

Research Article

Knowledge Creation as Influence the Achievement of Organisational Social Innovation

La creación de conocimiento como influencia en la consecución de la innovación social organizativa

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Abstract: This research investigates the effects of knowledge creation on organisational social innovation in R&D organisations. Organisational social innovation deviated from the concept by presenting a new paradigm in business, the potential for innovation of which was viewed as knowledge creation as a factor to solve business economic problems and unfulfilled demands in society. In the post-industrial era, managing intellectual assets has become a crucial component of organisational effectiveness. Organisations require knowledge creation that will enable them to respond quickly to changes, fulfil the demand for constantly changing business knowledge, and improve their ability for long-term organisational innovation. As a result, this research investigates the impact of knowledge creation on the achievement of organisational social innovation. However, there is a lack of interest of previous researcher in this area. In this paper, a partial least squares structural equation model (PLS-SEM) was used, and a survey questionnaire was chosen to collect data for this descriptive study. This finding includes 171 Malaysian R&D organisations. This study showed a substantial relationship between knowledge creation and organisational social innovation. The findings of this study extended and improved knowledge-based view (KBV), emphasising the need of understanding a firm's competitive advantage in terms of knowledge creation on achievement of organisational social innovation. However, this study has some limitations, especially in terms of breadth and sample size. Furthermore, the application of current criteria may limit the examination of additional determinants.

Keywords: knowledge creation; innovation; organisational social innovation.

Resumen: Esta investigación estudia los efectos de la creación de conocimiento sobre la innovación social organizativa en las empresas de I+D. La innovación social organizativa se aparta del concepto al presentar un nuevo paradigma en la empresa, cuyo potencial de innovación se considera la creación de conocimiento como factor para resolver los problemas económicos de las empresas y las demandas insatisfechas de la sociedad. En la era postindustrial, la gestión de los activos intelectuales se ha convertido en un componente crucial de la eficacia organizativa. Las organizaciones necesitan crear conocimientos que les permitan responder rápidamente a los cambios, satisfacer la demanda de conocimientos empresariales en constante evolución y mejorar su capacidad de innovación organizativa a largo plazo. En consecuencia, esta investigación indaga sobre el impacto de la creación de conocimiento en la consecución de la innovación social organizativa. Sin embargo, existe una falta de interés de los investigadores anteriores en este ámbito. En este trabajo se utiliza un modelo de ecuaciones estructurales por mínimos cuadrados parciales (PLS-SEM) y se opta por un cuestionario de encuesta para recopilar los datos en un estudio descriptivo.

Se incluyen 171 organizaciones malicias de I+D. Así, este estudio muestra una relación sustancial entre la creación de conocimiento y la innovación social organizativa. Las conclusiones de este estudio amplían y mejoran la visión basada en el conocimiento (VBC), haciendo hincapié en la necesidad de comprender la ventaja competitiva de una empresa en términos de creación de conocimiento sobre el logro de la innovación social organizativa. Este estudio tiene algunas limitaciones, especialmente en cuanto a la amplitud y el tamaño de la muestra. Además, la aplicación de los criterios actuales puede limitar el examen de otros factores determinantes.

Palabras clave: creación de conocimiento; innovación; innovación social organizativa.

1. Introduction

Organisational Social Innovation (OSI) is seen as a crucial modern achievement of the twenty-first century (Dionisio & de Vargas, 2020). Organisational social innovation, which aspires to generate both social and economic advantages, provides a framework for integrating sustainability into company operations (Amran et al., 2021). To address social challenges sustainably and profitably, businesses consider OSI as an investment and look for strategic alliances. By using OSI as a business model, we might contribute to the 2030 Sustainable Development Goals. However, there are other arguments for and against the idea of OSI in the business world, and this area of study is still in its infancy (Mustapha et al., 2021), some. Additionally, there are persistent arguments in the workplace about corporate social responsibility (CSR). Over the past ten years, the connection between CSR and innovation has grown gradually. The formation of various institutions, nonprofit organizations, and foundations has been prompted by the increased visibility of social innovation in academia and the public recently (Altuna et al., 2015). Social innovations are innovative goods or services that can foster new interpersonal relationships or teamwork while meeting societal needs. However, there are signs that for-profit businesses are motivated to create organisational social innovations that support their CSR objectives. Even while businesses with a focus on the market are not traditionally thought of as social enterprises, they are increasingly looking to create economic value through creative CSR strategies (Carberry et al., 2019). To divert attention from CSR's more limited focus on stakeholder management, the term organisational social innovation reframes such practices in terms of their ability to address social concerns in novel ways.

Even if CSR professionals are interested in social innovations, the literature currently available does not provide any recommendations on how for-profit businesses might approach social innovation efforts (Alhasani et al., 2023). The CSR strategy is the primary foundation for the development of social innovations in the company (Altuna et al., 2015). Since society has high expectations for the corporate social responsibility of enterprises, the development, and research of the SI leading to OSI are strongly related to CSR. It is obvious that these companies engage in social innovation to implement strategic CSR, but it is still not clear how they successfully manage these programs.

In recent decades, corporate firms have prioritised difficult economic and social concerns (Esen & Maden-Eyiusta, 2019). There is increasing interest in organisational social innovation as a novel strategy to integrate economic operations into delivering solutions for both financial and social benefit (Jayakumar, 2017). Since the move to a knowledge economy has elevated social innovation to the forefront of economic development, innovation in today's economic forms has a significant impact on economic growth (Dionisio & de Vargas, 2020). Because of its significant impact on societal well-being, organisational social innovation has quickly gained popularity among firms (KPMG, 2014). However, corporations find it difficult to invest in the manufacture of items that meet customer demand for social innovation-related goods and services. This topic entails the development of a more equitable and sustainable society, one that is focused on meeting local needs and producing innovative, market-driven solutions (Farinha et al., 2020).

Organisational social innovation (OSI), defined as the inventive acts and services of private firms to create game-changing advances, is a new strategy or model used by commercial organisations (Esen & Maden-Eyiusta, 2019).

This divergence is important in an economy that depends on knowledge to advance. But there is a discrepancy between innovation and knowledge creation (Aldaibat, 2017). Malaysia's challenging shift to a knowledge-based economy is crucial. Organizations engaged in the intense knowledge-based sector face new problems due to dynamic changes in the business environment and transformative processes relating to environmental, social, and economic issues.

According to Nonaka (1994), the organisation must develop employee knowledge management systems so that this resource can play a significant part in the company's long-term success. Employees have two forms of knowledge, according to Nonaka (1994): tacit knowledge (difficult to formalise and describe) and explicit knowledge. The interconnectedness of organisations and society can provide enormously valuable information for the operation of organisations and society.

2. Literature review

2.1. Theoretical theories

Knowledge-based theory (KBV) is adapted to the study in knowledge creation. According to KBV, innovation and knowledge creation are strongly related (Estate, 2018). This study extends the Knowledge-Based View (KBV) on higher innovation capacities about internal organisational resources, effectiveness, and interactions inside the company through an interest in superior firm knowledge resources (Chen et al., 2017; Costello, 2019). The knowledge-based view (KBV) theory proposes an approach for gaining a competitive advantage by organising, aggregating, and integrating specialised knowledge. KBV carries that knowledge in companies is seen as a strategic resource and a key asset of a long-term competitive advantage (Mahbob et al., 2013).

2.1.1. Organisational social innovation (OSI)

OSI is an innovative and crucial concept for businesses in the 21st century. Although lacking a formal definition, it generally involves the implementation of social innovation ideas and theories at the corporate level (Dionisio & de Vargas, 2020). Recent discussions have emphasized OSI as encompassing innovative projects that combine corporate resources with those from other industries to collaboratively develop advanced solutions to social, economic, and environmental issues impacting both business and society (Amran et al., 2021). OSI is considered a strategic investment and a valuable business asset, as it has been demonstrated in previous studies to enhance corporate sustainability and confer a competitive edge through the introduction of unique services, methodologies, and approaches. Furthermore, OSI enables organizations to create new revenue streams and establish a socially relevant innovation system (Tabares, 2020; Samidi et al., 2023).

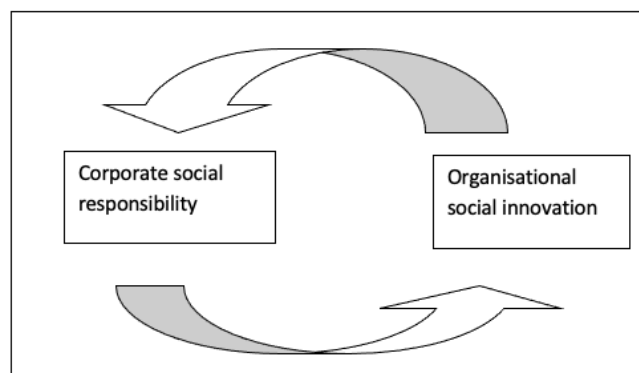
According to Cunha and Benneworth (2020), the literature in this area lacks a solid foundation and is relatively nascent. Previous research indicates that the concept of organisational social innovation is still in its early stages, and the uncertainty surrounding social innovation has made comprehending the concept of organisational social innovation challenging (Van der Have and Rubalcaba, 2016). While social innovation is more prevalent than organisational social innovation, there has been limited research on the latter in the existing literature (Tabares, 2020). Previous studies have shown that the diversity of available literature makes it challenging to reach a consensus within the academic community. Despite some organizations embracing organisational social innovation, it continues to face criticism, particularly regarding the impact of social initiatives on employees and other stakeholders (Van der Have & Rubalcaba, 2016; Dionisio & de Vargas, 2020).

Organisational social innovation is thus relevant to become a fundamental business strategy in order to connect economic, social, and environmental concerns that may result in improved interactions between enterprises, stakeholders, society, and communities while reducing the creation of shared value. Consequently, CSI is viewed as the business model's answer for promoting community well-being because it connects to social value, produces economic benefits, and does so from an environmental aspect (Kocziszky et al., 2017; Mariann & Krisztina, 2018).

2.1.2. How OSI differs from CSR?

According to Amran et al. (2021) there is a considerable disconnect between stakeholder expectations and a company's social performance in terms of corporate social responsibility. To address this issue and move towards strategic and systemic investments, businesses have shifted their focus towards organisational social innovation (OSI) (Amran et al., 2021). With OSI, businesses invest money in research that is relevant to society and the environment, treating it as any other commercial venture (Mirvis et al., 2016). Incorporating OSI in CSR has led to solutions on how a company's citizenship behavior can have a sustainable impact, rather than just reactive or charitable actions that do not significantly improve society (Bambang, 2018).

Figure 1. Differences between CSR and OSI.



Source: Author's elaboration.

Both CSR and innovation are necessary for a company to succeed in the long run. CSR may increase the added value of innovation (Zhou et al., 2020). A greater knowledge of the strategic decision-making involved in implementing CSR and its potential benefits for future development is necessary to fill the research gap caused by the lack of empirical research on the effects of CSR on innovative performance (Zhou et al., 2020). Table 1 shows a summary of the differences between CSR and OSI.

Table 1. How CSR differs to OSI.

	CSR	OSI
Concepts/ definition	The ongoing dedication of companies to act morally, promote economic growth, and enhance the standard of living for their employees and their families.	A strategic viewpoint that suggests a management philosophy based on the need for social responsibility as a part of corporate ethics in order to innovate.
Activities involve	Managers and shareholders engage in that are compatible with moral, cultural, philosophical, or religious attitudes and views.	OSI includes the firm's internal and external stakeholders engaging in creative activities that produce lasting solutions to a range of social and environmental problems.

Degree of involvement	Offer a programme that benefits society by fostering economic growth, enhancing the lives of your employees and the people in society.	Involve engagement and collaboration with stakeholders to implement a new idea.
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Source: Author's elaboration.

2.1.3. Knowledge Creation (KC)

Knowledge is critical to the success of a business. Nonaka (1994) defines knowledge generation as a dynamic blend of skills, capabilities, and cultural values possessed by skillful persons. The act of developing knowledge has a substantial impact on the effectiveness and calibre of innovation (Yang & Zheng, 2022). Knowledge is viewed as a strategic asset by corporations. Nonetheless, a company's success is dependent on its workforce's ability to collect and use information, allowing them to establish a continuous competitive edge for their organisation (Li Sa et al., 2020). Nonaka (1994) argued that the development of tacit knowledge has a significant impact on organisational performance, notwithstanding the difficulties in managing tacit knowledge.

However, little study on R&D organisations has been undertaken, resulting in a scarcity of accessible information about knowledge generation practises (Chong et al., 2019). Furthermore, internal organisational mechanisms for gaining information at the individual level via managers or employees and translating it into organisational knowledge are still little understood (Elaine et al., 2015). Because of the intricate interplay between knowledge and the process of knowing, which is achieved through action, experience, and social interaction (Maravilhas & Martins, 2018), researchers prioritise knowledge creation as the critical first step in the knowledge creation process.

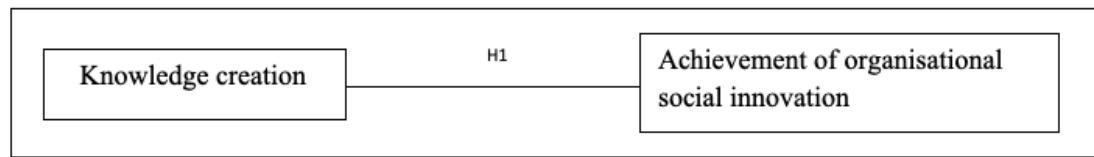
2.2. Theoretical and hypotheses development

In order to enhance innovation, it is essential for businesses to allocate adequate resources towards knowledge creation (Aldaibat, 2017). In dynamic work environments, employees are motivated to actively contribute their knowledge and are provided with the necessary tools and resources for generating new insights (Chatzoglou & Chatzoudes, 2018).

Sahibzada et al. (2020) discovered a significant correlation between Knowledge Creation (KC) and Organisational Social Innovation (OSI). Businesses with elevated levels of KC exhibit greater effectiveness and have the potential to surpass their competitors, as indicated by Qadri et al. (2021). Additionally, Liao and Wu (2010) highlight a significant relationship between knowledge creation and organizational innovation. According to their findings, Taiwan's domestic sector excels in fostering organizational innovation due to its emphasis on knowledge creation. The study concludes that robust knowledge development is more efficient and contributes to business success, aligning with the observations of Davenport and Prusak (1998), Darroch (2005), and organizations studied by Qadri et al. (2021).

However, it's worth noting that certain prior studies overlooked the significance of knowledge creation as a hidden driver of economic innovation. This argument is grounded in Schumpeter's (1934) assertion that innovation can occur independently of new idea generation and vice versa. This investigation led to the formulation of the following hypothesis:

H1: Knowledge creation influences organisational social innovation.

Figure 2. Differences between CSR and OSI.

Source: Author's elaboration.

3. Research method

This study's population consists of Malaysian R&D organisations. Because the substances are in charge of Malaysian firms' creative endeavours, the major criterion for sample selection was a focus on R&D organisations. The survey was disseminated to 171 R&D organisations in order to collect the relevant information. Organisational social innovation affects the successful implementation and impact of creative strategies, initiatives, or practices within an organisation aimed at addressing social concerns or promoting societal well-being. Through the organisational social innovation in R&D organisations, an organisation makes strategic corporate investments in generating new or upgrading existing products or services that will provide solutions to complex economic, social, and environmental concerns. This study adapted the measurement model based on Esen and Maden-Eyiusta (2019). Besides, the survey instrument examined the recommended model and research hypotheses. The study used the Knowledge-Based Value Theory (KBV), which focuses entirely on the importance of knowledge as a valuable resource for achieving success, which knowledge creation refers to the generation of new knowledge. Chang et al. (2014) provided the inspiration for this study's premise as measurement for knowledge creation. However, the study did not investigate other contextual elements that may influence organisational social innovation achievement.

4. Results

4.1. Demographic Characteristics

Table 1 summarises the paper based on four categories: (i) manufacturing; (ii) trading; (iii) service; and (iv) mixed-type industry. Result shows 57.3% of respondents were from the service industry, followed by 22.2% of respondents from the manufacturing industry, and then followed by 10.8% of respondents from the mixed industry and the remainder off 8.8% respectively represented by trading industry. The majority of respondents represent firms that have been in operation for more than 20 years, with 63.2% of respondents. The next largest group, representing 25.7% of respondents, are firms that have been in operation between 11-20 years. The remaining 11.1% of respondents represented firms that have been in operation for less than 10 years. The analysis also reveals that the respondents in the study came from organizations with a diverse range of employee numbers. The largest group of the respondents worked for organizations with over 10,000 employees. From the analysis, 36.3% worked for organizations with more than 10,000 employees, 21.6% worked for organizations with 5,000-10,000 employees, 15.8% worked for organizations with 2,000-5,000 employees, 15.8% worked for organizations with 1,000-2,000 employees, and remaining 10.5% of respondents worked for organizations with less than 1,000 employees. Lastly, this research also looked into the level of management criteria. According to the findings, the majority of the respondents are from middle-level management. 48.0% of the respondents were from middle-level management, 26.3% of respondents were from low-level management, and the least 25.7% of respondents were from upper-level management.

Table 2. Demographic Distribution of Respondents.

Type of Industry		
	Frequency	Percentage
Manufacturing	38	22.2
Trading	15	8.8
Service	98	57.3
Mixed	20	11.7
Total	171	100.0
Age of firm		
	Frequency	Percentage
<10 years	19	11.1
11-20 years	44	25.7
>20 years	108	63.2
Total	171	100.0
Number of employees		
	Frequency	Percentage
<1,000 employees	18	10.5
1,000-2,000 employees	27	15.8
2,000-5,000 employees	27	15.8
5,000-10,000 employees	37	21.6
>10,000 employees	62	36.3
Total	171	100.0
Level of Management		
	Frequency	Percentage
Upper-level management	44	25.7
Middle-level management	82	48.0
Low-level management	45	26.3
Total	171	100.0

Source: Author's elaboration.

4.2. Common Method Variance

Ramayah et al. (2020) advocated for investigating standard method variance to address the issue of Common Method Bias and investigate total collinearity. Constructs have variance inflation factor (VIF) values equal to or greater than 3.3. The VIF scores in this study vary from 1.1783 to 1.579. As a result, CMV was not a major worry in this work.

4.3. Measurement Model

The loadings, cronbach's alpha (CA), composite reliability (CR), and average variance extracted (AVE) in the measurement model were all analysed by the researchers. Loadings should be greater than 0.5, AVE greater than 0.5, and CR greater than 0.7, according to Hair et al. (2019). Table 3 shows that all AVEs are larger than 0.5 and all CRs are greater than 0.7. Furthermore, the loadings were all greater than 0.5, which was reasonable.

Table 3. Measurement Model.

	Organisational innovation	social	Knowledge Creation	CA	CR	AVE
OSI1	0.926			0.9630	0.9731	0.9003
OSI2	0.959					
OSI3	0.968					
OSI4	0.942					
KC1			0.770	0.9037	0.7083	
KC2			0.742			
KC3			0.889			
KC4			0.801			
KC5			0.822			

Source: Author's elaboration.

4.4. Structural Model

Table 4 outlines the requirements for testing the hypotheses that have been developed. According to Hair et al. (2017), the R2 coefficient of determination was determined to be 0.432, showing that knowledge generation accounted for 43.2 percent of the variance in organisational social innovation accomplishment, indicating a reasonably accurate predictive capacity. The link between knowledge creation and the attainment of organisational social innovation ($\beta = 0.2974$, $p < 0.01$, $t = 4.3673$) demonstrated a significant association with the attainment of organisational social innovation, affirming the support for Hypothesis 1 (H1). Furthermore, when examining the bias-corrected 95% upper and 5% lower confidence intervals, none of the intervals encompassed a value of 0, providing substantial validation for the research findings.

Table 3. Structural Model.

H	Relationship	Path Coefficient, β	Standard Deviation	T Statistics	P Values	Confidence intervals		Result
H1	KC -> OSI	0.2974	0.0681	4.3673	0.000	5.00%	95.00%	sig

Source: Author's elaboration.

Yang and Zheng (2022) assert that knowledge creation exerts a significant influence on innovation, a proposition consistent with earlier research suggesting that knowledge creation plays a role in shaping organizational social innovation (Alshanty & Emeagwali, 2019). The progression of knowledge is integral to the innovation process, as emphasized by Marques et al. (2021). Consequently, businesses generate valuable new information, which is then transformed into commodities, services, and procedures, converting broad knowledge into specific knowledge (Marques et al., 2021). Despite the strong relationship between innovation and knowledge creation, this connection has not been thoroughly explored (Popadiuk & Choo, 2006). Consequently, the presented hypothesis has been validated and demonstrates a significant outcome.

5. Conclusion

Despite the fact that knowledge assets are presented as the primary source of organisational social innovations, a deeper understanding of the intricate relationships between these qualities

is required because vast gaps in this research field persist. In addition, the paucity of empirical research employing the aforementioned frameworks necessitates fresh theoretical and empirical work, which is why this study has concentrated on contributing empirical data and results on the subject. In this study, it was established that there is a link between knowledge creation and organisational social innovation. In line with the previous works, the findings of this study are consistent with earlier studies that show a significant relationship between knowledge creation and innovation (Marques et al., 2021).

Researchers and managers should think about the knowledge creation as a factor that encourages achievement of organisational social innovation which considers social, environment and economics benefits. This study illustrated that knowledge creation encourages innovation has evolved as an investment that helps businesses while also improving human well-being in the pursuit of the SDG 2030 (Singh et al., 2020). This phenomenon has a cause-and-effect relationship that should be recognised. This paper presents a conceptual framework that Malaysian R&D organisations give a significant result in knowledge creation and achievement of organisational social innovation empirically tested. Future studies should evaluate how well the concept works in various businesses sectors. Even though this study was conducted in Malaysia, further research can be conducted in other areas in other developing or developed countries.

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