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Systematic Literature Review of the Effect of Tacit Knowledge, Strategic Leadership, and Innovation on Organizational Performance

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ABSTRACT
The current systematic literature review is intended to analyze and synthesize literature that examined the effects of tacit knowledge, strategic leadership, and innovation on organizational performance. Using PRISMA, a systematic search was conducted on Scopus and Web of Science databases published between January 2019 and October 2023, resulting in a final number of 15 articles that met the inclusion criteria. The synthesis results from these articles show that tacit knowledge, strategic leadership, and innovation positively affect organizational performance. In addition, the results also show that most of the studies were conducted in the SMEs, public organizations, and professionals. Furthermore, dynamic capabilities theory, underlying theory, and resource dependence theory are the three theories most often used to explain these relationships. This study provides theoretical and practical contributions and directions for future research.
KEYWORDS: Innovation; Organizational Performance; Strategic Leadership; Tacit Knowledge.

1. Introduction

As market competition becomes increasingly complex, having good performance is one of the important goals that must be achieved by every organization to ensure organizational sustainability (Faez et al., 2021). Organizational performance reflects the smooth flow of organizational work, strategy realization, and resource utilization (Artha et al., 2023; Shen et al., 2022). Organizational performance is one of the most important performance parameters of organizational functioning, apart from its productivity, efficiency, or effectiveness (Bieńkowska, 2020). By measuring organizational performance, organizations can improve manufacturing operations such as quality, costs, and processes (Jabid et al., 2023). Apart from that, organizational performance can also make it possible for the organization to achieve its goals (Fuzi et al., 2022).

Existing studies have revealed that organizational performance is influenced by tacit knowledge (Qiao & Wang, 2021; Zia et al., 2023). Tacit knowledge is the knowledge that an employee needs to perform effectively in a culture but which is not taught explicitly or pronounced and based on employee experience (Mohiya, 2023). Tacit knowledge refers to the understanding, abilities, skills, and experiences of individuals who have difficulty communicating with others (Shi et al., 2022). Tacit Knowledge is considered more dominant among experts who excel in their work, but these experts usually cannot accurately point to the sources of tacit knowledge and how they get it (Asher & Popper, 2019).

Tacit knowledge is a type of organizational knowledge that emerges as a spontaneous idea (Ibidunni et al., 2023). Tacit knowledge is very important for organizations because it can be a source of vital assets for the organization and is used in workers' daily tasks and activities (Boamah et al., 2023). Furthermore, López-Cabarcos et al. (2019) stated that tacit knowledge is a source of competitive advantage because of its inimitable nature which can improve organizational performance.

Another factor that is also believed to strengthen organizational performance is strategic leadership (Najmi et al., 2018; Nguyen & Zainal, 2017). Strategic leadership can be defined as a leader's ability to predict, maintain flexibility, and empower others to create strategic change if necessary (Rahman et al., 2018). According to Lee and Welliver (2018), strategic leaders facilitate learning in the workplace and align employee learning experiences with the values, goals, and

needs of the organization will influence organizational performance. The foundation of strategic leadership is an ongoing increase in external and internal operations of industrial and service organizations (Atiyeh, 2022). Strategic leaders are people who carefully weigh the choice and position of the company to make decisions that increase the prospects of the long-term growth of the organization (Yoon & Suh, 2021).

In order to improve company performance, strategic leadership focuses on multifunctional tasks that are essentially ambiguous and complex. These tasks include six practices: interpreting, anticipating, deciding, challenging, learning, and aligning (Quansah et al., 2022). Strategic leadership, according to Singh et al. (2023), can be fully defined as "leadership that is focused on strategic consequences (e.g., economic, environmental, social) for organizations (e.g., multinationals, small and medium enterprises), which can be driven by tasks that include but transcend beyond strategic visioning, encapsulating a wide range of high-level administrative (governance), engagement, innovation (improvement), operational, and supervisory tasks for an organization without being confined to any leadership style (e.g., authentic, autocratic, bureaucratic, democratic, transactional, transformational, servant) or value (e.g., self-regarding, other-regarding)."

Apart from that, innovation is also believed to be an important determinant of organizational performance (Hang et al., 2022; Zhang et al., 2022). Innovation is widely viewed as a critical component for competitiveness and survival that is embedded in organizational structures, processes, products, and services within organizations (Crane & Bontis, 2014; Sethibe & Steyn, 2015). The understanding of innovation is related to the creation of ideas that have never existed before so that they are considered evolutionary and in turn, produce better processes or products for society which ultimately increases competitive advantage and organizational performance (Gomes & Mendes, 2022).

Innovation is the key to encouraging business performance. The low contribution of the company can be handled through innovation, which is one of the main elements with the ability to improve business performance (Hameed et al., 2021). The innovation process formulates the development of ideation-to-market for better innovation. Companies with high innovation orientation have been proven to outperform their competitors, set competitive advantages, and achieve greater market success (Wilson et al., 2023). Moreover, innovation is seen as one of the important factors of sustainable competitive advantage because it allows innovative organizations to move faster, become more effective (dynamic), and eventually become more profitable than non-innovators (Ince et al., 2023).

2. Objectives

Even though various studies have revealed the importance of tacit knowledge, strategic leadership, and innovation in determining organizational performance, it is still unclear how the influence of these factors varies, so systematic analysis is needed to clearly map the extent of these influences. Therefore, this systematic literature review study attempts to review and synthesize various literature regarding the influence of tacit knowledge, strategic leadership, and innovation on organizational performance.

3. Scope and Methodology

3.1 Inclusion and Exclusion Criteria

Several inclusion and exclusion criteria were set to obtain relevant literature and in line with the aims of this study. First, the literature must come from peer-reviewed journals that focus on the influence of tacit knowledge, strategic leadership, and innovation on organizational performance. Second, the publication time range is 2019 to 2023. Third, the literature must be published in English. On the other hand, literature that does not meet these three criteria will not be considered in the final review

3.2 Data Sources and Search Strategy

To answer the research questions, the SLR process was carried out by conducting a comprehensive literature search on predetermined databases to ensure as many relevant and high-quality studies could be collected as possible. To ensure the accuracy and transparency of the literature review process, this study adopted the PRISMA approach. In this study, the Scopus and Web of Science databases were used to search for literature related to the focus of this research. The search was completed in October 2023 and carried out on the Scopus and Web of Science databases between January 2019 to October 2023 using the following keywords: ('tacit knowledge' OR 'strategic leadership' OR 'organizational capabilities') AND ('innovation') AND ('government' OR 'public sector') dan ('tacit knowledge' OR 'strategic leadership' OR

'organizational capabilities' OR 'organizational innovation') AND ('organizational performance') AND (‘government’ OR ‘public sector’). By using these keywords, 1042 pieces of literature were obtained from the search process. After that, 73 pieces of literature were deleted because duplicates were detected, leaving 969 pieces of literature to be entered at the title and abstract screening stage. After title and abstract screening was carried out, 922 pieces of literature were removed and 47 other pieces of literature were declared eligible to enter the assessment stage based on the inclusion and exclusion criteria. After carrying out a thorough and thorough review process, 15 were obtained who met the inclusion criteria. A summary of the literature selection process is shown in Figure 1.

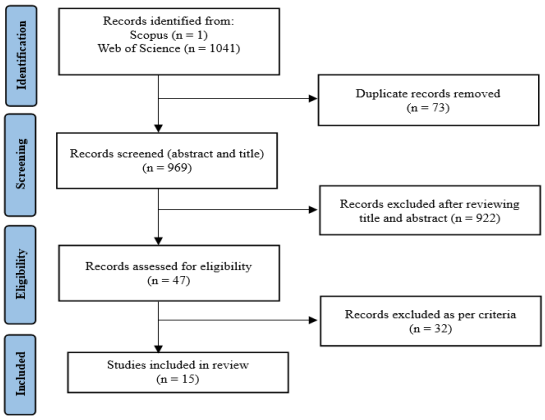

Figure 1. Article Selection Process

4. Literature Review

4.1 Tacit Knowledge

Knowing how tacit knowledge is generated in companies is the first step. Contrary to explicit information, which is often gained unintentionally, tacit knowledge can be challenging to identify, characterize, and communicate (Crane & Bontis, 2014). Because of this, obtaining and extracting tacit knowledge might be difficult (Ranucci & Souder, 2015). A decent understanding of the development of tacit knowledge is demonstrated by the literature (e.g., Asher & Popper, 2021; Thomas & Gupta, 2022; Yang & Li, 2021). However, the majority of research that has already been done on the topic of tacit knowledge capture is conceptual rather than empirical, and it frequently draws from small-scale studies like case studies or a single sample. This could be partially due to the ambiguity of acquiring tacit knowledge itself, which is hard to understand, hard to explain to others, highly contextual, and hence hard to codify (Borges, 2012). However, through critical thinking, implicit information can be brought to consciousness and intuitively grasped from experience (Polanyi, 2009).

Tacit knowledge refers to the understanding, abilities, skills, and experiences of individuals who are difficult to communicate with others (Shi et al., 2022). Tacit knowledge is a type of organizational knowledge that emerges as a spontaneous idea (Ibidunni et al., 2023). Because it is more contextually particular and personal, implicit knowledge can be communicated through practice, experience, and interactions at work. This knowledge is typically imparted through participatory conversation and acquired experience because it is difficult to fully define and express. It is quite changeable, and the degree of tactfulness varies according on how well knowledge can be expressed. Stokvik et al. (2016) provide additional evidence that some types of tacit knowledge can be expressed and communicated to others as information, whereas other types cannot be explicitly represented, transmitted, or stored in a particular domain. According to Ferretti and Afonso (2017), the majority of informal, unplanned conversations or encounters that are organized to facilitate the smooth transmission of tacit knowledge result in its sharing. The majority of organizational knowledge, however, is composed of implicit knowledge, which consists of abstract components (instinct, viewpoints, ideas, experience, and competencies) that shed light on the how and why behind a person's approach to problems or tasks.

Because it is fresh and always changing, implicit knowledge is advantageous to organizations. The power of tacit knowledge in work environments is further supported by the following claims. First, because it can be challenging to acquire information that aligns with the true tacit descriptions that are deeply embedded in the bearer, explicit tacit knowledge may not always provide equivalent capabilities (Souto, 2013). Because it is unique, tacit knowledge can enhance organizational performance and provide a competitive advantage (López-Cabarcos et al., 2019). When deciding what, where, when, and why to do in order to help an organization progress in a highly tumultuous environment, implicit

knowledge—whose source is closely associated with the creative agents of the organization—takes precedence over explicit knowledge. This suggests that an organization's innovative solution to the unsolvable problems it has today and those that it is likely to face in the future can originate from its implicit knowledge.

4.2 Innovative

Numerous definitions of innovation are employed in a variety of contexts, including government, business, academia, and service delivery (Ferdinan & Lindawati, 2021; Solikahan & Mohammad, 2019). The scholarly literature that is now accessible spans many fields and disciplines (Fagerberg et al., 2005; Malerba & Brusoni, 2007). For this study to be successful, a definition of innovation that fits the subject and the research being done must be used. To do this, a range of definitions of innovation from the literature have been examined in order to gain an understanding of the components of the idea, especially in relation to social housing.

The vast range of literature and terminology around innovation contributes to varying perceptions and comprehensions of the fundamental ideas surrounding the definition of innovation (Fagerberg et al., 2005; Linton, 2009). The literature examines the various elements that constitute innovation as well as offers a number of models, ideas, and frameworks for understanding it. A single, comprehensive definition of innovation has been attempted to be created (OECD, 2005), which would be good in that it would be more focused and clearer. However, it has also been stated that this kind of approach would not be helpful (Wolfe, 1994). The invention of the concept of innovation used in this study followed a review of the literature and an examination of its constituent components. It fosters the substantial advancement of knowledge through the academic research being carried out as part of this initiative.

People encounter innovation everywhere these days. The term "innovation" is finding its way into the mission, vision, and objective statements of organizations more and more. Innovation is a topic that politicians frequently discuss in their speeches (Fahri et al., 2021; Jabid et al., 2021). The number of roles for chief innovation officers is rising. On college campuses, innovation clusters are also starting to emerge. Innovation is now considered the most important but overused term in America, despite the fact that its broad use has garnered attention (O'Bryan, 2013). Furthermore, it has resulted in a misunderstanding of what innovation is, which has led to bad judgments being made by individuals and organizations and may be the cause of the difficulty in generating new ideas for many enterprises (Kuratko et al., 2014).

A prevalent misconception is that an invention ought to be entirely novel and groundbreaking; little, gradual advancements are not acceptable. Certain individuals and groups also have this opinion. This approach is erroneous since radical innovation is very difficult to accomplish and bears a big risk, definitely greater risk than incremental innovation. It might also call for particular materials. Incremental innovation, along with radical innovation, balances the attempt at innovation by allowing minor wins in the pursuit of major ones. Successful businesses understand that innovation is a spectrum that extends from little, incremental advancements to substantial, ground-breaking discoveries rather than a binary event. Another common misperception is the tendency of certain individuals and organizations to refer to innovation and innovativeness interchangeably. They are not. Despite being a noun, innovation can also be an adjective. "Innovativeness" is a term that describes the ability and capacity for invention. According to Merriam-Webster (2017) edition, the term innovation has two definitions: the introduction of a novel idea, technique, or piece of apparatus.

The two notions of innovation differ significantly from one another even though they share certain commonalities (Lee et al., 2023). The first definition states that innovation is an outcome. The second term refers to innovation as a process. This takes us to an important topic to think about while understanding innovation: It's critical to view innovation as both a procedure and a product. Companies that limit innovation to just one of these will find it difficult to achieve their goals. While organizations that prioritize process over results tend to develop bureaucracies that make achieving results very difficult, organizations that prioritize process over results will reduce process, which will lead to inefficiencies like duplication of effort and excessive resource consumption. A well-rounded viewpoint necessitates the requirement of mentality as a third aspect in addition to end and technique.

Innovation thus gives output priority. The creation of new goods and services, or what is referred to as "product innovation," is the output that is usually associated with innovation. A thorough understanding acknowledges that there are several ways to accomplish goals, and innovation in products is simply one of them. It is impossible to ignore innovation as a process

since it specifically addresses how innovation ought to be structured in order to achieve these goals. One process model for innovation shows the following three steps: find, develop, and deliver (PDMA, 2015). The business searches for and defines potential prospects in the surroundings during the exploration phase. Prospective prospects proceed to the development phase, where the offering's design is finished and technical requirements are determined. The product is displayed and given a defined purpose, which may include going on sale, at the delivery stage. The deliver phase, which acts as a critical innovation clarification, is what separates innovation from the ideation and invention stages. According to Crawford (1987), invention is the application of new knowledge to the construction of something previously unimaginable, whereas ideation is the creative process that generates ideas. Innovation is more than just creating something original and novel; it also involves carrying out the plan to get the product into the hands of consumers, make it functional, and win over the market.

The development of a positive company culture and the internalization of innovation by individual employees are addressed by innovation as a mindset (Mahdi et al., 2021). Innovation has a higher chance of thriving when it is supported and integrated by employees and the business as a whole. This, in turn, impacts the development of positive innovation attributes. Although its widespread use has led to misuse and misunderstanding, innovation is crucial for all organizations since it is necessary for their survival. Organizations must recognize that innovation is an outcome, a process, and a mentality in order to fully benefit from it (Lee et al., 2023).

The understanding of innovation is related to the creation of ideas that have never existed before so that they are considered evolutionary and in turn, produce better processes or products for society which ultimately increases competitive advantage and organizational performance (Gomes et al., 2022). Innovation is the key to encouraging business performance. The low contribution of the company can be handled through innovation, which is one of the main elements with the ability to improve business performance (Hameed et al., 2021). The forces behind organizational development are represented by the numerous studies by Garrigósa & Nucherab (2012) and Trapero et al. (2016) that have examined the critical success factors for competitiveness. These consist of abilities, superior quality, marketing circumstances, and innovative managerial traits. “Companies that innovate less, experience worse results and, more importantly, there is an innovation threshold from which marginal productivity decreases” (López-Bazo & Motellón, 2018). Innovation guarantees the promotion of global competitiveness despite unfavorable economic circumstances.

In the literature on management, the notion of innovativeness is used in a multidisciplinary manner. It is closely associated with other issues including market orientation, knowledge management, organizational performance, and strategic management (Marchiori et al., 2023). The general consensus views innovativeness as an organizational culture, despite the conflict between viewing it as a successful behavior and a cultural feature. Numerous research that has looked into the connection between inventiveness and organizational outcomes have shown that innovation and organizational survival are positively correlated.

More recently, there has been some advancement in the literature regarding the capacity for the public sector's innovation. For instance, via the work of digital transformation teams across the nation, an incredible success story of Italy's digital transformation of public services is presented by Giacomini and Muzzi (2021). In this instance, new services are being implemented, and public organizations' productivity is rising as a result, saving money and time. The writers stress the value of making investments in digital transformation culture and skills as well as the streamlining of citizen services. According to Trivellato et al. (2021), a collaborative and inter-organizational environment with knowledge exchange and organizational learning involving a multitude of actors is ideal for the development of innovative capability in the public sector. Gullmark (2021), on the other hand, makes a distinction between two categories of innovation potential present in government agencies. Low-routine innovation capability is the first kind, where dynamic managerial abilities—particularly intrapreneurship and leadership—come before innovation capability. The second is a system of frameworks, protocols, and routines that foster creativity and give rise to a high-routine capacity for innovation.

4.3 Strategic Leadership

Child (1972) presented the notion of strategic leadership in an article titled "Strategic Choice." Child argued that influential people make strategic choices based on the opportunities available to them and that these choices affect the organization's objectives and structure, among other things. However, the lack of clarity regarding the "powerful individuals" who Child

(1972) claimed to have "strategic choice" prevented any significant advancement in the field of strategic leadership from being sparked by the article. To address this, Hambrick and Mason (1984) introduced the upper echelons theory 12 years later. According to the upper echelons theory, top executives of the company make strategic decisions based on a variety of factors, including their own innate managerial qualities—such as their values, experiences, and cognitive abilities—which help to shape their leadership style and the strategic options available to them. Upper echelons theory, in fact, opened the door for a new line of inquiry into management leadership that focused on top management leadership and the distinctiveness and relationship between personalities and top executive experiences and organizational outcomes (Gupta & Govindarajan, 1984; Samimi et al., 2022).

A CEO is in charge of most senior management leadership and is in charge of strategic decision-making as well as managing the resources and operations of the entire company as opposed to just one division within it. The CEO was the main subject of much of the early research on strategic leadership (Quigley & Hambrick, 2015), but more recent studies have quickly expanded their attention to include top executives' teams as well as individuals. More research on strategic leadership that looks at teams, including BODs and TMT members, has become possible as a result (Georgakakis et al., 2022; Luciano et al., 2020; Ma & Seidl, 2018). The bulk of research studies examine strategic leadership in relation to various technological, economic, and social aspects (Elenkov & Manev, 2005; Shao, 2019) and its corresponding impact on organizational outcomes, as well as leadership behavior (Åberg & Shen, 2020; Chen, 2022); perspective (Åberg & Shen, 2020; Chen, 2022); and style (Jansen et al., 2009; Lin & McDonough, 2011). Other research, however, looks at the challenges and conflicts that arise from strategic leadership by senior executives, including the CEO, who sits on both the TMT and the BODs (Georgakakis et al., 2022; Simsek et al., 2018). Previous analyses have shown how comprehensive the field of strategic leadership study is; however, as previously mentioned, there are still limitations regarding the scope of journals, article selection, perspective, and temporal outlook (Day, 2000; Samimi et al., 2022). Therefore, in order to resolve these problems and provide a more accurate picture of the field, a fresh study is required (Lim et al., 2022; Snyder, 2019).

At the top of an organization, leadership is the most basic definition of strategic leadership. This includes the leaders of strategic business units (SBUs), chief information officer (CIO), chief financial officer (CFO), chief operating officer (COO), chief sustainability officer (CSO), chief marketing officer (CMO), general managers (GMs) and chief executive officer (CEO). However, the concept of strategic leadership has numerous nuanced formulations (Boal & Hooijberg, 2000; Rowe, 2001; Vera & Crossan, 2004). Samimi et al.'s (2022) latest paper clarified these definitions, acknowledged the necessity to combine the various definitions of strategic leadership, and suggested a comprehensive definition that refers to strategic leadership as "the functions performed by individuals at the top levels of an organization that are intended to have strategic consequences for the organization," wherein such functions include "making strategic decisions, engaging with external stakeholders, performing human resource management activities, motivating and influencing, managing information, overseeing operations and administration, managing social and ethical issues, and managing conflicting demands." Strategic leadership can be broadly defined as follows: it encompasses a wide range of high-level innovation (improvement), administrative (governance), operational, engagement, and supervisory tasks for an organization without being limited to any leadership style (e.g., authentic, bureaucratic, autocratic, democratic, transformational, servant, transactional), or value (e.g., other-regarding, self-regarding). The range of beliefs and leadership philosophies that might set apart strategic leaders should be considered when interpreting this concept (Carter & Greer, 2013).

Numerous research works exist about strategic leadership. Having said that, it is likely that the top echelon theory was first presented in Hambrick and Mason's (1984) management literature, which coincided with the general acknowledgment of strategic leadership as a concept and field of study. This theory supported the notion that top executives' managerial traits reflected in organizational outcomes. As evidenced by several studies, the history, experiences, personality, and values of top executives can impact their ability to make strategic decisions and, ultimately, the outcomes of their organizations (Day, 2000; Samimi et al., 2022; Shao, 2019). Subsequent assessments of the idea indicate that the reexamination of Carpenter et al.'s (2004) upper-echelon theory has also added to the growing importance of strategic leadership in contemporary management research (Popli et al., 2022). The strategic leadership at the team (Bromiley & Rau, 2016), individual (Busenbark et al., 2016), and the interface between the CEO and TMT (Georgakakis et al., 2022; Simsek et al., 2018) and BOD levels have all been the subject of prior evaluations of strategic leadership. Future scholars have benefited greatly from these reviews, which have brought to light a number of issues including the lack of coherence in research on the CEO and how it affects organizational outcomes (Bromiley & Rau, 2016), the need to investigate top executive behavior

at different organizational levels in relation to self-interest and financial (Wowak et al., 2017), and the blending of senior executives' diverse motivating philosophies (Liu et al., 2018). Prior reviews have examined strategic leadership in a broader context (Fernandes et al., 2022; White & Borgholthaus, 2022) or a more focused context (Cortes & Herrmann, 2021; Kurzhals et al., 2020). Examples of these reviews include assessing strategic leadership in organizations.

Strategic leaders are people who carefully weigh the choice and position of the company to make decisions that increase the prospects of the long-term growth of the organization (Yoon & Suh, 2021). In order to improve company performance, strategic leadership focuses on multifunctional tasks that are essentially ambiguous and complex. These tasks include six practices: anticipating, interpreting, challenging, aligning, deciding, and learning (Quansah et al., 2022). All things considered, strategic leadership can be defined as "leadership that is focused on strategic consequences (e.g., economic, environmental, social) for organizations (e.g., multinationals, small and medium enterprises), which can be driven by tasks that include but transcend beyond strategic visioning, encapsulating a wide range of high-level administrative (governance), engagement, innovation (improvement), operational, and supervisory tasks for an organization without being confined to any leadership style (e.g., authentic, autocratic, bureaucratic, democratic, transactional, transformational, servant) or value (e.g., self-regarding, other-regarding) (Singh et al., 2023)."

According to Capello and Kroll (2018), the absence of prerequisites for innovation in underdeveloped sectors makes strategic leadership more successful in fostering innovative activities in advanced areas. Yang (2015) demonstrated that the impact of strategic leadership may cause the sector to overexpand and become over-capable while limiting the advancement of innovation capacity in areas with high levels of economic and coupling synergy. Wu and Li (2016) discovered that there was no discernible increase in regional innovation following the launch of a national strategy for regional development. The government's strategic leadership might alter the unfavorable conditions limiting the economic development of the western and central regions in areas with low coupling synergy degrees. Regional innovation performance (RIP) can be enhanced with the support of pertinent initiatives and policies.

5. Result and Discussion

This systematic literature review study included 15 pieces of literature that met the inclusion criteria (Table 1). The literature is further classified based on the year of publication, country, industry, methods, theories, and findings.

Table 1. Summary of Systematic Literature Review

Author(s)	Country	Industry	Method/Design	Theory	Findings
Ha (2021)	Vietnam	SMEs	Quantitative		Tacit Knowledge Sharing => Firm Operational Performance
Collazos et al. (2023)	Columbia	SMEs	Quantitative		Innovative => Firm Operational Performance
Beltramino et al. (2020)	Argentina	SMEs	Quantitative		Process Innovation and Product Innovation => Performance
Ismail & Muhammad (2022)	Dubai	Public Organization	Quantitative		Process Innovation => Organizational Performance
Tran et al. (2022)	Vietnam	Public Organization	Quantitative	New Public Management (NPM) Theory and Institutional Theory	Innovation-Oriented Culture => Organizational Performance
Kamalrulzaman et al. (2021)	Malaysia	SMEs	Quantitative	Underlying Theory	innovation capabilities => performance
Otache & Usang (2022)	Nigeria	SMEs	Quantitative	Dynamic Capabilities Theory	innovation capabilities => performance

Author(s)	Country	Industry	Method/Design	Theory	Findings
Akil et al. (2022)	Indonesia	Public Organization	Quantitative		Innovation => Organizational Performance
Putro et al. (2021)	Indonesia	Public Organization	Quantitative		Innovation => Organizational Performance
Singh et al. (2022)	United Arab Emirates (UAE)	SMEs	Quantitative	Resource Dependence Theory (RDT) and Dynamic Capabilities Theory (DCT)	Firm Innovation Capabilities => Firm Performance
Xia & Bing (2024)	China	Public Organization	Quantitative		Strategic leadership => regional innovation performance
Kucharska & Erickson (2023)	Poland and USA	IT Professionals	Quantitative		Tacit Knowledge Sharing => Process Innovation Internal
					Tacit Knowledge Sharing ‡ Product/Service Innovation External
Marchiori et al. (2023)	Brazil	Public Organization	Quantitative		Innovation => Organizational Performance
Ali et al. (2021)	Pakistan	Public Organization	Quantitative		Innovation => Organizational Performance
Ononye (2021)	Nigeria	Professional	Quantitative		Tacit Knowledge (Socialization and Internalization) => Innovation
					Tacit Knowledge (Externalization) => Innovation

4.1 Articles Distribution by Year

The distribution of literature in the period 2019 to 2023 is as shown in Figure 2. It is known that studies regarding the influence of tacit knowledge, strategic leadership, and innovation on organizational performance in the period 2019 to 2023 have experienced fluctuations. Specifically, there were two studies conducted in 2020, five studies in 2021, five studies in 2021, and three studies in 2023.

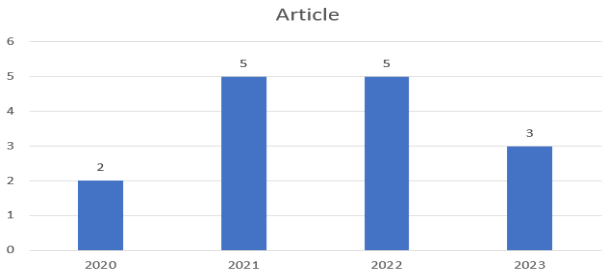

Figure 2. Distribution of Articles by Year

4.2 Articles Distribution by Country

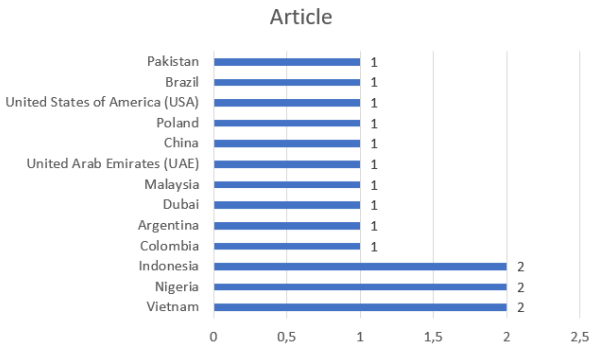

Figure 3. Distribution of Articles by Country

The distribution of literature by country is shown in Figure 3. The results show that the majority of studies are located in Vietnam (N=2), followed by Nigeria (N=2), and Indonesia (N=2). On the other hand, Colombia, Argentina, Dubai, and others are regions where very few studies have been conducted regarding the influence of tacit knowledge, strategic leadership, and innovation on organizational performance.

4.3 Articles Distribution by Industry

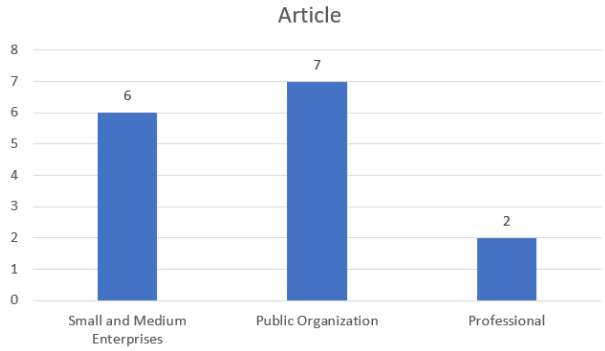

Figure 4. Distribution of Articles by Industry

The distribution of literature by industry shows that articles are spread across only three industries as shown in Figure 4. Specifically, six studies were conducted on SMEs, seven studies were conducted on public organizations, and two studies were conducted on professionals. These results indicate that studies related to the influence of tacit knowledge, strategic leadership, and innovation on organizational performance tend to focus on certain industries only.

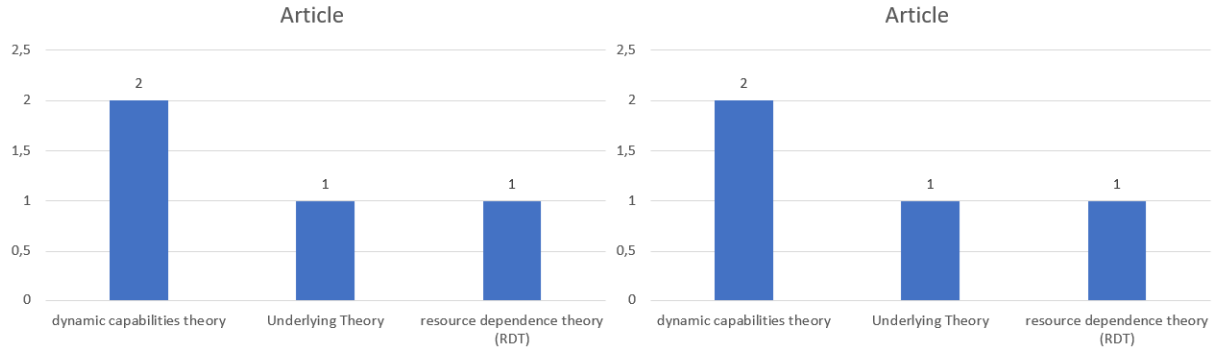

Figure 5. Distribution of Articles by Theory Used

Figure 5 displays the theories used as a basis for analyzing the influence of tacit knowledge, strategic leadership, and innovation on organizational performance. The results show that only three theories are often used, namely dynamic capabilities theory (N=2), Underlying theory (N=1), and resource dependence theory (N=1).

6. Findings

Based on a systematic literature review of 15 pieces of literature that meet the inclusion criteria related to the influence of tacit knowledge, strategic leadership, and innovation on organizational performance. Studies related to this topic were mostly conducted in Vietnam, Nigeria, and Indonesia. Regarding the industrial sector, studies related to this topic are mostly carried out on SMEs, public organizations, and professionals. Apart from that, dynamic capabilities theory, underlying theory, and dependence resource theory are three theories used to explain the influence of tacit knowledge, strategic leadership, and innovation on organizational performance.

Furthermore, from the 15 pieces of literature reviewed, it is known that four pieces of literature confirm a positive and significant relationship between tacit knowledge and innovation (eg. Kucharska & Erickson, 2023; Ononye, 2021), and one other piece of literature reports the positive influence of tacit knowledge on organizational performance (Ha, 2021). Tacit knowledge is unique personal knowledge expressed through practice, experience, and interactions at work that enables organizations to build sustainable capabilities (Ononye, 2021). Tacit knowledge is formed in subconscious learning either through direct experience or from other people. Employees with strong tacit knowledge will provide benefits to the organization where the organization will have the capacity to innovate and perform well (Kucharska & Erickson, 2023).

In addition, one study confirms that strategic leadership is an important determinant of innovation (Xia & Bing, 2024). In order to create strategic change among all members of the organization, both for the short- and long-term stability and survival of the organization, strategic leadership must be able to comprehend the entire organization as well as the external environment (Najmi et al., 2018). Through the provision of an organizational climate and support, which gives access to alternative strategic options and cross-organizational networks by fostering trust, openness in sharing information, informal interactions, and awareness of competence throughout the hierarchical level, strategic leaders can influence the possibilities and limitations of innovation through their interactions with other organizational members (Singh et al., 2023). Strategic leadership can maximize all organizational resources optimally and utilize information technology so that the organization's innovation capabilities can be built strongly (Pasaribu et al., 2021).

Finally, 11 studies confirmed the positive and significant influence of innovation on organizational performance (eg. Ismail & Muhammad, 2022; Tran et al., 2022). Introducing novel goods or procedures to boost overall profitability and competitiveness is known as innovation. This entails using fresh techniques to determine what new and current clients' wants are (Fartash et al., 2018). As market competition becomes increasingly fierce, innovation becomes an important factor that can grow an organization's competitiveness. Organizations that continue to develop innovation will gain advantages in the form of long-term performance (Gomes et al., 2022).

7. Limitations and Research Gaps

The final results of this study have provided a number of conclusions as discussed previously. However, it should be noted that the study also provides limitations, namely that this study only focuses on papers published with a quantitative approach. For this reason, future research should add research that is completed using a qualitative or mixed approach. In addition, another limitation that can be conveyed in this study is that the results of the research discussed in this paper, although sourced from the Scopus and Web of Science databases, are limited to the number of years, namely five years. For this reason, future research should use a larger number of years (above 10 years). This aims to provide more accurate conclusions.

In addition, although this study has provided answers related to the proposed research gap, there are several points that can certainly still be elaborated on in future research, namely related to the sectors studied which still focus on the SME sector, public organizations, and professionals. For this reason, further research can be carried out in other sectors. This aims for a better generalization process of research results related to the variables studied. In addition, it is necessary to re-examine the relationship between tacit knowledge sharing and external product/service innovation which failed to be confirmed based on the results of this study. This certainly aims to sort out the tendency to contribute between products and services. Moreover, the research was conducted in the professional IT sector which should still be re-tested in other sectors.

8. Conclusion

This SLR study confirms the influence of tacit knowledge, strategic leadership, and innovation on organizational

performance. The findings of this study provide several important suggestions for future research. First, studies regarding the influence of tacit knowledge, strategic leadership, and innovation on organizational performance are mostly carried out in public sector organizations and SMEs. As an implication, there are still many sectors that have not been explored, thus opening up opportunities for further studies to validate the influence of tacit knowledge, strategic leadership, and innovation on organizational performance in other sectors. Second, this study indicates the mediating role of innovation, so further studies are recommended to test the mediating role of innovation in the relationship between tacit knowledge, strategic leadership, and organizational performance. Third, this study indicates that there is an opportunity to include other constructs in the research model, such as organizational capability.

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