviors) and related factors of organizational management. It is therefore believed that organizational performance greatly affects sustainable performance. When an organization empowers its employees, this empowerment leads to confidence in employees, which gives them flexibility in their beliefs and behavior, thereby developing their satisfaction and satisfaction with the company. There seems to be a positive relationship between employee instincts, organizational performance and consistent performance.

Furthermore, the literature states that when an employer creates a work environment in an

organization that appreciates employees, it increases commitment among employees with their organization. It has been revealed that when companies implement effective strategies to retain their talented employees, such retention strategies provide inherent knowledge (socialization, exclusion, teamwork) on the positive aspects of organizational performance. Although the underlying cognitive measurements have shown mixed results, holistic cognitive management supports this theory. This may be the result of an average response distribution, which basically implies that the respondents agree to share knowledge in all aspects of the knowledge inherent in their organization (socialization, exclusion, coordination, internalization, teamwork). However, it agrees with the minimum score of neutrality. This acceptable trend developed the relationship when most people generally agreed that it was better than competition. Most of the respondents are from local organizations. As we all know, knowledge transfer and creation support to become the focal point for good management, especially in developing management skills.

Another thing to note is that such textile industries are regulated by the electrical and pharmaceutical industries. These industries employ highly skilled workers as well as strict regulatory refinancing (Murad et al., [2022](#)) In the respondent profile, 76% of the respondents belong to these regulated industries, i.e. 33%, 26% and 17% respectively for the manufacture of textiles, electrical and celery. These organizations generally place a high priority on knowledge workers and therefore make great efforts to create, share and support these valuable intrusions into the business environment. In fact, key skills retention programs also focus a lot on these industries, thereby gradually maintaining skills and knowledge for better organizational performance and sustainability.

Socialization, internalization and teamwork supported the hypotheses developed. The first reason to design a questionnaire for these measurements is logic. It focuses more on sharing information from all angles, internal and external. Majority of the people own 92.8% of the ownership structure. Most are from the textile based industry (33%) and most are from the electrical and other industries (26%) and the slightest as of the services sector (17%). Most of the responding organizations were locally based (93%), while multinational organizations were based on only 7%.

Table 6: Means and Std. Deviations of the indicators

Variables	Likrt scale	Questions Items	Mean	Standard Deviation
Organizational performance	1 to 5	OP1	3.46	1.120
		OP2	3.43	1.380
		OP3	3.54	1.200
		OP4	3.44	1.370
		OP5	3.15	1.580
Organizational Sustainable performance	1 to 5	OS1	3.34	0.990
		OS2	3.41	1.250
		OS3	3.48	1.200
		OS4	3.36	1.330
		OS5	3.09	1.420
Socialization	1 to 5	S1	3.66	1.120
		S2	3.41	1.070
		S3	3.19	1.380
		S4	3.34	1.200
Externalization	1 to 5	E1	3.44	1.080
		E2	3.60	0.750
		E3	4.08	0.900
		E4	3.09	1.070
Combination	1 to 5	C1	3.30	0.800
		C2	3.51	1.220
		C3	3.21	1.280
		C4	3.33	0.976
		C5	3.30	1.400
Internalization	1 to 5	I1	3.00	0.960
		I2	3.40	1.030
		I3	3.74	0.940
		I4	3.36	0.833
Teamwork	1 to 5	T1	3.28	1.037
		T2	3.72	1.020

T3	3.65	1.390
T4	3.40	1.410

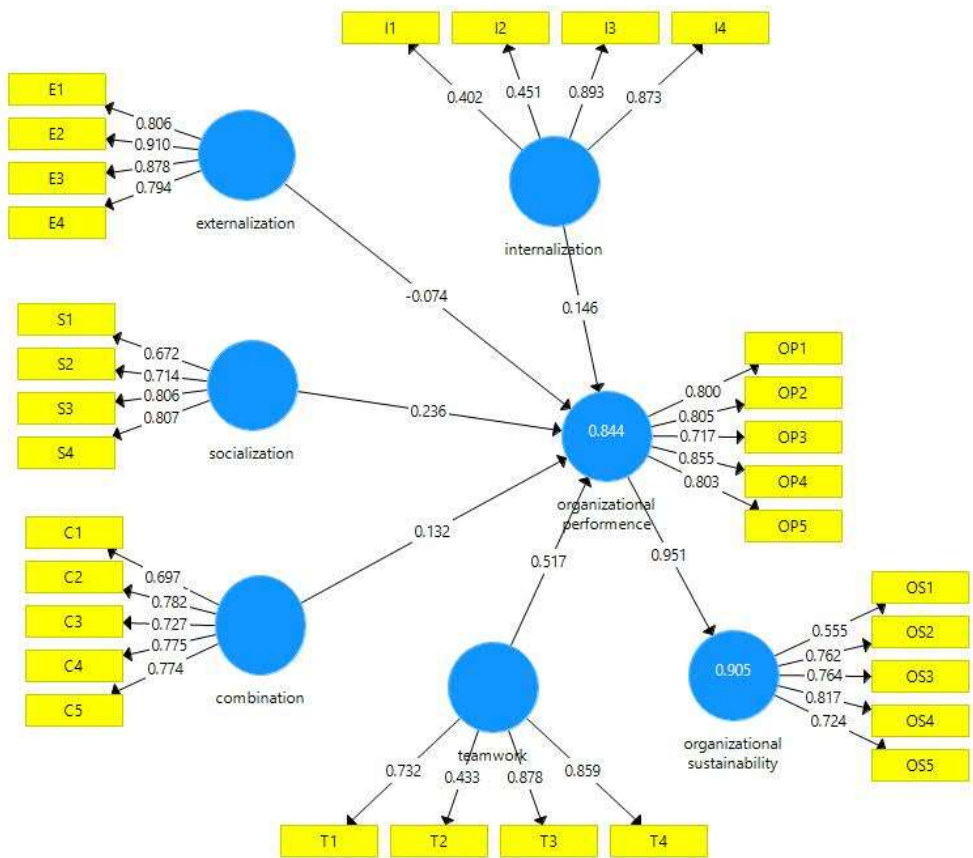


Figure 2: Organizational Performance and organizational sustainable performance

Figure 2 PLS-path analysis of R class values (N for 102) for implicit knowledge dimensions (socialization, externalization, cohesion, internalization, teamwork) for organizational performance that leads to organizational performance.

Table 7: Sectional model specification (n for 102) unspoken knowledge (socialization, externalization, coordination, internalization, plus teamwork) for organizational performance (OP) and organizational stability (OS)

	C	E	I	OP	OS	S	T
Combination	0.0000	0.0000	0.0000	1.0000	1.0000	0.0000	0.0000
Externalization	0.0000	0.0000	0.0000	1.0000	1.0000	0.0000	0.0000
Internalization	0.0000	0.0000	0.0000	1.0000	1.0000	0.0000	0.0000
Org performance	0.0000	0.0000	0.0000	0.0000	1.0000	0.0000	0.0000
Org Sustainability	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Socialization	0.0000	0.0000	0.0000	1.0000	1.0000	0.0000	0.0000
Teamwork	0.0000	0.0000	0.0000	1.0000	1.0000	0.0000	0.0000

Table 8: Measurement of model specifications

	C	E	I	OP	OS	S	T
C1	-1.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
C2	-1.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
C3	-1.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
C4	-1.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000

C5	-1.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
E1	0.0000	-1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
E2	0.0000	-1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
E3	0.0000	-1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
E4	0.0000	-1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
I1	0.0000	0.0000	-1.0000	0.0000	0.0000	0.0000	0.0000
I2	0.0000	0.0000	-1.0000	0.0000	0.0000	0.0000	0.0000
I3	0.0000	0.0000	-1.0000	0.0000	0.0000	0.0000	0.0000
I4	0.0000	0.0000	-1.0000	0.0000	0.0000	0.0000	0.0000
OP1	0.0000	0.0000	0.0000	-1.0000	0.0000	0.0000	0.0000
OP2	0.0000	0.0000	0.0000	-1.0000	0.0000	0.0000	0.0000
OP3	0.0000	0.0000	0.0000	-1.0000	0.0000	0.0000	0.0000
OP4	0.0000	0.0000	0.0000	-1.0000	0.0000	0.0000	0.0000
OP5	0.0000	0.0000	0.0000	-1.0000	0.0000	0.0000	0.0000
OS1	0.0000	0.0000	0.0000	0.0000	-1.0000	0.0000	0.0000
OS2	0.0000	0.0000	0.0000	0.0000	-1.0000	0.0000	0.0000
OS3	0.0000	0.0000	0.0000	0.0000	-1.0000	0.0000	0.0000
OS4	0.0000	0.0000	0.0000	0.0000	-1.0000	0.0000	0.0000
OS5	0.0000	0.0000	0.0000	0.0000	-1.0000	0.0000	0.0000
S1	0.0000	0.0000	0.0000	0.0000	0.0000	-1.0000	0.0000
S2	0.0000	0.0000	0.0000	0.0000	0.0000	-1.0000	0.0000
S3	0.0000	0.0000	0.0000	0.0000	0.0000	-1.0000	0.0000
S4	0.0000	0.0000	0.0000	0.0000	0.0000	-1.0000	0.0000
T1	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	-1.0000
T2	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	-1.0000
T3	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	-1.0000
T4	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	-1.0000

Table 9: Path coefficients direct effects.

Hypothesis	relationship	standard error	t-value	decision, beta value
H1	IKM -> OP	0.561	0.091	10.351*** supported
Organizational performance R2 value to 0.844 among implicit Knowledge concepts (socialization, externalization, coordination, internalization, teamwork). Note: * p < 0.10, ** p < 0.05, *** p < 0.01; OP organizational performance.				

Table 10: Hypotheses test results summary.

Hypothesis	Relationship	Beta value	Standard Error	t-value	Decision
H2	Socialization/OP	0.231	0.138	2.962***	Supported
H3	Externalization/OP	-0.071	0.140	1.403	Not supported
H4	Combination/OP	0.143	0.143	1.470	Not supported
H5	Internalization/OP	0.141	0.164	1.844*	Supported
H6	Teamwork/OP	0.515	0.152	6.823**	Supported
H1	IKM/OP	0.561	0.091	10.351***	Supported
H7	OP/SP	0.895	0.083	14.231***	Supported

Note: * p < 0.10, ** p < 0.05, *** p < 0.01; OP organizational performance.

R2 values among optimal knowledge building (socialization, externalization, coordination, internalization, teamwork) for organizational performance 0.84 and continuous performance 0.90.

Management makes important decisions at its corporate level, typically located in other Asian countries than the United States, Europe, or Pakistan. These business choices mainly consist of a strategic action plan to grow the business with thin operations, competitors, comparisons, customer expectations and information needed to make decisions. This information is generally shared with all employees in all affiliates, ensuring that employees are aware of the progress of business continuity activities. Managers (49.1%) and senior managers (27%) who knew the importance of information transfer were the main culprits in this research and were the first to obtain information from corporate management in disseminating such information to the public. They understand the importance of sharing this information with all employees.

Second, employees and middle management have always focused on activities, i.e. teamwork and information sharing for sustained organizational performance and sustainability. In addition, employees will find this information in their scheduled activities, understand it and provide the necessary and necessary skills to perform better in their work, which will ultimately help them in evaluation and job security, as well as in their professional development. Evolutionary theories do not support externalization and integration. These measurements are informal and may be due to

the fact that the exchange of information takes place in general communication and the externalization with appropriate coding processes such as visuals, documents and other media caches is a more formal cache information sharing structure. Collective effort is required to ensure this type of work or process, so it is not a popular decision and information sharing method. 93% of the people are less involved in research, design and development activities at local companies, mainly at the Pakistan plant. Consequently, opportunities for complex, rational, and clear thinking are limited, as most conferences and other communication forums focus on solving common performance problems. In addition, it may be industry type, with 43% of respondents referring to electrical and drugs; These directors are primarily regulated and regulated by internally regulated bodies and standards, as well as individual countries such as ISO 14002, Europe, and the MDD (Medical Device Directions) and the FDA (Food and Drug Authority) in the United States. . These requirements do not provide flexibility in the transmission of rational thoughts and ideas; instead of tasks based on the required processes and system.

8 Significance of Study

This research showed that the management of the organization or the general management of developing countries seeks to improve their organizational performance and organizational stability, this quest is generally eye-opening for readers. It highlights the importance of innate knowledge and management knowledge for good organizational performance, which leads to organizational stability in the long run of business in the local market of southern Punjab Pakistan. The result also suggests that the major benefit that an organizational know-how can derive from workers is the ability to make decision; the decision-making process should therefore have a deeper understanding of the situation and consider all the pros and cons before making a decision. Therefore, only people with sufficient knowledge and experience can make such a decision, which is important for knowledgeable employees. On the other hand, these experienced and knowledgeable employees generally have excellent relationships with suppliers and customers.

Management should create a platform to facilitate knowledge creation, in which case it is based on the SECIT model (socialization, exclusion, coordination, internalization, teamwork). From an educational perspective, the findings of this paper provide insight into the context and importance of the I-TOP model, knowledge-based visual theory and organizational knowledge creation theory, and a better understanding of the basics of knowledge management. that enhance organizational theory is least detected in performance and stability; Particularly in niche industries such as textiles, electricity and medicine.

This research was initiated to determine the apparent knowledge management impact on the organizational performance of an organization leading to sustainable performance using the SECIT based model (socialization, exclusion, coordination, internalization, teamwork). Overall clear knowledge can have a significant impact on organizational performance and organizational performance can have a positive impact on the consistent performance of an organization. It suggests that knowledge creation, sharing and retention should be prioritized to optimize organizational performance based on organizational sustainable performance in local markets. Three of the five dimensions of socialization, internalization, and teamwork significantly influence organizational performance. The main reasons for integration and exclusion that do not have a significant impact on organizational performance are the basic managerial understanding of the importance of knowledge, the retention of knowledge and the formal and informal methods of information sharing. Many companies operating in developing countries such as Pakistan mainly focus on quality or knowledge management as well as the hardware or capabilities required achieving the desired size and profitability of the organization. In short, the inherent knowledge of the software of People-Human Capital running I-Top significantly affects the performance of the organization, which ultimately leads to organizational stability in the markets. Optimizing

organizational performance is important, as it optimizes returns on assets that are important to the sustainable performance of the business in the long run.

9 Limitations of the Research and future directions

The research is related to its many limitations. First, the study was conducted within a precise geographical region. Pakistani knowledge can be pursued in different cultural contexts from European or developed countries. As a result, the results of this study are not generalized to other countries.

Second, the sample size is small, which means our model is over fit. Accordingly, overcoming this limit requires a larger sample size and can improve accuracy with respect of inference about wise relations. Therefore, prospect studies must take the large sample size so that research results are more assured.

Thirdly, we collect data as of receiver component diode connection. Potential researches will require antibodies from both side to verify outcome of this study, and further understanding of the active connections among knowledge transmitters and receivers.

Lastly, when personnel and teams associate have extensive communiqué channels, it becomes easier to share knowledge within interorganizational setting. Therefore, future researches possibly will perform cross-level analyzes (personnel, teams, organizations levels) on the way to examine this issue.

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