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MANAGEMENT PRACTICES AND ORGANIZATIONAL CULTURE IN KNOWLEDGE-DRIVEN ECONOMIES

Dr. Prajakta Ganesh Mondkar^{1*}, Jyoti Harsha Shetty², Dr. Bhanu Prakash R³, Dr. Pratik Kamlesh Chauhan⁴, Dr Kanak Wadhvani⁵, Dr. Deepika Bandil⁶

¹Assistant Professor, D.Y.Patil Deemed to be University, ORCID iD: 0000-0003-1868-7659,
Email: prajaktagmondkar@gmail.com

²Assistant Professor, Commerce and Management, Specialisation: Commerce and Management New Horizon College, Kadubeesanahalli, Bellandur, Bengaluru, Karnataka, 560103. Email: jyotihshetty@gmail.com, ORCID iD: 60368888800

³Assistant Professor, CBB Jain College, Bengaluru, Karnataka, Email: bhanuprakashr16@gmail.com, ORCID iD: 0000-0001-8867-4752

⁴Assistant Professor Department of MBA, Vidyabharti Trust College of Master in Computer Application, Umraikh City:- Surat Pin:- 394601. Email: pratikchauhan489@gmail.com

⁵Assistant Professor, School of Management, Specialisation: Management, Ramdeobaba University, Nagpur, Email: kanak.swadhvani@gmail.com, ORCID iD: <https://orcid.org/0000-0002-3696-7454>

⁶Assistant Professor, Mangalayatan University, Aligarh, Email: deepika.bandil@mangalayatan.edu.in

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Corresponding Author: Dr. Prajakta Ganesh Mondkar
(prajaktagmondkar@gmail.com)

ABSTRACT

The transition toward knowledge-driven economies has heightened the strategic importance of management practices that support knowledge creation, learning, and innovation. However, the effectiveness of such practices is shaped by organizational culture, which is embedded within broader national and institutional contexts. This study examines the role of organizational culture in shaping management practices across knowledge-driven economies by adopting a macro-level, cross-national perspective. Using Hofstede's cultural dimensions as proxies for organizational culture, the study analyzes secondary data from 94 countries to assess how cultural characteristics influence management configurations associated with decentralization, empowerment, and knowledge orientation. Descriptive and correlational analyses reveal substantial cross-country variation in cultural dimensions, with power distance, individualism, uncertainty avoidance, and long-term orientation emerging as particularly influential. The findings indicate that low power distance and high individualism are aligned with autonomy-based and participative management practices, while high uncertainty avoidance is associated with more formalized and centralized approaches. Long-term orientation is shown to support management practices conducive to sustained learning and innovation, which are critical for competitiveness in knowledge-driven economies. By providing macro-level empirical evidence, this study extends knowledge-based and cross-cultural management literature and underscores the importance of cultural alignment in the design and transfer of management practices. The findings offer valuable implications for managers and policymakers operating in increasingly globalized and knowledge-intensive environments.

KEYWORDS: Knowledge-driven economies, Organizational culture, Management practices, Cultural dimensions, Knowledge management, Cross-national analysis, Innovation, Leadership.

1. INTRODUCTION

The global shift toward knowledge-driven economies has fundamentally altered the sources of organizational value creation. The competitive advantage in such economies is becoming more intangible (as intangible assets such as knowledge, innovation ability, human capital, and institutional effectiveness gain importance) instead of physical or financial resources that used to be central (Al-Qahtani, 2023; Paunica et al., 2011). This shift has increased the strategic significance of organization administrative strategies and work arrangement, especially in the area with high levels of knowledge, quick development in technology, and challenging problems-solving requirement (Millar et al., 2016). In the face of such conditions, management practices that facilitate learning, flexibility and knowledge sharing have become the focus of improving performance and long-term development in organizations.

The management practices go beyond the formal control mechanisms to the leadership styles, empowerment approaches, and processes through which the knowledge is created and transferred. The existing literature proves that knowledge-based and transformational leadership styles have a positive impact on employee engagement and performance due to their capacity to promote learning behaviors and personal empowerment (Malik et al., 2023; Siddiqui et al., 2025). These are especially applicable in the settings in which innovation and continuous improvement are paramount as it allows organizations to be responsive to uncertainty and complexity. Their effectiveness has not, however, been universal, indicating that more organizational and institutional factors influence the process of management approaches being implemented and experienced.

Organizational culture is one such critical factor. Culture refers to the collective values, norms and assumptions that dictate behavior in organizations and to what degree the management practices are construed and applied (Teehankee, 1994). The literature on the subject is increasingly pointing to organizational culture as a factor of performance and shows that cultures focused on learning, trust, and adaptability are better adapted to knowledge-intensive working conditions (Kim and Chang, 2019). Furthermore, recent work organization shifts, including the rise of remote and hybrid work, have made the discussion of culture and its importance to maintain social cohesion, reduce isolation, and

promote the efficiency of collaboration in knowledge-based organizations more prominent (Rogers, 2022; Martey et al., 2024). This is important in making the view that management practices cannot be fully cognized without the cultural contexts in which they are practiced.

Organizational culture exists in the larger national and institutional contexts. Managerial assumptions, leadership behaviors, and expectations of employees are influenced by the national cultural values and hence determine the organizational practices and they affect the outcomes (Khan and Law, 2018). Power distance, individualism, and uncertainty avoidance are cultural dimensions that have been found to influence the management, decision-making, and performance of organizations in different organizational contexts (Battistella et al., 2024). Regulatory frameworks, societal norms, and economic structures are also additional factors that condition organizational behavior at the macro-institutional level, which supports the necessity to explore the management practices in the broader context of their cultural and institutional backgrounds (Ma et al., 2023). It is especially applicable to the case of knowledge-driven economies where the institutionalization of education, innovation, and technology development combines with the cultural norms to influence the organizational operations (Ma & Guo, 2024).

In spite of these revelations, the current literature usually discusses the management practices and organizational culture as two different fields of study and does not give a comprehensive view on how they are dependant on each other. The empirical studies are often devoted to the system of leadership and management, or to cultural peculiarities, and the combination of both approaches is rather rarely identified, particularly on the cross-country level. Moreover, a great part of the literature is based on firm-level primary data in one country setting, which limits the generalization of results and ignores the impact of global culture and institutions. Consequently, there is still the scarcity of cross-national empirical studies of secondary-data-based studies, which explore the influence of organization culture on management practices among knowledge-driven economies. The gap is critical in supporting theory development and managerial and policy making amid increased knowledge based global economy (Figure 1).

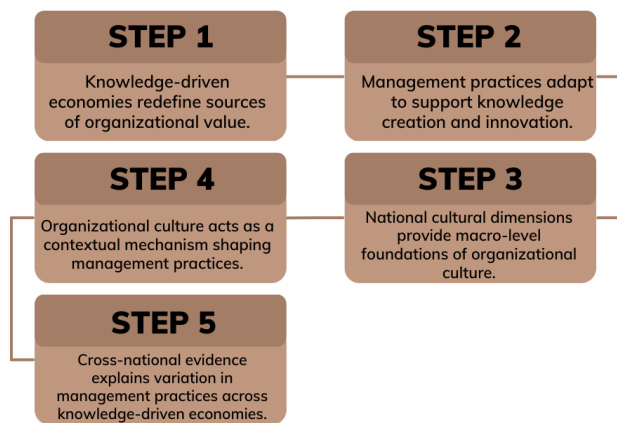


Figure 1: Organizational Culture and Management Practices in Knowledge-Driven Economies: A Cross-National Perspective.

The study examines how national cultural dimensions shape organizational culture and, in turn, influence management practices in knowledge-driven economies, offering cross-national evidence on the contextual foundations of knowledge-oriented, innovation-supportive managerial approaches.

Research Objectives

1. To assess the effect of organizational culture, measured through national cultural dimensions, on management practices in knowledge-driven economies
2. To examine cross-country differences in management practices associated with variations in cultural dimensions within knowledge-driven economic contexts
3. To provide empirical evidence on the role of cultural context in shaping management practices using secondary cross-national data from knowledge-driven economies

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Management Practices in Knowledge-Driven Economies

The institutions of the knowledge-based economies are typical of organizations whose performance is reliant on knowledge creation, integration, and utilization. In these circumstances, the management practices have transformed the hierarchical systems of control to the practices that are focused on empowerment, decentralization, and learning orientation (Millar et al., 2016). Knowledge-based management practice is geared towards improving employee capability of creating and passing knowledge, which would facilitate

innovation and organizational flexibility. Empirical research indicates that knowledge-oriented and learning-oriented approaches to leadership can enhance employee engagement and performance to a large extent, especially in industries that require a high level of knowledge (Malik et al., 2023).

Studies also show that management practices based on empowerment are significant in transforming the knowledge resources into performance outcomes. Siddiqui et al. (2025) prove that knowledge-based and transformational leadership along with team empowerment has a positive influence on team performance in software companies. These findings imply that management practices within the knowledge-driven economies should be able to balance between autonomy and coordination in order to facilitate knowledge work. Nevertheless, there are long-term issues that managers working in these contexts have to deal with regarding uncertainty, complexity, and the inability to track intangible knowledge processes, which explains why it becomes challenging to establish flexible and decentralized practices (Millar et al., 2016).

2.2 Organizational Culture as a Macro-Level Construct

The organization culture determines the way in which the practices of the management are perceived and implemented by the members of the organization. Although culture is commonly understood on a firm level, the macro-level approach focuses more on the origins of culture in the context of national and institutional level. Kim and Chang (2019) present empirical studies that support this organizational culture as a macro-level structure that affects the performance of the organization in each country. Managerial assumptions concerning the authority, collaboration, and risk are informed by national cultural values, thus influencing the organization of norms and practices.

The cultural dimensions model by Hofstede has been embraced massively in order to operationalize organizational culture in cross-national studies. The dimensions provided by Hofstede provide a strong proxy of organizational culture in comparative research by measuring systematic variations in values, including power distance, uncertainty avoidance, and individualism (Figure 2). Empirical studies in recent years prove the applicability of the approach as they prove that the dimensions of culture have a significant impact on management-related outcomes, such as the performance of a project and the effectiveness of an organization

(Battistella et al., 2024). National cultural dimensions as such, therefore, offer a theoretical ground on a basis of studying the organizational culture on the macro level.

2.3 Cultural Dimensions and Management Practices

Cultural dimensions affect management practices design and implementation in systematic manner. Managerial centralization is closely linked with power distance, which indicates how society accepts a hierarchical authority. A power distance situation is predisposed to centralized modes of decision-making, whereas participative and decentralized management is facilitated in low power distance cultures. The research of Liang et al. (2025) demonstrates that centralization of power among the top management teams also influences the performance of the firm under consideration in a context-dependent way, which proves the strategic significance of hierarchical arrangements.

The uncertainty avoidance influences the managerial dependency on the formal rules and procedures. Managers in high uncertainty avoidance societies have been found to resort to formalised and risk-averse behaviours, to minimise uncertainty, which can inhibit adaptability in knowledge-intensive settings (Millar et al., 2016). Individualism, in its turn, highlights independence and self-motivation and promotes those management practices that empower workers and make them find solutions on their own. These practices are also in line with what knowledge work requires, which is creativity and initiative (Malik et al., 2023).

2.4 Organizational Culture in Knowledge-Driven Economies

Organizational culture in knowledge-based economies is very important in facilitating innovation and creation of knowledge. According to Popadiuk and Choo (2006), processes of knowledge creation and innovation are reinforcing processes and such processes demand that culture supports learning and experimentation. Openness and long-term orientation are especially the cultures that are conducive to long-term development of knowledge. The long-term orientation positively affects learning-related outcomes and adoption system adoption based on empirical evidence, which supports its applicability to knowledge-oriented environments (Cidral et al., 2020).

Moreover, the organizational culture also affects knowledge management systems adoption and utilization. Abdelrahman et al. (2025) conclude that

culture has a major influence on worker involvement in knowledge management systems in multinational organizations. These results demonstrate the role of cultural fit of the achieved benefits of knowledge-based management practices. According to the literature, congruence between management practices and organizational culture can be described as one of the determinants of the organizational effectiveness in knowledge-based economies.

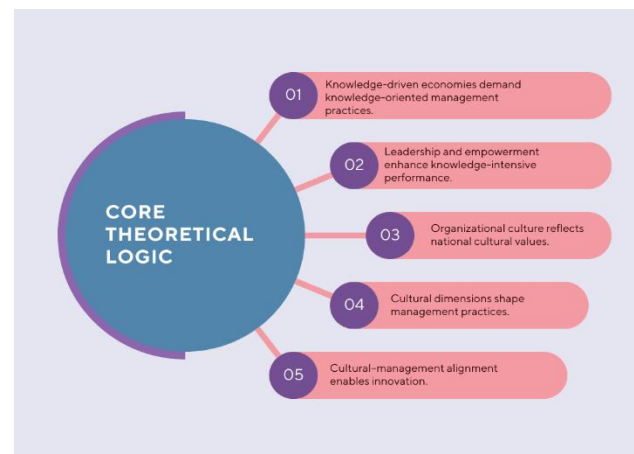


Figure 2: Cultural Foundations of Management Practices in Knowledge-Driven Economies.

The study explains how knowledge-driven economic contexts shape management practices through leadership, empowerment, and organizational culture, emphasizing the role of national cultural dimensions in aligning managerial approaches with innovation and knowledge creation across diverse institutional environments.

3. METHODOLOGY

3.1 Research Design

The research design of this study is a quantitative, explanatory research design using secondary, cross-national data. This is aimed at empirically investigating the interrelationship between management practices and organizational culture in the backdrop of knowledge-based economies. The cross-country approach will be especially suitable due to the macro-level orientation of the research and the theoretical premises of the organizational culture on the national cultural values. The secondary data allows the systematic comparison across countries and makes the findings more generalizable to other firms or countries besides the single one.

3.2 Data Sources

The main source of organizational culture data is the Cultural Dimensions dataset by Hofstede, offering country-specific scores on cultural

dimensions that are popular, such as power distance, individualism, uncertainty avoidance, long-term orientation, masculinity, and indulgence. The dimensions are also used as proxies to the organizational culture, which is in line with previous macro level and cross-national studies.

To ensure that the context of knowledge based economies are taken into account, the study involves the use of secondary indicators that capture the intensity of knowledge in a country e.g. research and development spending, education level as well as other indicators that reflect innovativeness at the national level. These indicators make it possible to identify economies with a high level of reliance on knowledge and intangible assets and use them as the context or control variables in analysis.

3.3 Sample Selection

The sample is comprised of nations with available comprehensive data in the cultural dimensions and knowledge-economy indicators by Hofstede. Inclusion of countries is dependent on availability of data and the relevancy of the data relating to the economic activity based on knowledge. Those economies that have a high degree of activity in the knowledge-intensive industries, systems of innovation, and human capital development remain in the final sample. The choice criterion is used to make sure that the analysis does not go beyond the theoretical emphasis on the knowledge based economies but provides enough cross-country dispersion that can be statistically analyzed.

3.4 Variables and Measurement

Independent Variables (Organizational Culture): Organizational culture is operationalized using Hofstede's national cultural dimensions. Power distance captures the extent to which hierarchical authority and inequality are accepted; individualism reflects the degree of autonomy and self-direction; uncertainty avoidance represents tolerance for ambiguity and risk; and long-term orientation captures future-oriented values related to persistence and learning. These dimensions have been extensively validated and are suitable for macro-level comparative analysis.

Dependent Variables (Management Practices Proxies): Management practices are measured using macro-level proxies related to decentralization, empowerment, learning orientation, and innovation-supportive practices. These proxies reflect the prevalence of management approaches that facilitate knowledge creation, sharing, and application within national contexts.

Control Variables: The analysis adjusts economic development and institutional setting, as indicated by GDP per capita and geographical area to eliminate alternative explanations. The controls assist in separating the influence of organizational culture on management practices.

3.5 Data Analysis Techniques

The analysis process follows a number of steps. To begin with, the cultural and economic attributes of the sample countries are summarized with the help of descriptive statistics. Second, correlation analysis is done to test the preliminary relationships between cultural dimension and management practice proxies. Third, the test of hypothesized relationships between organizational culture and management practices controlled by economic and institutional factors is conducted using multiple regression analysis.

Alternative model specifications are tried out to make sure that they are robust, and multicollinearity diagnostics are conducted. The standard econometric software that is appropriate in analyzing the cross-national data is used to conduct the statistical analysis. The selected analytical method is in line with previous macro-level researches that explore culture-management relations.

3.6 Validity and Reliability Considerations

The study validity is justified by the fact that well-known secondary datasets are used that are reliable and widely used in the previous research. The cultural dimensions of Hofstede have been tested many times in different countries and different time periods, which increases the construct validity. Although proxy measures are an aspect of limitation, it is suitable considering macro level scope of the research and is in line with accepted conventions of conducting cross-national management studies.

3.7 Ethical Considerations

All data used in this study are obtained from publicly available secondary sources. As no human subjects or identifiable personal data are involved, ethical approval is not required.

4. RESULTS

4.1 Descriptive Statistics of Cultural Dimensions

Table 1 presents the descriptive statistics for the cultural dimensions used as proxies for organizational culture across the sampled countries. The results indicate substantial variation across all

dimensions, confirming the heterogeneity of cultural contexts relevant to knowledge-driven economies.

Power Distance (PDI) shows a relatively high mean value (M = 64.99), suggesting that hierarchical authority structures remain prevalent in many national contexts. The individualism (IDV) has a lower mean (M = 39.72) and does have a significant dispersion; the cultural norms are very flexible in terms of autonomy and collectivism. Uncertainty Avoidance (UAI) is the highest in terms of mean (M = 67.80), which suggests that it is more inclined towards structured and rule-oriented environments. There was significant variation in Long-Term Orientation (LTO) (SD = 24.67), which brings out the short-term versus future-oriented cultural priorities.

These descriptive trends indicate that the sampled countries are significantly different in terms of cultural attributes that are theoretically applicable to the management practices of erudition-led economies (Figure 3).

Table 1: Descriptive Statistics of Cultural Dimensions.

Cultural Dimension	Mean	SD	Min	Max
Power Distance (PDI)	64.99	20.55	11	100
Individualism (IDV)	39.72	22.02	12	91
Masculinity (MAS)	47.77	19.03	5	110
Uncertainty Avoidance (UAI)	67.80	21.59	8	112
Long-Term Orientation (LTO)	45.26	24.67	0	100
Indulgence (IVR)	45.62	23.20	0	100

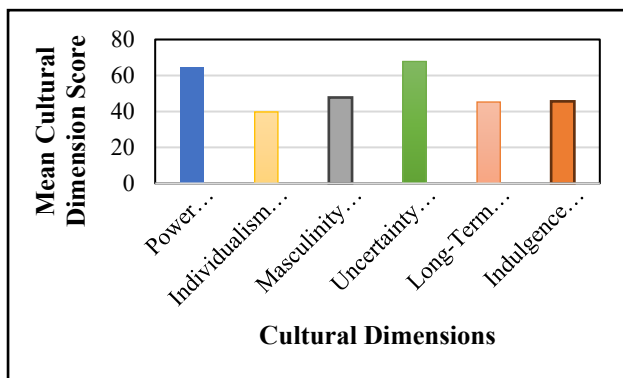


Figure 3: Average Cultural Dimension Scores Across Countries.

The figure illustrates the average scores of Hofstede’s cultural dimensions across countries, highlighting the relative prominence of power distance and uncertainty avoidance, which reflect hierarchical tendencies and preference for structure in management and organizational practices.

4.2 Correlation Analysis of Cultural Dimensions

The Pearson correlation coefficients between the dimensions of the cultures are reported in Table 2. A number of statistically significant relationships are

obtained that are applicable to the management practice configurations.

Power distance is strongly and negatively correlated with individualism (r = -0.71), indicating that societies accepting higher hierarchical authority tend to emphasize collective rather than autonomous orientations. This relationship has clear implications for centralized versus participative management practices. Power distance also shows a moderate positive association with uncertainty avoidance (r = 0.29), suggesting that hierarchical cultures are more likely to favor formalized and risk-averse management approaches.

Individualism and indulgence are shown to be negatively related to uncertainty avoidance (r = -0.21, r = -0.26) which supports the uncertainty avoidance culture preference of high-controlling and predictability over flexibility. The results of long-term orientation show a moderate negative correlation with indulgence (r = -0.50) thus showing that future oriented societies might be focused on restraint and investing in the long-term instead of the short term satisfaction of their people.

Notably, none of the correlations are above the critical multicollinearity levels, which indicates that all the dimensions can be considered as independent explanatory variables.

Table 2: Correlation Matrix of Cultural Dimensions.

Variable	PDI	IDV	MAS	UAI	LTO	IVR
PDI	1.00	-0.71	0.11	0.29	0.02	-0.33
IDV	-0.71	1.00	0.07	-0.21	0.13	0.16
MAS	0.11	0.07	1.00	0.01	0.03	-0.01
UAI	0.29	-0.21	0.01	1.00	0.19	-0.26
LTO	0.02	0.13	0.03	0.19	1.00	-0.50
IVR	-0.33	0.16	-0.01	-0.26	-0.50	1.00

4.3 Cultural Profiles and Implications for Management Practices

Table 3 is used to support the interpretation of the results by summarizing the relationship between the observed cultural configurations and theoretically aligned management practices in knowledge-based economies.

The cultural conditions of decentralized decision-making, empowerment of employees, and autonomy-based management practices are present in countries with low power distance and high individualism. Conversely, centralized authority structure, formal procedures, and risk aversion management styles are linked to high power distance and high uncertainty avoidance profiles. Such structures can reduce flexibility, however, increase coordination and predictability.

The long-term orientation comes out as quite applicable to knowledge based economies. Cultures

that score highly on this dimension are those that are aligned to the management practices that focus on

sustained learning, long-term capabilities growth and innovation-based investment.

Table 3: Cultural Dimensions and Management Practice Implications.

Cultural Dimension	Observed Pattern	Management Practice Implication
Power Distance	High mean, strong variation	Centralized vs participative management
Individualism	High dispersion	Autonomy-based vs collective control
Uncertainty Avoidance	High average	Formalized, risk-averse practices
Long-Term Orientation	High variability	Learning, innovation, long-term investment
Indulgence	Moderately low	Restraint vs flexibility in work norms

4.4 Summary of Empirical Findings

In all analyses, the findings show that the cultural dimensions vary significantly across countries that are theoretically associated with management practices. The descriptive and correlational facts confirm the fact that the organizational culture based on national cultural dimensions represents a highly important contextual variable defining the management practice in the knowledge-based economies.

5. DISCUSSION

This research yields empirical evidence to support the argument that the organizational culture based on the national cultural dimensions is a crucial factor in determining management practices in knowledge-based economies. The research is useful to add to the existing body of literature because it demonstrates that the management practices that are conducive to knowledge creation and innovation are not applicable to every culture, but rather culture-specific. This observation is especially pertinent when considering the situation of globalization where organizations are now operating within a wide range of different cultural settings (Antonelli and Fassio, 2016).

The descriptive and correlation findings reveal power distance and individualism to be cultural building blocks of managerial structures. The negative correlation between power distance and individualism is rather high, which indicates that the hierarchical environment is not as conducive to various decision-making and autonomy of employees. This observation can be correlated with previous cross-cultural studies that indicate that the organizational practices differ in a systematic way between different cultural settings, especially concerning the authority, participation, and coordination systems (Fischer et al., 2014). In knowledge-based economies where innovation and problem-solving are highly dependent on personal initiative, high power distance settings have the potential to limit the efficacy of empowerment-based management practice.

The absence of uncertainty avoidance also adds weight to the entrenchment of management practices. The noted relationship between uncertainty avoidance and hierarchically formalized cultural contexts implies that the more organizations are found in such contexts, the greater the presence of risk-averse and procedure-oriented management behaviors. On the one hand, these practices can contribute to stability, but on the other hand, they can restrict experimentation and flexibility, which are the key to open innovation and knowledge sharing (Naqshbandi and Jasimuddin, 2018). This observation confirms the perception that the cultural bias toward certainty contributes to the level at which the organizations are ready to embrace open and exploratory managerial activities.

Conversely, individualism and long-term orientation come out as cultural dimensions that are very much compatible with knowledge-based management orientation. The cultures of individualism endorse management that is autonomy-based; whereby employees are given the power to participate in knowledge creation and problem-solving. Such cultural fit has been found to increase the ability of knowledge management and the result of innovation in multinational settings (Naqshbandi and Jasimuddin, 2018). Long-term orientation in a similar manner is a future oriented value system, which emphasizes on the long term investment in learning, innovation, and development of capabilities. These cultural orientations play a vital role in organizations that want to have knowledge-based competitive advantage in knowledge-based industries (Al-Essa, 2022).

The fact that long-term orientation was more prominent in the results is very pronounced when considered through the prism of utilizing knowledge-driven economic development. The knowledge-based development involves long term patience, cumulative learning, and strategic dedication to innovation systems, which are supported by the long-term cultural values (Bandyopadhyay, 2006). In this regard, the results are a continuation of the previous macro-level studies because of their empirical attachment of cultural time

orientation with management practices that facilitate knowledge-based competitiveness within a globalized economy (Antonelli and Fassio, 2016).

The results also imply to the study of management practices in times of uncertainty and disruption. Low power distance and moderate uncertainty avoidance as cultural environments might be more advantageous and able to implement management practices to respond to a crisis, as it can make decisions faster, collaborate, and share knowledge (Pedersen et al., 2020). On the other hand, extremely centralized and bureaucratic cultures can be weak with respect to rapid adaptation of management strategies, which can weaken the organizational resilience within knowledge-based industries.

Institutionally, the findings indicate the significance of delivering the management practices in cultural and environmental contexts. Previous studies point out that cultural and institutional factors interact to determine the management control systems and benchmarking practices as well as knowledge strategies (Al-Ammary, 2014; Alsharari and Aljohani, 2024). This view is furthered in the current study that illustrates how it is possible to identify cultural dimensions on a national level as a contextual background within which the management practice in the knowledge-based economies develops.

The study has added to the existing body of literature by providing the macro-level empirical evidence in which the organizational culture is not a peripheral state but a dominant factor in the management practice arrangements within the knowledge-driven economies. The study will fill the gap in the literature on firm-level studies as it adopts a cross-national, secondary-data methodology and is in line with the demands to provide more contextual analyses of management and knowledge processes (Fischer et al., 2014). The results imply that managers and policymakers should not neglect the cultural context when designing and transferring management practices between knowledge-intensive settings,

especially in an ever more globalized economy.

6. CONCLUSION

The study provides macro-level empirical evidence that organizational culture is a fundamental determinant of management practices in knowledge-driven economies. Using national cultural dimensions as proxies of organizational culture, the results reveal that practices of management that are favorable to knowledge creation, learning and innovation are culturally contingent as opposed to being universally applicable. The dimensions of culture including power distance and individualism determine the levels of centralized versus decentralized and empowerment-centered managerial style, whereas uncertainty avoidance determines the level of formalization and risk-taking in the managerial systems. Also, the factor of long-term orientation appears especially significant in relation to knowledge-based economies because it allows long-term investment in learning, innovation, and skills development. These findings contribute to the knowledge based and cross-cultural management theories by pointing at the macro-institutional underpinnings of management practices and strengthening the perception that organizational culture does act as a situational facilitator or inhibitor of knowledge-based management. Practically, the results indicate that managers and policy makers should be cautious with regard to adapting managerial practices across national borders since their failure to be in tandem with the dominant cultures can compromise their effectiveness. Despite a limitation of the study of using secondary and cross-sectional data and proxy variables, the study provides a solid basis on future research using multi-level and longitudinal research design to further investigate the dynamic relationship between the organization culture, management practices, and knowledge-based economic performance.

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