International Journal of Knowledge Management
Volume 21 • Issue 1 • January-December 2025

An Accounting Knowledge Management System That Fosters Innovation and Performance:
The Case of UAE Organisations

Alessandra Theuma
https://orcid.org/0000-0002-4273-6564
Higher Colleges of Technology, UAE

Ahmad F. Hayak
https://orcid.org/0000-0001-7828-403X
Higher Colleges of Technology, UAE

Naser Khdour
https://orcid.org/0009-0003-9437-9049
Higher Colleges of Technology, UAE

ABSTRACT

This study investigates the impact of Accounting Knowledge Management (AKM) systems on innovation and performance in UAE organisations, in line with the country's vision to become a global financial hub. By using Structural Equation Modelling (SEM) on data from various UAE firms, the research uncovers a strong positive relationship between knowledge sharing in accounting and both financial and non-financial outcomes, fostering overall organisational innovation. Interestingly, non-financial improvements like customer satisfaction may not always lead directly to financial gains, suggesting a need for UAE firms to find a strategic balance. This study contributes valuable insights to the academic discourse on knowledge management, offering UAE organisations evidence-based recommendations to leverage AKM for sustained innovation and growth. These findings serve as a benchmark for other organisations aiming to optimise knowledge management systems to enhance performance across multiple dimensions.

KEYWORDS

Accounting Knowledge Management (AKM), Knowledge Sharing (KS), Organisational Innovation, Financial Performance, Non-Financial Performance, Structural Equation Modelling

INTRODUCTION

Knowledge management (KM) has emerged as a critical driver of organizational innovation and performance in today's rapidly evolving business environment. As industries undergo rapid digital transformation, globalization, and intense competition, effectively leveraging knowledge has become essential for organizations aiming to stay competitive. KM is the systematic process of capturing, sharing, and effectively utilizing organizational knowledge. By fostering an environment that values and facilitates the transformation of tacit knowledge—personal, experience-based knowledge—into

DOI: 10.4018/IJKM.365909

explicit knowledge, KM enables the generation of new ideas and solutions that are essential for maintaining a competitive edge (Koohang et al., 2017; Nonaka & Takeuchi, 1995).

The role of KM extends beyond merely managing information; it involves creating a culture that promotes continuous learning, collaboration, and knowledge sharing among employees. This cultural shift allows organizations to harness individual expertise and insights, fostering innovation that drives product development, operational improvements, and strategic initiatives. KM has become a cornerstone of strategic management in knowledge-based economies, where intellectual capital often outweighs physical assets in terms of value. Organizations that excel at managing their knowledge assets can adapt more quickly to market changes, optimize their internal processes, and enhance overall performance (Xia, 2022).

Moreover, KM supports aligning knowledge resources with business objectives, making it a versatile tool applicable across various organizational functions—from research and development to customer service and, crucially, accounting. As businesses increasingly operate in economies where knowledge and innovation are central to growth, KM has evolved into an invaluable asset for driving adaptability and ensuring long-term success by building a resilient foundation of organizational knowledge (Foster et al., 2023).

The accounting function is uniquely positioned to benefit from KM practices because it relies on accurate, timely information for data processing, analysis, and reporting (F. Ayodele et al., 2021). Accounting knowledge management (AKM) uses collective expertise, best practices, and innovative methodologies to improve operational efficiency and support organizational strategic decision making. Through structured KM processes, valuable insights and experiences are readily accessible to accounting professionals, enhancing accuracy and compliance in financial reporting. KM also supports innovation in accounting by enabling the development of new financial models, refining decision-making tools, and streamlining processes (S. Ahmad & Obeid, 2019; Tóth, 2012).

However, despite its potential, the integration of KM into accounting faces significant challenges. Accounting departments often operate within rigid regulatory frameworks and adhere to traditional organizational cultures that can inhibit the flexibility and adaptability required for effective KM adoption (Aljarallah, 2020). While KM has been extensively studied in knowledge-intensive industries, its specific application within accounting still needs to be explored, particularly in regulatory-driven contexts where precision and compliance are paramount. This gap raises critical questions about the KM practices that would be most beneficial for accounting and how they can be effectively implemented in structured, compliance-heavy environments.

Additionally, much of the existing KM research focuses on general business contexts or knowledge-intensive sectors, leaving a gap in understanding the unique needs and barriers accounting professionals face. For example, knowledge sharing—a core component of KM—is recognized as a catalyst for innovation. However, the mechanisms by which it fosters creativity and problem solving within accounting are poorly understood (N. Ahmad & Daghfous, 2010). Although empirical studies have demonstrated KM's positive impact on organizational performance, especially through accounting information systems (AISs) that support data-driven decision making (Sori, 2009), limited research addresses how these benefits apply to accounting functions.

In the context of the United Arab Emirates, these gaps are particularly salient. With its strategic ambitions to become a knowledge-based economy under national initiatives such as Vision 2021, the United Arab Emirates places growing emphasis on KM to foster innovation and enhance organizational performance (Hvidt, 2015). The rapid economic growth and aspirations to become a global financial hub necessitate advanced KM practices in accounting to manage the complexity of financial transactions and meet evolving regulatory requirements (Khalil et al., 2024). Despite this recognized importance, there still needs to be more research on KM's specific impact within the United Arab Emirates' accounting sector, with most studies focusing on broader business contexts or non-UAE environments. This lack of tailored insights limits the ability of UAE organizations to optimize KM practices to achieve innovation and performance gains, thus highlighting a research gap.

Problem Statement

This study addresses a critical research gap by examining how KM, particularly knowledge sharing, optimizes accounting practices, fosters innovation, and enhances organizational performance within UAE accounting firms. Although extensive research has highlighted the benefits of KM in general business contexts, the application of KM within the accounting sector, especially in highly regulated environments like that of the United Arab Emirates, still needs to be explored. Most existing studies focus on broader organizational KM practices or knowledge-intensive industries outside of accounting. Consequently, there is limited understanding of how KM strategies can be tailored to meet the unique needs and constraints of the accounting function, which is often governed by strict regulatory requirements and a traditional organizational culture.

Given the United Arab Emirates's rapid economic development and its strategic ambition to become a global financial hub, understanding how KM can be effectively integrated into the accounting sector is increasingly essential. The United Arab Emirates' Vision 2021 and related national initiatives emphasize the development of a knowledge-based economy, positioning KM as a key enabler of innovation, efficiency, and competitiveness. In this context, the accounting sector plays a vital role in supporting financial stability and growth, yet it faces challenges in adopting flexible, knowledge-driven practices due to its reliance on structured processes and regulatory compliance.

Exploring the role of KM in UAE accounting practices is therefore vital, as it offers insights into how organizations can overcome these industry-specific challenges to leverage KM for improved innovation and competitiveness. Addressing this research gap advances academic understanding of KM in the accounting context and provides practical implications for enhancing organizational practices within the United Arab Emirates' financial sector. By developing a KM framework suited to the United Arab Emirates' accounting sector, this study aims to contribute to the United Arab Emirates' broader economic objectives, supporting firms in their journey toward higher efficiency, innovation, and global competitiveness.

The following hypotheses guide this study:

H1: There is a statistically significant relationship between KM in accounting and innovation in the United Arab Emirates.
H2: There is a statistically significant relationship between organizational innovation and nonfinancial performance in the United Arab Emirates.
H3: There is a statistically significant relationship between organizational innovation and financial performance in the United Arab Emirates.
H4: There is a statistically significant relationship between KM in accounting and nonfinancial performance in the United Arab Emirates.
H5: There is a statistically significant relationship between KM in accounting and financial performance in the United Arab Emirates.
H6: There is a statistically significant relationship between nonfinancial and financial performance in the United Arab Emirates.

This study aims to achieve several objectives. First, it seeks to explore the relationship between AKM practices and organizational performance within UAE organizations, focusing on identifying similarities and contextual differences compared to other regions. Additionally, it aims to examine the impact of KM on organizational innovation within the accounting function, assessing the mechanisms through which KM drives innovative outcomes. The study also investigates the role of an AIS in supporting KM by analyzing how an AIS enhances KM practices and affects organizational performance in UAE firms and beyond (Aljarallah, 2020; Hussain et al., 2023). Finally, it seeks to provide actionable insights that can help UAE accounting departments optimize KM strategies, aligning these practices with strategic goals to drive competitive advantage and sustained growth.

This study contributes both theoretically and practically to the field of KM in accounting. By focusing on the accounting function in UAE organizations, this research adds to the limited literature on KM applications in highly regulated and culturally unique contexts. It provides new insights into how AKM enhances innovation and performance in accounting. The study also contributes to the understanding of how AKM mechanisms operate within regulatory-driven industries, where compliance demands may constrain flexibility.

For practitioners, the findings offer evidence-based recommendations for optimizing KM practices within UAE accounting departments. This study provides a framework for understanding how AKM can strategically align with organizational objectives, enabling firms to enhance innovation and operational efficiency. The results are expected to assist policymakers and industry leaders in formulating AKM strategies that are tailored to the United Arab Emirates' unique economic and regulatory environment, contributing to the country's broader goals of economic diversification and knowledge-based growth.

LITERATURE REVIEW

KM is essential for fostering organizational innovation and enhancing performance, particularly in knowledge-intensive sectors such as accounting (Darroch, 2005; Ojra et al., 2021). KM encompasses systematic capturing, sharing, and utilizing knowledge to support organizational decision making, efficiency, and competitiveness (Koohang et al., 2017). The transformation of tacit knowledge into explicit knowledge, as theorized by Nonaka and Takeuchi (1995), is vital for creating new ideas and solutions, which sustain an organization's competitive edge. This is especially relevant in the United Arab Emirates' rapidly evolving economy, where the national agenda promotes a transition to a knowledge-based economy (Hvidt, 2015).

In the accounting sector, KM facilitates the development of innovative financial models, improved decision-making tools, and streamlined processes (S. Ahmad & Obeid, 2019; Tóth, 2012). Nevertheless, the integration of KM in accounting faces unique challenges due to regulatory rigidity and traditional organizational structures that resist change. Studies suggest adaptive KM strategies, aligned with organizational culture, are necessary to overcome these barriers (Aljarallah, 2020). F. Ahmad and Karim (2019) highlight the value of KM in accounting by emphasizing its role in enhancing transparency, accuracy, and decision making within financial reporting.

Knowledge Sharing as Catalyst for Innovation

Knowledge sharing, a key component of KM, promotes innovation by enabling timely access to insights and enhancing problem solving within accounting practices (N. Ahmad & Daghfous, 2010; Duh et al., 2020; Vera-Muoz et al., 2006). Establishing a knowledge-sharing culture supports innovation, operational performance, and organizational adaptability (Azeem et al., 2021; Luo et al., 2019). Scholars (F. Ahmed & Karim, 2019; Durst et al., 2022; Pisoni & Molnar, 2024; Savic & Pavlovic, 2023; Uden & Ting, 2023) have emphasized the importance of building trust and facilitating interdepartmental collaboration to enhance knowledge-sharing practices, this being particularly valuable in multicultural and dynamic environments like the United Arab Emirates.

Recent AI advancements have revolutionized KM practices by automating data analysis, enhancing decision-making processes, and facilitating real-time knowledge sharing. In the accounting sector, these innovations enable firms to streamline operations, improve accuracy in financial reporting, and adapt quickly to regulatory changes. Researchers (S. Ahmad & Obeid, 2019; Sori, 2009) have demonstrated a statistically significant positive relationship between KM practices and organizational performance, highlighting KM's role in improving AIS and supporting strategic decision making. Additionally, scholars (Bencsik & Juhasz, 2020; Edwards & Lonnqvist, 2023; Muhammed & Zaim, 2020) have indicated that knowledge-sharing mechanisms positively impact organizational

performance through improved resource allocation and more effective alignment of organizational goals with strategic priorities.

KM and Performance Outcomes

The relationship between KM and organizational performance has been extensively studied, with findings consistently supporting KM's positive impact on financial and nonfinancial outcomes (Di Vaio et al., 2021; Koohang et al., 2017; Zack et al., 2009). In the United Arab Emirates' organizational context, Khalil et al. (2024) found KM practices contribute to improved performance by fostering adaptability, enhancing customer satisfaction and meeting regulatory requirements. However, Tubigi and Alshawi (2014) argued measuring KM's impact on performance presents challenges, particularly when traditional metrics fail to capture nonfinancial benefits such as customer satisfaction and process efficiency.

The study by Kareem et al. (2021) revealed that, when integrated with KM capabilities, AIS significantly enhances performance by supporting knowledge sharing and decision making. The findings suggest that, while AIS facilitates financial reporting accuracy, the broader impact of KM on performance is mediated by the organization's ability to innovate. These insights are reinforced by Ojra et al. (2021), who argued knowledge sharing supports sustainable growth and competitiveness, especially in fast-paced markets like the United Arab Emirates.

Innovation as Mediator Between KM and Performance

The positive correlation between KM and innovation is well-documented, with KM enabling organizations to enhance both product and process innovation through improved knowledge flow and collaboration (Majchrzak et al., 2004; Nonaka & Takeuchi, 1995; S. Ahmad & Obeid, 2019). Gui et al. (2024) emphasized the role of transformational leadership in fostering a culture that supports KM and, subsequently, innovation. This is particularly relevant for UAE organizational accounting divisions, where leadership is central in aligning KM practices with strategic goals to optimize performance outcomes.

Savić and Pavlović (2023) further discussed the impact of digital transformation on KM, demonstrating technologies such as AI and blockchain can enhance knowledge-sharing processes. For UAE business accounting functions aiming to maintain competitiveness, leveraging such technologies can be a strategic approach to embedding KM within organizational workflows. AI, in particular, has been shown to support real-time knowledge mining, thereby improving decision making and reducing inefficiencies (Uden & Ting, 2023). Pisoni and Molnar (2024) expanded on the role of AI in supporting sustainability initiatives, illustrating how AI-driven KM systems enable organizations to align their operations with environmental, social, and governance (ESG) metrics. In the United Arab Emirates, where sustainability is increasingly prioritized, integrating AI in KM practices can contribute to long-term organizational performance and compliance with global standards.

Role of AISs in KM Implementation

An AIS is critical in supporting KM by ensuring timely access to accurate information, essential for effective decision making and compliance (Aljarallah, 2020; Hussain et al., 2023). Hechter and Smuts (2024) highlighted the importance of conducting knowledge audits to identify critical knowledge assets and optimize KM implementation, especially in data-sensitive sectors. Such audits can help UAE accounting departments align their KM practices with organizational goals, enhancing financial and nonfinancial performance metrics. Fraser (2024) discussed the challenges of implementing KM systems in organizations with high-security needs, emphasizing success depends on cultural alignment and executive support. This insight is pertinent for the accounting functions in UAE organizations, where confidentiality and regulatory compliance are paramount. By fostering a supportive culture for KM and aligning AKM with organizational workflows, UAE organizations can overcome challenges associated with data sensitivity and facilitate effective knowledge sharing.

Cultural Factors and Knowledge Sharing in the United Arab Emirates

The United Arab Emirates' multicultural environment presents unique challenges and opportunities for KM practices. Smith and Shaughnessy (2024) indicated cultural dimensions significantly influence technology adoption and KM effectiveness, with factors such as power distance and collectivism shaping knowledge-sharing behaviors. Understanding these cultural nuances is critical for UAE organizational accounting functions, where a culturally sensitive approach to KM could enhance employee engagement and motivation for knowledge sharing. Yulianti et al., (2024) stressed the role of ethical leadership in fostering a knowledge-sharing culture, especially within culturally diverse organizations. Their findings suggest ethical sensitivity and a commitment to transparency can enhance KM's impact on performance, aligning well with the United Arab Emirates' focus on ethical business practices and regulatory compliance.

AKM, mainly through knowledge-sharing practices, is a critical driver of innovation and performance in accounting. While KM's benefits are well-documented, the United Arab Emirates' unique cultural and economic landscape requires tailored strategies that consider both organizational and cultural factors. By integrating KM with AISs, particularly in the accounting departments, fostering a supportive knowledge-sharing culture and leveraging AI-driven KM tools, UAE firms can enhance their competitiveness and adapt to the demands of a rapidly evolving knowledge economy. This study contributes to the literature by providing insights specific to UAE accounting, offering a nuanced understanding of KM's role in driving innovation and performance.

The researchers of this study propose the hypothesis:

H1: There is a statistically significant relationship between KM in accounting and innovation in the United Arab Emirates.

The relationship between organizational innovation and financial performance has been extensively studied in various contexts, with numerous studies supporting a positive correlation. For instance, the research by T. Ayodele et al. (2019) highlighted organizational innovation significantly enhances financial metrics such as profitability, sales growth, and return on investment. Similarly, others (Weqar et al., 2021) emphasized innovation drives financial success by improving competitive advantage and market position. Given the dynamic business environment in the United Arab Emirates, characterized by rapid technological advancements and a push for diversification (Al-Bastaki & Shajera, 2021; Hvidt, 2015), it is imperative to investigate this relationship within this context. The hypotheses aim to elucidate the impact of innovation on financial outcomes, contributing to a deeper understanding of how innovative practices can drive economic success in the United Arab Emirates. By exploring these dimensions, this study provides a more comprehensive view of how innovation enhances economic performance, and fosters improvements in customer satisfaction, employee engagement, and market positioning (Byukusenge & Munene, 2017; Kuckertz et al., 2024). This holistic approach reflects the growing recognition that the benefits of innovation extend beyond immediate financial returns, encompassing broader organizational goals that contribute to sustained competitiveness and resilience (Di Vaio et al., 2021; Singh, 2021).

Therefore, the hypotheses are proposed:

H2: There is a statistically significant relationship between organizational innovation and nonfinancial performance in organizations in the United Arab Emirates.
H3: There is a statistically significant relationship between organizational innovation and organizational financial performance in the United Arab Emirates.

Researchers (Alshadoodee et al., 2022; Di Vaio et al., 2021; Jennex & Durcikova, 2013) asserted advanced information management practices, such as streamlined knowledge sharing and structured

collaboration, directly contribute to enhanced decision-making outcomes. These practices position organizations to achieve financial performance goals—such as cost efficiency and revenue growth—and nonfinancial objectives, including customer satisfaction and employee engagement, by ensuring decisions are grounded in reliable, accessible data.

In the accounting sector, KM systems, much like AISs, are essential for driving organizational performance across both financial and nonfinancial dimensions. According to Alavi and Leidner (2001), KM enables organizations to maximize the utility of shared knowledge, fostering a collaborative environment where critical financial insights and strategic advisories are readily accessible. This, in turn, enhances financial performance by informing cost-effective strategies and optimizing resource allocation. Concurrently, KM practices support nonfinancial performance by promoting a culture of continuous learning and adaptation, strengthening employee engagement, compliance, and organizational agility.

The success of KM in enhancing both types of performance hinges on the human capabilities within the organization. Hitt et al. (2016) emphasized organizational outcomes, particularly in knowledge-intensive sectors like accounting, are inherently tied to the expertise and collaborative proficiency of personnel. In accounting, KM empowers professionals to deliver precise financial reports and embed these insights within broader organizational strategies, driving financial gains and fortifying nonfinancial performance elements like stakeholder trust and operational transparency.

Thus, the researchers propose the hypotheses:

H4: There is a statistically significant relationship between KM in accounting and organizational nonfinancial performance in the United Arab Emirates.
H5: There is a statistically significant relationship between KM in accounting and organizational financial performance in the United Arab Emirates.

The relationship between nonfinancial and financial performance has been a focal point in organizational research, particularly in highlighting that metrics such as customer satisfaction, market position, and competitive advantage contribute toward financial success. Nonfinancial performance factors often serve as leading indicators of financial outcomes, where improvements in customer loyalty, market standing, and brand reputation drive revenue growth and profitability over time. For instance, enhanced customer satisfaction and a strong market position can directly increase sales and profitability, creating a sustained competitive advantage.

In this context, the strategic alignment of KM with organizational goals is essential, as KM practices can support the achievement of nonfinancial outcomes that, in turn, influence financial metrics. Effective KM practices ensure timely access to relevant information and facilitate knowledge sharing and application to meet strategic objectives (Di Vaio et al., 2021). In the United Arab Emirates' accounting sector, where market competition and regulatory demands are intense, KM practices contribute to improved decision making and operational efficiencies, manifesting as enhanced nonfinancial performance metrics such as customer satisfaction and market differentiation. These nonfinancial outcomes can subsequently translate into more robust financial performance by fostering client retention and enabling firms to capture a more significant market share (Mardani et al., 2018).

Furthermore, research indicates nonfinancial elements such as customer satisfaction, employee engagement, and brand reputation have a positive impact on financial performance by fostering stronger customer loyalty, reducing employee turnover and enhancing competitive positioning, all of which contribute to long-term profitability (Byukusenge & Munene, 2017; Di Vaio et al., 2021). For instance, high levels of customer satisfaction leads to repeat business and positive word-of-mouth, while strong employee engagement reduces recruitment costs and improves productivity. These findings underline the critical role of nonfinancial performance in driving financial success, supporting the hypothesis that a statistically significant relationship exists between nonfinancial and economic performance in the United Arab Emirates, leading to the hypothesis:

H6: There is a statistically significant relationship between organizations' nonfinancial and financial performance in the United Arab Emirates.

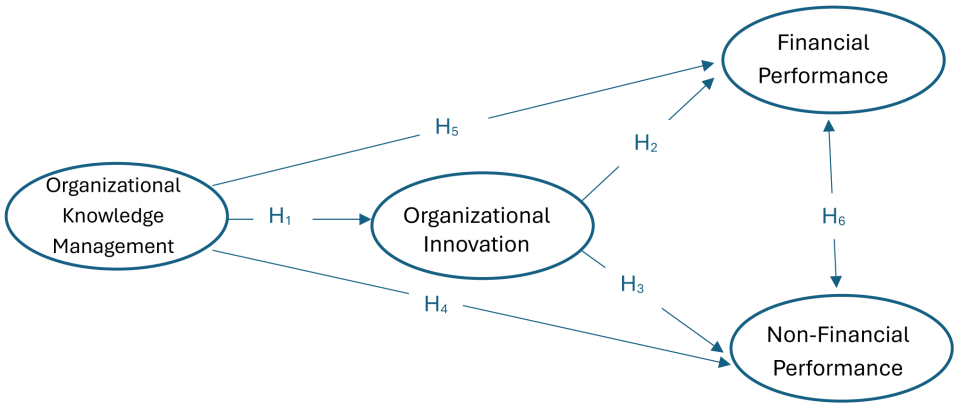
This hypothesis examines the intricate relationship between nonfinancial performance factors—such as customer satisfaction, employee engagement, innovation, and corporate social responsibility—and financial success. Research shows companies excelling in areas like corporate social responsibility, environmental performance, and employee well-being tend to see enhanced financial outcomes, as these factors contribute to customer loyalty, employee productivity, and a positive corporate reputation (Kitzmueller & Shimshack, 2012; Lee, 2020; Orlitzky et al., 2003).

In the United Arab Emirates' rapidly evolving business landscape, integrating nonfinancial metrics is essential for understanding organizational health and ensuring long-term viability (Kaplan & Norton, 1996). Aligning nonfinancial goals with financial objectives can strengthen adaptability and resilience (Eccles et al., 2014). Recent studies highlight the United Arab Emirates' emphasis on sustainability and innovation, noting how integrated KM and governance drive both innovation and financial performance (Foster et al., 2023) and how institutional accounting practices leverage nonfinancial metrics for enhanced performance (F. Ayodele et al., 2021).

This hypothesis explores how nonfinancial performance factors contribute to the organization's financial success, offering insights into holistic performance management in the United Arab Emirates' dynamic market.

Figure 1 presents a visual of the six hypotheses being tested in this study.

Figure 1. Hypothesized model



Note. Source: researchers' own.

METHODOLOGY

This study employs covariance-based structural equation modeling (SEM) to analyze the relationships between AKM, innovation, and performance in UAE organizations. This methodological approach offers new empirical evidence and contributes novel insights to the existing body of knowledge.

Survey Design

A structured questionnaire was carefully developed to capture comprehensive insights into KM practices, organizational innovation, and performance within the accounting function of UAE organizations. The questionnaire consists of 33 closed-ended questions formatted on a 4-point Likert

scale. The choice of 33 questions is deliberate to balance thoroughness and respondent engagement, which is critical for data quality and response rates. Each question is designed to measure specific constructs related to AKM, innovation, and performance based on validated frameworks from previous studies (Di Vaio et al., 2021; Koohang et al., 2017). The questionnaire is divided into four sections: demographic information, KM in accounting, organizational innovation, and organizational performance (financial and nonfinancial perspectives) to ensure the survey comprehensively covers all the relevant objectives of the study.

Sampling and Data Collection

The study employed a purposeful sampling strategy to collect data from employees involved in the accounting function across diverse organizations within the United Arab Emirates. Purposeful sampling was selected to ensure participants had relevant knowledge and experience with KM practices, enhancing the validity of responses. The sample consists of 259 responses, aligning with SEM guidelines. Hair et al. (2014) recommended a minimum of 200 responses for SEM to ensure robust, reliable results, mainly when using complex models. Thus, the sample size of 259 exceeds this minimum threshold, providing confidence in the stability and reliability of the findings.

To further justify the sample size, the study followed the 10:1 rule (respondent-to-variable ratio) recommended for SEM analysis, strengthening the model's validity and reducing the risk of sampling bias (Kline, 2016). Out of the initial 259 responses, 16 are excluded due to excessive missing data, leaving 243 valid responses for analysis. Additionally, a pilot study with 15 respondents was conducted to identify any potential issues in survey comprehension and design, ensuring clarity and reliability of the questionnaire items before full-scale distribution.

Validity and Reliability

Construct validation in this study was carefully conducted to ensure the reliability and robustness of the measurement scales. Content validity was established through expert evaluations from three KM and organizational performance specialists, with survey items refined or removed if consensus on their relevance was not achieved (Schmitt et al., 1991). To preserve data quality, normality was evaluated using skewness and kurtosis measures, and outliers were managed through boxplot analysis and standardization. Missing values were substituted with mean values to maintain data consistency.

An exploratory factor analysis (EFA) was employed initially to confirm the underlying data structure and identify potential dimensions within the constructs. The EFA guided the refinement of the measurement model until all factor loadings exceeded 0.7, indicating a strong correlation between items and their respective constructs (Hair et al., 2018). This step ensured each construct was adequately represented by its indicators before advancing to further validation steps.

A confirmatory factor analysis (CFA) was then conducted to assess the unidimensionality and robustness of each construct identified through the EFA. The CFA was used to verify the measurement model fit the data well, with factor loadings exceeding the 0.5 threshold (Pedhazur & Schmelkin, 1991). This step confirmed the items reliably represented each construct and demonstrated the model's structural integrity.

Reliability was confirmed through Cronbach's alpha (α), with values exceeding the 0.7 threshold, indicating good internal consistency (George & Mallery, 2003). Composite reliability with a recommended threshold of 0.7 (Fornell & Larcker, 1981; Nunnally & Bernstein, 1994) further reinforced the scales.

For validity, convergent validity was verified by ensuring the average variance extracted (AVE) for each construct exceeded 0.5, demonstrating items within each construct were strongly correlated (Fornell & Larcker, 1981). Discriminant validity was established through the criterion that the square root of each construct's AVE was greater than the inter-construct correlations (off-diagonal elements), indicating minimal overlap among constructs (Fornell & Larcker, 1981; Barclay et al., 1995).

Nomological validity was assessed by examining the relationships between constructs to confirm alignment with theoretical predictions, further supported by significant path coefficients (Geisser, 1974; Stone, 1974). Overall, these measures confirm the study's reliability and validity, strengthening the robustness of the results.

Model Fit and Evaluation

The model fit for the CFA was assessed using chi-square (χ^2), normed fit index (NFI), comparative fit index (CFI), and root mean square error of approximation (RMSEA), with recommended cut-off values achieved: NFI and CFI ≥ 0.90 and RMSEA < 0.08 (Kline, 2016). After iterative refinement, the model showed satisfactory fit indices: NFI = 0.93, CFI = 0.90, RMSEA = 0.067, and $\chi^2/df < 3$, indicating a well-fitting model.

The structural model's explanatory power was examined using R-square (R^2) values for endogenous constructs. Values exceeding the recommended minimum of 0.10 (Falk & Miller, 1992) confirm substantial predictive power. This demonstrates the model's robustness and effectiveness in explaining the relationships between AKM, innovation, and organizational performance.

RESULTS

The sample demographic profile consists of 243 respondents performing various accounting functions. The gender distribution shows a predominance of female respondents (72.8%) compared to males (27.2%), as shown in Table 1, the majority of whom (45.7%) have less than three years of work experience. The respondents work in various industries and represent various organizational levels, ranging from clerical to senior management.

Table 1. Demographic profile of respondents

Sample demographic profile		N=243 %
Gender	Male	27.2
	Female	72.8
Work experience	< 3 years	45.7
	4-6 years	37.5
	7-10 years	0.4
	11-15 years	8.2
	> 15 years	8.2
Industry	Financial Services	6.5
	Technology	34.5
	Healthcare, education, other professional services	22
	Mining and constructions	14.2
	Other	22.8
Position within the organization	Clerical	19.7
	Junior Management	29.6
	Middle Management	19.7
	Senior Management	26.1
	Other	4.9

continued on following page

Table 1. Continued

Sample demographic profile		N=243 %
Function within the accounting department	Financial Accounting	46.5
	Risk Management	12
	Audit Accounting	12
	Tax Accounting	0.7
	Cost and Management Accounting	23.2
	Compliance and Reporting	0.7
	Payroll	4.9

Following data screening and the statistical treatment of outliers, the data produced a normal univariate distribution, respecting the parameters (±2) for skewness and kurtosis (George & Mallery, 2003). The researchers ran an EFA to determine the underlying factors. This reveals a four-factor model, with a total variance explained of 75%, a Kaiser-Meyer-Olkin measure of sampling adequacy of 0.8, and a significant Bartlett's test of sphericity $p<0.05$.

The Measurement Model

The measurement model (Figure 2) shows the relationship between the four constructs and 16 latent variables.

Figure 2. Measurement model

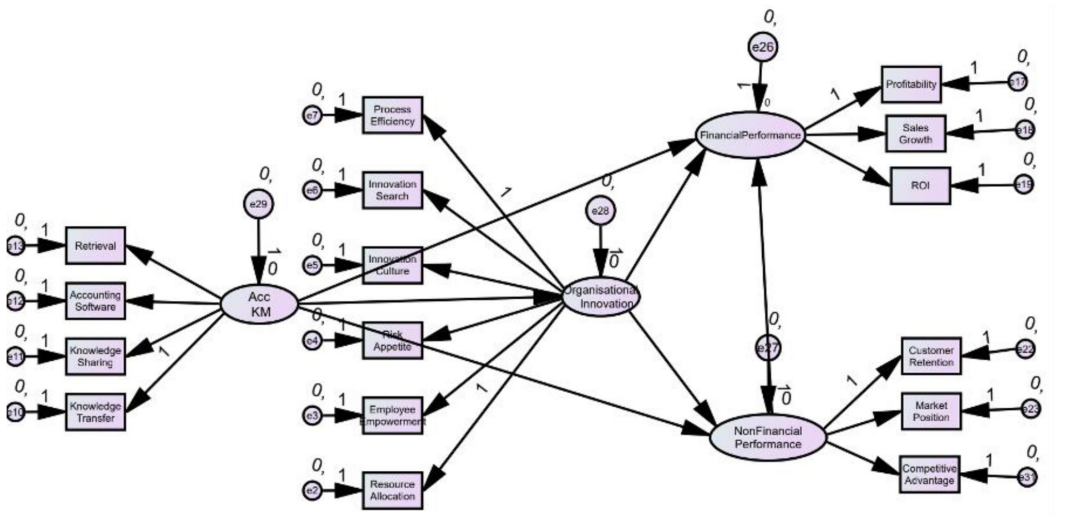


Figure 3. Description and measurement model results

	Standardised loading β	t-value	Cronbach's Alpha α	Composite Relaibility	AVE**
ACCOUNTING KNOWLEDGE MANAGEMENT			0.835	0.937	0.57
Retrieval	0.65	13.5*			
Accounting Software	0.64	14.5*			
Knowledge Sharing	0.95	15.7*			
Knowledge Transfer	0.75	13.42*			
ORGANISATIONAL INNOVATION			0.872	0.85	0.55
Process efficiency	0.63	11.66*			
Innovation Search	0.65	12.50*			
Innovation Culture	0.78	13.97*			
Risk Appetite	0.77	16.06*			
Employee Empowerment	0.79	13.03*			
Resource Allocation	0.81	13.878			
FINANCIAL PERFORMANCE			0.834	0.89	0.62
Profitability	0.44	13.00*			
Sales Growth	1.09	13.08*			
ROI	0.69	19.02*			
NON FINANCIAL PERFORMANCE			0.882	0.87	0.76
Customer Retention	0.81	9.42*			
Market Position	1.03	12.57*			
Competitive Advantage	0.75	12.63*			

*Note. Significant at the 0.01 level. **Average variance extracted.*

Cronbach alpha (α), is above the 0.7 cut-off value (between 0.835 and 0.882), indicating good reliability (George & Mallery, 2003). Composite reliability (ranging from 0.85 to 0.937) is above the 0.7 cut-off value and further confirms reliability (Fornell & Larcker, 1981; Nunnally & Bernstein, 1994).

Adequate discriminant validity is established by confirming the square root of the AVE (on the diagonal shown in Table 2) is greater than the correlation coefficients shown as off-diagonal values (Fornell & Larcker, 1981; Barclay et al., 1995). This confirms no overlap exists between the four constructs that form part of the measurement model.

Table 2. Inter-construct validity

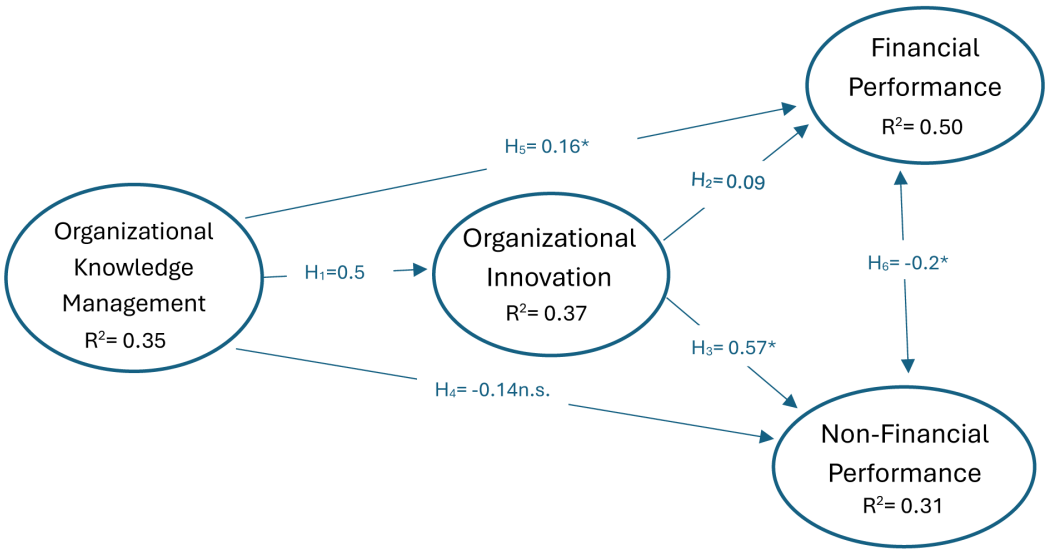
	1	2	3	4
1. AKM	0.57			
2. ORGANIZATIONAL INNOVATION	0.324	0.741		
3. FINANCIAL PERFORMANCE	0.009	0.658	0.787	
4. NON-FINANCIAL PERFORMANCE	0.419	0.341	-0.475	0.871

Note. AVE estimates are presented in bold on the diagonal. *Correlations are all significant at* the *0.01 level.*

The Structural Model

The structural model was evaluated using R-square estimates, standardized coefficients (β), and significance level (t statistic). The R-square values measure the structural model's predictive power, while the path loadings (interpreted as standardized regression coefficients) indicate the strength between the independent and the dependent variables (Figure 3). R^2 coefficients are greater than the recommended 0.10 (Falk & Miller, 1992) value suggesting the structural model exhibits explanatory power. Specifically, the model explains 51% of the causality of financial performance and 31% of the causality of nonfinancial performance, with AKM explaining 35% and organizational innovation 37% of the causal relationship. A bootstrapping procedure calculated path loadings and t-statistics for the hypothesized relationships (Figure 4). The path loadings for the relationships for the five hypotheses, H1 (β=0.58; p = 0.00), H2 (β=0.09; p = 0.00), H3 (β=0.57; p = 0.00), H5 (β=0.16; p = 0.02), H6 (β=-0.02; p = 0.01), confirm the relationship between AKM and organizational innovation, organizational innovation and nonfirm financial performance, organizational innovation and firm financial performance, AKM and firm financial performance, and nonfinancial performance and economic performance. Path loadings for H4 (β = -0.04; p = 0.08) indicate parameter estimates (β) are not statistically significant (p > 0.05). This leads to rejecting H4, which hypothesizes a positive relationship between accounting KM and nonfinancial organizational performance.

Figure 4. Results for hypothesized model



*Note. *p<0.05; n.s. not statistically significant.*

Figure 5. Description and measurement model results

	Standardised loading β	t-value	Cronbach's Alpha α	Composite Relaibility	AVE**
ACCOUNTING KNOWLEDGE MANAGEMENT			0.835	0.937	0.57
Retrieval	0.65	13.5*			
Accounting Software	0.64	14.5*			
Knowledge Sharing	0.95	15.7*			
Knowledge Transfer	0.75	13.42*			
ORGANISATIONAL INNOVATION			0.872	0.85	0.55
Process efficiency	0.63	11.66*			
Innovation Search	0.65	12.50*			
Innovation Culture	0.78	13.97*			
Risk Appetite	0.77	16.06*			
Employee Empowerment	0.79	13.03*			
Resource Allocation	0.81	13.878			
FINANCIAL PERFORMANCE			0.834	0.89	0.62
Profitability	0.44	13.00*			
Sales Growth	1.09	13.08*			
ROI	0.69	19.02*			
NON FINANCIAL PERFORMANCE			0.882	0.87	0.76
Customer Retention	0.81	9.42*			
Market Position	1.03	12.57*			
Competitive Advantage	0.75	12.63*			

*Note. Significant at the 0.01 level. **Average variance extracted.*

DISCUSSION

H1: There is a Statistically Significant Relationship Between KM in Accounting and Organizational Innovation in the United Arab Emirates

Our findings confirm a statistically significant and positive relationship between AKM and organizational innovation, supporting existing literature and acknowledging specific nuances. Consistent with T. Ayodele et al., (2019), structured knowledge-sharing mechanisms and strategic use of AIS enhance innovation. This aligns with the findings of Kareem et al. (2021), who emphasized knowledge-sharing mechanisms play a critical role in fostering innovation, especially when organizations actively encourage a culture that promotes knowledge exchange across various functional areas. Hayek and Noordin (2024) further emphasized the relationship between KM and organizational innovation by highlighting the synergy between data analytics and KM as a strategic enabler in accounting, enhancing innovation, compliance, and economic performance. This synergy not only enhances compliance and cost efficiency but also drives the innovative use of tax data, consistent with the hypothesis that robust AKM catalyzes organizational innovation. Findings are also aligned with Theuma (2020) who posited that, by leveraging KM for innovative practices, SMEs in the service sector can sustain growth, similar to how AKM can enhance innovation in accounting functions.

However, some studies argue the efficacy of KM in driving innovation may be contingent upon the organization's cultural alignment with KM initiatives. Khalil et al. (2024) supported this view by highlighting the importance of aligning KM processes with organizational culture and fintech innovation, particularly in sectors where KM is critical for performance enhancement.

Our study reinforces the need for an organizational culture that prioritizes knowledge sharing and aligns with strategic objectives to realize KM's full potential in innovation. To fully leverage the potential of KM, firms in the United Arab Emirates' accounting sector should invest in AI-driven technologies such as predictive analysis, natural language processing, and intelligent automation. These innovations can enhance data accuracy, streamline workflows, and foster a culture of continuous improvement and innovation.

H2

The study confirms a positive correlation between innovation and nonfinancial performance, as previous studies like Byukusenge and Munene (2017) indicated. Our findings suggest fostering innovation enhances customer satisfaction and competitive positioning. Pisoni and Molnar (2024) added a new dimension by indicating technology, particularly AI, can further support innovation by streamlining processes that impact nonfinancial performance metrics such as ESG compliance and sustainability reporting. The relationship between organizational innovation and nonfinancial performance is complex and moderated by factors such as market conditions and organizational readiness (Kuckertz et al., 2024). Our study suggests that, while innovation can improve customer satisfaction, it may not immediately enhance market position if it is not tightly integrated with strategic goals. This reinforces Alshadoodee et al., (2022) assertion that aligning innovation with organizational strategies is vital for achieving nonfinancial performance improvements.

H3: There is a Statistically Significant Relationship Between Organizational Innovation and the Financial Performance of Organizations in the United Arab Emirates

Our findings support a statistically significant positive relationship between organizational innovation and financial performance. This is consistent with studies by T. Ayodele et al., (2019) and Singh et al., (2021), who asserted innovative practices drive competitive advantage and financial success. Khalil et al., (2024) further emphasized the role of innovation in improving financial outcomes by integrating advanced technology solutions like fintech innovations, particularly in knowledge-intensive industries. Furthermore, Theuma (2020) revealed organizations benefit financially from innovation, especially through improved communication and relational capabilities, which help firms capitalize on knowledge for competitive advantage, proving innovation can drive financial outcomes when firms harness KM practices.

This study also echoes the caution raised by scholars like Pedhazur and Schmelkin (1991), who argued the financial impact of innovation is often mediated by factors such as strategic alignment and market context. This points to a more complex interplay where the financial benefits of innovation may only fully materialize when these external and internal factors are optimized, aligning with Kuckertz et al. (2024).

H4: There is a Statistically Significant Relationship Between KM in Accounting and Organizational Nonfinancial Performance in the United Arab Emirates

This study does not find a statistically significant relationship between KM in accounting and nonfinancial performance, a finding that challenges much of the existing literature. Studies by Singh et al. (2021) and T. Ayodele et al. (2019) showed KM often enhances customer satisfaction and operational excellence. However, Kareem et al. (2021) argued this effect may be conditional, dependent on organizational culture and the maturity of KM systems, which might explain the absence of a direct relationship in our findings.

Moreover, Khalil et al. (2024) highlighted the fact that KM's impact on nonfinancial performance can vary significantly by industry and organizational readiness. In UAE organizations, where competitive pressures and rapid market changes are prevalent, these mediating factors can dilute the potential benefits of AKM on nonfinancial outcomes, as our results suggest.

H5: There is a Statistically Significant Relationship Between KM in Accounting and Organizational Financial Performance in the United Arab Emirates

Our findings indicate a statistically significant but weak positive relationship between KM in accounting and financial performance. This partially supports the argument by T. Ayodele et al. (2019), who claimed structured KM practices drive financial success by improving decision making and operational efficiency. However, the limited strength of this relationship suggests other factors may moderate KM's effectiveness, as proposed by Khalil et al. (2024), who emphasized the role of fintech innovation and organizational alignment in maximizing KM's financial impact. The findings of Hayek et al. (2024) also supported this by showing cloud accounting enhances data efficiency and storage, strengthening accounting AKM and supporting informed decision making. Optimizing AKM with cloud solutions can boost financial performance by improving operational efficiency, establishing best practices and facilitating knowledge sharing.

Additionally, the external market conditions and internal organizational dynamics highlighted by Alshadoodee et al. (2022) may explain the weaker-than-expected relationship. Pisoni and Molnar (2024) also suggested technology adoption, such as AI for knowledge analysis, may enhance KM's impact on financial performance, yet this potential remains untapped in many UAE accounting firms.

H6: There is a Statistically Significant Relationship Between the Nonfinancial and Financial Performance of Organizations in the United Arab Emirates

This study's findings of a negative relationship between nonfinancial and financial performance diverge from much of the existing literature. For example, F. Ayodele et al. (2019) and Weqar et al. (2021) reported the fact that improvements in nonfinancial metrics often boost financial outcomes by enhancing competitive advantage. However, the unique UAE business environment—characterized by rapid growth and competitive pressures—may limit the immediate financial returns of investments in nonfinancial metrics, as suggested by Alshadoodee et al. (2022).

Our findings imply the relationship between these two performance metrics may be more context-dependent, aligning with Pedhazur and Schmelkin (1991) and Schmitt and Klimoski (1991). Pisoni and Molnar (2024) also indicated organizations focusing on sustainability and ESG goals may incur costs that do not immediately translate into financial gains, reinforcing our results that suggest a more complex, potentially harmful interaction between nonfinancial and financial performance in the United Arab Emirates.

CONCLUSION

This study set out to address a significant gap in the literature concerning the impact of AKM on organizational innovation and performance within UAE organizations. With the United Arab Emirates' rapid economic growth and competitive business environment, understanding how KM can drive financial and nonfinancial performance is crucial for sustaining innovation and improving organizational outcomes. Existing research has stressed KM's potential to enhance decision making, operational efficiency, and overall performance; however, only some studies have explored these relationships specifically within UAE accounting firms.

This study confirms several key relationships: First, we found a statistically significant positive relationship between KM in accounting and organizational innovation, suggesting effective KM practices enhance innovation capabilities. Additionally, a positive relationship is confirmed between organizational innovation and financial and nonfinancial performance metrics, although the strength of these relationships varies. Surprisingly, the anticipated positive impact of AKM on nonfinancial performance is not observed, indicating AKM practices may have limited direct influence on customer satisfaction and market position within the context of the United Arab Emirates. Finally, the study reveals a weak but positive relationship between AKM and financial performance, and a negative

relationship between nonfinancial and financial performance, challenging conventional assumptions in the literature.

Contributions and Implications

The findings provide practical recommendations tailored to the context of the United Arab Emirates, influencing local business practices and policies. By leveraging AKM effectively, UAE organizations can enhance innovation and performance, ensuring strategic alignment with broader business goals. Business owners are encouraged to invest in robust AKM systems and structured knowledge-sharing platforms, while policymakers should support AKM adoption through incentives and training programs. Such initiatives can foster a collaborative environment, enhancing the competitiveness of the accounting sector and contributing to the broader economy. To fully leverage the potential of KM, firms in the United Arab Emirates' accounting sector should invest in AI-driven technologies such as predictive analytics, natural language processing, and intelligent automation. These innovations can enhance data accuracy, streamline workflows, and foster a culture of continuous improvement and innovation. The findings of this study highlight the need for AI-driven innovations in KM to drive organizational performance. Business owners should prioritize investments in AI technologies that enhance KM practices, while future research should explore the impact of these innovations on both financial and nonfinancial performance metrics.

Recommendations

Based on the findings, we recommend business owners in the United Arab Emirates invest in structured KM systems, particularly AISs, to enhance innovation and performance. Integrating KM practices with organizational strategies ensures they contribute effectively to financial and nonfinancial goals. Additionally, policymakers should consider offering support through funding for technology upgrades and training programs to promote AKM adoption, enabling organizations to improve innovation and performance metrics.

Limitations and Future Research

This study has certain limitations that must be acknowledged. First, the cross-sectional design limits our ability to establish causality; future research should adopt longitudinal designs to understand better how KM impacts innovation and performance over time. Additionally, the reliance on self-reported data may introduce response biases, and future studies could mitigate this by incorporating objective performance metrics. The study's focus on UAE accounting practices may limit the generalizability of the findings, so expanding the sample to include diverse regions could provide broader insights. Additionally, this study does not account for potential moderating variables, such as organizational culture or external market conditions, which may influence the observed relationships. Future research should investigate these moderating factors to develop a more comprehensive understanding. Finally, qualitative studies, such as interviews or case studies, would offer deeper perspectives on AKM implementation, and future research can also explore the potential moderating effects of organizational culture and market conditions.

CONFLICTS OF INTEREST

We wish to confirm that there are no known conflicts of interest associated with this publication and there has been no significant financial support for this work that could have influenced its outcome.

FUNDING STATEMENT

No funding was received for this work.

PROCESS DATES

December 16, 2024
Received: August 25, 2024, Revision: November 5, 2024, Accepted: November 27, 2024

CORRESPONDING AUTHOR

Correspondence should be addressed to Alessandra Theuma (United Arab Emirates, sandra.theuma@gmail.com)

REFERENCES

Ahmad, F., & Karim, M. (2019). Impacts of knowledge sharing: A review and directions for future research. *Journal of Workplace Learning*, *31*(3), 207–230. DOI: 10.1108/JWL-07-2018-0096

Ahmad, N., & Daghfous, A. (2010). Knowledge sharing through inter-organizational networks. *European Business Review*, *22*(2), 153–174. DOI: 10.1108/09555341011023506

Ahmad, S., & Obeid, M. (2019). The mediating role of knowledge management in the relationship between AISs and organizational performance in Jordanian industrial SMEs. *Journal of Management Studies*, *56*(7), 1410–1433.

Al-Bastaki, Y., & Shajera, A. (2012). Knowledge management practices in the UAE: An empirical study. *International Journal of Business and Management*, *7*(2), 112–124.

Alavi, M., & Leidner, D. E. (2001). Review: Knowledge management and knowledge management systems: Conceptual foundations and research issues. *Management Information Systems Quarterly*, *25*(1), 107–136. DOI: 10.2307/3250961

Aljarallah, M. (2020). Accounting information systems and knowledge management. *International Journal of Managing Public Sector Information and Communication Technology*, *11*(3), 1–9.

Alshadoodee, S., Muneer, S., Ahmed, K., & Khan, Z. (2022). Impact of knowledge management practices on organizational performance: A study of UAE-based organizations. *Journal of Knowledge Management*, *26*(4), 543–562.

Ayodele, F., Yao, L., & Haron, H. (2021). Knowledge management and organizational performance: The neglected role of institutional accounting practices. *Journal of Accounting and Organizational Change*, *17*(2), 329–345. DOI: 10.1108/JAOC-04-2021-0043

Ayodele, T., Adeleke, A., Nawi, M., & Fathi, M. (2019). The impact of knowledge management on organizational performance: A case study of Nigerian construction firms. *Journal of Engineering and Technology Management*, *5*(2), 234–250.

Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing, and organizational innovation. *Technology in Society*, *66*, 101635. DOI: 10.1016/j.techsoc.2021.101635

Barclay, D., Higgins, C., & Thompson, R. (1995). The Partial Least Squares (PLS) Approach to Causal Modeling: Personal Computer Adoption and Use as an Illustration. *Technology Studies*, *2*(2), 285–309.

Bencsik, A., & Juhasz, T. (2020). Impacts of informal knowledge sharing (workplace gossip) on organizational trust. *Economics & Sociology (Ternopil)*, *13*(1), 249–270. DOI: 10.14254/2071-789X.2020/13-1/16

Byukusenge, E., & Munene, J. (2017). Knowledge management and business performance: Does innovation matter? *Cogent Business and Management*, *4*(1), 136–145. DOI: 10.1080/23311975.2017.1368434

Darroch, J. (2005). Knowledge management, innovation and firm performance. *Journal of Knowledge Management*, *9*(3), 101–115. DOI: 10.1108/13673270510602809

Di Vaio, A., Palladino, R., Pezzi, A., & Kalisz, D. (2021). The role of digital innovation in knowledge management systems: A systematic literature review. *Journal of Business Research*, *123*, 220–231. DOI: 10.1016/j.jbusres.2020.09.042

Duh, R. R., Knechel, W. R., & Lin, C. C. (2020). The effects of audit firms' knowledge sharing on audit quality and efficiency. *Auditing*, *39*(2), 51–79. DOI: 10.2308/ajpt-52597

Durst, S., Foli, S., & Edvardsson, I. (2022). Knowledge management in SMEs: A follow-up literature review. *Journal of Knowledge Management*, *27*(11), 25–58. DOI: 10.1108/JKM-04-2022-0325

Eccles, R. G., Ioannou, I., & Serafeim, G. (2014). The impact of corporate sustainability on organizational processes and performance. *Management Science*, *60*(11), 2835–2857. DOI: 10.1287/mnsc.2014.1984

Edwards, J., & Lönnqvist, A. (2023). The future of knowledge management: An agenda for research and practice. *Knowledge Management Research and Practice*, *21*(5), 909–916. DOI: 10.1080/14778238.2023.2202509

Falk, R., & Miller, N. (1992). *A primer for soft modeling*. University of Akron Press.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *JMR, Journal of Marketing Research*, *18*(1), 39–50. DOI: 10.1177/002224378101800104

Foster, L., Wiewiora, A., & Donnet, T. (2023). Integrating knowledge management and governance for innovation outcomes: A new framework for managing innovation in a project environment. *Journal of the Knowledge Economy*, *15*(2), 7143–7170. DOI: 10.1007/s13132-023-01399-2

Fraser, R. (2024). Critical success factors for implementing knowledge management systems in the intelligence community. *Proceedings of the Management, Knowledge, and Learning International Conference, Lublin, Poland.*

Geisser, S. (1974). A predictive approach to the random effects model. *Biometrika*, *61*(1), 101–107. DOI: 10.1093/biomet/61.1.101

George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference* (11.0 update). Allyn and Bacon.

Gui, L., Lei, H., & Le, P. B. (2024). Fostering product and process innovation through transformational leadership and knowledge management capability: The moderating role of innovation culture. *European Journal of Innovation Management*, *27*(1), 214–232. DOI: 10.1108/EJIM-02-2022-0063

Hair, J., Black, W., Babin, B., & Anderson, R. (2014). *Multivariate data analysis* (7th ed.). Pearson.

Hair, J., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2018). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage Publications.

Hayek, A., Noordin, N. A., Ganai, K. A., & Hussainey, K. (2024). Big data analytics and external audit: Does the practitioner have any preconceived perceptions? In B. Awwad (Ed.) *The AI revolution: Driving business innovation and research* (Vol. 525). Studies in Systems, Decision, and Control. Springer. DOI: 10.1007/978-3-031-54383-8_75

Hayek, A. F., & Noordin, N. A. (2024). Tax data analytics. In A. Ismail, F. N. Zulkipli, H. S. Husin, & A. Öchsner (Eds.) *Tech horizons*. SpringerBriefs in Applied Sciences and Technology. Springer. DOI: 10.1007/978-3-031-63326-3_4

Hechter, D., & Smuts, H. (2024). Performing a knowledge audit within a South African chemical manufacturer: A case study. *International Journal of Knowledge Management*, *20*(1), 1–18. DOI: 10.4018/IJKM.338213

Hitt, M., Xu, K., & Carnes, C. (2016). Resource-based theory in operations management research. *Journal of Operations Management*, *41*(1), 77–94. DOI: 10.1016/j.jom.2015.11.002

Hussain, N., Waheed, A., & Rahman, M. (2023). The role of knowledge management in enhancing organizational performance: Evidence from Pakistan. *Knowledge and Process Management*, *30*(1), 20–35.

Hvidt, M. (2015). The UAE Vision 2021: A knowledge-based economy. *British Journal of Middle Eastern Studies*, *51*(3), 429–444.

Jennex, M. E., & Durcikova, A. (2013). Assessing knowledge management success. *International Journal of Knowledge Management*, *9*(2), 14–29. DOI: 10.4018/jkm.2013040102

Kaplan, R. S., & Norton, D. P. (1996). Using the balanced scorecard as a strategic management system. *Harvard Business Review*, *74*(1), 75–85.

Kareem, H. M., Aziz, K. A., Maelah, R., Yunus, Y. M., Alsheikh, A., & Alsheikh, W. (2021). The influence of accounting information systems, knowledge management capabilities, and innovation on organizational performance in Iraqi SMEs. *International Journal of Knowledge Management*, *17*(2), 72–92. DOI: 10.4018/IJKM.2021040104

Khalil, M. A., Chen, Y., & Al-Dubai, S. A. (2024). Effect of knowledge application and knowledge storage on bank performance through fintech innovation: A study of Yemeni banks. *International Journal of Knowledge Management*, *20*(1), 1–18. Advance online publication. DOI: 10.4018/IJKM.336855

Kitzmueller, M., & Shimshack, J. (2012). Economic perspectives on corporate social responsibility. *Journal of Economic Literature*, *50*(1), 51–84. DOI: 10.1257/jel.50.1.51

Kline, R. B. (2016). *Principles and practice of structural equation modeling* (4th ed.). Guilford Press.

Koohang, A., Paliszkiewicz, J., & Goluchowski, J. (2017). The impact of leadership on trust, knowledge management, and organizational performance: A research model. *Industrial Management & Data Systems*, *118*(3), 521–537. DOI: 10.1108/IMDS-02-2016-0072

Kuckertz, A., Bulut, R., & Brändle, L. (2024). Unobserved heterogeneity in firm performance: The alignment of entrepreneurial orientation and organizational error management culture. *Journal of Business Research*, *179*, 114701. DOI: 10.1016/j.jbusres.2024.114701

Lee, M. (2020). Corporate social responsibility and firm performance: Evidence from the Middle East. *Sustainability*, *12*(5), 1–18. DOI: 10.3390/su12052048

Luo, X., Li, H., Zhang, J., & Shim, J. (2019). Examining multi-dimensional trust and multi-faceted risk in initial acceptance of emerging technologies: An empirical study of mobile banking services. *Decision Support Systems*, *49*(2), 222–234. DOI: 10.1016/j.dss.2010.02.008

Majchrzak, A., Cooper, L. P., & Neece, O. E. (2004). Knowledge reuse for innovation. *Management Science*, *50*(2), 174–188. DOI: 10.1287/mnsc.1030.0116

Mardani, A., Nikoosokhan, S., Moradi, M., & Doustar, M. (2018). The relationship between knowledge management and innovation performance. *The Journal of High Technology Management Research*, *29*(2), 12–26. DOI: 10.1016/j.hitech.2018.04.002

Muhammed, S., & Zaim, H. (2020). Peer knowledge sharing and organizational performance: The role of leadership support and knowledge management success. *Journal of Knowledge Management*, *24*(10), 64–78. DOI: 10.1108/JKM-03-2020-0227

Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford University Press. DOI: 10.1093/oso/9780195092691.001.0001

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). McGraw-Hill.

Ojra, J., Opute, A., & Alsolmi, H. (2021). Strategic management accounting and performance implications: A literature review and research agenda. *Future Business Journal*, *7*(1), 64. DOI: 10.1186/s43093-021-00109-1

Orlitzky, M., Schmidt, F. L., & Rynes, S. L. (2003). Corporate social and financial performance: A meta-analysis. *Organization Studies*, *24*(3), 403–441. DOI: 10.1177/0170840603024003910

Pedhazur, E. J., & Schmelkin, L. P. (1991). *Measurement, design, and analysis: An integrated approach*. Lawrence Erlbaum Associates.

Pisoni, G., & Molnár, B. (2024). AI-based solution for sustainability tracing for companies. *International Journal of Knowledge Management*, *20*(1), 1–25. DOI: 10.4018/IJKM.340723

Savić, M., & Pavlović, T. (2023). Digital transformation of the financial industry: Approaches and applications. In Benković, S., Labus, A., & Milosavljević, M. (Eds.), *Digital transformation of the financial industry* (pp. 1–30). Springer Nature Switzerland AG., DOI: 10.1007/978-3-031-23269-5

Schmitt, N., & Klimoski, R. J. (1991). *Research methods in human resource management*. South-Western Publishing.

Singh, G. B., Gupta, S., Busso, D., & Kamboj, S. (2021). Top management knowledge value, knowledge sharing practices, open innovation, and organizational performance. *Journal of Business Research*, *128*, 788–798. DOI: 10.1016/j.jbusres.2019.04.040

Smith, J., & Shaughnessy, M. (2024). Knowledge management strategies and their impact on innovation in technology firms. *Knowledge Management Research and Practice*, *22*(3), 276–298.

Sori, Z. M. (2009). Accounting information systems (AIS) and knowledge management: A case study. *International Journal of Business and Management*, *4*(11), 1–9.

Stone, M. (1974). Cross-validation choice and assessment of statistical predictions. *Journal of the Royal Statistical Society. Series B, Statistical Methodology*, *36*(2), 111–133. DOI: 10.1111/j.2517-6161.1974.tb00994.x

Theuma, A. (2020). *Knowledge management for sustainable innovation: The case of the service sector SME*. Paper presented at the British Academy of Management Conference, Conference in the Cloud. Available from Oxford Abstracts. Proceedings ISBN: 978-0-9956413-3-4.

Tóth, Z. (2012). The role of accounting information systems in modern accounting. *Journal of Information Systems*, *26*(3), 23–42.

Tubigi, M., & Alshawi, S. (2014). The impact of knowledge management processes on organizational performance: The case of the Kingdom of Bahrain. *VINE Journal of Information and Knowledge Management Systems*, *44*(3), 376–400. DOI: 10.1108/VJIKMS-12-2020-0219

Uden, L., & Ting, I. H. (2023). Knowledge management in organizations: 17th international conference, KMO 2023, Bangkok, Thailand, July 24–27, 2023, proceedings. *Communications in Computer and Information Science*, *1825*, 443–444. DOI: 10.1007/978-3-031-34045-1

Vera-Munoz, S. C., Ho, J. L., & Chow, C. W. (2006). Enhancing knowledge sharing in public accounting firms. *Accounting Horizons*, *20*(2), 133–155. DOI: 10.2308/acch.2006.20.2.133

Weqar, F., Khan, A., Raushan, M., & Haque, S. (2021). Measuring the impact of intellectual capital on the financial performance of the financial sector of India. *Journal of the Knowledge Economy*, *12*(3), 1134–1151. DOI: 10.1007/s13132-020-00654-0

Xia, J. (2022). An analysis of knowledge economy and accounting innovation. *Modern Economics and Management Forum, 3*(3). Beijing Technology and Business University. DOI: 10.32629/memf.v3i3.864

Yulianti, E., Setiawan, M., Surachman, D., & Irawanto, D. W. (2024). The Islamic ethical leadership and employees' ethical behavior: The moderating role of ethical sensitivity. *Journal of Economics, Business, and Accountancy Ventura*, *23*(3), 375–389. DOI: 10.14414/jebav.v23i3.2421

Zack, M., McKeen, J., & Singh, S. (2009). Knowledge management and organizational performance: An exploratory analysis. *Journal of Knowledge Management*, *13*(6), 392–409. DOI: 10.1108/13673270910997088

Dr. Theuma is a lecturer at the Higher Colleges of Technology in the UAE, specializing in knowledge management, innovation, and entrepreneurship.

Dr. Hayak is an assistant professor at Higher Colleges of Technology, specializing in accounting.

Dr. Khdour is an assistant professor at Higher Colleges of Technology, specializing in strategic human resource management.