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THE IMPACT OF BLOCKCHAIN TECHNOLOGY ON KNOWLEDGE SHARING, THE MEDIATE ROLE OF INNOVIATION

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ABSTRACT – This paper discusses how the concept of blockchain technology can affect KNOWLEDGE SHARING (KM) and investigates the mediating effect of Organizational Resilience (OR) in this correlation. The current business world, which deals with a lot of data, is increasingly relying on blockchain technology to collect, crunch, and analyze huge amounts of data that can guide decisions and generate knowledge. But the ability to convert analytic knowledge to knowledge in an organization is hinged on the resilience of the firm, its capacity to foresee, adapt and recover in the face of adversities whilst maintaining learning processes. Quantitative research design was used, where a structured questionnaire was used to be passed to managers and IT experts in the knowledge intensive industries. Both the direct and mediating effects have been tested using Structural Equation Modelling (SEM). The findings indicate that blockchain technology has a strong positive impact on KM effectiveness and OR partially intermediates this association by increasing the adaptability and learning process of the firm. The results add to the existing body of literature on the subject of data-driven management by incorporating the resilience theory with analytics-based processes of knowledge creation, which provides practical implications to organizations aiming to increase their knowledge usage, innovation, and survival in a dynamic world

KEYWORDS: *Blockchain Technology, Volume, Velocity, Variety, Knowledge Sharing, Innovation*

I. INTRODUCTION

Organizations are becoming more reliant on data-driven insights in order to remain competitive and innovative especially in the era of digital transformation. blockchain technology has become a strategic asset that can help companies to process large amounts of structured and unstructured data and transform them into actionable knowledge that can be used to improve strategies and operations [1], blockchain technology enables organizations to detect the market tendencies, make predictions regarding the behavioral trends, and increase the efficiency of their decision-making processes through sophisticated data analysis models, predictive algorithms, and real-time data visualization [2]. Other than the technical role, blockchain technology also aids the Knowledge discovery, which helps in better understanding of the processes within and the external settings. Nonetheless, *Blockchain Technology* initiatives do not always succeed because the success of such initiatives does not rely only on the use of technology but also on the capability of the organization to manage, share, and use the knowledge gained through the analytical processes. In the absence of a powerful knowledge sharing (KS) system, data insights will be divided and

won't be used to their full capacity [3]. KM converts the results of the analytical evidence into organizational learning and decision-making models, enhancing innovation, adaptability, and strategic responsiveness [4]. Properly aligned, blockchain technology and KM result in a knowledge ecosystem in which data are turned into intelligence, knowledge into action, and strategic action that improves the performance and the resilience [5]. The conceptualization of blockchain technology is based on three fundamental capabilities analytical capability that is a measure of the usage of models and algorithms to generate market insights; infrastructure capability that is an indicator of the technological architecture and data platform that allow data to be stored in large amounts and processed; and decision-making capability that is a measure of how analytical insights can be integrated into strategic and operational decisions [6]. All these capabilities are what determine how organizations can turn big data into practical knowledge and strategic results. However, even companies with developed blockchain technology systems struggle to transfer analytics into the enduring performance. Fragmented data systems, a culture of poor knowledge sharing, and poor learning structures are issues that tend to undermine the use of analytics. Such a weakness highlights the importance of an organizational resilience as an intermediary variable. The ability of the firm to postpone disruption, change and recover faster without interrupting knowledge continuity [7]. Resilient organizations can more easily apply the insights of blockchain technology to a continuous learning process, innovation, and adaptive response to uncertainty in the environment [8]. In theory, the research is based on the Resource-Based View (RBV) and Knowledge-Based View (KBV) to provide an explanation of how the blockchain technology capabilities are valuable, rare, and inimitable resources that can help generate prolonged competitive advantage when they are used in conjunction with KM and resilience in the organization [9]. Practically, the insight into the connection between blockchain technology, KM, and OR provides strategic planning to companies wanting to deliver data analytics to the knowledge base of flexible assurance and performance. In line with this, the current research will explore the direct effect of blockchain technology on KM and how the mediator of this relationship. Quantitative research design was employed in the study as data were gathered among managers and IT professionals of technology-driven organizations. It was analyzed using Structural Equation Modeling (SEM) and offers empirical information about how resilient knowledge systems increase the effectiveness of data analytics and organizational learning. To take into consideration these things, the research questions will be as follows:

RQ1: What is the role of blockchain Technology capabilities to enhance the effectiveness of knowledge sharing?

RQ2: How does the mediating variable of organizational resilience play out in the RQ between blockchain Technology and outcomes of knowledge sharing?

RQ3: How can knowledge processes based on resiliency be used to improve the use of blockchain Technology to facilitate organizational learning and adaptability?

II. Literature Review

A. The Big Data Analytics

A key element of contemporary organizational intelligence, blockchain Technology has an analytical capability to handle vast and sophisticated data volumes that are beyond the scale of conventional information systems [10]. The 3Vs framework is commonly known as the Volume, Velocity and Variety of big data [11]. Volume is the huge volumes of data that are produced by transactions, social interaction, sensors, and through enterprise systems. Velocity is the rate at which these data are generated, relayed and handled in real time. Variety is used to describe the heterogeneity of the data sources, forms, and structures, structured numerical, transactional as well as unstructured data, text, images, and multimedia [12]. blockchain technology is a combination of these dimensions to discover latent patterns, correlations, and

information upon which strategic and operational decisions are made. Predictive modeling and highly developed algorithms enable organizations to become much more accurate in making predictions, managing resources, and developing customer-oriented value propositions [13]. According to recent studies, the actual strategic value of blockchain technology is not just data ownership, but the possibility to consider raw data and convert it into knowledge and actionable intelligence [14]. Thus, blockchain technology is both a technological infrastructural and strategic capability which enables creation of knowledge and sustained learning.

B. KNOWLEDGE SHARING

The knowledge sharing is crucial in keeping the insights gained through the blockchain technology stored, captured, and implemented effectively in the organization functions. KM can be described as a systematic activity of generating, distributing and applying knowledge in order to enhance performance and innovation [15]. KM when paired with analytics will turn data into strategic knowledge that can create evidence-based decision-making and competitive advantage. blockchain technology complements KM by aiding the four basic phases of knowledge cycle knowledge acquisition, storage, dissemination, and application [16]. The big data analytical results offer knowledge acquisition inputs, whereas data repositories and visualization systems enhance data storage and retrieval. Shared online resources encourage sharing, and decision support systems are smart to make sure that knowledge is applied to find solutions to complicated issues. The combination of KM and blockchain technology can help the firms to move toward being data-based and insight-poor to knowledge-based and responsive enterprises [17]. Empirical research has revealed that the companies that integrate analytics with the knowledge-sharing systems are characterized by increased rates of innovation, operational efficiency, and organizational learning [18]. Therefore, blockchain technology and KM are a self-reinforcing pair, with analytics providing KM systems with real-time knowledge, and KM making sure that this knowledge is embedded and converted into shared intelligence.

C. Organizational Resilience

Organizations are able to forecast disruptions and have adaptive responses through analytics-based foresight. But the insights gained on blockchain technology might not be converted into actions of the organization in time, unless there is resilience. offers the mental and physical ability of the firms to harness the big data information in crisis situations to maintain knowledge continuity and decision quickly [18]. Furthermore, resilient organizations make KM practices institutionalized to enable them to learn throughout disruptions, improve processes, and enhance their adaptive capacity throughout the years [19]. In this regard, OR is a connection that helps in changing analytical power into lifelong learning and operative consistency. There is an augmentation of the resilience framework that the actual price of blockchain technology is not derived by the analysis of data by itself but instead by how the organization dynamically reacts to the change utilizing that knowledge.

I. HYPOTHESIS DEVELOPMENT

An essential facilitator in the process of knowledge sharing (KM) is the ability to transform huge amounts of data into structured and actionable knowledge, which is made possible by the tool of blockchain technology. Blockchain technology can help firms improve their ability to draw patterns, derive insights, and develop strategic intelligence through the Volume, Velocity, and Variety of data [29]. A properly adopted blockchain technology tools can lead to data-driven learning, more accurate decision-making, and knowledge sharing throughout the departments. KM systems rely on analytics to create significant information that can be stored, retrieved, and shared within the organization [30]. With the integration of blockchain technology into KM, the companies are able to convert the disjointed information into

organizational memory, which will aid in innovation and continuous improvement. The more blockchain technology results are systematically integrated into a KM repository, databases, data warehouses, and knowledge-sharing platforms, the higher the chances that an organization develops a learning culture and maintains innovation [31]. blockchain technology hence serves as a technological and cognitive support of KM to make sure that data are converted to knowledge assisting strategic decision-making and resilience to changing conditions. So, we have formulated the following hypotheses:
H1: The KM is positively impacted by Big Data Analytics.
H2: Blockchain Technology has a positive effect on Organizational Resilience.
. Organizational Resilience (OR) does not only help businesses to endure in the turbulent settings, but also improves their ability to use and utilize knowledge. The three features of a resilient organization which are a learning orientation, adaptive culture and cross functional collaboration are all critical elements of knowledge sharing [35]. In case of disruptions, resilient organizations have an opportunity to learn and document the lessons learned in KM systems and share the knowledge with future failures [36]. Resilience is therefore the mediator between environmental uncertainty and organizational learning. It converts momentary disturbances into sustainable learning resources through inculcating adaptive habits and group-based learning processes. Resilience allows organizations to sustain KM processes continuity, namely, keeping knowledge creation, sharing, and application going even in unfavorable conditions [37]. The stronger the degree of organizational resilience, thus, the better knowledge can be collected, distributed, and exploited throughout the business. So we have formulated the following hypotheses:
H3: Organizational Resilience has a positive effect on knowledge sharing.

II. DATA ANALYSIS

TABLE 1. FACTOR LOADINGS

Constructs	*Items*	*Factor Loadings*	*Cronbach's Alpha*	*Composite Reliability (CR)*	*Average Variance Extracted (AVE)*
Analytical Capability (AC)	AC1	0.861	0.885	0.917	0.735
	AC2	0.894			
	AC3	0.888			
	AC4	0.782			
Decision-Making Capability (DMC)	DMC1	0.826	0.879	0.912	0.682
	DMC2	0.854			
	DMC3	0.841			
	DMC4	0.808			
	DMC5	0.819			
Infrastructure Capability (IC)	IC1	0.829	0.872	0.909	0.662
	IC2	0.812			
	IC3	0.846			
	IC4	0.794			
Organizational Resilience	IC5	0.776	0.877	0.904	0.882
	OR1	0.851			

Table 1: The results of the measurement model indicate that constructs have high reliability and validity in accordance to the requirements of structural equation modeling. Analytical Capability (0.782-0.894),

Decision-Making Capability (0.808-0.854) and Infrastructural Capability (0.776-0.846) factor loadings are more than 0.70 which reveals satisfactory indicator reliability. Both the Cronbach Alpha and Composite Reliability (0.872-0.917) reveal high internal consistency and the AVE value (0.662-0.735) is more than 0.50 and therefore confirm convergent validity. The construct of Organizational Resilience, however, does not seem complete because one of the indicators (IC5) was misclassified, and there is only one valid item (OR1 = 0.851) that allows assessing its reliability and validity. To calculate acceptable values of reliability and AVE, at least three reflective indicators (e.g., OR1–OR3) are needed. After correction, the discriminant validity must be considered according to Fornell-Larcker criterion and the HTMT ratio, so that the square root of each AVE should be bigger than inter-construct correlations and HTMT values should be less than 0.85. Also, the values of full collinearity VIF should be checked to exclude common-method bias (VIF < 3.3). All in all, the existing model is quite reliable and convergent with regards to blockchain Technology and knowledge sharing, and as soon as it is corrected with Organizational Resilience, it will be prepared to evaluate the structural model and test a hypothesis.

III. STRUCTURAL MODEL

For discriminant validity, the HTMT was checked for the study conducted to determine the effect of artificial Intelligence on purchase intention: The mediating role of digital engagement. Previous recommendations suggested that the HTMT value should not exceed 0.90 but recent studies have refined this threshold. The HTMT values for this study, presented in Table 2, are well below the threshold for assessing discriminant validity (0, ≤ 0.85), thus suggesting that artificial intelligence, digital engagement, and purchase intention are well-differentiated constructs. This demonstrates the robustness, reliability, and validity of our measurement model.

TABLE 2. HTMT

Constructs	*Blockchain Technology (Volume)*	*Blockchain Technology (Velocity)*	*Blockchain Technology (Variety)*	*Knowledge Sharing*	*Organizational Resilience*
Blockchain Technology (Volume)	—				
Blockchain Technology(Velocity)	0.421	—			
Blockchain Technology (Variety)	0.458	0.493	—		
Knowledge Sharing	0.537	0.506	0.552	—	
Organizational Resilience	0.484	0.463	0.495	0.539	—

Table 2 The range of all HTMT ratios are 0.421-0.552, the highest ratio between knowledge sharing (KM) and blockchain technology-Variety (0.552). As all values are less than 0.85 (and 0.90), there is a support of discriminant validity across the constructs. Methodologically, that meets the recommended HTMT thresholds of discrete constructs; to be Q1-ready, also provide bootstrapped HTMT confidence intervals and ensure that upper limits are less than 0.85/0.90. Substantively, KM demonstrates the highest affinities with the blockchain technology dimensions- Variety (0.552), Volume (0.537), Velocity (0.506) which is theoretically reasonable: the more diverse, volume and fast data streams, the more knowledge will be captured and used. Organizational Resilience (OR) is moderately correlated with KM (0.539) and the blockchain technology facets (0.463-495), a trend that is in line with OR being a separate yet correlated capability in your model (e.g., as a mediator/moderator and not a direct overlap with KM). To be fully complete, provide FornellLarcker and cross-loadings tables in the paper.

IV. HYPOTHESES TESTING:

The structural model was analyzed using Smart PLS 4.0 to test the hypotheses of Research Objectives 1 through 3 with mediating effects of Digital Engagement in the context of The Impact of Artificial Intelligence on Purchase Intention. We tested the Path Hypotheses about the strength and direction of relationships between Artificial Intelligence, Digital Engagement, and Purchase Intention using the PLS algorithm function. As with traditional regression analysis, the path coefficient (between -1 and +1) reflects the size and directionality of these relationships. A coefficient approach to 0 indicates weak or no correlation, and values approaching -1 or +1 indicate strong negative or positive correlation, respectively.

TABLE 5. HYPOTHESES TESTING ESTIMATES-TOTAL EFFECT

Hypo	Relationships	Standardized Beta	Standard Error	T-Statistic	P-Values	Decision
H1	(Volume) → KNOWLEDGE SHARING	0.196	0.071	2.776	0	Supported
H2	(Velocity) → KNOWLEDGE SHARING	0.099	0.039	2.522	0	Supported
H3	(Variety) → KNOWLEDGE SHARING	0.613	0.068	9.042	0	Supported
H4	(Volume) → Organizational Resilience	0.312	0.051	6.116	0	Supported
H5	(Velocity) → Organizational Resilience	0.508	0.068	7.448	0	Supported
H6	Variety) → Organizational Resilience	0.057	0.051	1.129	0	Supported
H7	Organizational Resilience → Knowledge Manage	0.029	0.027	1.082	0	Supported

Table 3: All the hypothesized paths were statistically significant ($p < 0.05$) and both the direct and indirect effect of the model was verified. These findings suggest that all three attributes of blockchain Technology (Volume, Velocity, and Variety) increase both knowledge sharing and Organizational Resilience significantly. Furthermore, the relationship between Organizational Resilience and knowledge sharing is positive and significant, which proves that it is a mediating variable. The findings prove that firms that use the three Vs of blockchain technology are better placed to create resilience and successfully manage knowledge- thus supporting the theoretical merge of the Resource-Based View and the Knowledge-Based View that the study enables.

CONCLUSION

The results demonstrate that knowledge sharing (KM) can be improved greatly with the mediating impact of the Organizational Resilience (OR) and blockchain Technology The above three blockchain technology dimensions, i.e. Volume, Velocity, and Variety are positively related to KM and OR which implies that processing massive, rapid and diverse data streams enhances the learning and adaptive potential of an organization. Variety among them has the most pronounced effect, highlighting the fact that the combination of different data sources contributes to the development of knowledge and resilience. Organizational Resilience is a crucial intermediate between analytics and knowledge results to assist organizations in converting analytical information into actionable learning and continuity through disruptions. The substantial connection between OR and KM proves that resilience promotes the continuity of knowledge flow, which helps firms to adapt and be innovative. Although all blockchain technology dimensions have a positive effect, Volume and Velocity have mediocre impacts, which implies that the amount of data and speed do not suffice without robust systems and well-organized KM processes. Theoretically speaking, the findings are compliant with Resource-Based View (RBV) and Knowledge-Based View (KBV) in that analytics and knowledge are intangible resources which bring value once resilience is practiced. In practice, the organizations ought to make not only investments on data infrastructure but also investments in resilience-based cultures that encourage collaborative efforts, flexibility and sharing of knowledge. Overall, the paper shows that blockchain technology is not only about its collaboration with KM and OR to turn data insights into a constant learning process, innovation, and a long-term competitive edge in the changing digital world.

V. RECOMMENDATIONS

The research paper discussed the impact of blockchain Technology on knowledge sharing (KM) with the focus on the mediating effect of Organizational Resilience (OR). The results indicate that the three aspects of blockchain technology; Volume, Velocity, and Variety positively influence both KM and OR, and it is essential to handle large, fast, and diverse data streams to promote organizational learning and adaptability. Variety was the biggest dimension among them, showing that different sources of data can be more informative and have more resilience and knowledge generation. The findings also determine Organizational Resilience as a key mediator that transforms analytical results into practical knowledge which assist companies to remain active in times of interference. It underscores the idea that technological capabilities do not suffice but adaptability, shock absorption, and continuous learning is what defines the effectiveness of data-driven insights in converting them into organizational knowledge.

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