

The Effect of Knowledge Management Strategies (Personalisation and Codification) on Organisational Performance: A Review Essay

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Abstract

This review essay synthesizes existing literature to develop a contingency framework for aligning knowledge management (KM) strategies with organizational performance objectives. Employing a systematic thematic analysis of peer-reviewed studies from Scopus, Web of Science, and ProQuest, this research delineates the differential impacts of personalisation and codification strategies. The findings establish that personalisation strategies predominantly enhance innovation outcomes within knowledge-intensive sectors by facilitating tacit knowledge exchange. In contrast, codification strategies are shown to significantly improve operational efficiency in process-driven industries through the systematic documentation of explicit knowledge. Critical trade-offs are identified; personalisation is constrained by scalability limitations, while codification can induce structural rigidity in dynamic environments. The analysis concludes that hybrid KM models, underpinned by a collaborative organizational culture and augmented by AI-enabled technologies, represent the most robust approach for mitigating these trade-offs. The primary contribution of this study is a practical, context-sensitive framework that equips managers to diagnostically assess their organisational context and strategically select KM approaches to optimize financial, operational, and innovation performance.

Keywords: Artificial Intelligence, Codification, Hybrid Knowledge Management, Knowledge Management Strategies, Personalisation, Organisational Performance.

Introduction

Organisational performance, encompassing financial profitability, operational efficiency, innovation, and competitive advantage, remains the ultimate indicator of business success. In today's knowledge-driven economy, this performance is increasingly dependent on the effective management of intellectual capital, which constitutes a primary source of market valuation for modern enterprises (Allee, 2012; Chopra et al., 2021). However, the accelerating pace of technological change, market globalisation, and organisational complexity has placed unprecedented pressure on firms, with many experiencing performance stagnation. A key contributor to this challenge is the failure to effectively leverage knowledge resources, leading to significant competitive disadvantages (López-Nicolás et al., 2011). This pressing context has elevated knowledge management (KM),

specifically the strategic choice between personalisation and codification approaches, to a critical determinant of organisational viability.

The central problem for practitioners and scholars lies in navigating the complex and often contradictory evidence regarding these KM strategies. While codification is lauded for driving operational efficiency (Nwankpa et al., 2022), it can induce rigidity. Conversely, personalisation fosters innovation (Arias-Pérez & Cepeda-Cardona, 2022) but struggles with scalability. The emergence of artificial intelligence (AI) further complicates this landscape, offering new tools for both strategies while risking the erosion of human-centric knowledge exchange (Iaia et al., 2023). Consequently, organisations are often left uncertain about whether to invest in structured knowledge repositories, interpersonal networks, or a hybrid of both.

This review essay addresses this gap by developing a contingency framework to guide the alignment of KM strategies with organisational performance objectives. Through a thematic analysis of literature published between 2011 and 2024, sourced from leading academic databases, evidence is synthesised to address a critical question: under what conditions do personalisation, codification, or hybrid models most effectively enhance performance? The analysis is guided by an interpretivist paradigm, acknowledging that the effectiveness of KM strategies is shaped by social and organisational contexts.

The core argument advanced is that the optimal KM strategy is not universal but is contingent upon key moderating factors, including industry type, technological maturity, and organisational culture. This essay demonstrates that personalisation strategies excel in knowledge-intensive, innovation-driven environments, while codification strategies are superior in process-oriented sectors seeking operational efficiency. Ultimately, it is argued that the highest performance outcomes are achieved through deliberately calibrated hybrid models, supported by AI technologies and a collaborative culture, which balance the trade-offs inherent in either pure strategy. By integrating these insights into an actionable framework, this study provides a practical tool for managers to diagnose their organisational context and tailor their KM investments for maximum impact.

Problem Statement

Despite the growing recognition of knowledge management (KM) as a critical driver of organisational performance, many enterprises continue to struggle with effectively aligning their KM strategies with measurable performance outcomes. Research indicates that while organisations invest significantly in KM systems, the anticipated improvements in innovation, operational efficiency, and competitive advantage often remain unrealised (López-Nicolás et al. 2011; Chopra et al., 2021). This persistent challenge raises fundamental questions about why organisations fail to translate KM initiatives into tangible performance gains, particularly when empirical evidence suggests that well-implemented KM strategies should theoretically enhance productivity and innovation (Rehman et al., 2022; Kim et al., 2021). The disconnect between KM theory and practical organisational

outcomes suggests underlying complexities in strategy implementation, contextual adaptability, and the dynamic interplay between different KM approaches.

A significant source of confusion stems from contradictory findings in the existing literature regarding the effectiveness of specific KM strategies. While some studies advocate for codification emphasising structured knowledge repositories and standardised processes as the optimal approach for scalability and operational efficiency (Dodla et al., 2023; Koshelieva et al., 2023), others argue that personalisation focusing on tacit knowledge sharing and expert networks yields superior results in innovation-driven environments (Arias-Pérez & Cepeda-Cardona, 2022; González-Ramos et al., 2023). For instance, codification has been shown to enhance performance in industries with stable knowledge bases, such as manufacturing (Nwankpa et al., 2022), yet it often fails in dynamic sectors like technology or consulting, where rapid knowledge evolution demands more flexible, interpersonal knowledge exchange (Walsh et al., 2023; Iaia et al., 2023). These contradictions create uncertainty for practitioners attempting to select and implement the most appropriate KM strategies for their specific organisational contexts.

Further complicating the issue is the emergence of disruptive technologies, particularly artificial intelligence (AI), which has introduced new dimensions to KM strategy formulation. While AI-enhanced KM systems promise greater efficiency in knowledge codification and retrieval (Iaia et al., 2023), they also risk undermining the human-centric aspects of personalisation strategies that foster creativity and improvisation (Arias-Pérez et al., 2022). This technological turbulence has led to fragmented understandings of how traditional KM frameworks should be adapted, leaving organisations uncertain about whether to prioritise digital KM tools or sustain investments in interpersonal knowledge networks (Edwards et al., 2023; Demir et al., 2023). Additionally, the role of organisational culture in mediating KM effectiveness adds another layer of complexity, as studies show that knowledge-sharing behaviours and innovation capabilities are heavily influenced by cultural factors that may either enable or hinder KM success (Azeem et al., 2021; Arsawan et al., 2022).

The lack of consensus on optimal KM strategies is particularly problematic given the increasing pressure on organisations to demonstrate measurable returns on KM investments. While some researchers argue for a hybrid approach that balances codification and personalisation (Kim et al., 2021; Asiedu et al., 2022), others caution that such combinations may lead to resource dilution and conflicting priorities (Singh et al., 2021; Hanifah et al., 2022). This ongoing debate underscores a critical gap in the literature: the absence of a unified framework that guides organisations in aligning KM strategies with their unique performance objectives, industry demands, and technological landscapes. Without such guidance, organisations risk misallocating resources, adopting mismatched KM systems, and ultimately failing to achieve the performance improvements that KM promises. Addressing this gap is essential for both theoretical advancement and practical KM implementation, particularly in an era where knowledge intensity and digital transformation are reshaping competitive dynamics across industries.

Objectives

This study aims to:

- i. Analyse how personalisation and codification strategies differentially enhance financial, operational, and innovation performance, identifying sector-specific patterns and trade-offs.
- ii. Reconcile contextual contradictions in KM strategy effectiveness by examining moderating factors (industry type, organisational culture, and technological maturity) that determine success or failure.
- iii. Develop a contingency framework to guide organisations in tailoring KM strategies (personalisation, codification, or hybrid) to their performance priorities, operational constraints, and technological capabilities.

Literature Review

Knowledge Management Strategy Frameworks and Organisational Performance Metrics

The theoretical foundations of knowledge management (KM) strategies have evolved significantly since the late 1990s, with three dominant frameworks emerging to guide organisational practice: Hansen's (1999) personalisation versus codification typology, Earl's (2001) seven schools of KM, and the ambidextrous KM approach balancing exploration and exploitation. These frameworks collectively address the fundamental challenge of transforming knowledge into measurable organisational value, while performance metrics provide the crucial link between KM strategies and business outcomes across financial, operational, and innovation dimensions.

Hansen's (1999) seminal framework introduced the binary classification of KM strategies that remains influential in contemporary research (López-Nicolás et al., 2011). The personalisation strategy emphasises human-to-human knowledge transfer through mentoring, communities of practice (COP), and expertise location systems, proving particularly effective in innovation-driven contexts such as management consulting (Walsh et al., 2023). In contrast, the codification strategy focuses on documenting explicit knowledge in databases and repositories, creating scalable solutions for organisations requiring consistent process execution (Dodla et al., 2023). Recent studies have demonstrated how this dichotomy persists in digital transformations, with (laia et al., 2023) showing how AI applications can enhance both strategies automating codification while enabling intelligent personalisation through expert matching systems. However, the framework has faced criticism for its perceived rigidity, particularly in hybrid organisational environments that require simultaneous attention to both tacit and explicit knowledge (Kim et al., 2021).

Earl's (2001) seven schools of KM expanded the strategic options beyond Hansen's binary model, introducing a more nuanced taxonomy that accounts for organisational diversity. The framework categorises approaches into technocratic (systems, cartographic, and

engineering schools), economic (commercial school), and organisational (organisational, spatial, and strategic schools) orientations (Asiedu et al., 2022). This pluralistic perspective proves valuable in explaining why organisations in different sectors adopt varying KM configurations for instance, the predominance of technocratic approaches in IT firms versus organisational approaches in creative industries (Arias-Pérez et al., 2022). Contemporary research has validated Earl's framework in emerging contexts, with (Koshelieva et al. 2023) demonstrating its applicability in analysing KM strategies for national innovation systems. However, the framework's complexity has limited its operationalisation in some practical settings, leading to calls for simplified adaptation models (Imhanzenobe et al., 2021).

The ambidextrous KM framework addresses limitations in both Hansen's and Earl's models by proposing simultaneous pursuit of exploratory and exploitative knowledge processes (Nwankpa et al., 2022). Building on organisational learning theory, this approach recognises that sustainable competitive advantage requires both the creation of new knowledge (exploration) and the efficient application of existing knowledge (exploitation) (Rehman et al., 2022). Empirical studies in manufacturing SMEs have shown how ambidextrous KM mediates between intellectual capital and innovation performance (Hanifah et al., 2022), while research in multinational corporations highlights its role in balancing global standardisation with local adaptation (Singh et al., 2021). The digital transformation era has added new dimensions to this framework, as evidenced by González-Ramos et al.'s (2023) findings on how ambidexterity supports both technological innovation and corporate social responsibility outcomes.

Organisational performance measurement in KM research typically follows three interconnected dimensions: financial, operational, and innovation metrics. Financial performance indicators, including ROI and revenue growth, dominate evaluations of codification strategies due to their direct impact on cost reduction and scalability (Chopra et al., 2021). Recent studies have introduced nuanced financial metrics such as knowledge asset valuation and intellectual capital ROI to better capture KM's economic value (Al-Tit et al., 2022). Operational performance metrics focus on efficiency gains and process improvements, with particular emphasis on cycle time reduction and quality enhancement in codification-dominant environments (Demir et al., 2023). The Mayo Clinic's documentation systems exemplify how codification drives operational excellence in healthcare (Fariani et al., 2023), while research in NGOs demonstrates personalisation's role in improving operational flexibility (Walsh et al., 2023).

Innovation performance metrics reveal personalisation's strategic value, measuring outcomes through patents, new product development rates, and innovation culture indices (Arsawan et al., 2022). The SECI model's socialisation phase directly links to these metrics, as demonstrated in studies of Japanese innovation practices (Azeem et al., 2021). However, contemporary research identifies an emerging paradox where excessive personalisation may hinder innovation scalability, while excessive codification may stifle creativity a tension that ambidextrous approaches attempt to resolve (Edwards et al., 2023). The integration of AI in KM systems has introduced new performance measurement challenges, particularly

in assessing the quality of machine-augmented knowledge versus human-generated insights (Iaia et al., 2023).

The evolution of these frameworks reflects broader shifts in organisational theory from static resource-based views to dynamic capability perspectives (Koshelieva et al., 2023). Current research emphasises the contextual nature of KM strategy effectiveness, with industry type, organisational culture, and technological maturity serving as critical moderators (Asiedu et al., 2022). Manufacturing sectors typically benefit from codification-heavy approaches with performance measured through operational metrics, while service industries lean toward personalisation with innovation-focused outcomes (Arias-Pérez et al., 2022). Cultural factors, particularly psychological safety and learning orientation, significantly influence strategy success across all frameworks (Azeem et al., 2021). Technological advancements, especially in AI and big data analytics, are creating hybrid strategy possibilities that transcend traditional framework boundaries (Nwankpa et al., 2022).

Theoretical Review

Organisational Learning Theory

Organisational learning theory provides a critical foundation for understanding how knowledge management strategies translate into improved performance. At its core, this theory examines how organisations acquire, interpret, and apply knowledge to enhance their capabilities and adapt to changing environments. The work of Argyris and Schön (1978) remains seminal in this domain, particularly their conceptualisation of single-loop and double-loop learning. Single-loop learning occurs when organisations detect and correct errors within existing frameworks, while double-loop learning involves questioning and modifying underlying assumptions and policies (Clark, 2021). This distinction is crucial for knowledge management, as it highlights the difference between incremental improvements (often supported by codification strategies) and transformative innovation (typically fostered by personalisation approaches). Recent research has expanded this perspective, demonstrating how organisations that cultivate double-loop learning capabilities are better positioned to navigate complex, uncertain business landscapes (Garad et al., 2019).

The evolution of organisational learning theory has increasingly emphasised its role in addressing broader societal challenges, particularly in relation to sustainability and social value creation. Ricciardi et al. (2021) propose an emerging model of organisational learning for the common good, arguing that learning processes must extend beyond traditional performance metrics to incorporate social and environmental outcomes. This perspective aligns with the growing recognition that organisational learning is not merely an internal process but one that occurs within complex ecosystems of stakeholders. Raiden et al. (2021) further develop this theme in their examination of the built environment sector, showing how organisational learning contributes to the achievement of Sustainable Development

Goals (SDGs) through enhanced social value creation. These contemporary applications of organisational learning theory suggest that effective knowledge management strategies must consider not only economic performance but also wider societal impacts.

A key development in organisational learning theory has been the conceptualisation of the learning-driven organisation, which integrates individual, team, and organisational levels of learning into a cohesive framework. Garad et al. (2019) present an integrative model that positions continuous learning as the central driver of organisational development, emphasising the interplay between leadership, culture, and systems. This model highlights how personalisation strategies can foster the social interactions necessary for tacit knowledge exchange, while codification strategies provide the structured repositories that make organisational learning scalable. The dynamic tension between these approaches mirrors the broader challenge organisations face in balancing exploration and exploitation a theme that resonates strongly with ambidextrous knowledge management frameworks. Gijbels et al. (2021) reinforce this perspective in their analysis of Argyris's contributions, noting that organisational learning is most effective when it combines rigorous inquiry with practical application, thereby bridging the gap between knowledge creation and utilisation. The relationship between organisational learning and knowledge management has become increasingly nuanced in contemporary theory. While early models often treated organisational learning as a relatively linear process, recent scholarship emphasises its iterative, context-dependent nature. Clark (2021) explores how Argyris's concept of productive reasoning enables organisations to move beyond defensive routines that inhibit learning, creating instead cultures of openness and reflection. This has important implications for knowledge management strategy, suggesting that personalisation approaches may be particularly effective in fostering the psychological safety necessary for productive reasoning, while codification strategies help institutionalise and disseminate the resulting insights. The integration of digital technologies introduces further complexity, as organisations must now navigate hybrid learning environments that combine human and artificial intelligence (Ricciardi et al., 2021). These developments point toward an emerging synthesis of organisational learning and knowledge management theories, where the focus shifts from choosing between personalisation and codification to creating dynamic systems that adaptively combine both approaches based on situational requirements and strategic objectives.

The practical implications of organisational learning theory for knowledge management are profound, particularly in terms of leadership and cultural enablers. Research consistently demonstrates that learning-oriented leadership characterised by humility, curiosity, and a commitment to development is essential for creating environments where knowledge flows freely and is applied effectively (Garad et al., 2019). Similarly, organisational cultures that value experimentation, tolerate appropriate risk-taking, and view failures as learning opportunities are more likely to implement knowledge management strategies successfully. These cultural factors often determine whether personalisation strategies translate into genuine expertise sharing rather than knowledge

hoarding, or whether codification strategies lead to bureaucratic knowledge repositories rather than living knowledge systems. As organisations confront the challenges of digital transformation, sustainability pressures, and global competition, the integration of organisational learning theory with knowledge management practice will likely become even more critical for achieving and sustaining performance advantages across financial, operational, and innovation dimensions.

Methodology

This study employs a thematic analysis approach to systematically examine the relationship between knowledge management strategies (personalisation and codification) and organisational performance. Thematic analysis is a qualitative research method that enables the identification, analysis, and reporting of patterns (themes) within textual data (Braun et al., 2024). This approach was selected for its flexibility in synthesising diverse literature while maintaining methodological rigour, making it particularly suitable for exploring complex, context-dependent phenomena in knowledge management research (Braun et al., 2019). The methodology is grounded in an interpretivist epistemology, which recognises that knowledge is socially constructed and that multiple valid interpretations of organisational phenomena exist (Alharahsheh et al., 2020). This philosophical stance aligns with the study's objective of understanding how different organisational contexts influence the effectiveness of KM strategies, rather than seeking universal causal laws.

The research process follows the six-phase thematic analysis framework proposed by Braun and Clarke (2024), beginning with familiarisation through an extensive review of peer-reviewed articles, book chapters, and industry reports. The literature search was conducted across multiple academic databases, including Scopus, Web of Science, and ProQuest, using keyword combinations such as "knowledge management strategy," "organisational performance," "personalisation," and "codification." Initial coding was performed inductively, allowing themes to emerge organically from the data rather than being imposed by preconceived categories (Finlay, 2021). This approach facilitated the identification of both expected patterns (e.g., the innovation benefits of personalisation) and unexpected findings (e.g., contextual factors that enable successful hybrid strategies). The ontology guiding this study is relativist, acknowledging that organisational realities are shaped by social, cultural, and historical contexts (Al-Ababneh, 2020). This perspective is particularly relevant when examining knowledge management, as the value and application of knowledge are inherently context-dependent (Ejnavarzala, 2019). During the theme development phase, codes were organised into broader analytical categories, such as "performance trade-offs between strategies" and "moderating organisational factors." These categories were then refined through an iterative process of re-reading source materials and checking for consistency in interpretation (Braun et al., 2019). The analysis focused not only on identifying prevalent themes but also on exploring

contradictions and gaps in the literature, such as conflicting findings about codification's impact in dynamic environments.

To ensure rigour, the study incorporates several validation techniques recommended by qualitative methodology scholars. Reflexivity was maintained through ongoing documentation of analytical decisions and potential biases (Finlay, 2021), while peer debriefing was used to challenge and refine thematic interpretations. The inclusivity of the literature sample spanning multiple industries, organisational sizes, and geographical contexts enhances the transferability of findings (Braun & Clarke, 2024). However, the study acknowledges its limitations regarding the predominance of English-language sources and potential publication bias toward positive outcomes in the KM literature and also the lack of longitudinal approach to examine changes that could occur within the social reality. Furthermore, the advantage associated with Positivism research philosophy guided by empirical validation is a limitation in this study.

The interpretative nature of this analysis recognises that knowledge management strategies cannot be evaluated through purely objective measures, as their effectiveness is mediated by organisational culture, leadership approaches, and technological infrastructure (Alharahsheh & Pius, 2020).

Literature Search Strategy

A systematic search was conducted to identify relevant literature published between January 2011 and December 2024. This timeframe was selected to capture the evolution of KM strategies in the context of rapid digital transformation. The following electronic databases were searched: Scopus, Web of Science, and ProQuest Central.

The search strategy employed a combination of keywords and Boolean operators. The core search string was: ("knowledge management strategy" OR "KM strategy") AND (personalization OR personalisation OR codification OR codification) AND ("organizational performance" OR "firm performance" OR "business performance" OR efficiency OR innovation).

Inclusion and Exclusion Criteria

Studies were included if they: (1) were peer-reviewed journal articles or conference proceedings; (2) explicitly discussed personalisation and/or codification KM strategies as defined by Hansen (1999); (3) empirically or conceptually linked these strategies to organisational performance outcomes; and (4) were published in English. Studies were excluded if they focused solely on technical system design without strategic or performance implications, or if they were editorials, books, or non-peer-reviewed publications.

The search and selection process are summarised in Table 1 below.

Table 8: Literature Search and Screening Results

Step	Description	Number of Records
1	Records identified through database searching	130
2	Records after duplicates removed	81
3	Records screened (Title/Abstract)	81
4	Records excluded after Title/Abstract screening	57
5	Full-text articles assessed for eligibility	48
6	Full-text articles excluded, with reasons (e.g., wrong population, wrong outcome, not empirical/theoretical)	26
7	Studies included in the final thematic synthesis	31

Thematic Coding Procedure

Thematic analysis followed the six-phase framework by Braun and Clarke (2024). The coding was primarily conducted by a single researcher to ensure consistency in the interpretive approach. To enhance the reliability and validity of the analysis, several safeguards were implemented:

1. **Reflexive Journaling:** A reflexive journal was maintained throughout the process to document initial impressions, coding decisions, and potential biases.
2. **Peer Debriefing:** Emerging themes and their supporting evidence were regularly discussed with a second knowledge management scholar (the co-author) who challenged interpretations and provided alternative perspectives, helping to refine the thematic structure.
3. **Iterative Review:** The entire corpus of literature was re-read multiple times after initial coding to ensure that the themes accurately represented the data and that no significant evidence was overlooked.

This approach, emphasizing depth of engagement and critical reflection over quantitative inter-coder agreement, is consistent with an interpretivist paradigm and well-established practices in qualitative synthesis.

Results and Findings: Thematic Analysis

Thematic Analysis: Knowledge Management Strategies and Organisational Performance

Theme 1: Personalisation Strategy & Performance

The personalisation strategy of knowledge management demonstrates significant yet context-dependent impacts on organisational performance, particularly in innovation-driven sectors. Research on consulting firms, exemplified by Hansen's seminal case studies, reveals how personalisation fosters innovation through rich, tacit knowledge exchange among experts (López-Nicolás et al., 2011). These environments benefit from unstructured problem-solving approaches where solutions emerge through dialogue and experience-sharing rather than predefined processes. However, this stands in stark contrast to manufacturing contexts where Koshelieva et al. (2023) found personalisation strategies

often fail to deliver comparable innovation benefits due to the sector's need for standardised, repeatable processes. The human capital dimension of personalisation presents both opportunities and challenges, as illustrated by expertise location systems like IBM's "Blue Pages" which effectively connect employees with needed skills (Walsh et al., 2023), yet still face persistent barriers in transferring deeply tacit knowledge that resists formal documentation (Arias-Pérez et al., 2022). These challenges become particularly acute during organisational transitions, where critical knowledge risks being lost unless deliberately preserved through structured personalisation mechanisms.

Theme 2: Codification Strategy & Performance

Codification strategies demonstrate their strongest performance impacts in operational efficiency metrics, with notable successes in IT and healthcare sectors. The Mayo Clinic's comprehensive knowledge databases exemplify how codification can reduce process variability and improve service quality (Fariani et al., 2023), while similar approaches in IT firms have streamlined software development cycles through reusable code repositories (Nwankpa et al., 2022). However, this theme also reveals significant pitfalls of over-reliance on documentation, including knowledge rigidity and reduced adaptability to novel situations (Dodla et al., 2023). The scalability benefits for multinational corporations are well-documented, with Asiedu et al. (2022) showing how standardised knowledge systems enable consistent operations across geographically dispersed units. Yet these advantages become liabilities in dynamic startup environments where Rehman et al. (2022) found premature codification can stifle the improvisation and rapid iteration crucial to early-stage ventures. This tension between scalability and flexibility emerges as a central paradox in the codification literature, with resolution often depending on careful consideration of organisational context and lifecycle stage.

Theme 3: Hybrid Approaches & Contingency Factors

The analysis of hybrid KM approaches reveals growing recognition that the personalisation-codification dichotomy represents endpoints on a continuum rather than mutually exclusive choices. Case studies of professional service firms like McKinsey and Accenture demonstrate how tailored combinations can yield superior results, with McKinsey maintaining strong personalisation for strategy work while codifying support functions (Kim et al., 2021). The contingency factors influencing optimal strategy blends emerge as critical sub-themes, beginning with industry type where González-Ramos et al. (2023) found service firms generally require greater personalisation investment than manufacturing counterparts. Organisational culture represents another pivotal moderating variable, with learning-oriented cultures (Azeem et al., 2021) proving more adept at implementing complex hybrid approaches than bureaucratic structures. Perhaps most transformative is technology's evolving role, where Iaia et al. (2023) document how AI systems now enable novel hybrid models by automating aspects of codification while enhancing personalisation through intelligent expert matching. These moderating factors

collectively suggest that effective KM strategy design requires careful diagnosis of multiple organisational dimensions rather than universal best practices.

Table 2: Evidence Mapping of Key Empirical Studies on KM Strategies and Performance

Author(s) (Year)	Sector/Context	Method	Key Finding Relevant to Themes	Contradictions/Gaps
Theme 1: Personalisation & Performance				
Arias-Pérez & Cepeda-Cardona (2022)	Consulting	Survey	Personalisation fosters innovation in dynamic environments but is vulnerable to technological turbulence.	Some studies show even innovation-driven sectors may suffer from "over-personalisation" (Kim et al., 2021)
Walsh & Lannon (2023)	International NGOs	Case Study	Personalisation enhances operational flexibility but faces scalability challenges in dispersed organisations.	Few studies examine hybrid human-AI solutions for tacit knowledge retention (Iaia et al., 2023)
Theme 2: Codification & Performance				
Nwankpa et al. (2022)	Manufacturing	PLS-SEM	Codification drives process innovation and operational efficiency.	Over-documentation can increase rigidity (Dodla & Jones, 2023)
Fariani et al. (2023)	Health Care	Systematic Review	Structured knowledge databases (codification) improve service quality and reduce variability.	Limited research on codification adaptability mechanisms
Theme 3: Hybrid Approaches & Contingency				
Kim et al. (2021)	Technology	Survey	A portfolio of KM strategies (hybrid) has complementary effects on firm performance.	Need for cross-cultural studies (Asiedu et al., 2022)
Iaia et al. (2023)	Multiple Industries	Conceptual	AI enables new hybrid models by automating codification and enhancing personalisation.	Few frameworks guide optimal blending ratios
Azeem et al. (2021)	Multiple Industries	Survey	Organisational culture (knowledge sharing, innovation) is a critical moderator for KM success.	Identification of other predictors that enhance the effect of KM success

The Contingency Framework

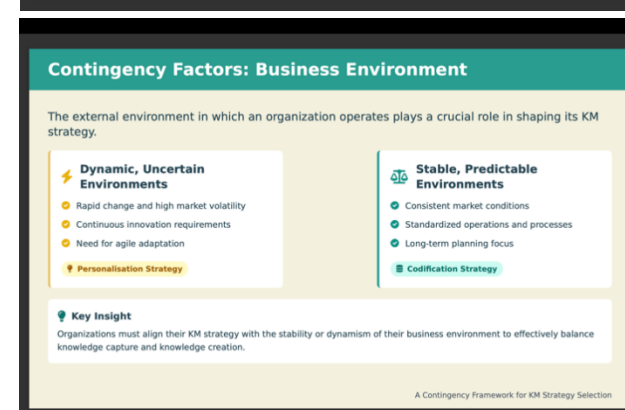
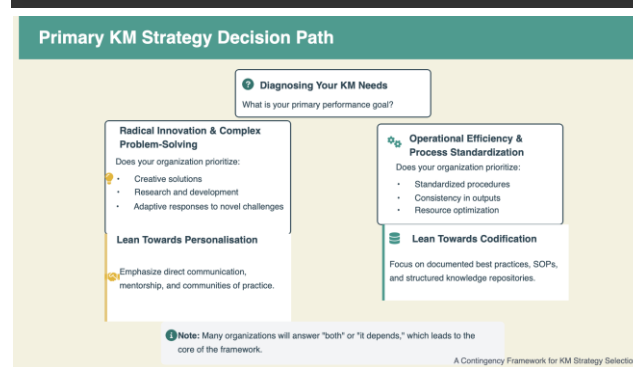




Figure 1 Authors Computation 2025 Adesina, I.A & Akpa, V.O

Conclusion

This study's thematic analysis reveals that the choice between personalisation and codification knowledge management strategies significantly influences organisational performance, though their effectiveness is highly context-dependent. Personalisation strategies demonstrate clear advantages in fostering innovation and addressing complex, non-routine challenges, particularly in knowledge-intensive service industries. However, they face persistent limitations in scalability and tacit knowledge retention during workforce transitions.

Codification strategies, conversely, deliver measurable efficiency gains and operational consistency, especially in process-oriented sectors, but risk creating knowledge rigidity that

hinders adaptability in dynamic environments. The most compelling findings emerge from hybrid approaches that strategically combine both strategies, enabled by moderating factors such as organisational culture, industry characteristics, and technological infrastructure. The analysis also highlights critical gaps in current research, particularly regarding longitudinal performance impacts, cross-cultural applicability, and the evolving role of AI in reshaping traditional KM strategy trade-offs. These insights collectively challenge the conventional either-or paradigm of KM strategy selection, pointing instead toward more nuanced, contingent implementation frameworks.

Recommendations and Policy Implementations

Organisations should conduct a thorough diagnostic of their knowledge ecosystem before selecting Knowledge Management (KM) strategies, assessing factors such as workforce dynamics, process standardisation needs, and innovation requirements. Organisations must move beyond a one-size-fits-all approach and instead align KM strategies with their specific operational needs and performance objectives. In innovation-driven sectors such as consulting or Research & Development, personalisation strategies prove most effective by fostering tacit knowledge exchange and creative problem-solving. However, these benefits must be balanced against scalability challenges, particularly in large or geographically dispersed firms. Conversely, codification strategies deliver measurable efficiency gains in process-oriented industries such as manufacturing and healthcare, where standardised knowledge repositories reduce variability and improve quality. Yet, over-reliance on codification risks rigidity, particularly in dynamic environments where adaptability is crucial. Also, investment in technological infrastructure should focus on enabling hybrid models - particularly AI-enhanced systems that can simultaneously support codification (through automated knowledge capture) and personalisation (via intelligent expertise matching).

Lastly, Management must cultivate learning-oriented cultures that value both knowledge sharing and critical reflection, as cultural factors consistently emerge as the most significant moderators of KM success.

Contextual Boundaries and Generalisability

While this review synthesises findings across multiple sectors, the proposed framework's applicability is necessarily bounded by contextual factors. The evidence base is heavily weighted towards medium and large corporations in developed and emerging economies; thus, the findings may be less transferable to small and micro-enterprises with limited resources, or to organisations in highly unique regulatory or developing contexts. For instance, the feasibility of investing in AI-enabled hybrid systems is not uniform across firm sizes or national levels of technological infrastructure.

Furthermore, national culture may influence knowledge-sharing behaviours in ways not fully captured by the organisational culture metrics discussed. Practitioners are therefore advised to interpret the recommendations not as universal prescriptions, but as a diagnostic

starting point. Successful implementation requires careful adaptation to the specific interplay of local industry dynamics, firm-specific capabilities, and the broader socio-economic environment.

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