

# Impact of Knowledge Management and Strategic Leadership on the Competitiveness of the Real Estate Companies In Erbil City

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## Abstract

The current study is aimed to examine the influence of knowledge management and leadership styles on the competitiveness of the real estate companies in Erbil. Erbil's real estate market has recently been marked by turbulence and dynamic change, resulting in increasing the number of competitors to deal with the shifts and increased rivalry, it is necessary to have effective strategic leaders to develop sustainable competitive advantage for their real estate companies, especially when Erbil integrates into the regional and worldwide markets. A total of 310 questionnaires were distributed to among 54 real estate companies in located around Erbil, however, 262 questionnaires were received. The findings demonstrated that strategic leadership is a source of improving organizational performance both directly and indirectly through the application of knowledge management system.

**Keywords:** Knowledge management, Real estate, Strategic leadership, Erbil.

## INTRODUCTION

In today's competitive business environment, a variety of factors should be considered by real estate companies, including information on the main business and conditions influencing it as well as the business unit's existing aims and the ensuing real estate needs. It is imperative that this study be conducted at this difficult moment since real estate is a knowledge-intensive industry that is likely to change in the future as a result of the use of new technology ((Koval, et al. 2018). Most of the world's successful management and consulting businesses have included Knowledge Management system into their business practices. As a result of this business practice, the importance of managing knowledge stem out from years of operations has been demonstrated, which in turn promotes innovation and helps the company remain competitive (Shi, 2020). Singh & Vardhan, (2019) suggest that a firm's entire strategy

should clearly represent its knowledge management methods, the value of these strategies, their application, and how value to customers are directly linked to the effectiveness of knowledge management. A company's ability to gauge the success of KM activities should also consider how this value contributes to the economy (Steyn, 2020). According to Toader et al. (2018), a positive association exists between an increase in Knowledge management effectiveness and an increase in Organizational productivity.

One of the most important assets that must be properly managed is knowledge (Vasilescu, 2019). Understanding the importance of company knowledge has been acknowledged and investigated in Strategic Management, such as Resource-Based Management, which views knowledge as a fundamental source of competitive advantage (Hartono et al. 2019). Business knowledge is an essential component

of the innovation process in knowledge-based companies (Hoxha, 2019). They also tend to combine their unique knowledge base with traditional resources, procedures and capabilities in novel ways to enhance their innovation performance (Kadir et al. 2020). Knowledge regarding information exchange, organizational learning, and knowledge creation is thus crucial for service companies to achieve competitive advantages. (Koutroumanis, 2021).

The most successful business leaders can construct organizations that can survive the challenges of change, uncertainty, and competition. Examining leadership styles and the kinds of people running firms can help uncover the long-term impact of leaders on business success. A leader's personal experience, history, education, or training all play a role in leading others by their vision, characteristics and passion. A company's degree of performance and ability to improve is influenced by its leadership style (Kumar et al., 2017). Employees, customers, communities, and other stakeholders all have a stake in how well the person runs a company in charge. To successfully launch, grow, and maintain a successful business, entrepreneurs must possess specific leadership skills (Lee & Ding, 2020).

Erbil's real estate market is now plagued by difficulties, despite property experts predicting a bright future for the sector. Research into the application and management of knowledge and its impact as a source of competitive advantage is required for real estate organisations to remain relevant. By putting customers at the centre of its business model and using foresight and technology to anticipate future trends, behaviours, and social and environmental values of building occupants, the real estate sector is in the midst of an incredible shift (Mahdinezhad et al., 2017).

Effective and efficient strategy implementation relies heavily on leadership. Marzuki, (2018) firmly believes that leadership's agenda for action and conclusion on how to push for change will affect the implementation process and help it move forward. The two most crucial factors for successfully implementing the firm's

strategy and objectives are influential organizational leadership and a solid organisational culture (Misra & Mohanty, 2021).

## Literature Review

### Strategic Leadership

Companies confront many hurdles in accomplishing their goals in today's modern globally competitive world. Organisations are growing globally and facing many challenges. A leader is expected to play a significant role in accomplishing these goals and boosting employee performance by ensuring that their work is enjoyable and rewarding (Borkovskaya, 2018). The phrase "strategic" is commonly used to refer to a strategy, which is a plan of action for achieving a specific goal (Nwachukwu & Vu, 2020). Knowledge has always been sought, utilised, and valued at least implicitly by people in organisations. The idea that knowledge is an asset in and of itself is a relatively new one, as is the realisation that it must be managed, directed, and invested in like other more physical assets (Fox, 2019).

Organisational success appears to hinge on the leader's effectiveness in every functional and business activities. The identification of the criteria needed to make an organisation successful by leaders will considerably increase the likelihood of leadership accomplishing this aim in organizations (Larjovuori et al. 2018).

Strategy is examined in its broadest sense and a model for a long-term, strategically focused business is proposed. In this model, strategic procedures and approaches are included, but the strategic leader is the driving force behind it. The strategic leader has a critical role in dynamic organisations (Larjovuori et al., 2018). Many studies show that a leader's personality traits are closely linked to an organisation's efficiency. The ebb and flow of an organisation's strategic leader is usually a direct correlation. For a long time, the strategic leader was used in various scenarios. It has developed over time as the leadership context in emerging economies has changed (Giones et al., 2019).

In an unstable, complicated, and uncertain strategic environment, an experienced leader should have the insight and vision to effectively design and implement this plan. In other words, strategic leadership is a decision-making activity that helps the organisation and its partners develop the best possible strategies.

### Knowledge Management

Knowledge is a challenging terms to define, but scholars and practitioners agree that knowledge is the basis of long-term competitive advantage in today's corporate climate (Abubakar et al., 2019). Since the classical Greek era, the epistemological argument in western philosophy has revolved around the broad and abstract concept of knowledge. However, there has been an increasing interest in recognising knowledge as a significant organisational resource in the past few years (Schniederjans et al., 2020). Businesses are abuzz with talk about KM. No matter how straightforward one might think the meaning of the phrase "knowledge" is, there are various interpretations. Some researchers believe that knowledge is more than just a collection of processes. Human activities, processes, social connections, experiences, and cognitive interpretations of information define knowledge (Ode & Ayavoo, 2020).

KM, an area of study that has piqued the interest of many scholars over the past decade, is mainly driven by phases known as the KM process. The KM process is an all-encompassing topic. Thus, publications on the subject contain a wide range of perspectives. Aduba et al. (2018) stated that KM programs are more successful when influenced by organisational and KM processes. KM processes such as knowledge transfer and knowledge storage are also affected by information technology. A competitive advantage can only be achieved by utilising rare, intangible, and particular knowledge, as Martins et al. (2019) stated. They state that an organisation's knowledge and its ability to develop new information are critical to its competitive advantage. As a result, keep in mind that while dealing with KM, it is essential first to grasp what the author meant by KM

before you encounter outcomes, suggestions, theories, etc. When it comes to KM, make sure everyone in your business is on the same page about what KM is and what it wants to accomplish.

### Technology Infrastructure

IT systems that support KM processes in a company are KM systems (Singh & Vardhan, 2019). The IT infrastructure for Knowledge Management (KM) is defined as the firm's core IT platform and features, including the different IT applications required for executing efficient KM (Rogers & Dutta, 2020). As part of knowledge management solutions, such as portals, TECH. Infrastructure boosts the company's business intelligence and collaborative capabilities. Modern businesses use knowledge-based applications to respond quickly to changing market conditions and client needs.

A growing number of firms have established knowledge portals to adopt Knowledge Management Systems and change their company into modern ones (Harris, 2019). Creating and spreading information and expertise is a fundamental part of everyday life, thanks to the successful use of technology. For the most part, academics were conducting research on technology for knowledge activity, while practitioners were developing commercial technology for knowledge activities tailored and adapted to a specific Knowledge work or training (Rönkä, 2019). As a result, technology must be used to disseminate knowledge. It's one of the most challenging aspects of knowledge management to define what knowledge is accurately. As a rule of thumb, knowledge refers to the information a person has stored in their brain. Employees' experiences and ideas must be organised so that others can benefit from them. Every organisation's future depends on its ability to provide the necessary infrastructure and develop a suitable framework for implementing knowledge as an integral element of its mission.

## Human Resource

Developing personnel by the company's strategy, hiring and training employees, evaluating their performance, rewarding them and creating a culture of learning are all part of the HR function's primary business (Shi, 2020). Focusing on these challenges in the next section, we'll look at how they might help improve KM.

The fact that models have been developed to serve as a framework for implementing and applying knowledge management shows how vital integration is. Information acquisition can be made internally or outside through the knowledge management department and its workforce (Ngoc & Tien, 2021). High-tech and knowledge-based industries, such as computer programming and consulting, are big fans of this format. Since personnel costs are lowered, less office space is required, and travel costs and time are also cut, the benefits are substantial (Kumar et al., 2017). Organisational learning and knowledge management are intertwined in high-performing learning organisations. On the other hand, KM focuses on the formalisation, storage, sharing, distribution, and coordination of the organisation's current information assets rather than the continual development of new knowledge (Rahman & Begum, 2017).

## Knowledge Sharing

Knowledge is becoming seen as the most valuable asset in today's businesses. This is the process through which new information from many sources is exchanged and might lead to the generation of new knowledge (Appel-Meulenbroek et al., 2017). Knowledge sharing is a fundamental KM activity that encompasses a wide range of activities such as exchanging information, knowledge, skills, and understanding. For lack of an agreed-upon definition, "KM" and "information technology" are often used interchangeably. On the other hand, KM encompasses much more than just information technology, and it's critical to treat the two as separate entities. This is because managing some of an organisation's knowledge

assets does not necessitate the use of IT (Bagherzadeh et al., 2019).

## Organizational Culture

Technological, commercial, and economic entities have spawned a subculture of society. Because acting without understanding cultural factors could result in unexpected and undesirable consequences, culture has been crucial (Koutroumanis, 2021). Organisation culture is defined as a set of rules, norms, values, assumptions, and beliefs held by employees in a company that influence their thinking and decision-making. As a result, it is critical for each business to understand its own culture, which can either be a hindrance or an asset to knowledge management and innovation. Knowledge management may be more effective if the Organ. Cult. is the right one (Nase & Arkesteijn, 2017). A lack of willingness to accept change in one's organisation's culture is why Knowledge Management initiatives fail.

## Competitiveness

The real estate industry is widely recognised for its role in promoting social, political, and economic progress. Competitiveness is defined by Krygina and colleagues (2021) as a combination of three components: internal business factors, external environment, and entrepreneur influence. These elements, in turn, have an impact on the company's performance. As a result, every real estate developer has a lot to gain from investments in infrastructure. To take advantage of the prospective prospects, a company must first get a thorough understanding needs, expectations and understanding of the demographics of its potential customers. Innovation is more likely to succeed if a company invests in developing an innovative culture (Koval, et al. 2018).

There are certain types of partnerships between entities that make up the competition. To compete effectively, that is, to overcome obstacles set up by one's rivals, one must be competitive. Enterprise competitive advantages, which are vital factors and competencies that give an enterprise a more favourable position in comparison to its rivals,

are the focus of management in the competitiveness. This includes achieving strategic and tactical objectives with the most efficient use of all resources (Epinina & Moseiko, 2019). National wealth is concentrated in the real estate market, which is considered an essential part of a nation's economy. As far as market revolutions go, maintaining market stability is among the most

challenging tasks. Since regional management procedures play a critical role in all national and local government activities, real estate markets must have a high functional intensity to ensure that cities and regions can grow sustainably (Gornostaeva et al., 2017).

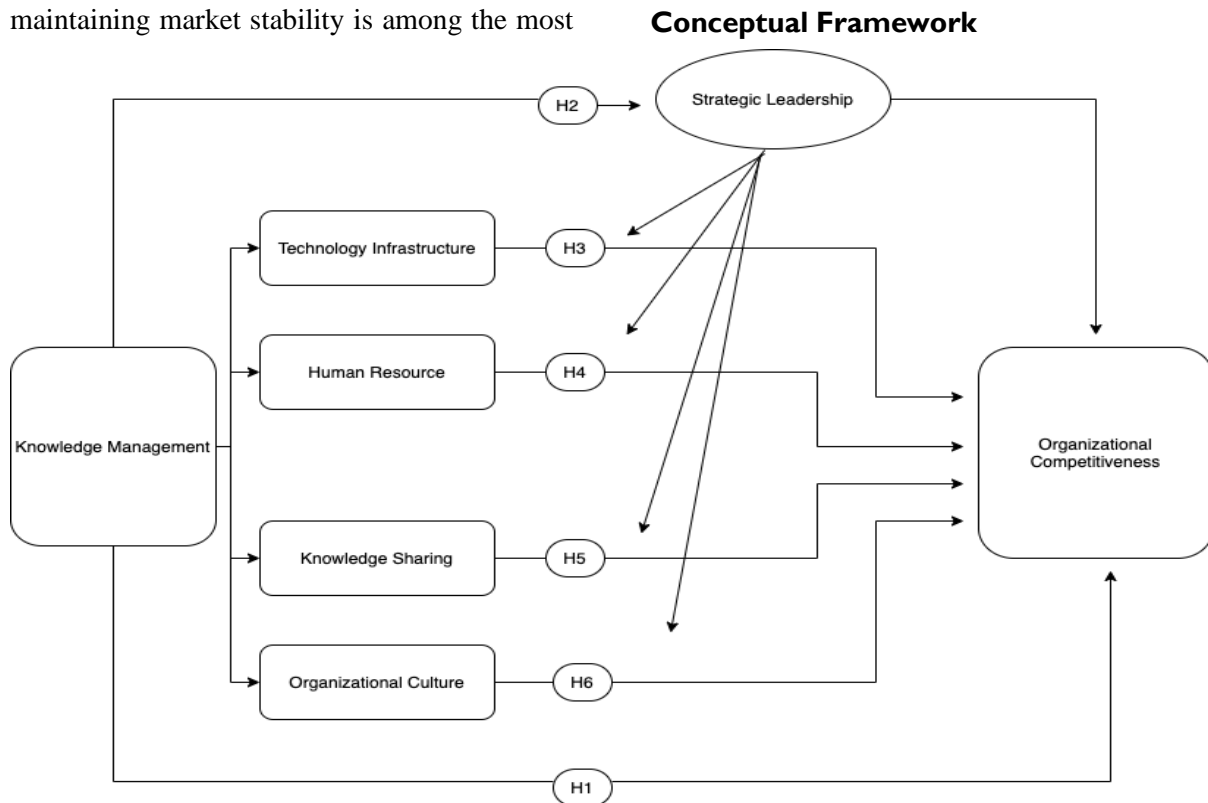


Figure 1- *Research Model*

#### Research Hypotheses:

According to the above-illustrated research model, the study developed the below research hypotheses:

H1: Knowledge management has a significant and positive impact on organisational competitiveness.

H2: Strategic leadership mediates the impact of knowledge management on organisational competitiveness

H3: Strategic leadership mediates the impact of Technology infrastructure as a dimension of knowledge management on organisational competitiveness

H4: Strategic leadership mediates the impact of human resources as a dimension of knowledge management on organisational competitiveness

H5: Strategic leadership mediates the impact of knowledge sharing as a dimension of knowledge management on organisational competitiveness

H6: Strategic leadership mediates the impact of organisational culture as a dimension of knowledge management on organisational competitiveness

## Research Methodology

### Research Design

Quantitative research gathers information from present and new clients through sampling techniques and sending out questionnaires, the results of which may be portrayed in the form of numbers. After a thorough examination of these figures, anticipate the future of a product or service and make adjustments appropriately. Moreover, Quantitative research is the process of gathering and interpreting numerical data. It may detect patterns and averages, make predictions, evaluate causal linkages, and generalise findings to broader groups.

### Sample Size and Sampling Method

The researcher distributed a printed questionnaire among 54 real estate companies from different Erbil locations. As can be seen in the table (1), a total of 310 questionnaires were distributed among 54 real estate companies in Erbil. However, 262 questionnaires were returned. Moreover, the response rate was 84.52% from a sample size of 262 which was collected using a random sampling method.

### Research Procedures

In this study, randomly selected objects will be chosen to pre-test the questionnaire, aimed at testing the understanding of the questions, which will then be amended to ensure clarity in attaining a reliable outcome of the proposed study. To achieve this, the questionnaire was administered to 27 individuals from the target population. The pilot study aims to validate the data collection tools. After checking the questionnaire for ambiguity, it was conducted to validate questions, and grammar, and then fine-tuned before being administered to a sample of respondents identified in the sample size. The proposed study will be carried out with a research assistant that helps collect and distribute the questionnaires through a drop and pick process. The study respondents will be encouraged to take part through follow-up calls and emails to ensure a high response rate.

## Data Analysis

Table 1: *Demographic Analysis*

N o	Items	Categorie s	Frequenc y	Percen t
1	Gender	Male	218	83
		Female	44	17
2	Age	20-29	45	17
		30-39	82	31
		40-49	76	29
		50-59	38	15
		60-69	21	8
3	Educatio n	High school	4	2
		Diploma	18	7
		Bachelor	159	60
		Master	56	21
		PhD	17	7
		Other	8	3

As seen in the table (1), participants' gender contributed to the current study; the findings demonstrated that 218 male employees and 44 female employees participated. As for participants' age range who contributed in the present study, the findings demonstrated that 45 employees from 20 years old to 29 years old participated, 82 employees from 30 years old to 39 years old participated, 76 employees from 40 years old to 49 years old participated, 38 employees from 50 years old to 59 years old participated, 21 employees from 60 years old to 69 years old participated. Furthermore, participants' educational backgrounds who contributed to the current study demonstrated that 4 participants had high school certificates, 18 employees had diplomas, 159 employees had bachelor degrees, 56 employees had master degrees, 17 employees had PhD degrees, and eight employees had other certificates.

Table 2: *Reliability Statistics*

Reliability Statistics		
Variables	N of Items	Cronbach Alpha
Knowledge Management	7	.752
Organizational Competitiveness	7	.759
Strategic leadership	5	.761
Technology Infrastructure	6	.762
Human Resource	6	.755
Knowledge sharing	6	.758
Organizational Culture	5	.751

The reliability analysis was conducted to evaluate seven questions used to measure knowledge management as seen in the table (2), the Cronbach alpha for the variable knowledge management was .752 which is higher than 0.6 this demonstrated that all seven questions were used to measure knowledge management were reliable. The Cronbach alpha for the variable strategic leadership was .761, which is higher than 0.6. This demonstrated that all five questions used to measure strategic leadership were reliable. The Cronbach alpha for the variable technology infrastructure was .761, which is higher than 0.6. This demonstrated that all six questions

used to measure technology infrastructure were reliable. The Cronbach alpha for the variable human resource was .755, which is higher than 0.6. This demonstrated that all six questions used to measure human resources were reliable. The Cronbach alpha for the variable knowledge sharing was .758, which is higher than 0.6. This demonstrated that all six questions used to measure knowledge sharing were reliable to be applied for the current study. The Cronbach alpha for the variable organisational culture was .751, which is higher than 0.6. This demonstrated that all five questions used to measure organisational culture were reliable to be applied for the current study.

Table 3: *Correlation Analysis*

		Knowledge management	Strategic Leadership	Technology Infrastructure	HR	Knowledge sharing	Organizational culture
Organizational competitiveness	Pearson Correlation	.875**	.712**	.671**	.693**	.612**	.729**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	262	262	262	262	262	262

To measure the relationship between independent variables and dependent variables, the study conducted a correlation analysis, as it can be seen in the table (3), the finding showed that the value of Pearson's  $r = .875^{**}$ , since the Pearson's  $r$ -value is higher than .05 this indicated a strong and positive correlation between knowledge management and organisational competitiveness. Moreover, the value of Pearson's  $r = .712^{**}$ , since the Pearson's  $r$ -value is higher than .05 indicated a strong and positive correlation between strategic leadership and organisational competitiveness. Furthermore, the Pearson's  $r$  between technology infrastructure and corporate competitiveness =  $.671^{**}$ ; since the Pearson's  $r$ -value is higher than .05, this indicated a strong and positive correlation between technology infrastructure and organisational competitiveness. Also, the value of Pearson's  $r$  between human resource and corporate competitiveness =  $.693^{**}$ ; since the Pearson's  $r$ -value is higher than .05, this indicated a strong and positive correlation

between human resources and organisational competitiveness. In addition the value of Pearson's  $r$  between knowledge sharing and corporate competitiveness =  $.612^{**}$ ; since the Pearson's  $r$ -value is higher than .05, this indicated a strong and positive correlation between knowledge sharing and organisational competitiveness, and finally, the value of Pearson's  $r$  between corporate culture and organisational competitiveness =  $.792^{**}$ , since the Pearson's  $r$ -value is higher than .05 this indicated a strong and positive correlation between organisational culture and organisational competitiveness.

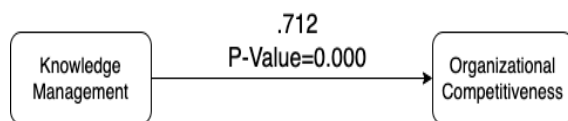
#### Measuring Research Hypotheses

H1: Knowledge management has a significant and positive impact on organisational competitiveness.



Table 4: *Simple Regression Between Knowledge management and Organizational Competitiveness*

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.075	.112		.212	.358
	Knowledge management	.712	.013	.701	12.321	.000
a. Dependent Variable: Organizational Competitiveness						

Figure 5: *Simple Regression Between Knowledge management and Organizational Competitiveness*

As seen in the table (4), the regression analysis was conducted to measure the relationship between knowledge management and strategic leadership at selected real estate companies. The results demonstrated that the value of B

and Beta are .712 and .701, respectively, with the P-value of .000; the results indicated that there is a significant and positive relationship between knowledge management and organisational competitiveness.

#### Testing Second Research Hypothesis

H2: Strategic leadership mediates the impact of knowledge management on organisational competitiveness

Table 5: *Simple Regression Between knowledge management and Strategic leadership*

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.039	.231		.285	.396
	Knowledge management	.696	.018	.689	21.251	.000
a. Dependent Variable: Strategic leadership						

As seen in the table (5), the regression analysis was conducted to measure the relationship between knowledge management and strategic leadership at selected real estate companies. The results demonstrated that the value of B

and Beta are .696 and .689 respectively, with the P-value of .000; the results indicated that there is a significant and positive relationship between knowledge management and strategic leadership.



Table 6: Simple Regression Between knowledge management, strategic leadership, and organisational competitiveness

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.029	.312		.323	.401
	Strategic Leadership	.661	.028	.656	11.212	.000

a. Dependent Variable: Organizational Competitiveness

As seen in table (6), the regression analysis was conducted to measure the relationship between knowledge management and strategic leadership at selected real estate companies. The results demonstrated that the value of B and Beta are .661 and .656, respectively, with the P-value of .000; the results indicated that there is a significant and positive relationship between strategic management and organisational competitiveness.

Table7: Sobel Analysis of knowledge management, strategic leadership, and organisational competitiveness.

Input:	Test statistic:	Std. Error:	p-value:
a .696	Sobel test: 20.14875801	0.02283297	0
b .661	Aroian test: 20.14385124	0.02283853	0
s <sub>a</sub> .018	Goodman test: 20.15366837	0.02282741	0
s <sub>b</sub> .028	Reset all	Calculate	

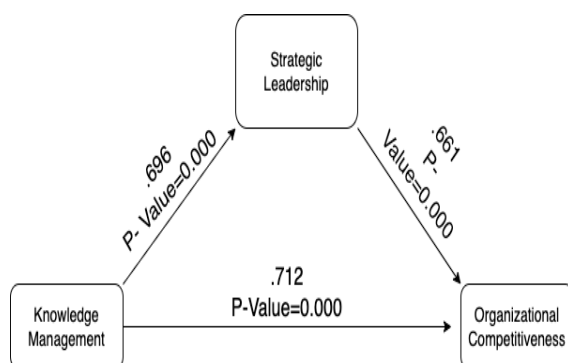


Figure 2: Sobel Analysis of knowledge management, strategic leadership, and organisational competitiveness

As can be seen in the table (7) and figure (2), the Sobel test was conducted to measure the mediation role between IV and DV. The findings demonstrated that the value of P is more than 0.05 this indicated that strategies leadership has a significant and positive mediation role between knowledge management and organizational competitiveness.

### Testing Third Research Hypothesis

H3: Strategic leadership mediates the impact of Technology infrastructure as a dimension of knowledge management on organizational competitiveness



Table 8: *Simple Regression Between technology infrastructure and strategic leadership*

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.063	.413		.501	.315
	Technology Infrastructure	.702	.039	.693	9.253	.000
a. Dependent Variable: Strategic Leadership						

As seen in the table (8), the regression analysis was conducted to measure the relationship between knowledge management and strategic leadership at selected real estate companies. The results demonstrated that the value of B

and Beta are .702 and .693 respectively, with the P-value of .000, the results indicated that there is a significant and positive relationship between technology infrastructure and strategic leadership.

Table 9: *Simple Regression Between Strategic Leadership and Organizational Competitiveness*

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.029	.312		.323	.401
	Strategic Leadership	.661	.028	.656	11.212	.000
a. Dependent Variable: Organizational Competitiveness						

As seen in the table (9), the regression analysis was conducted to measure the relationship between knowledge management and strategic leadership at selected real estate companies. The results demonstrated that the value of B and Beta are .661 and .656 respectively, with the P-value of .000, the results indicated that there is a significant and positive relationship between strategic management and organizational competitiveness.

Table 10: *Sobel Analysis of technology infrastructure, strategic leadership, organizational competitiveness*

Input:		Test statistic:	Std. Error:	p-value:
a	.702	Sobel test: 14.31379324	0.03241782	0
b	.661	Aroian test: 14.30567928	0.03243621	0
s <sub>a</sub>	.039	Goodman test: 14.32192102	0.03239942	0
s <sub>b</sub>	.028	Reset all	Calculate	

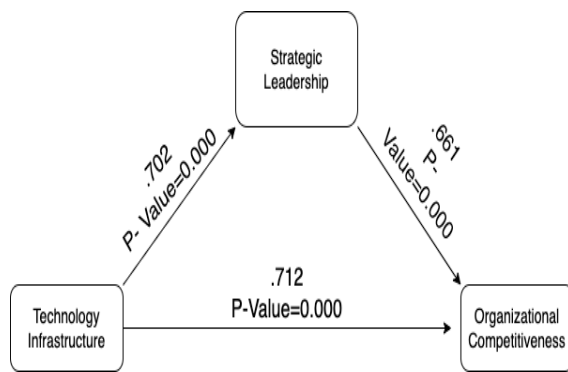


Figure 3: Sobel Analysis of technology infrastructure, strategic leadership, organisational competitiveness

As can be seen in the table (10) and figure (3), the Sobel test was conducted to measure the

mediation role between IV and DV. The findings demonstrated that the value of P is more than 0.05 this indicated that strategies leadership has a significant and positive mediation role between technology infrastructure and organizational competitiveness.

Testing the fourth research hypothesis

H4: Strategic leadership mediates the impact of human resources as a dimension of knowledge management on organizational competitiveness

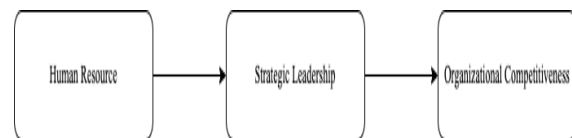


Table 11: Simple Regression Between Strategic leadership, human resource, organizational competitiveness

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.033	.012		.212	.158
	Human resource	.762	.021	.753	8.253	.000
a. Dependent Variable: strategic leadership						

As seen in the table (11), the regression analysis was conducted to measure the relationship between knowledge management and strategic leadership at selected real estate companies. The results demonstrated that the

value of B and Beta are .762 and .753 respectively, with the P-value of .000, the results indicated that there is a significant and positive relationship between human resources and strategic leadership.

Table 12: Simple Regression Between Knowledge management and Organisational Competitiveness

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.029	.312		.323	.401
	Strategic Leadership	.661	.028	.656	11.212	.000
a. Dependent Variable: Organizational Competitiveness						

As seen in the table (12), the regression analysis was conducted to measure the

relationship between knowledge management and strategic leadership at selected real estate

companies. The results demonstrated that the value of B and Beta are .661 and .656 respectively, with the P- value of .000, the results indicated that there is a significant and positive relationship between strategic management and organizational competitiveness.

Table 13: *Sobel Analysis of Strategic leadership, human Resources, organisational competitiveness*

Input:	Test statistic:	Std. Error:	p-value:
a .762	Sobel test:	19.7879168	0.02545402
b .661	Aroian test:	19.78263918	0.02546081
s <sub>a</sub> .021	Goodman test:	19.79319865	0.02544723
s <sub>b</sub> .028	Reset all	Calculate	

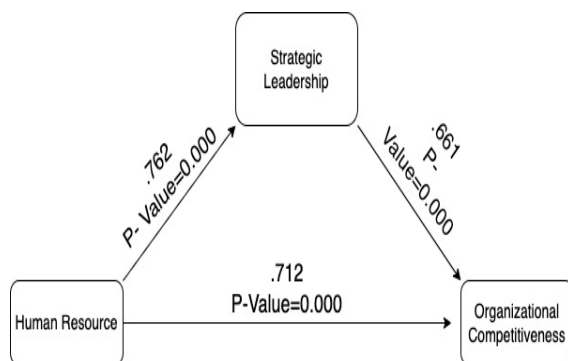


Figure 4: *Sobel Analysis of Strategic leadership, human resource, organizational competitiveness*

Table 14: *Simple Regression Between knowledge sharing and Strategic leadership*

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.044	.278		.274	.311
	Knowledge sharing	.702	.035	.692	12.365	.000
a. Dependent Variable: Strategic Leadership						

As seen in the table (14), the regression analysis was conducted to measure the relationship between knowledge management and strategic leadership at selected real estate companies. The results demonstrated that the value of B and Beta are .702 and .692 respectively, with the P- value of .000, the

As can be seen in the table (13) and figure (4), Sobel test was conducted to measure the mediation role between IV and DV. The findings demonstrated that the value of P is more than 0.05 this indicated that strategies leadership has a significant and positive mediation role between human resource and organisational competitiveness.

#### Testing Fifth Research Hypothesis

H5: Strategic leadership mediates the impact of knowledge sharing as a dimension of knowledge management on organisational competitiveness



results indicated that there is a significant and positive relationship between knowledge sharing and strategic leadership.

Table 15: Simple Regression Between Strategic Leadership and Organisational Competitiveness

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.029	.312		.323	.401
	Strategic Leadership	.661	.028	.656	11.212	.000

a. Dependent Variable: Organizational Competitiveness

As seen in the table (15), the regression analysis was conducted to measure the relationship between knowledge management and strategic leadership at selected real estate companies. The results demonstrated that the value of B and Beta are .661 and .656 respectively, with the P value of .000, the results indicated that there is a significant and positive relationship between strategic management and organisational competitiveness.

Table 16: Sobel Analysis of Strategic leadership, knowledge sharing, organizational competitiveness

Input:	Test statistic:	Std. Error:	p-value:
a .702	Sobel test: 15.28517816	0.03035764	0
b .661	Aroian test: 15.27721992	0.03037346	0
s <sub>a</sub> .035	Goodman test: 15.29314885	0.03034182	0
s <sub>b</sub> .028	Reset all	Calculate	

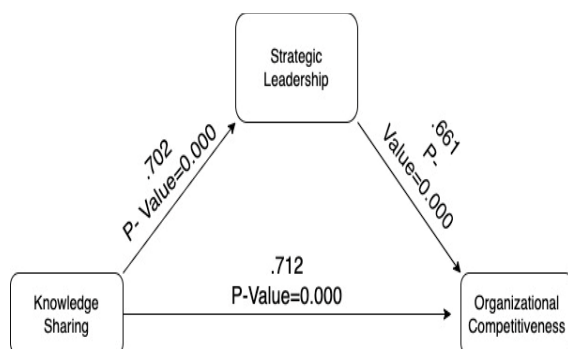


Figure 5: Sobel Analysis of Strategic leadership, knowledge sharing, organizational competitiveness

As it can be seen in the table (16) and figure (5), Sobel test was conducted to measure the mediation role between IV and DV. The findings demonstrated that the value of P is more than 0.05 this indicated that strategies leadership has a significant and positive mediation role between knowledge sharing and organisational competitiveness.

#### Testing Sixth Research Hypothesis

H6: Strategic leadership mediates the impact of organizational culture as a dimension of knowledge management on organisational competitiveness



Table 17: *Simple Regression Between organizational culture and Strategic leadership*

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.031	.231		.299	.344
	Organizational Culture	.715	.027	.708	12.526	.000

a. Dependent Variable: strategic leadership

As seen in the table (17), the regression analysis was conducted to measure the relationship between knowledge management and strategic leadership at selected real estate companies. The results demonstrated that the

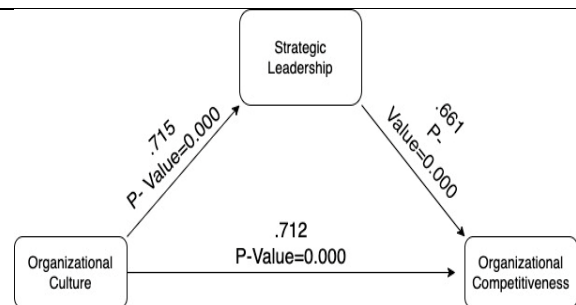
value of B and Beta are .715 and .708 respectively, with the P- value of .000, the results indicated that there is a significant and positive relationship between organisational culture and strategic leadership.

Table 18: *Simple Regression Between Strategic leadership and Organisational Competitiveness*

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.029	.312		.323	.401
	Strategic Leadership	.661	.028	.656	11.212	.000

a. Dependent Variable: Organisational Competitiveness

As seen in the table (18), the regression analysis was conducted to measure the relationship between knowledge management and strategic leadership at selected real estate companies. The results demonstrated that the value of B and Beta are .661 and .656 respectively, with the P- value of .000, the results indicated that there is a significant and positive relationship between strategic management and organisational competitiveness.

Figure 6: *Sobel Analysis of Strategic leadership, organizational culture, organizational competitiveness*Table 19: *Sobel Analysis of Strategic leadership, organisational culture, organisational competitiveness*

Input:	Test statistic:	Std. Error:	p-value:
a .715	Sobel test: 17.62169575	0.02682006	0
b .661	Aroian test: 17.61469922	0.02683072	0
s <sub>a</sub> .027	Goodman test: 17.62870063	0.02680941	0
s <sub>b</sub> .028	Reset all	Calculate	

As seen in the table (19) and figure (6), the regression analysis was conducted to measure the relationship between knowledge management and strategic leadership at selected real estate companies. The results demonstrated that the value of B and Beta are .661 and .656 respectively, with the P- value of .000, the results indicated that there is a

significant and positive relationship between organisational culture and organisational competitiveness.

## Conclusion

In every business, leadership is responsible for providing direction to personnel in order for the organization to accomplish its objectives (Dessler, 2001). This research offers light on the kind of strategic leadership behaviors that are most conducive to improving knowledge management behavior among workers in the real estate industry. Strategic leadership can make it easier for employees to make use of both tacit and explicit knowledge in their organizations (Wang & Ahmed, 2007; Zollo & Winter, 2002). In order to obtain competitive advantage via encouraging workers to contribute to the development of organizational knowledge, it is critical for businesses to put in place a knowledge management approach. Human capital (the combination of employees' knowledge, skills, commitment, and capabilities) is developed in this direction by strategic leaders, who encourage employees to transfer their knowledge to other employees while applying their knowledge for the completion of projects and the performance of various critical jobs. We discovered that these leaders acquire knowledge from the external environment by participating in activities such as searching for experts and consultants who possess the missing knowledge and making them available for other employees, either temporarily or permanently, to benefit from their efforts. Scholars have provided evidence that strategic leadership is favourably connected to the recruiting and selection process, as previously stated (Zhu et al., 2005). This kind of information acquisition, on the other hand, did not assist leaders in improving organisational performance.

Similarly, how these leaders assisted workers in transferring information amongst themselves did not substantially boost organisational performance. The application of knowledge makes a substantial contribution to improving organisational performance. It is typical

practice in service companies for CEOs to urge their staff to attend conferences, workshops, and seminars to broaden their knowledge and skills. By developing a sufficient technical infrastructure inside enterprises, the information gathered may be used directly to resolve job-related challenges. The findings of this study support the assertions of researchers (such as Edmondson, 1996), who have asserted that strategic leadership is a source of sustainable competitive advantage. The findings also demonstrate that strategic leadership improves organisational performance both directly and indirectly through applying knowledge.

## Implications for practitioners and researchers

This research demonstrated that KM substantially impacts organisational competitiveness via strategic leadership. It should motivate managers to conduct knowledge management activities in their organisations to increase knowledge worker performance and their well-being at work. Furthermore, the findings suggest that various knowledge management activities are beneficial to different staff groups. As a result, the article guides the targeted adoption of knowledge management (KM) in various intra-organisational working settings. Due to the demonstration that the benefits of knowledge management vary depending on the employee group, the paper advocates for the advancement of KM research to the next stage, where the impact of KM practices can be explored not as a "one size fits all" phenomenon, but rather as a contingent and contextual issue, taking into consideration the requirements and characteristics of the various types of tasks performed in an organisation.

## Limitations

The limitation of the research comes from the absence of an empirical investigation of real estate competition. Even though there is no empirical evidence to investigate this issue, this

research implied that KM eventually leads to superior efficiency, based on extensive empirical studies relevant to the topic (Bligh et al., 2018). Although this relationship does not require more explanation, it should be highlighted that no prior research has explored the influence of organisational competitiveness on knowledge worker performance to the authors' knowledge. Examining the relationships between KM procedures, leadership, and knowledge work performance might be intriguing for future research. Finally, this research is the first to analyse the link between KM and organisational competitiveness. It has just supplied an introductory view on the issue, and much more study has to be done to expand knowledge.

### Directions for further research

It is vital to understand how knowledge management (KM) might assist in improving strategy development that the investigation of managers' interest in knowledge is investigated in-depth. Future studies should explore the variations across sectors and correctly evaluate the elements' relative relevance that influences each industry's traits and knowledge growth. Because these relationships have not been thoroughly studied, we recommend conducting more research in sectors where knowledge workers play a more defined and significant role. Future studies on managers' views on the links between strategic leadership and organisational development may need to investigate the role of an organisational corporate learning orientation to assist effective methods to be successful appropriately. It is hoped that this debate will aid in a better understanding of the ramifications of a management approach that can take advantage of technological advancements. Managers are responsible for improving the sorts of knowledge that are most appropriate for creative endeavours and competitive tactics. As long as this management strategy is successfully implemented, firms stand to benefit from both knowledge growth and the innovation of their human virtual resources.

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