

# A Literature Review on the Subject of Knowledge Management and Improving Institutional Performance

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## Abstract

This study reviews the literature on knowledge management (KM) and its role in improving institutional performance, with a focus on applications in institutional communication centers. It aims to assess the development of research in this field, identify key themes related to KM practices, and examine their impact on organizational performance, while outlining potential directions for future research. The study adopts an inductive analytical approach through the examination of relevant scientific publications to identify major trends and patterns in the literature. The review is contextualized within the Institutional Communication Center at King Abdulaziz University, Jeddah, during the academic year 1447 AH / 2025 AD, as a case reflecting the relationship between KM and institutional communication. The findings indicate that the effective implementation of KM practices contributes to improving institutional performance by enhancing service quality, supporting informed decision-making, and strengthening communication processes within the organization. In addition, integrating KM into communication environments supports the role of communication centers as key channels linking institutions with their stakeholders. The analysis also shows that digital transformation, particularly through social media and digital platforms, plays an important role in facilitating knowledge sharing, interaction, and innovation. Previous studies emphasize the importance of developing integrated KM strategies, enhancing employee capabilities, and promoting organizational flexibility to support sustained institutional performance. Overall, the study confirms that knowledge management represents an important approach for improving institutional performance, especially when aligned with communication functions and digital developments within organizations.

*Keywords:* Knowledge Management, Improving Institutional Performance, Institutional Communication, Knowledge Sharing

## 1. Introduction

In the contemporary knowledge driven economy, organizations are increasingly recognizing knowledge as a critical strategic asset that determines their ability to sustain competitiveness and achieve superior institutional performance. Unlike traditional resources such as capital and labor, knowledge possesses unique characteristics because it is dynamic, expandable, and capable of generating continuous value when effectively managed. As a result, organizations that successfully leverage their knowledge resources are better positioned to enhance decision making processes, foster innovation, and improve operational efficiency [1], [2]. This paradigm shift has led to the growing prominence of Knowledge Management (KM) as a discipline aimed at systematically managing organizational knowledge.

Knowledge Management encompasses a set of processes that involve the creation, acquisition, storage, sharing, and application of knowledge within an organization [3]. These processes are essential for transforming individual knowledge into organizational knowledge, thereby ensuring that valuable insights are not lost but instead utilized to support strategic objectives. Effective KM practices enable organizations to reduce redundancy, avoid repeated mistakes, and accelerate problem solving capabilities. In addition, KM supports organizational learning by facilitating continuous knowledge exchange among employees, which ultimately contributes to long term institutional sustainability.

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The importance of KM becomes even more significant within institutional environments where communication plays a central and integrative role. Institutional communication centers act as the backbone of information flow, serving as key platforms for disseminating knowledge, coordinating activities, and engaging with internal and external stakeholders [4]. In such environments, the effectiveness of communication processes directly influences how knowledge is transferred and utilized across different organizational units. Poor communication structures can lead to fragmented knowledge, limited collaboration, and inefficiencies that hinder overall performance [5]. Therefore, integrating KM practices into institutional communication systems is essential to ensure that knowledge is systematically captured, shared, and applied in a manner that enhances organizational effectiveness [6].

A growing body of literature has emphasized the strong relationship between KM implementation and improved organizational performance. Empirical and conceptual studies have demonstrated that KM contributes to various performance dimensions, including increased service quality, enhanced innovation capabilities, improved employee productivity, and more effective decision-making processes [7], [8]. Furthermore, KM has been identified as a key driver of organizational learning and continuous improvement, both of which are fundamental for achieving institutional excellence in an increasingly competitive and rapidly changing environment [9]. Organizations that embed KM into their core processes are more adaptable and resilient, enabling them to respond effectively to environmental changes and emerging challenges.

Despite the expanding interest in KM research, there remains a notable gap in the literature concerning its application within institutional communication contexts. Most existing studies tend to focus on KM at a general organizational level, often overlooking the specific role played by communication units as facilitators of knowledge flow [10]. This lack of focused analysis limits the understanding of how KM can be effectively implemented within communication centered environments, where information exchange is both complex and critical. In addition, there is a scarcity of integrative reviews that synthesize existing findings to provide a comprehensive perspective on this relationship.

Addressing this gap is essential for both theoretical and practical reasons. From a theoretical standpoint, a more focused examination of KM within institutional communication contexts can contribute to the development of more nuanced frameworks that explain how knowledge processes interact with communication systems. From a practical perspective, such insights can assist organizations in designing more effective KM strategies that leverage communication centers as key enablers of knowledge dissemination and utilization [11]. This is particularly relevant for institutions seeking to improve their performance through better coordination, information management, and stakeholder engagement.

Therefore, this study aims to review and analyze existing literature on Knowledge Management and its role in enhancing institutional performance, with particular emphasis on institutional communication centers. By synthesizing prior research, this paper seeks to identify key trends and patterns in the existing literature, examine the relationship between KM practices and institutional performance within communication contexts, and highlight research gaps while proposing directions for future studies. Through this comprehensive analysis, the study aspires to provide valuable insights that can support both academic research and practical implementation of KM in institutional settings.

## **2. Theme One: Literature Review Methodology**

Knowledge Management (KM) has been widely studied as a strategic approach to enhancing organizational performance and sustaining competitive advantage. Early studies define KM as a systematic process of creating, capturing, sharing, and utilizing knowledge to achieve organizational objectives [12]. This perspective emphasizes that knowledge is not only an asset but also a process that must be actively managed

to generate value. Furthermore, KM is often associated with both tacit and explicit knowledge, where tacit knowledge resides in individuals while explicit knowledge is documented and easily transferable [13]. The effective integration of these two forms of knowledge is considered essential for organizational success.

Several studies have explored the relationship between KM practices and organizational performance. It has been consistently found that organizations implementing KM initiatives experience improvements in efficiency, innovation, and service quality [14], [15]. KM facilitates better decision making by ensuring that relevant information is accessible when needed, thereby reducing uncertainty and enhancing managerial effectiveness. In addition, KM contributes to organizational agility by enabling faster responses to environmental changes and market demands [16].

Another important dimension of KM is its role in fostering organizational learning. KM systems support continuous learning by enabling knowledge sharing across departments and hierarchical levels [17]. This process encourages collaboration, reduces knowledge redundancy, and promotes a culture of innovation. Organizations that prioritize learning through KM are more likely to achieve long term sustainability and maintain high levels of performance [18].

The role of communication in KM has also received significant attention in the literature. Communication is considered a critical enabler of knowledge transfer, as it facilitates the exchange of information among individuals and groups within an organization [19]. Effective communication systems ensure that knowledge flows seamlessly across organizational boundaries, thereby enhancing coordination and collaboration. Conversely, poor communication structures can hinder knowledge sharing and limit the effectiveness of KM initiatives.

In institutional contexts, communication centers play a vital role in managing information and supporting organizational processes. These centers act as intermediaries that connect different units and stakeholders, making them essential for the successful implementation of KM practices [20]. Integrating KM into communication centers allows organizations to improve information accuracy, consistency, and accessibility, which in turn enhances overall institutional performance.

Despite the growing body of research on KM, there are still gaps in understanding its application within communication centered environments. Many studies focus on KM from a general organizational perspective without addressing the specific dynamics of communication units [21]. This indicates a need for further research that examines how KM can be effectively integrated into institutional communication systems to maximize its impact on performance.

In summary, the literature highlights that KM plays a crucial role in improving organizational performance, fostering innovation, and supporting continuous learning. Communication is a key factor that influences the success of KM implementation, particularly in institutional settings where information flow is complex and multidirectional. However, more focused studies are needed to explore the intersection between KM and institutional communication in greater depth.

### **3. Method**

This study employs a qualitative research approach using an advanced literature review methodology to analyze the role of Knowledge Management in improving institutional performance within institutional communication contexts. A literature review is particularly suitable for synthesizing dispersed knowledge, identifying theoretical patterns, and constructing a comprehensive understanding of a research domain without relying on primary data collection [22]. In this study, the review is developed beyond a descriptive approach by incorporating analytical and conceptual modeling elements to enhance methodological rigor.

The research design follows a structured and integrative framework in which relevant literature is systematically identified, evaluated, and synthesized. The analysis is guided by the assumption that institutional performance is influenced by both Knowledge Management practices and the effectiveness of institutional communication. This relationship is conceptually represented as follows:

$$IP = \alpha + \beta_1 KM + \beta_2 IC + \varepsilon$$

In this formulation, institutional performance is treated as a dependent variable, while Knowledge Management and institutional communication function as independent variables that jointly contribute to performance outcomes. This conceptualization allows the study to frame the literature within a quasi analytical structure, even though empirical estimation is not conducted.

Data collection is carried out through document analysis by gathering secondary data from scholarly sources such as peer reviewed journal articles, conference proceedings, and academic publications. The selection of literature is based on relevance to the research topic, methodological quality, and contextual alignment with Knowledge Management and institutional communication studies [24]. To ensure consistency in the selection process, the inclusion of studies is guided by a conceptual filtering structure expressed as:

$$S = \{x \mid R(x) \cap Q(x) \cap C(x)\}$$

This expression indicates that only studies meeting the criteria of relevance, quality, and contextual suitability are included in the final dataset, thereby enhancing the reliability of the review process.

The data analysis process applies thematic synthesis combined with conceptual abstraction. Selected studies are categorized into major themes related to Knowledge Management processes, organizational performance, and communication effectiveness. Through this process, patterns and relationships across studies are identified and interpreted to construct a coherent understanding of the research problem [25]. Furthermore, the interaction between Knowledge Management and communication is conceptualized as a multiplicative relationship, as expressed below:

$$IP \propto KM \times IC$$

This formulation suggests that institutional performance is not only influenced by each variable independently but also by their interaction, where the effectiveness of one variable amplifies the impact of the other.

To ensure validity and reliability, the study applies a comparative evaluation of findings across multiple sources and theoretical perspectives. This approach minimizes bias and strengthens the consistency of conclusions drawn from the literature [26]. In addition, conceptual validation is conducted by aligning the proposed relationships with established theoretical frameworks in Knowledge Management and organizational performance, ensuring that the analytical model remains logically grounded.

Overall, this methodology integrates qualitative synthesis with conceptual quantitative representation, providing a more rigorous analytical foundation compared to conventional narrative reviews. This approach enables the study to offer deeper theoretical insights while also laying the groundwork for future empirical validation.

#### 4. Result and Discussion

The analysis of previous studies provides a comprehensive and multidimensional understanding of the role of Knowledge Management in improving institutional performance across various organizational contexts.

The reviewed literature, spanning from 2011 to 2025, demonstrates a consistent recognition of Knowledge Management as a strategic resource that supports organizational efficiency, innovation, and long term sustainability. These studies collectively indicate that institutions that effectively manage knowledge are better able to enhance decision making, improve service quality, and maintain competitiveness in dynamic environments.

The first group of studies focuses on the direct relationship between Knowledge Management and institutional performance. As summarized in Table 1, these studies consistently show that Knowledge Management contributes to improving organizational effectiveness by enabling better utilization of knowledge resources, enhancing employee capabilities, and supporting continuous improvement. In addition, organizational culture and strategic alignment are identified as key factors that determine the success of KM implementation. Institutions that foster a culture of trust and knowledge sharing tend to achieve better performance outcomes.

**Table 1.** Studies on Knowledge Management and Institutional Performance

Study	Context	Method	Key Findings
Khanka [15]	University library	Descriptive, questionnaire	Organizational culture enhances KM and improves service quality
Mursi [8]	General institutions	Descriptive	KM improves performance and requires flexible structures
Qashqari & Mansouri [10]	University IT center	Descriptive analytical	Positive correlation between KM and performance
D. Cidade and M. Oliveira [21]	African universities	Mixed methods	KM improves competitiveness and strategy

The second group of studies emphasizes the role of communication as a critical enabler of Knowledge Management processes. As presented in Table 2, communication systems are essential for facilitating the flow of knowledge within organizations, enabling coordination between departments, and strengthening relationships with stakeholders. The literature highlights that effective communication enhances knowledge sharing and collaboration, while weak communication structures can limit the effectiveness of KM initiatives and reduce organizational performance.

**Table 2.** Studies on Communication and Knowledge Sharing

Study	Context	Method	Key Findings
Tabuk [13]	Youth institutions	Survey, interview	Communication strengthens stakeholder relationships
Cidade & Oliveira [21]	Universities	Qualitative interviews	Communication departments enable knowledge transfer
Ahmed [18]	Institutional communication	Analytical survey	Limited depth in communication research

The third group of studies highlights the growing importance of digital technologies in supporting Knowledge Management. As shown in Table 3, the integration of social media, artificial intelligence, and big data analytics has significantly transformed knowledge processes by enabling faster dissemination, improving

accessibility, and supporting data driven decision making. These technologies provide organizations with advanced tools to enhance learning, innovation, and overall performance.

**Table 3.** Studies on Digital Technologies in Knowledge Management

Study	Technology	Method	Key Findings
Azzahra [22]	Social media	Literature review	Enhances knowledge sharing and innovation
Alghamdi et al. [26]	Social media analytics	Systematic review	Improves productivity and knowledge creation
Al-Ghubari & Othman [17]	Artificial intelligence	Descriptive	Enhances efficiency and digital transformation
Strønen et al. [25]	Big data	Case study	Supports decision making and innovation

The fourth group of studies reflects broader research trends and contextual applications of Knowledge Management in different sectors. As illustrated in Table 4, these studies demonstrate that KM is particularly important in communication intensive environments such as media organizations and service centers. However, they also reveal several challenges, including technological limitations, resistance to change, and lack of a strong knowledge sharing culture. In addition, the literature highlights a gap in research focusing on the integration of Knowledge Management within communication centered environments.

**Table 4.** Research Trends and Contextual Studies

Study	Focus	Method	Key Findings
Al-Fraiji [1]	Media sector KM	Descriptive	Need for KM strategies in digital transformation
Kazemi et al. [24]	Call centers	Analytical	KM improves service but faces barriers
Ahmed [18]	Communication studies	Survey	Research gaps in communication field

The analysis of digital research trends further supports the growing importance of Knowledge Management and institutional performance in academic literature. The number of studies indexed in major databases has increased significantly over time, reflecting the expansion of interest in these fields. Knowledge Management, in particular, has experienced rapid growth in publication volume, indicating its central role in modern organizational research. In contrast, studies focusing specifically on institutional performance improvement are relatively fewer, suggesting that this area still requires further exploration and deeper analytical investigation.

Overall, the findings demonstrate that Knowledge Management is a key driver of institutional performance, supported by communication systems and digital technologies. However, its effectiveness depends on the integration of multiple factors, including organizational culture, technological infrastructure, and strategic alignment. The literature also highlights the need for more comprehensive and context specific studies that examine the interaction between these variables in greater depth.

#### 4.1. Digital Research Trends

The analysis of digital databases such as Google Scholar and Dar Almandumah reveals a substantial and continuous increase in the number of studies related to Knowledge Management and institutional performance over the period from 2011 to 2025. This growth reflects the rising importance of these topics in both academic research and practical applications. The data indicate that Knowledge Management has become a well established research field with a significant volume of publications, particularly in recent years. In contrast, research on institutional performance improvement, although growing, appears to be more limited in comparison. This disparity suggests that while KM is widely studied, its direct application to performance improvement requires further investigation. The increasing volume of research also highlights the need for more integrative and analytical studies that can synthesize existing knowledge and provide clearer insights into the relationship between KM and institutional performance.

#### 4.2. Discussion

Overall, the findings of this study demonstrate that Knowledge Management plays a fundamental role in enhancing institutional performance, particularly when supported by effective communication systems and advanced technological tools. The relationship between these factors is highly interdependent, as the success of KM initiatives depends not only on the availability of knowledge but also on the effectiveness of communication channels and the use of appropriate technologies. Organizational culture also emerges as a critical factor, as it influences employees' willingness to share knowledge and participate in KM processes. Despite the significant benefits of Knowledge Management, several challenges remain, including technological limitations, lack of strategic alignment, and insufficient focus on communication centered environments. These challenges highlight the need for a more integrated approach to KM implementation that considers organizational, technological, and cultural dimensions simultaneously. Future research should focus on developing comprehensive models that capture the complexity of these interactions and provide practical guidelines for organizations seeking to improve their performance through Knowledge Management.

#### 5. Conclusion

Knowledge management is considered one of the fundamental pillars for the development of modern organizations, as it contributes to the optimal investment and utilization of knowledge to enhance employee efficiency, develop their skills, and support decision-making based on scientific foundations, which positively reflects on improving institutional performance. Previous studies have shown a wide interest in this field, where they focused on the role of knowledge management in enhancing the quality of institutional work and raising its competitive ability [1], [10], [15].

Through a review of the relevant literature, it becomes clear that the effective application of knowledge management practices leads to the improvement of institutional performance and the quality of services provided to beneficiaries, in addition to developing the institutional communication system [6], [8], [21]. This intersects with the topic of the current study, which seeks to uncover the role of knowledge management in improving the performance of the Institutional Communication Center at King Abdulaziz University, in its capacity as the main channel that embodies the university's communication with its beneficiaries, and a fundamental pillar in supporting the achievement of its mission and objectives.

The researcher has also benefited from previous studies in formulating the theoretical framework for the study and identifying the scientific foundations that support the research topic, as well as benefiting from multiple viewpoints that highlighted the challenges and opportunities available for applying knowledge management in communication centers [2], [3], [24]. This has enabled the direction of the current study towards uncovering the means capable of improving institutional performance through knowledge management, which enhances the role of the institutional communication center in serving the university and its community.

In this context, some recent studies have highlighted the strategic dimension of knowledge management in light of the accelerating digital transformations. Social media provides effective digital spaces for accelerating the dissemination of knowledge and enabling interaction and the exchange of experiences and ideas, which promotes informal learning and incidental discovery of knowledge [22], [23]. In addition, social media analysis supports knowledge management

by enhancing participation, stimulating creativity and productivity, and improving the formulation and organization of knowledge, which reflects on raising the quality of services and encouraging innovation in multiple fields [26].

As for the institutional performance level, adopting knowledge management is a necessity for performance development, through improving the efficiency of services, supporting organizational flexibility, and preparing the technical infrastructure, alongside creating specialized departments for knowledge and developing the skills of employees on a continuous basis [8]. In the media field, institutions face major challenges in developing digital content, which necessitates adopting effective strategies for knowledge management, developing media cadres through training and qualification, and involving various administrative levels to ensure the renewal of content and the promotion of innovation and creativity [1].

## 6. Declarations

### 6.1. Author Contributions

Conceptualization: K.A.A. and I.M.M.E.; Methodology: I.M.M.E.; Software: K.A.A.; Validation: K.A.A., I.M.M.E., and I.M.M.E.; Formal Analysis: K.A.A., I.M.M.E., and I.M.M.E.; Investigation: K.A.A.; Resources: I.M.M.E.; Data Curation: I.M.M.E.; Writing Original Draft Preparation: K.A.A., I.M.M.E., and I.M.M.E.; Writing Review and Editing: I.M.M.E., K.A.A., and I.M.M.E.; Visualization: K.A.A.; All authors have read and agreed to the published version of the manuscript

### 6.2. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

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### 6.4. Institutional Review Board Statement

Not applicable.

### 6.5. Informed Consent Statement

Not applicable.

### 6.6. Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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