

Dynamic Knowledge Capabilities And Innovation In Organisations:

A Meta-Synthesis Analysis

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Abstract ;

In the dynamic business world, organisations focus on achieving long-term competitive advantage by means of innovation. Knowledge management, in particular Dynamic Knowledge Capabilities (DKCs), is essential to this endeavour. This is so because knowledge management provides a vehicle for organisations to learn, adapt, and innovate in the ever changing environment. Consequently this study was carried out to examine the complex and symbiotic relationship between DKCs and innovation in organisation through a meta-synthesis analysis. This synthesis, which draws from a wide range of academic literature, attempts to offer a thorough understanding of DKCs ability to foster creativity in a variety of organisational settings. This study contributes to academia and practice by synthesising current research and identifying essential themes, theoretical frameworks, empirical findings, and practical consequences.

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1. Introduction

Organisations are always under pressure to innovate in the quickly evolving today's business climate, which is defined by globalisation, technology breakthroughs, and unstable markets. The ability to innovate is necessary for organisations to remain competitive and sustainable. In reality, in every business setting, success today is largely attributed to innovation, which enables businesses to launch new goods, services, procedures, and business models in response to changing consumer and market demands.

Knowledge is fundamental to innovation in all ages. Actually, it is the organisation's insights, knowledge, and information that propel adaptability, creativity, and problem-solving in an organisation. Knowledge in organisations is created differently, however every organisation creates knowledge according to their capabilities. These capabilities are not the same in every organisation. Thus, it is important for businesses to be able to use and manage their knowledge assets in dynamic environments. Organisations attempts to manage knowledge require their knowledge base to also be dynamic. In essence, they must have variety of knowledge that is adaptable to the changing environmental conditions. This means that organisations must have a variety of knowledge that can absorb the variety of changes in customer and market demand (Schwaninger and Ott, 2022). These varieties of knowledge define the organisations' Dynamic Knowledge Capabilities (DKC).

The ability of an organisation to obtain, produce, integrate, and apply knowledge in a dynamic manner in response to shifting internal and external circumstances is known as dynamic knowledge capabilities (DKCs). Unlike static knowledge capabilities, which place more emphasis on explicit and codified knowledge, DKCs highlight the flexibility and agility needed to navigate complex and uncertain environments. DKCs allow organisations to continuously learn, adapt, and innovate in the face of opportunities and challenges. DKCs have multiple dimensions, such as: knowledge creation and acquisition; knowledge integration and application; knowledge renewal and adaptation and leadership and organizational culture.

Knowledge Creation and Acquisition (KCA) is the capacity to create new knowledge by learning, research, and development activities; moreover, the capacity to obtain outside knowledge via networks, alliances, and partnerships. Knowledge Integration and Application (KIA) is the ability to solve issues and add value by combining and utilising various knowledge sources from business units, functional areas, and external stakeholders. While the ability to continuously update, improve, and modify already-existing knowledge in response to shifting market trends, technical developments, and competitive dynamics is known as knowledge renewal and adaptation (KRA). Lastly, Leadership and Organisational Culture (LOC) is creating an environment where learning, experimentation, and information exchange are valued, along

with having transformational leadership that spurs creativity and affects change.

Comprehending the complex relationship between DKCs and innovation is crucial for companies looking to improve their long-term viability and sustainable competitive edge. Through the utilisation of dynamic knowledge capabilities, organisations can cultivate an innovative culture, promote ongoing enhancement, and capitalise on growth and expansion prospects. Innovation is any novel practice to an organisation, including tools, materials, services, procedures, guidelines, and initiatives (Zawawi et al., 2016). Therefore, carrying out a meta-synthesis analysis offers useful insights to compile and combine previous studies on DKCs and innovation, find recurring themes, theoretical frameworks, empirical results, and practical applications. This will provide important information that can benefit organisations, academics and practitioners. By using a thorough meta-synthesis analysis to examine the dynamic relationship between DKCs and innovation, this research seeks to further enhance knowledge on the possession of DKC for a learning and innovative organisation.

1.2 Objectives of the Study

The main aim of this study is to examine the effect of Dynamic Knowledge Capabilities on Innovation in organisations. The research specifically seeks to accomplish the following objectives to:

(i) assess the effect of Knowledge Creation and Acquisition (KCA) on Innovation in organisations;

(ii) examine the effect of Knowledge Integration and Application (KIA) on Innovation in organisations.

(iii) Ascertain the effect of Knowledge Renewal and Adaption (KRA) on Innovation in organisations.

1.3 Research Questions

The following research questions were considered for this study:

(i) How can Knowledge Creation and Acquisition (KCA) improve Innovation in organisations?

(ii) Is there any effect of Knowledge Integration and Application (KIA) on Innovation in organisations?

(iii) Ascertain the effect of Knowledge Renewal and Adaption (KRA) on Innovation in organisations.

2.0 Literature Review

2.1 Conceptual Framework

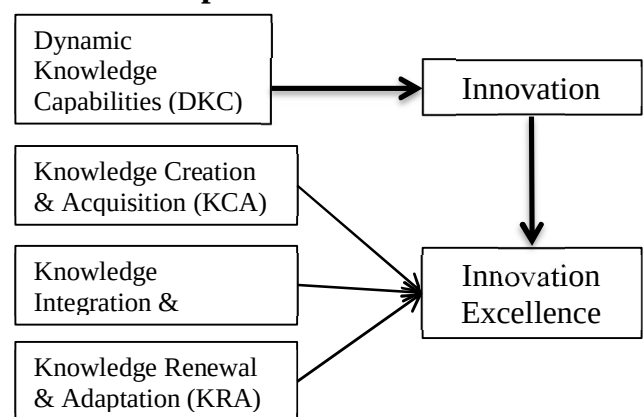


Figure 2.1: Conceptual Model of DKCs and Innovation in Organisations

Source: Authors' Adaptation from Literature, 2024.

Figure 2.1 shows the Authors' representation of the complex relationships that exist between the components Dynamic Knowledge Capabilities and Innovation in organisations. Dynamic

Knowledge Capabilities is the inherent organisational knowledge base that distinguishes an organisation from other organisations. It is an organization's ability to gather, produce, and integrate knowledge to recognise and seize chances for innovation in response to quick changes in the external and internal environments (Bindra et al., 2022). These capacities, which include the necessary knowledge, expertise, and diversity, are what is required to create and oversee innovations (Tamirat and Amentie, 2023). Managing and maintaining dynamic knowledge capabilities depend greatly on the organisations ability to acquire and create knowledge, integrate and apply the need knowledge and the renewal and adaptation of such knowledge to the turbulent business environment.

Knowledge creation and acquisition are essential organisational functions that foster innovation, enhance performance, and provide a competitive edge. Understanding these processes requires looking into various theories, models, and frameworks that shed light on how information is created, shared, and used to achieve organisational goals. This conceptual study examines the key concepts, theories, and practices related to knowledge creation and acquisition (Okpebenyo, 2021; Santos et al., 2021; Kaba and Ramaiah, 2019). In the creation of knowledge, Takeuchi and Nonaka's SECI Model is usually adopted. This model specify four types of knowledge conversion methods: combination (explicit to explicit), internalisation (explicit to tacit), externalisation (tacit to explicit), and socialisation (tacit to tacit). This model

states that interactions between implicit and explicit knowledge within an organisation lead to the generation of new knowledge (Hoe, 2006). A spiral is a common way to illustrate the SECI model, signifying the ongoing and iterative process of knowledge generation. Repeated cycles of socialisation, externalisation, combination, and internalisation shape knowledge throughout time, resulting in deeper understandings and discoveries (Santos et al, 2021). Knowledge acquisition requires the organisation leveraging current knowledge, experiences, and resources as internal knowledge acquisition while reaching out to other parties, including partners, suppliers, competitors, customers, and industry experts to acquire external knowledge.

Organisations can efficiently capture, store, organise, and exchange knowledge by implementing knowledge management systems and processes. These are the strategies for knowledge creation and acquisition (Kaba and Ramaiah, 2020). By offering platforms for collaboration, document management, and expertise location, these systems help to create informal networks within organisations where people with similar interests, skills, and objectives come together to share knowledge, work through issues, and gain from one another (Arias-Perez et al., 2021). Organisations may promote knowledge production, sharing, and diffusion across departments and functions by cultivating communities of practice. Additionally, they can engage in open innovation by working together with stakeholders, customers, and external partners to co-create and share information. Organisations can speed up

innovation, open up new markets, and obtain a competitive edge by utilising the knowledge, concepts, and resources of external parties (Arias-Perez et al., 2021; Kim et al., 2020; Ngoc Thang et al., 2020).

In a nutshell, the dynamic processes of knowledge creation and acquisition are critical to organisational learning, innovation, and competitiveness. Organisations can create efficient methods for utilising knowledge to accomplish their strategic goals by comprehending the ideas, models, and tactics connected to these procedures.

Knowledge Integration and application offers organisations the tool to rely on crucial processes for bridging the knowledge gap between creation and performance. Therefore, there must be focus tactics in promoting creativity, problem-solving, and decision-making. There must be an interdisciplinary collaboration to frequently bring together a variety of viewpoints, specialties, and disciplines. Multidisciplinary teamwork stimulates innovation (Voet and Steijn, 2021; Mitchell and Boyle, 2020), makes it easier for ideas to cross-pollinate, and gives organisations access to a wider pool of resources and expertise. Activities that transcend boundaries within an organization—between teams, departments, or organisational units—as well as between the organisation and its external environment are referred to as boundary spanning. Project managers, facilitators, and knowledge brokers are examples of boundary-spanning positions that are essential in promoting knowledge integration across these boundaries (Mitchell and Boyle, 2020). There

synthesising and sense making of knowledge to produce a cohesive understanding of complex processes, knowledge integration necessitates synthesising and making sense of disparate facts, viewpoints, and insights (Berggren et al., 2024; Azari et al., 2020). The process of applying knowledge to solve issues, make choices, or accomplish organisational objectives is known as "actionable knowledge." When it comes to tackling certain possibilities or issues that the organisation faces, actionable knowledge is information that is pertinent, timely, and useful.

Organisational learning is the process of obtaining, analysing, and applying knowledge to enhance performance and adjust to changing conditions. Knowledge application is intimately related to organisational learning (Senge, 1990). Experience-based learning techniques within an organisation, like experimentation, reflection, and feedback loops, allow them to make on-going improvements to their procedures and practices. Also, transferring knowledge from one context or domain to another and reproducing effective methods or solutions are common tasks associated with knowledge application. Techniques for Applying and Integrating Knowledge Employees have avenues to share, access, and integrate knowledge throughout the company when knowledge sharing platforms are implemented, such as intranets, collaboration tools, and communities of practice. These platforms expedite learning and creativity while facilitating cooperation and minimising duplication of work. Employees can apply knowledge in real-world scenarios and get

practical experience through experiential learning methods like action learning, simulations, and on-the-job training. Deeper comprehension, skill growth, and problem-solving prowess are all enhanced by experiential learning. In applying knowledge, there must be an agile and adaptive practices (Arias-Perez et al, 2021). These procedures encourage a mindset of creativity, daring, and on-going development. Knowledge application and integration are crucial procedures that let businesses take advantage of their group knowledge and experience to spur productivity, creativity, and competitive advantage. Organisations can create efficient methods for integrating and applying information to handle complex difficulties and accomplish their strategic innovation goals (Acharya et al., 2022; Arias-Perez et al., 2021).

Organisations need to engage in knowledge renewal and adaptation to remain resilient, competitive, and relevant in quickly changing settings. The main ideas, theories, and tactics pertaining to knowledge renewal and adaptation are explored in this conceptual review, which also emphasises the importance of these ideas for long-term success, organisational learning, and innovation. Organisations renew their knowledge through continuous learning, knowledge audit and assessment, and innovation and R&D. Knowledge adaptation is achieved through agile and flexible structures; change management; and sense-and-respond capabilities. Techniques for Adapting and Renewal of Knowledge include:

Facilitating the sharing of ideas and knowledge amongst individuals, groups, departments, and organisations is known as knowledge brokering. Through facilitating connections between individuals with varying backgrounds and viewpoints, knowledge brokers foster creativity, idea exchange, and cooperative problem-solving; Creating and evaluating many future scenarios is the process of scenario planning, which helps to foresee possible disruptions, uncertainties, and opportunities. Organisations may plan ahead, make educated judgements, and proactively modify their operations and strategy by investigating various options and their consequences; and enhancing an organization's ability to endure and bounce back from shocks, setbacks, and hardships is known as building organisational resilience. This entails investing in risk management and contingency planning, creating strong supply chains, encouraging a culture of adaptability and learning, and diversifying sources of income. Processes like knowledge renewal and adaptability are critical to an organization's ability to prosper in unpredictable and dynamic contexts. Organisations can achieve long-term success and sustainability by adopting continuous learning, innovation, agility, and resilience. These strategies can help businesses replenish their knowledge base and adapt to changes.

Consequently, if the ability of an organisation to effectively gather, produce, disseminate, and use knowledge in response to changes in its surroundings is dynamic knowledge capabilities. Organisations must be able to quickly adjust to new information, technology,

market trends, and competitive challenges in today's fast-paced and constantly-evolving business environment. Organisations can innovate, solve issues, make wise decisions, and stay ahead of the curve with the help of dynamic knowledge capabilities. Also, if innovation is the act of bringing in fresh concepts, goods, services, procedures, or business plans that benefit clients, partners, and the company as a whole. Organisations need innovation to be competitive, spur growth, and maintain long-term success.

Hence innovation and dynamic knowledge capabilities go hand in hand. Innovation is the product of utilizing dynamic knowledge capabilities in an organisation. Strong knowledge skills enable organisations to better identify opportunities, develop innovative solutions, and more successfully launch new ideas into the market by utilising internal expertise, insights, and resources. On the other hand, innovation frequently results in the development of new skills and knowledge within the company, which improves its capacity for future innovation and adaptation (Cordeiro et al, 2022).

2.2 Theoretical Framework

2.2.1 Resource-Based View (RBV) Theory

Resource-Based View (RBV) is a strategic management concept that highlights how internal resources and skills can lead to better performance and competitive advantage.

RBV asserts that businesses should put emphasis on enhancing and utilising their internal capabilities (Helfat and Peteraf, 2003). RBV shows that a company's

distinct combination of skills and resources gives it a competitive edge. Dynamic knowledge capabilities are important intangible resources that stimulate innovation and economic advantage. These include the capacity to gather, produce, exchange, and utilise knowledge efficiently. The dynamic capabilities approach suggests that a company's ability to secure value producing potential and gain a competitive edge by adapting to a changing environment is a key factor in determining its success (Wojak, 2015).

The theory emphasis is on value, rareness; inimitability and effective utilisation of knowledge offered by dynamic knowledge capabilities. The company's resources and competencies must allow it to take advantage of opportunities, neutralise risks, or outperform rivals in meeting customer needs. A resource does not add to competitive advantage if it does not provide value. Compared to rivals, resources and abilities should be uncommon or special. A resource cannot offer a persistent competitive advantage if it is shared by rivals. Competitors should have a difficult time replicating or copying your resources and talents. Imitation can be hampered by elements including social complexity, causal ambiguity, and path dependency. Organisations must effectively utilise the potential of its resources and competencies. This entails coordinating incentives, organisational structure, procedures, and culture to facilitate the creation and application of uncommon, precious, and unique resources. The strategic implications are that firms must focus their resources on projects and activities that take advantage of their special talents and capabilities rather than distributing them

thinly throughout a number of different sectors; organisations should make sustained investments in growing and improving their core competencies, since these are the cornerstones of competitive advantage and flexibility in changing circumstances; businesses should place themselves in sectors and marketplaces where they can take advantage of their unique skills to outperform rivals and add value; and Resource-Based Viewing (RBV) guides decisions about acquisitions and strategic alliances, whereby companies aim to partner with or purchase organisations that have complementary resources and competencies that improve their market position.

RBV has come under fire for prioritising internal variables over external ones, such as industry structure, competitive positioning, and market dynamics. The dynamic capacities perspective is one of the RBV extensions that highlight the significance of a firm's capacity to innovate, adapt, and replenish its resource base over time to maintain a competitive edge in dynamic contexts. Despite its criticism, the Resource-Based View Theory offers a useful theoretical framework for comprehending how businesses might use their internal resources and capabilities to gain and maintain a competitive advantage. Businesses can improve their long-term performance and competitiveness by allocating resources more wisely and developing their capabilities and strategic positioning by utilising the VRIO framework and the strategic implications of RBV.

2.3 Empirical Framework

Zawawi et al. (2016) conducted an extensive analysis of definitions, concepts, and the significance of innovation in the corporate world. They reviewed the concepts of innovation, inventiveness, innovation's dimensions, and how innovation generates a competitive advantage. They recognised that studies of creativity and dynamic knowledge capacities were based on the Resource-Based View hypothesis. Their research showed that innovation is a very hard concept to define, track, or assess; for this reason, a thorough discussion of dynamic knowledge and innovation is crucial. They conclude that several interesting ideas for further research might be gleaned from their review.

Evaluating the fundamental origins, variables influencing, and outcomes of developments in knowledge-based dynamic capabilities (KBDCs), Tamirat and Amentie (2023) conducted a comprehensive review. 72 empirical studies published between January 1, 2015, and July 19, 2022 were taken into consideration for the review. The basis of KBDCs, according to their findings, is knowledge management, tacit knowledge resources, managerial features (such as team composition, technological insight, and tenure), intellectual and human capital, organisational design and structure, financial resources, social capital, technology ownership and usage, existing operational and dynamic capabilities, and firm location. . They observed that organisational knowledge, experience, absorptive capacity, and company size all

support DKC and innovation. Technology, international competitiveness, market dynamism, the business environment, public innovation intermediaries, economic conditions, and regulatory issues are some of the other external elements they identified as influencing DKC and innovation practice and adoption. They came to the conclusion that companies employed DKC to guarantee their long-term competitive edge. To address the challenges associated with planning, organising, and carrying out DKC and innovation in organisations, Bendra et al. (2022) used systematic review and analysis. Large organisations and developed countries exhibit application bias, According to their bibliometric examination of the literature. They supplied a rationale for taxonomy, usage, and concept mapping that can impact DKC and innovation applications in businesses.

Kaba and Ramaiah (2020) evaluate the capacity for knowledge acquisition to forecast the generation of knowledge inside an enterprise. They took a sample of 300 faculty members from 26 universities and colleges in the United Arab Emirates (UAE) from the population of faculty members there. They used a structured questionnaire to gather data, which they then examined using regression analysis and a correlation matrix. Their research showed that faculty members' use of knowledge acquisition technologies positively impacts the generation of new knowledge. Additionally, that knowledge sources benefit instruments used in knowledge development. Their work has beneficial practical consequences for academic institution stakeholders and decision-makers. It demonstrated how, in

an academic setting, knowledge creation may be predicted by knowledge acquisition. They concluded that utilisation knowledge sources, knowledge acquisition tools and knowledge creation tools will improve the academic environment.

The goal of Arias-Pérez et al. (2021) was to investigate how innovation capability is impacted by knowledge acquisition and utilisation. They analysed survey data from insurance and banking companies using structural equations. Their findings demonstrated the impact of information acquisition and exploitation on an individual's capacity for innovation. They came to the conclusion that an organization's innovation processes need the acquisition and application of knowledge. Analysing the effects of knowledge creation and acquisition in a corporation on "coopetition" and innovation was the goal of Santos et al. (2021). Multivariate statistical tests were performed on the Community Innovation Survey - CIS 2012 data that they utilised. Their findings show that firm innovation and coopetition are influenced by the creative process, or knowledge creation. They concluded that companies that promote knowledge creation and acquisition will improve their innovation and coopetition posture. They recommended that companies should invest in knowledge - supported by coopetition strategies innovative and enjoy a competitive advantage.

Kim et al.'s (2020) study looked at how external knowledge acquisition mediated the links between surroundings (hostility, complexity, and dynamism) and creativity. Using outside knowledge acquisition, they

evaluated how settings affected innovation. Using a survey questionnaire, they gathered information from Chinese manufacturing SMEs. According to their research, dynamism, complexity, and antagonism all have favourable overall effects on innovation and positively affect businesses' efforts to acquire external information. Additionally, they discovered that there is a mediating role for external knowledge acquisition in the connections between environmental aspects and innovation. According to these findings, innovation, environmental factors, and knowledge acquisition are significantly correlated.

Voet and Steijn (2021) observed that collaborative, post-bureaucratic organisational structures have a lot of room for creativity; participants' divergent interests, values, and aims must be aligned, though. Through the promotion of internal team cohesiveness and external team boundary management, they conducted empirical tests to determine how visionary leadership might boost innovation in diverse teams. Their findings demonstrated a beneficial relationship between visionary leadership and enhanced team cohesion and boundary management over time, based on longitudinal data collected from social welfare professionals and their team leaders in 95 teams. This implied that team cohesion acts as a mediator in the beneficial relationship between visionary leadership and team innovation.

Berggren et al. (2024) offered novel, in-depth empirical research on the requirements, workings, and results of knowledge integration processes on innovation. Strong internal capacities for

utilising outside information have been shown to stimulate creativity in businesses. Knowledge Integration (KI) and innovation were also examined by Acharya et al. (2022). They discovered that, despite being a necessary skill, KI is difficult to implement in real life because of interpersonal barriers. Knowledge boundaries are the root cause of relational obstacles. These boundaries are of three types: syntactic (where the challenge is to transfer knowledge), semantic (where the challenge is to translate knowledge), and pragmatic (where the challenge is to transform knowledge to realise relational innovation). Their examination of information gathered from 139 small businesses shows that KI is positively impacted by shared meaning and interests. Moreover, KI has a favourable impact on organisational innovation.

Healthcare team innovation and professional identity were investigated by Mitchell and Boyle (2020). Researchers discovered that there is complementarity between various types of identification, which gives teams room to innovate, through a survey-based analysis of 63 US healthcare teams. The goal of Cordeiro et al. (2022) was to clarify the role that organisational knowledge and dynamic skills play in the creative process. The primary evidence for their "inductive inquiry," which was helpful in understanding particular "organisational mechanisms" of innovation, came from in-depth interviews with eighteen important individuals. Their research showed that the planning of a particular innovation is aided by dynamic capabilities.

3.0 Methodology: Meta-Synthesis

The comprehensive method of integrating and interpreting data from several qualitative research investigations is called meta-synthesis analysis. When analysing innovation and Dynamic Knowledge Capabilities (DKCs), meta-synthesis offers an organised process for combining many viewpoints, finding trends, and coming up with fresh conclusions. In using this methodology the following steps were used in this study: Finding Adequate Research, Extracting Data, Evaluating Quality, Thematic Analysis, Combining and Interpreting, and Reporting.

4.1 Discussion of Findings

The findings on innovation and Dynamic Knowledge Capabilities (DKCs) are discussed, and a detailed examination of the combined ideas from the meta-synthesis study is included. The essence is clarifying the intricate and complex relationship between DKCs and innovation in organisational contexts by methodically integrating and interpreting qualitative data from several researches. This is a thorough analysis of the results:

Dynamic Knowledge Capabilities (DKCs)

The ability of an organisation to dynamically acquire, integrate, transform, and use knowledge in response to shifting internal and external contexts is referred to as its DKCs. Several important DKC aspects were uncovered via the meta-synthesis:

Knowledge Acquisition: Businesses that have strong DKCs show that they are proactive in gathering information from a

variety of sources, such as internal specialists, outside networks, and cutting-edge technologies. Organisations are able to keep up with advances in technology, consumer needs, and industry trends because to this depth of knowledge acquisition.

Knowledge Assimilation: Integrating new information into current organisational structures, procedures, and routines is necessary for effective knowledge assimilation. The absorption of multiple knowledge inputs can be facilitated by cultivating a culture of openness, collaboration, and constant learning, as highlighted by the meta-synthesis.

Knowledge Transformation: DKCs help businesses turn information and raw data into useful insights and creative solutions. This transformative process frequently entails combining divergent knowledge sources, questioning accepted wisdom, and trying out new ideas.

Information Utilisation: The ability of DKCs to convert information into concrete results, including process improvements, product enhancements, and strategic initiatives, is what ultimately makes them valuable. Knowledge assets are used by organisations with strong DKCs to spur innovation, improve competitiveness, and produce long-term value.

Innovative thinking

The creation, acceptance, and application of novel concepts, goods, procedures, or business models that benefit all parties involved are all included in the concept of innovation. Several types of invention were identified by the meta-synthesis, including:

Product innovation is the process of creating new or enhanced goods and services to satisfy changing consumer expectations and market conditions. Businesses that have strong DKCs are frequently skilled at spotting new opportunities, gathering market data, and creating creative solutions that set them apart from rivals.

Process Innovation: The goal of process innovation is to improve efficiency, cut costs, and simplify value delivery by streamlining internal operations, workflows, and systems. Because they allow organisations to take use of insights from data analytics, automation, and continuous improvement approaches, DKCs are essential in promoting process innovation.

Organisational Innovation: To promote creativity, agility, and adaptability, innovative organisational structures, practices, and management techniques are put into place. Organisations with strong DKCs are able to accept change, overcome inertia, and take advantage of new opportunities by fostering a culture of innovation and experimentation.

The link between innovation and DKCs

The meta-synthesis clarified the complex interactions between DKCs and innovation, emphasising various important findings:

Enabler of Innovation: By offering the organisational skills, cognitive resources, and knowledge infrastructure required to foster cooperative problem-solving, creative ideation, and information sharing, DKCs play a fundamental role in fostering

innovation. In dynamic circumstances, organisations with strong DKCs are better able to handle complexity, overcome ambiguity, and seize new possibilities.

Competitive advantage-generating factor: Making good use of DKCs can provide a long-term competitive advantage by encouraging a culture of creativity, uniqueness, and ongoing renewal. Organisations may beat competitors, maintain market leadership, and generate long-term value for stakeholders by continuously learning, adapting, and inventing.

Innovation Barriers: Although DKCs have the potential to be beneficial, they may also be a hindrance to innovation, especially if organisations are ingrained in routines, knowledge domain silos, or resistance to change. The meta-synthesis emphasised how critical it is to cultivate a balanced knowledge management strategy that encourages both exploration—the search for new knowledge—and exploitation—the utilisation of already-existing knowledge.

5.1 Conclusion

Finally, the discussion of the study findings on innovation and dynamic knowledge capacities provides a thorough synthesis of theoretical understandings, empirical data, and practical implications for furthering understanding in this important field of organisational research. The meta-synthesis lays the groundwork for future research and strategic decision-making targeted at promoting organisational success in dynamic and uncertain situations by clarifying the intricate relationship between DKCs and

innovation. The qualitative data from a wide range of research, which can differ in terms of methodological rigour, sample characteristics, and contextual factors, were the basis for the meta-synthesis. Although systematic analysis and validation techniques have been used to reduce the impact of interpretive bias and researcher subjectivity, these issues nevertheless affect the synthesised findings.

Subsequent studies may tackle several directions for more investigation, such as the function of organisational culture, leadership, and knowledge-sharing systems in promoting DKCs and creativity. Cross-national comparisons examining cultural variations in knowledge management practices and longitudinal research documenting the development of DKCs over time may offer important insights into the contingent elements influencing organisational innovation.

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