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KEYWORDS	ABSTRACT
Tacit Knowledge Management, Knowledge Creation & Organizational Performance	The purpose of this article, which is named crafting success, is to examine knowledge generation process, tacit knowledge management, and rational decision making as factors that determine the performance of a business in dynamic & ever-changing industrial landscape of Lahore. The research is conducted using quantitative methodology & it involves large number of manufacturing enterprises as based in Lahore. By means of quantitative measurement, surveys are carried out, and validated scales are utilized in order to quantify the generations of knowledge, the management of tacit knowledge, rational decision-making & performance of the organizations. Determining the relationship amid these variables, with tacit knowledge serving as mediator and rational decision-making serving as a moderator, is the contribution that this approach makes. The purpose of this study is to provide valuable insights to the manufacturing industry in Lahore and to assist in the achievement of success by gaining an awareness of the factors that influence the knowledge dynamics that are associated with decision-making processes.
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INTRODUCTION

Impact of knowledge management on organizational outcomes, including organizational learning, innovation, product quality in addition to creative, financial, economic & organization performance has been the subject of several studies (Yaw, 2023). A sound assessment and study on the effects of decision-making style on processes and facilitators of knowledge management on organizational performance, however, are absent from the literature and practice of knowledge management and

organizational performance (Sahibzada, Jianfeng, Latif, Shah, & Sahibzada, 2023). The knowledge management and its impact on a variety of organizational outcomes have been addressed in several studies related to the learning, innovation, product quality, and general performance from creative economic financial organizational dimensions perspectives (Berg & Kaur, 2022). However, this body of research has left a remarkable gap in knowledge management literature and practice that lacks systematic investigation into how the improved decision making styles influences processes facilitators addressing organizational performance (Umar, Sial, Ali, Bari, & Ahmad, 2023). In this linking, the decision-making styles and their impact upon the mechanisms, drivers of knowledge management have also failed to be fully addressed by our body of knowledge in field practice in different contexts.

Although, tacit knowledge is challenging to fully documented, efforts can be made to capture key aspects (Khraishi, Paulraj, Hug & Seepana, 2023). The study intends to reduce this gap by analyzing the impact of decision-making styles on knowledge management and, in turn, the organizational performance. This study aims to close the gap that is currently there. By putting forth a model that takes into account both intuitive and rational decision-making styles as moderators of relationship between knowledge management and organizational performance, this work aims to provide the thorough understanding of the integrative process-oriented approach to knowledge management and organizational performance (Khraishi, Paulraj, Hug, & Seepana, 2023). This study advances understanding of how decision-making styles and knowledge management affect organization's success in a number of ways. By using knowledge-related theoretical frameworks, it first establishes strong theoretical & operational approach to organization performance. Second, previous research indicates that knowledge enablers & procedures ensure organizational success over organizational performance. This study shows that decision makers can strengthen relationship chain by making right decisions. More quietly, we suggest that relationship between process of creating knowledge and performance of organization can be moderated by use of both intuitive and rational decision - making methods.

LITERATURE REVIEW

Knowledge Creation

T- Shaped skills T-shaped skills refer to combination of deep expertise in specific field (the vertical part of the T) c and a broad understanding of various disciplines (horizontal part of the T). This skill set allows individuals to effectively collaborate across different teams and contribute in the diverse areas. By possessing both specialized knowledge & broad perspective, professionals with T-shaped skills are able to adapt to new challenges and work seamlessly in the cross-functional environments (Bouncken, Aslam, Gantert, & Kallmuenzer, 2023). In recent years, there is notable emergence of a study stream known as "knowledge creation" that is closely associated with the conceptualization of knowledge within organizations, exactly from standpoint of knowledge management. Andreeva and Kianto (2012); Nguyen, Liu, Haslam, and McLaren (2023) assert that the knowledge generation encompasses diverse disciplines areas, like human behaviors, organizational behaviors, leadership, technology, environment, strategic thinking & management. Multiple research have indicated that knowledge generation is a crucial factor in achievement of organizational performance (Bierman,

Destrebecqz, Cleeremans, & Neuroscience, 2005; Nguyen et al., 2023). According to the process of knowledge production involves the incorporation of novel ideas, cognitive frameworks, and modes of thinking into organizations, necessitating change, or translation, to suit particular practices and sociocultural environment of target organization (Aggarwal & Agarwala, 2023; Mahrinasari et al., 2021). Correlation between rational decision-making & organizational effectiveness has been focus of substantial empirical research and scholarly discourse. Significance of rationality is identified as critical factor in decision-making and its impact on organization outcomes as evidenced by various noteworthy research.

Tacit Knowledge Management

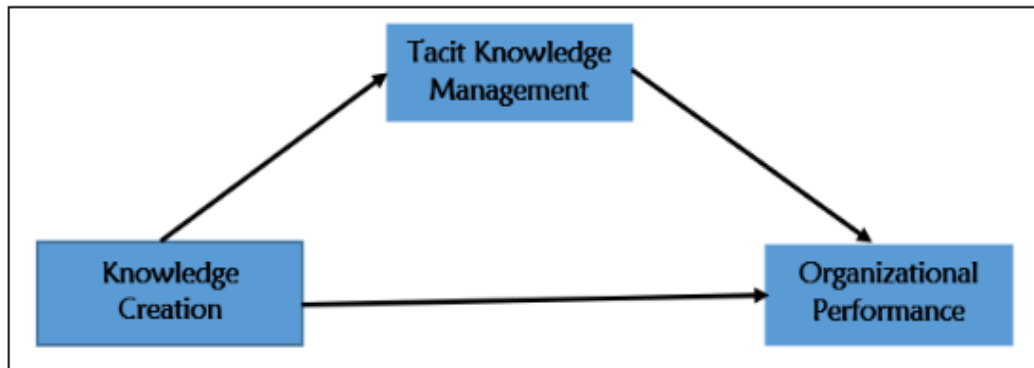
Multiple studies have demonstrated that management of tacit knowledge significantly influences organizational performance by improving employee performance and strengthening organizational capabilities. Knowledge management has a crucial role in impacting the financial performance of an organization. According to study conducted by (Boomer, 2004) In their study, discovered that knowledge possesses potential to serve as vital competitive asset, facilitating enterprise adaptation, survival, and improved performance. It highlighted strategic significance of knowledge resources, emphasizing their ability to confer a distinct competitive advantage by enhancing the performance (Rajendran, Narendran & Ping, 2017). Effective management of intangible assets like as knowledge, is widely recognized as a critical competency for achieving competitive advantage (Ho & Systems, 2009). Thus, the competence refers to the systematic and deliberate capacity to effectively manage and utilize assets and resources, hence facilitating acquisition or safeguarding of acquired resources and distinctive competitive advantage for concerned organizations or individuals (Umar, Sial, Ali, Bari & Ahmad, 2023). In this regard, the tacit knowledge management refers to the process of identifying, capturing, storing, and sharing the implicit or unspoken knowledge that the individuals possess within an organization. Unlike the explicit knowledge, which can be easily documented and codified, tacit knowledge is often deeply rooted in individual's experiences, insights, intuitions, and personal expertise.

Organizational Performance

The process of knowledge production occurs through the active involvement and/or mentorship, encompassing the acquisition of new knowledge and/or market knowledge that is crucial for the renewal and revitalization of existing knowledge (Ahmed et al., 2023) In order to improve business performance, it is imperative for organizations to possess the adequate pre-existing technology and market knowledge (Mahrinasari et al., 2021). In this context, the acquisition of knowledge has the potential to influence extent to which it may be effectively utilized in exploitative opportunities. Furthermore, the knowledge generated has the capacity to be applied in the development of novel products, services, or business processes. Thus, this perspective enables us to infer that the process of learning influences both the development of knowledge and the performance of organizations. The fifth aspect to consider in knowledge management is the importance of maintaining an equilibrium between creation and application of knowledge (Boomer, 2004). This balance is essential in order to achieve the favorable outcomes for the organization, likewise, organizational learning, financial performance, market performance, corporate performance, innovation, and creative performance,

as highlighted Based on the available empirical and conceptual evidence, it can be inferred that knowledge generation processes have potential to improve organizational performance as a whole (Lee & Lai, 2007).

Figure 1 Theoretical Framework



RESEARCH METHODOLOGY

This research endeavors to delve into intricate dynamics of knowledge creation, tacit knowledge management, rational decision-making, and their collective impact on organizational performance within manufacturing landscape of Lahore. Our study seeks quantitative methodologies to provide comprehensive understanding of these interrelated factors. Population of interest comprises diverse array of manufacturing firms situated in Lahore, representing various industries. Utilizing stratified random sampling technique, representative sample selected to ensure validity and applicability of findings. Quantitative data gathered over surveys distributed among employees across different hierarchical levels in selected manufacturing firms. Survey instrument will incorporate validated scales to assess the knowledge creation, tacit knowledge management, rational decision-making, & organizational performance.

Responses collected using Likert scale & subjected to statistical analysis through relevant software. The variables of interest include knowledge creation as the independent variable, tacit knowledge management as mediator and organizational performance as dependent variable. Study employs statistical techniques such as regression analysis and structural equation modeling (SEM) to explore relationships among these variables. Acknowledging potential limitations such as sample size constraints, respondent bias, and inherent challenges of generalizability in cross-sectional studies, our research aims to make a meaningful contribution to existing knowledge base. The anticipated outcomes are expected to inform organizational strategies within the Lahore's manufacturing sector and therefore contribute valuable insights to the broader domains of knowledge management and decision sciences.

RESULTS OF STUDY

The of this study have been presented in this section showing the main outcomes obtained through the statistical procedures so as to explain description of variables as well as the relationships among research variables.

Table 1 Mean, STDEV, T-Values, P-Values

	OS	SM	SD	TS	PV
Knowledge Creation -> Organizational Performance	0.204	0.205	0.055	3.684	0.000
Knowledge Creation -> Tacit Knowledge management	0.414	0.411	0.049	8.383	0.000
Tacit Knowledge Management -> Organizational Performance	0.415	0.414	0.054	7.663	0.000

In conclusion, all of the linkages that were taken into consideration, ranging from the generation of knowledge to the performance of the organization, as well as management of tacit knowledge to the performance of the organization, are statistically significant and have a beneficial impact on the performance of organization. The strength of these interactions can also be determined by the mean values across all of tables that correspond to one another; greater levels indicate that impacts are more significant.

Figure 2 Path coefficient and P value

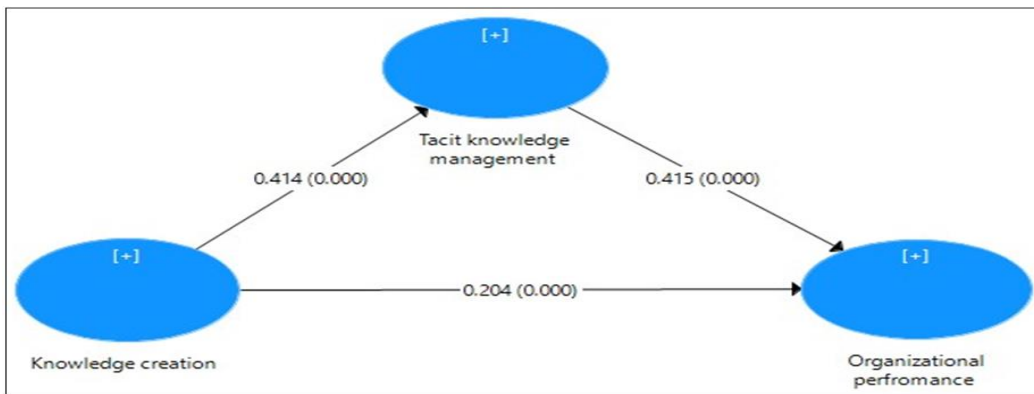


Figure 3 Direct Path Coefficient

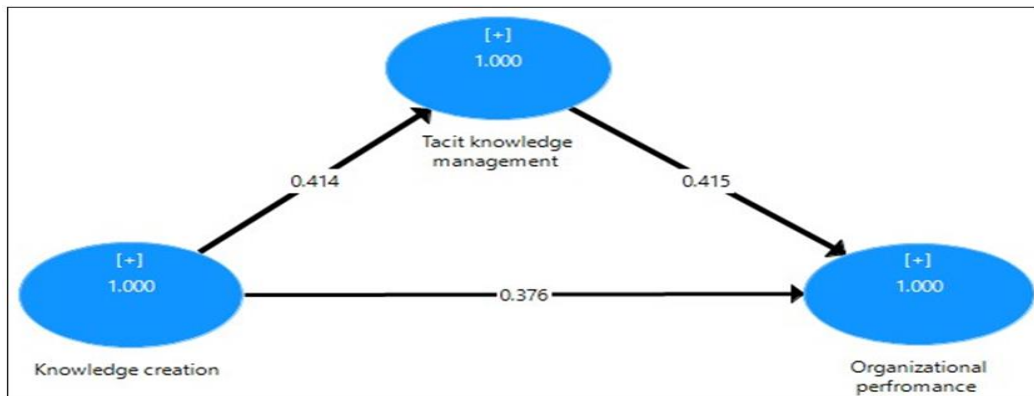


Table 2 Direct Relationship

	Creation	Performance	Tacit Knowledge
Knowledge Creation		0.376	0.414
Organizational Performance			0.415
Tacit Knowledge Management		0.415	

At each & every pair of variables, correlation coefficients indicate that there is positive association between them. Businesses that have a focus on generation of knowledge have a tendency to have greater organizational performance and better management of tacit knowledge. Furthermore, the association amid tacit knowledge management & organizational performance demonstrates that companies that place a greater emphasis on management of this kind of information tend to have better overall results.

DISCUSSION

In “crafting success” explores the subtleties of knowledge creation, tacit knowledge management & organizational performance revealing ground-breaking discoveries with the strategic significance to organizations (Guan, Ahmad, Sial, Cherian, & Han, 2023). The presented research finds a strong association between knowledge creation & organizational success, highlighting role of knowledge creation as element meaning that creates this trajectory. Positive and significant results highlighted strategic value of facilitating a knowledge generation facility within an organization (Shin, Mollah, & Choi, 2023). The discovery of tacit knowledge management as a moderator between knowledge creation & organizational performance enhances more sympathetic. Tacit knowledge management arises as a key facilitative driver of positive ramifications from generation of knowledge and leads them towards better organizational performance (Deshpande & Srivastava, 2023; Muhamad, Bakti, Febriyantoro, Kraugusteeliana & Ausat, 2023). The mediation effect highlights that mere creation of knowledge, but effective management with regard to tacit dimension in organizational learning is stressed. In practice, organizations should acknowledge the symbiotic nature of these elements in their pursuit for success. An explicit focus on types of initiatives for knowledge creation, along with formation of proper tacit knowledge management practices, is a powerful recipe to improve overall organizational performance. Our findings thus map a process for quest to success, embedded on the deliberate creation & management of knowledge as integral base that fuels sustained performance (Jamil & Rasheed, 2023).

CONCLUSION

At the end of our journey through “crafting success,” we reveal a network of interdependent factors that connect knowledge creation to tacit practices and organizational outcomes. The paper sheds light on important mediating role of tacit knowledge management, which is vital in understanding how it fosters connection between creation and success. The results emphasize the role of knowledge creation as trigger, which positively impacted tacit management and organizational performance. The mediation analysis suggests that tacit knowledge management acts as a pipe through which the impact of knowledge creation flows on organizational success. In a period of quick change and high degrees of intricacy, development of an inventive culture where there is constant knowledge ~ making winds up turning into a specialized issue for associations. The research not only contributes to the body of knowledge but also provides practical insights for organizational leaders in their efforts towards improving performance. Understanding complex relationships between knowledge creation, tacit knowledge management, and organizational performance enables organizations to design a path of persistent success in an ongoing transformation. This further presents path for future

research efforts and strategic endeavors that seek to realize full capabilities of knowledge-driven organizational excellence.

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