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ORGANIZATIONAL KNOWLEDGE DYNAMICS AND ENTERPRISE RESOURCE PLANNING SYSTEMS INTEGRATION: ROLE OF ORGANIZATIONAL INTEGRATORS

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ABSTRACT

The present research attempts to investigate the potential integration of Enterprise Resource Planning (ERP) and Organizational Knowledge Dynamics through the use of Organizational Integrators, as originally envisioned by Bratianu (2013). This research article intends to present a conceptual framework. This study's main goal is to investigate how organizational agility might be attained through integration. This study's methodology is based on a thorough analysis of the body of literature on organization integrators, organizational knowledge dynamics, organizational agility, and ERP systems. Based on this, a conceptual framework is created to clarify the connections between the various parts of this integration and their interactions. The study provides a nuanced understanding of how ERP systems, organizational knowledge dynamics, and organization integrators are crucial in promoting organizational agility. The conceptual framework depicts these relationships and suggests how firms might use this integration to increase adaptability in a constantly changing business environment. Although this study offers a solid framework for comprehending the possibility of Organizational Integrators being integrated with ERP and organizational knowledge dynamics, it has certain limitations. The unique circumstances in which the study was conducted could limit its capacity to be generalized. Furthermore, future investigation is necessary due to the changing nature of technology and knowledge management, and this research covers a point in time. The findings of this study have important application for businesses looking to increase their agility. The suggested conceptual framework can act as a roadmap for knowledge management procedures, technology adoption, and strategic decision-making. Organizations may become more responsive, adaptive, and competitive in today's quickly changing business environment by integrating ERP systems and encouraging knowledge dynamics. The Organization Integrators paradigm, used to assist the integration of ERP and Organizational Knowledge Dynamics, might have significant social ramifications. Increased organizational adaptability supports sustainable development, employment security, and economic progress. Agile firms are additionally better equipped to solve environmental and social issues and contribute

constructively to their communities and society. The unique concept of Organization Integrators, first proposed by Bratianu in 2013, provides foundation for research investigation of the proposed integration of Enterprise Resource Planning (ERP) systems and Organizational Knowledge Dynamics. This study's singular addition is its attempt to define the "original value" of this integration, which offers a novel viewpoint on how businesses might use it to foster organizational agility.

Keywords: Organizational Knowledge Dynamics, Organizational Integrators, Organizational Agility, Enterprise Resource Planning Systems.

Introduction

To survive a competitive and dynamic business environment, organizations must rapidly identify and respond to opportunities and threats created by the ongoing demands of the customers and disruptive changes. This requires the organizations to stay competitive by monitoring, tracking, and most importantly, adapting to changes by modifying their business directions. In other words, organizations need to stay "agile" to predict fundamental market shifts and respond according to the changes in the market environment. Though much has been written and said about the phenomenon of agility, there is still a lack of consensus (Van Oosterhout, Weetman, & Hutchinson, 2006). Agility has been defined as ability to 'detect new techniques', and adapt those techniques by the organization (Lui & Piccoli, 2006). The ability of a company to respond to problems posed by an uncertain business environment is known as agility. The present study proposes a research model that studies the impact of organizational systems and structures i.e., combining the Organizational Knowledge Dynamics (OKD) including Knowledge Creation, Knowledge Acquisition, Knowledge Sharing, Knowledge Storing and Retrieval and Knowledge Loss with Enterprise Resource Planning Systems (ERP) systems with this integration leading to an agile organization. According to Nazir and Pinsonneault (2012), the main goal of process agility and innovation envisioned by the ERP systems manufacturers has not been realized so far and needs to be explored further to extend generalization of the findings (Bi, et al., 2013). Knowledge Management (KM) is built around the processes of People, Process and Technology (Katz & Kahn, 1966) and can fail in absence of their integration. KM includes any deliberate and organized method or procedure for gathering, preserving, disseminating, and using useful knowledge to improve organizational performance and learning (Scarborough, Swan, & Preston, 1999). The concept of single integrated plan that breaks the traditional decentralized systems is essential for competing the 21st century supply chain as the integration of the Supply Chain management and ERP systems results in reduced costs, reduced market and lead time and increase the overall efficiency of the organization as a whole (Koh, Saad, Arunachalam, & Management, 2006). Information Technology (IT) and KM significantly affect the supply chain agility dimension such as demand response, customer responsiveness and joint planning, in small and medium sized enterprises (Shiranifar et al., 2019).

Information Technology (IT) is not only a driver of agility but in fact it is also driven by agility which makes it essential to understand the role of IT in organization success (Jesse, 2019). Research in the area of leveraging IT capability to build Organizational Agility can be extended by including and exploring other mediators or moderators (Cai et al., 2019). Future research

studies need to explore the construct of OA using Knowledge Creation as a determinant while further specify the concept of 'knowledge' Organization Knowledge Creation (OKC) practices and differentiated knowledge management research to provide opportunity for extensive research on these topics (Marhraoui & El Manouar, 2018). Organizations can better respond to unplanned and erratic external as well as internal changes through application of the knowledge that they have learned (Van Oosterhout et al., 2006) as Knowledge Application can lead to effective action (Cepeda & Vera, 2007), whereas OA enhances this effectiveness. Future research studies should focus on knowledge-oriented competencies with more attention to the real-time ability. The impact of Agility on KM can be different in "knowledge-intensive" companies, especially those which require high speed of operation or reaction to customers, e.g. in finance, IT or commodity industries (Su, 2011). The relationship between Information Technology (IT) capability and knowledge competence and organizational agility has been explored but nothing is known about the relative importance of these two abilities. Few attempts have been made to comprehend the impact of IT and knowledge capabilities on OA in the presence of varied contextual circumstances (Mao, Liu, & Zhang, 2015).

The aim of this paper is to propose a conceptual frame work to investigate ways to gain maximum benefit from ERP systems implemented to get organizational agility by integrating Organizational Knowledge Dynamics in the ERP systems through integrators presented by Bratianu (2013). The present study suggests that these so-called integrators i.e., Leadership, Management, Organizational Culture and Technology and related Processes can serve as integrators for integration of Organizational Knowledge Dynamics (Knowledge Creation, Knowledge Acquisition, Knowledge Sharing, Knowledge Storing, Knowledge Retrieval and Knowledge Loss) into ERP systems making the ERP systems contributions more improved and enhanced for making organization more agile. The next section of the research paper provides a comprehensive review of literature in relation to the research variables namely OA, ERP, OKD and proposed integrators for ERP and OKD integration along with hypothesis proposed based on relations identified in the literature. A research model is proposed on based on the basis of relevant literature presented in the literature review section. The methodology section elaborates methods used for the review of literature, and finally, the conclusion section summarizes the discussion on the proposed model (Figure 2) and the proposed relationship presented in the research paper.

Literature Review

Organizational Agility

OA is a construct that has many definitions in the literature. Many researchers have defined the concept of OA in many ways. The inventors of this concept, Iacocca Institute of Lehigh University (USA), explained it as a manufacturing system possessing abilities of hard and soft technologies, Human resource-educated management, etc., to meet the rapidly changing needs of the market place (Yusuf, Sarhadi, & Gunasekaran, 1999).

Table 1: Definitions of Agility in Literature (Source: Author)

Author(s) & Year	Definition of Organizational Agility
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Sharifi & Zhang, 1999	The organization's capacity to recognize differences in the working environment as agents of development and expansion.
Dove, 2002	The organization's capacity to advance and expand in a constantly shifting and uncertain business environment.
Overby, Bharadwaj, & Sambamurthy, 2006	Organizational ability to quickly sense and respond to opportunities and threats in a successful and timely way.
Sambamurthy, Bharadwaj, & Grover, 2003	Agility as a process-level construct representing a firm's capability to interact with customers, utilize external partners, and orchestrate internal operations.
Dahmardeh & Banihashemi, 2010; Yaghoubi & Dahmardeh, 2010	The capacity of an organization to adapt to quick changes in competitive marketplaces and succeed by taking advantage of opportunities.
Van Oosterhout, Waarts, & van Hillegersberg, 2006	The ability of a company to effectively respond to changing events through coordination between business, stakeholders, and other organizational elements.
Liu, 2010	Using new and innovative ideas and models to enhance organizational value by adjusting to environmental changes.
Shahrabi, 2012	The organization's capacity to react swiftly and effectively to shifts in consumer demands and the market itself.
Worley & Lawler, 2010	Organizational agility as a competitive advantage and functioning infrastructure of a company.
Crocitto, Youssef, & Systems, 2003	The ability of a company to swiftly respond to market developments and adapt.

Based on the definitions given in the previous literature, agile firms share the ability to react quickly to market changes, no matter what these changes may entail. Therefore, firms need to use the communication infrastructure to gather technology, workers and management to effectively respond to the changing customer demands in the unpredictable and ever-changing markets (Kodish, Gibson, & Amos, 1995). It is regarded as one of the most important dynamic capabilities for businesses with the fundamental goals of achieving long-term competitive advantages (Sambamurthy et al., 2003) and to survive in highly dynamic environments (Nijssen & Paauwe, 2012). The three important levers that can be used in creation of agility are organizational agility, operational agility including organizational structure and systems and leadership agility (Joiner, 2018).

Several earlier studies looked at the causes, procedures, tactics, and structures of OA (Trinh-Phuong, Molla, & Peszynski, 2010). Hermansen & Caron (2003) report on factors that impact a pro-agility organizational culture (Hermansen & Caron, 2003). OA is made up of three elements contributing to the organization's survival in dynamic environments, which are a scalable workforce, fast creation of organization knowledge and a highly versatile organizational infrastructure (Nijssen & Paauwe, 2012). The manufacturing organizations are

able to achieve their objectives through real time integration in implementation of the ERP systems (Soliman et al., 2017). Standardization of process under ERP systems have mixed effects on agility depending on extent of standardization. Poor process optimization and inadequacies in implementation prior to ERP implementation restrict process agility (Seethamraju & Sundar, 2013). To support their back-end company operations, more than 60% of the Fortune 1000 businesses have deployed or are implementing packaged ERP systems (Kraft, 2001). But a high number of ERP implementation initiative fail due to several issues and challenges faced during the implementation process caused mainly due to lack of agility. In fact, lack of agility is one of the main reasons behind the ERP systems implementation failure. There is a need of agile methodologies in ERP system implementation to overcome the failure by deploying agile methodologies (Tareq, 2016). In many service organizations the lack of IT agility adversely effects Business Agility. Using the theoretical knowledge approach, KM strategies i.e. codification and operationalization enables IT to support business agility and business agility performance (van Oosterhout, 2010). According to a study knowledge contributes significantly towards the success of an ERP system. This proves that knowledge and the ERP system have a significant positive correlation (Guo et al., 2006; Sedera et al., 2010)

Enterprise Resource Planning

ERP (pronounced as E-R-P) programs are the core software's that use common data base and shared management tools for reporting to organize and manage information across all business areas and processes within the organization (Monk et al., 2012). ERP as a packaged software, is a useful method for giving all kinds of information to employees working at various levels of the organization so they may carry out business operations successfully (Li, 1999). Prior to ERP, the business functional areas worked independently, each with their own information systems and methods for documenting transactions, so management reporting and decision-making were slower and more inconsistent across the board (Monk & Wagner, 2012).

ERP system due to its simplicity in linearity has become a universal characteristic. Linear thinking is based on the cause-and-effect relationships represents cognitive based approximations of more complex relationships and processes using linear metrics (Bratianu & Vasilache, 2009). Past researchers associated the concept of linear thinking with logical or rational decision process (Groves, Vance, & Paik, 2008; Vance, Groves, Paik, Kindler, & Education, 2007).

Literature consider ERP systems as linear systems (Ghosh & Skibniewski, 2010) and like other conventional IT implementation models the ERP implementation models contain implicit assumptions, based on linear models that ignore the dynamic interaction and reciprocal interaction between the social process and the technology during its use (Otieno, 2010).

ERP aims achieving maximum organizational efficiency taking business processes as standard routines and KM emphasizes improving productivity and efficiency while ensuring continuous learning at the individual and organizational levels. Although they have different focuses but both work toward the same objectives of streamlining company operations and enhancing business performance through the use of data, information, and knowledge (Guo et al., 2006).

Tools and technologies such as business intelligence tools, expert systems, simulations of dynamic complex processes, decision support systems, ERP applications, enterprise applications help in effective use of knowledge (Hou, 2012). The importance of KM in the context of ERP systems is becoming highly evident due to its link with the processes and project outcomes and value it adds to management and operation of ERP systems. To attain a comprehensive view of success, organizations need to develop a combined package of outcomes and activity measures (Parry & Graves, 2008). In fact, ERP system and KM initiatives are complementary and not contradictory (Vandaie, 2008). According to a study, ES success will increase with an organization's level of KM competence related to ES, justifying a large positive association between KM competence and ES success based on numbers and empirical data (Sedera & Gable, 2010).

Organizational Knowledge Dynamics

Knowledge Management (KM) is defined as "the intentional and systematic alignment of an organization's people, technology, processes, and organizational structure to add value through reuse and innovation, with coordination achieved through knowledge creation, sharing, and application as well as by feeding the priceless lessons learned and best practices into corporate memory to support ongoing organizational learning (Dalkir, 2013). The significant direct link between KM-System usage and organizational performance suggests the possibility of other potential contingencies and a need of future research to enhance the understanding of the KM-System usage by identifying these potential contingencies (Khalifa, Yan Yu, & Ning Shen, 2008).

Bratianu (2013) presented the concept of "Organizational Knowledge Dynamics" encompassing the integration of all forms of knowledge, a complex and nonlinear phenomenon coexisting within an organization. Under the holistic approach the complex phenomenon of Organizational Knowledge focuses on phenomena of organizational knowledge spectrum including knowledge creation, knowledge sharing, knowledge acquisition and knowledge loss as a whole. Using the energy metaphor knowledge is considered as an intangible and non-linear entity. This metaphoric approach considers the Organizational Knowledge as a multi-field construct composed of rational, emotional and spiritual knowledge with each of these forms of knowledge converted into the other form. This makes Organizational Knowledge Dynamics (OKD), an explaining mechanism for organizational learning, development, appearance and survival in a competitive environment (Vasilache, 2008)

Linear thinking is only a sub domain of the rational and logical thinking and KM prefers only linear thinking style in processing information through conscious logic and rational thinking to form knowledge understanding and most importantly reach a decision. Ignoring the properties of linear spaces leads wrong conclusion of assuming knowledge as linear. Nonlinear thinking process includes creative thinking, intuition, interactive thinking styles and emotional thinking unlike the linear thinking based on logic, rationality, analytical thinking etc. (Vance et al., 2007).

In KM non linearity is the rule and linearity are the exception and hence cannot be managed through linear thinking (Bratianu et al., 2009). KM education cannot be conducted through linear thinking models and styles as the its basic concepts are strongly nonlinear in nature (Boyatzis et al., 2002). KM has received special attention in the last two decades as means for the organization to gain competitive advantage (Wang & Yang, 2016). KM was first described as a process that uses a systematic approach to the acquisition, organization, management, and dissemination of knowledge within an organization in order to work more quickly, reuse best practices, and decrease expensive rework from project to project (Nonaka & Takeuchi, 1995, Pasternak & Viscio, 1998; Pfeffer & Sutton, 1999). A major attribute of KM is that it deals with knowledge which is more subjective way of knowing based on experiential or individual values, perceptions, and experience as well as Information which are contents that represent analyzed data (Dalkir, 2013). Nonaka and Takeuchi (1995) presented two dichotomous versions of knowledge in literature: tacit and explicit. Tacit Knowledge has significant impact on organizational performance which means that knowledge sharing, creation and retention should be given priority in optimizing the performance of the organization (Muthuveloo et al., 2017).

Organizational Knowledge Dynamics and Enterprise Resource Planning Integration

To survive in today's highly competitive and ever-expanding global economy depends largely on efficiently managing corporate knowledge. Moreover, increasing requirements for extended enterprises have stimulated knowledge asset management through integration of KM function into ERP systems (Sedera et al., 2010).

Due to difference in the KM and ERP it is not easy to take advantage of the integration between two by simply adding the KM module to the ERP system. In fact, changes such as knowledge base management, knowledge presentation, etc. have to be made in the ERP system to facilitate the KM implementation (Yuena et al., 2012). ERP and KM systems must be implemented simultaneously in an integrated enterprise information systems framework from a systems perspective, which necessitates integrating KM and ERP in enterprise business processes and incorporating KM in the development of ERP systems. This integration between KM and ERP systems can done on the basis of the existing ERP and KM system or integrating a newly developed KM system into an existing ERP system (Tjoa et al., 2007). Studying similarities of the ERP and KM reveals that both can be implemented in tandem to a good effect. Also playing to the respective strengths of ERP and KM in tandem can lead to simultaneous development of organizational efficiency and flexibility (Huang et al., 2002). As a module in ERP, KM supports in better decision making, capturing knowledge, transferring tacit to explicit knowledge and can even help in use or reuse of knowledge to serve ERP purpose (Xu et al., 2006).

Although ERP and KM emphasizes different characteristics and feature yet they share the common goal of improving competitive position (Tjoa et al., 2007). The ERP system and KM together promise organizations the benefits of enhancing competitiveness and continuous revitalization (Huang et al., 2002). As research shows, ERP and KM are complementary rather than conflicting (Acar et al., 2017). Growing requirements for extended enterprises have

aroused the need for the integration of KM function into ERP systems for knowledge asset management. The integration of KM and ERP as a strategic initiative provides organizations with the edge to stay competitive since both of these assets need to be properly managed (Xu et al., 2006). Sending the necessary knowledge to the right people at the right time is the fundamental similarity between KM and ERP. So, it makes sense to assume that enhancing KM in ERP systems will enhance the achievement of the companies' goals (Yuena et al., 2012).

ERP and KM systems being two entirely different IT concepts with difference in their orientation, as ERP focuses on the management of the physical assets where as the primary focus of KM system is innovation and utilization of knowledge assets (Chan, 1999). Despite being different in their focus KM and ERP share some common goals, with one of them being the improvement of the business process with tasks based on data, information and knowledge to achieve better business performance. In summary, ERP and KM systems manage the business from the perspectives of physical and knowledge assets, respectively (Guo et al., 2006). KM is essential for acquiring, transferring, storing, and applying previously stored knowledge, which helps to increase the efficiency of ERP systems (Agrawal et al., 2020). According to a study on identification of the risk factors associated with the ERP to ensure success of the KM based on past studies includes poor managerial support, improper KM, Nonexistence of modern techniques and non-acceptance of the change management. (Agrawal et al., 2020) IT knowledge management capabilities are essential in building absorptive capacity and dynamic capability, a prerequisite for operational agility and a major component of Business Agility (Ashrafi et al., 2005). IT and knowledge capabilities have a favorable impact on OA with knowledge capability being more effective than IT capability (Mao et al., 2015). KM processes increase the success of the ERP system implementation (Rouhani et al., 2017). Suitable use of the ERP systems for improved decision making is attributable to suitable use of KM practices with the success and failure of the ERP systems explained by the quality of KM practices (Chaabouni & Ben Yahia, 2014). KM approach has been suggested to ensure the effective ERP implementation to gain competitive advantage (Palanisamy, 2008). Knowledge retention is considered vital for the ERP implementation (Jayawickrama et al., 2019). The process of knowledge transfer is considered vital to ensure the successful and beneficial ERP project implementation (Ngai, Law, & Wat, 2008).

Organizational Integrators

In light of above evidence-based discussion, supporting the possibility of integrating OKD and ERP towards achievement of Organizational Agility brings the attention to consider the possible integrators that can support OKD and ERP integration. The present study focuses on the concept of integrator, presented by Britaianu (2013) to analyze the generation of organizational intellectual capital in his research study. He defined integrator as "a powerful field of force capable of combing two or more elements into a new entity based on interdependence and synergy. Such elements may have a physical or virtual nature and they must possess the capacity of interacting in a controlled way (Bratianu et al., 2011). An integrator is a potent field of forces that can cause several elements to interact with one another provided that the elements have properties of connectivity and synergy (Bratianu,

2013). The combination of the elements into a single system depends on the interdependence property of the integrator i.e., in linear systems the output is the summation of the individual outputs. The synergy property of the integrator allows to generate extra energy and power from the working system i.e., in nonlinear system the output is larger than the sum of individual outputs. According to Britianu (2011), KM including knowledge intelligence, talent innovation change, excellence etc. are strongly nonlinear elements as they cannot be managed under linear thinking. However, managing complex system i.e., ERP systems based on these concepts require linear thinking. Successfully implemented ERP systems creates synergy in the organization by developing efficient and necessary process essential for organizational success (Al-Mashari et al., 2003; Nawaz et al., 2013; Ray et al., 2022).

The present study uses the concept of organizational integrators as the drivers for the resource integration process and these include Leadership, Management, Organizational Culture, Technology and related Processes. According to Britianu (2013) the main Organizational integrators are technology and associated processes, Organizational culture and Leadership and management.

The model in figure 1, explains the role of integrators on the organizational resources through a process characterized by continuous learning and organizational processes for example the entropic model of Intellectual capital (Bratianu et al., 2013) As Bratianu et al. (2013, p.135) remarked, that the entropic model can, from a strategic standpoint, describe and explain intricate, irreversible processes unique to emerging organizations. The leadership vision directs their progress throughout time. A sustained competitive advantage in a volatile corporate environment is sought after by the development and implementation of strategies.



Figure 1. Organizational Integrators (Bratianu, 2013)

Leadership as an integrator

Leaders have vision, power and ability to act on primordially on emotional and spiritual knowledge and generate maximum synergy making it the most powerful integrator is leadership (Bratianu, 2013). Organizations today, faced with unprecedented and abrupt changes, need to develop agility to predict future opportunities threats which puts a premium on the role of the agile leaders. These leaders give directions, setup principles, develop strategies and create mechanisms to ensure the kind of leadership culture that facilitates and supports the transition of organization into an agile one (Attar et al., 2020). Comprehensive understanding of the contribution of leadership in making an organization agile is vital for

organizations working in an internationally competitive environments (Akkaya et al., 2020) as impact of leadership on the performance of the organization can be explained better in the context of organizational agility (de Oliveira et al., 2012). Leadership is a process, unlike a trait or characteristics, and more of a transactional event that involves interaction among leaders, people and followers towards the achievement of a common goal (Northouse, 2021).

Leadership as Organizational Integrator

ERP systems is a tool that supports the KM process in support of organization IT infrastructure leadership/ management and people (Krainer et al., 2018). The effectiveness of the ERP system deployment depends on knowledge transfer in organizations under the support and facilitation of the Leaders as critical enabler in those process (Chan et al., 2009). Leadership has ability to positively influence knowledge work and supports organizational learning and agility through leadership practices. Leadership practices creates conducive environment for knowledge sharing, learning, engagement and collaboration (McKenzie et al., 2012). Leadership is an important enabler for implementing and improving the readiness of agility (Vaishnavi et al., 2019) and Lean Six Sigma in health care organizations (Vaishnavi et al., 2020). Agile leadership can be defined as the ability to lead in situations characterized by high uncertainty and complexity. Change and complexity occur at all organizational level which makes it as the most needed and important leadership capacity in companies today (Joiner et al., 2007). Agile leadership can be described as the both enabling as well as disrupting teams/organization (Hayward, 2021). The present study explores the possibility of integration between ERP systems and KM by Leadership in view of past studies.

P1: Leadership integrates KM and ERP

Management as Organizational Integrator

Management is a generic, flexible and most powerful integrators compared with technology or its processes. As an integrator it has the ability to be applied on both explicit and tacit knowledge to produce explicit and tacit organizational knowledge (Andriessen, 2004; Davenport et al., 1998). Managers as integrators create organizational unity, unleashing human diversity in group process, implement systems to promote organizational unity and human diversity (Klagge, 1996), synthesize ideas and information from work groups (Tregoe et al., 1990), perform "upwards integration" (presents the groups inputs to top management) and downward integration" (ensuring the group works contribute to organizational success) (Martin, 1992) and links activities of work groups with organizational vision and strategy under the process of strategic framing (Hamel et al., 1994). Although leadership is different from management the two constructs do tend to overlap (Rost, 1991; Kotter, 1990; Warren et al., 1986) but leadership due its ability to effect individual intelligence and core values, strongly influences the generation of organizational intellectual capital more than the managers and can be considered as even stronger integrator than the management (Bratianu et al., 2011).

As an integrator, a manager collects information from the environment and reflects and analyzes. As an integrator a manager's role can be divided into two main parts namely critical observer i.e. determines the operational roles needed at any point in time to effectively respond the environmental stimuli, and the other is as reflective learner i.e. reflecting on usage

past and present roles operational roles and learning acquired from experiences (Vilkinas et al., 2001). The role of integrator is crucial in nature as it drives the selection and adoption of the various other operational roles. It has the capability to scan environment, choose the appropriate role with the contingencies and then take on and perform that role. Moreover, it focuses ability of a leaders to learn from past experiences, make changes as required and hence perform effectively (Vilkinas et al., 2006) his past experiences which guide him to adopt the suitable role needed in a particular situation. Effective Management of cooperation and bonding among the ERP project members is essential for the success of the ERP systems (King et al., 2006) as effective management of the processes relate to knowledge activities makes environment conducive for ERP implementation (Kuppusamy et al., 2009). Top management is an important factor ensuring positive knowledge transfer climate and impact during the ERP implementation through support and internal incentives of the client organization (Hung et al., 2012). Top management is considered as an important component in successful ERP implementation. Many developing nations have adopted top management support as a way to alleviate ERP system adoption issues through enhanced information exchange. The performance of IT projects is significantly affected by the top management significantly which in turn affects the facilitation or impediment of either importing external knowledge or integration internal knowledge for the successful innovation (Mitchell, 2006). According to the Integrated Competing Value Framework presented in the work of (Vilkinas et al., 2001) which is a modification of Competing Values Framework (CVF) presented by Robert Quinn along and his associates, explains the role of managers for personal effectiveness in organizational context, faced with complex environments (Quinn, 1988; Quinn & McGrath, 1982).

P2: Management integrates Organizational Knowledge Dynamics and Enterprise Resource Planning

Organizational Culture as Organizational Integrator

Organizational Culture is a very powerful integrator generating excellence based on individual intelligence, core values etc. (Bratianu et al., 2011). According to results of an empirical study organizational culture influences knowledge processes in the ERP implementation context (Palanisamy, 2008) Organizational culture is a strong non-linear integrator much stronger than technology and associated processes as integrator. If organizational is used intelligently as a nonlinear integrator it leads to organizational synergy. Organizational culture as an integrator and dynamic mechanism effects the individual knowledge and then to converts it into organizational knowledge Bratianu, 2013). Organizational culture is a major catalyst for the knowledge management processes and influences KM processes in the ERP implementation context (Palanisamy, 2008). According to a study Organizational Culture positively influences ERP package and business process knowledge retention (Jayawickrama et al., 2019). Open working culture is conducive to the sharing of knowledge among employees for the effective use of the ERP systems (Parry et al., 2008). Organizational Culture influences the organizational members attitude and perception towards knowledge sharing and since knowledge sharing is

critical to the success of the ERP implementation, making it essential to influence of culture on knowledge sharing in ERP implementation (Jones et al., 2006).

P3: Organizational Culture integrates Organizational Knowledge Dynamics and Enterprise Resource Planning

Technology and Process as Organizational Integrator

Software and an enterprise solution are necessary from a strategic perspective to fully integrate KM processes and best practices i.e., ERP. Using KM systems effectively is a crucial component of the technological perspective on KM, ensuring a prosperous future for the KM domain through integration with cutting-edge technologies and industry best practices from global businesses (Sohrabi et al., 2019). According to Agrawal et al. (2020) the collaboration of ERP systems with KM can ensure success knowledge organization and hence the study identifies four factors related to nonexistence of the modern techniques i.e., inadequate ERP selection, a bad IT system, system longevity, and service support are crucial aspects to consider when evaluating ERP for KM success. The evolution of enterprise technologies has made KM strategies to capture and share data possible in real time. ES technology in collaboration with KM process provides the connectivity and information support in Knowledge based analytic to ensure production agility in manufacturing firms (Mathrani, 2022). Literature addressing the agility enablers greatly emphasis the role of suggest information technology in agility (Gunasekaran et al., 2002; Gunasekaran et al., 2018; Lee et al., 2015)

Both KM and ERP system aim to achieve efficiency in organization through knowledge sharing using business process channels as a value-added supply chain (Yuena et al., 2012). The development of an ERP-KM platform dependent on the modeled and re-engineered SME'S business processes ensure smooth integration (Metaxiotis, 2009). Km integrated into ERP can improves the ERP system managed business processes (Golnaz et al., 2013).

P4: Technology and related processes integrate Organizational Knowledge Dynamics and Enterprise Resource Planning

ERP and OKD integration leading to Organizational Agility

ERP system as a foundation to business process management is deep rooted in almost all of the firms now a today. There is a need to fully understand the influence of these systems on OA power otherwise it is nothing more than a very costly inventory control system (Ptak et al., 2016). ERP systems have historically helped to streamline, standardize, integrate, and automate business processes, but it's unclear how much of an impact they've had on a company's capacity to develop agility. Although a firm's ability to develop agile processes is constrained by the technical tight coupling of the enterprise system architecture, it was discovered that vertical and horizontal integration as well as standardization of information and processes appear to be making a beneficial contribution (Sedera et al., 2010). According to Lyytinen, to the best of our knowledge, neither a theoretical analysis nor an empirical investigation of the paradox between enterprise systems' promotion and obstruction of organizational agility has ever been conducted. ERP integration having a net positive relationship with OA promotes the agility of the organization, independent of the level of systems agility or other controls between them (Kharabe et al., 2012). Hwang (2011) defines ERP implementation in dynamic

capabilities perspective as a process by which a business adapts, configures, and integrates the information flow and business processes required to serve various departments and functions inside an organization using IT architecture that captures and saves data in real-time. An ERP system that is effectively deployed allows the company flexibility to assemble its resources, expertise, and commercial ties (Goldman et al., 1995; Sambamurthy et al., 2003). OA as dynamic capability of firm, takes opportunities for competitive actions in the market place as well as continuing seeks relevant knowledge and assets to seize those opportunities in the market place. An empirical investigation found that the ERP system usage significantly impacts the banks' agility but fails to adequately explain the extent of variance of bank's agility as there exists other important variables that contribute towards agility in this sector (Aburub, 2015). According to Teittinen et al., (2013), "Enterprise resource planning systems are a key Information Technology (IT) resource today in most firms". Because of their integration capability, standard software packages and client/server architecture the ERP systems have been widely adopted by the companies (Chung et al., 2000).

Goldman et al., (1995) specified major aspects of OA along with all dimensions of agility related to knowledge and its management. Knowledge creation being a dynamic activity contributes effectively towards the success of the organization, economic well-being and serves as a driver of innovation causing an increase organizational agility improving organizational performance (Allard et al., 2013). Research initiated to determine the impact of tacit knowledge management on organizational performance found that out of four SECI based dimensions only socialization and internalization have significant impact on performance of the organization (Muthuveloo et al., 2017). A model of KM success from a knowledge-based perspective capturing the very essence of the KM's multidimensional and interdependent nature and based on the Jennex and Olfman (J&O) KM success model was presented and results of the study found that a correlation exists between KM quality, KM use and KM successful implementation (Wang & Yang, 2016).

KM has an impact on OA with mediating effect of organizational culture (Saki & Amirnejad, 2016). Studying the effect of knowledge management on OA by using structural equations modeling in auto-parts manufacturing companies it was discovered that KM affects OA as well as OA capabilities (Taghizadeh, 2015). A research study aimed at identifying the relationship between KM and OA showed relation between coding and personalization of the learning capacity as well as the relation between coding and personalization knowledge of organizational agility (Salavatil et al., 2014). Thus we propose that there exists a mediation effect of KM on relationship between OCB and OA.

McGinnis & Huang (2004) identified steps to incorporate KM into each major implementation phase of a four phase ERP continuous improvement model serving as a guide line for the practitioners to integrate the two Information System (IS) operations in an organization and at same time improve the success rate of the ERP implementation in the long run. Xu et al. (2006) adopting a system perspective discusses integration and simultaneous deployment of KM and ERP systems. From the enterprises point of view both the system integration is highly desirable and thus should be integrated for gaining competitive advantage (Acar et al., 2017).

The researcher found that both KMS and ERP have similar qualities in the time, logic, and knowledge dimensions when comparing the concept of logical point of view three-dimensional structure of the KM system and ERP at the methodology level. The researcher then proposes a knowledge-based ERP Multi-Agent Management System Model that describes the entire process from planning to implementation with multi-Agent interaction and with the impact from three concepts, management thinking, software and system (Xu et al., 2006). A framework of a research project conducted on Small and Med sized Enterprises based on a sound literature review, explores rationale for integration of KM and ERP by suggesting a conceptual model for their integration (Metaxiotis, 2009). A previous study examined the use of KM for selecting, implementing, and utilizing to support ERP throughout the entire life cycle by presenting a prototype created to support the use of an ERP system for using case-based knowledge about financial transactions. The study used actual examples and discussion on emerging efforts focusing on KM and in particular case based KM (O'Leary, 2002). Concurrent implementation of ERP and KM with in a single organization was examined which confirmed the ERP and KM can be implemented simultaneously resulting in good effect (Newell, Huang, Galliers, & Pan, 2003). In view of possible integration of ERP and KM under the role of leadership of Agile Leadership we propose the integration of ERP and KM can lead to **Organizational Agility**

P5: Enterprise Resource Planning and Organizational Knowledge Dynamics integration leads to Organizational Agility.

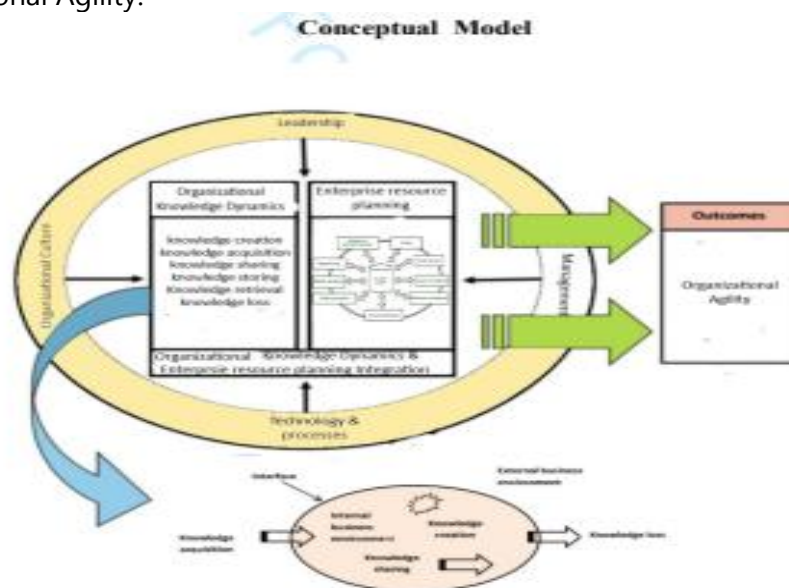


Figure 2: Conceptual Model of Organizational Knowledge Dynamics and Enterprise Resource Planning Integration

Methodology

In this research paper the author has adopted a systematic literature review approach. This process of the systematic review starts with identification of key words and search terms. The

common key terms have been used to find literature on the relationships proposed in the framework in this research paper. This included the research work done in the past on ERP system usage, KM, Agile Leadership, OA and the most important of all, role of leaders as an the integrator.

The research strategy aimed at finding all sorts of research papers such as empirical, conceptual or technical and conference proceedings, from general search engines, Emerald Insight, Science Direct, SAGE, and IEEE explore and many other related links. Research sources also include books, dissertation and thesis and literature reviews on the research variables.

Most of the research papers were chosen on some basic criteria. First of all, the research papers which were included were the ones which provided support to the proposed relationships directly or indirectly, by either one or all dimensions of the variables included in the study. Secondly the research work published during the last 20 years on the research variables were focus of attention. This led to the final selection of papers which were selected as references in this paper as listed in the reference list.

Conclusion

Agility is driven by digital world today and it demands faster feedback and measurement to excel in the world of constant change. It is no longer the era when the past success is considered an indicator of the success tomorrow. In fact, agility will serve as a key strategic differentiation for organizations relative to their competitors. Since as window of opportunity gets shorter, ability of the organization to quickly respond and execute will be more important than the response itself. And when the organization thrives on change and gets stronger, it becomes a real source of competitive advantage, eventually leading to success tomorrow. This paper proposes to explore the concept of Integrator presented by Bratianu (2013) as an enabler for OA and also as integrator for Organizational Knowledge Dynamics (OKD) and Enterprise Resource Planning (ERP) systems. So far, no evidence of such research in past have been found by the researchers where these variables are studied in relationship with one another as the one in the proposed model. An important contribution of the resent research paper is that it has not only identified a unique research gap by studying all these variables in relation with one another rather it has also brought forward the concept of integration of ERP systems and OKD by proposing to study the role of Organizational integrator . The paper proposes to study the ERP system and OKD integrated under these integrators leading to OA, where agility serves as a strategic initiative for providing competitive advantages to enterprises (Xu et al., 2006). The proposed concept Organizational integrator has its basis on the previous research work based on the integration of these two most important assets of the enterprise. Research indicates that ERP and KM are complementary rather than conflicting with ERP focuses on efficiency and KM on flexibility, but their simultaneous application is possible (Acar et al., 2017). The proposed model opens a new avenue of research by proposing the concept of Organizational Integrator, which studied in the context significance of OA for the organizations sustainability. Future research could empirical test the proposed model by experimenting on various empirical techniques and methods for the integration of ERP and KM as proposed in the present research works such as Balance Score Card (BSC) theory

application to measuring integration of ERP and KM in implementation in the Taiwan hi-tech industry (Chen et al., 2007). Future studies can study variables other than organizational integrators as possible integrator for ERP system and OKD.

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