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Review Article
Administrative sciences and human resources management

The influence of administrative thinking in knowledge management and innovation: a systematic review

La influencia del pensamiento administrativo en la gestión del conocimiento y la innovación: revisión sistemática

A influência do pensamento administrativo na gestão do conhecimento e inovação: revisão sistemática

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Abstract

Introduction: This study examines how management thinking approaches can be integrated into knowledge management in order to promote innovation and improve operational efficiency in contemporary organizations. **Objective:** To analyze management strategies that optimize the use of organizational knowledge and highlight its impact on innovation and business performance. **Methodology:** A systematic literature review was conducted using the PRISMA method, collecting studies published between 2019 and 2023 in ScienceDirect, SpringerLink and Emerald Insight databases. Twenty-seven articles exploring the relationship between management thinking, knowledge management, innovation and operational efficiency were selected. **Results:** Findings show that collaborative strategies, such as communities of practice and learning, facilitate knowledge creation and transfer; while technological tools, such as knowledge management systems and data analytics, optimize decision making and improve operational efficiency.**Conclusions:** The integration of administrative approaches with advanced technologies enables organizations to increase their adaptability, foster continuous innovation and achieve greater operational efficiency. This highlights the need to promote a collaborative culture and invest in technologies that enhance the flow of organizational knowledge in order to ensure sustainable and competitive performance.

Keywords: active learning; culture of work; decision making; information technology; knowledge transfer; critical thinking.
JEL: D80; D83; L21; M15; O31

Resumen

Introducción: Este estudio examina cómo los enfoques del pensamiento administrativo pueden integrarse en la gestión del conocimiento, con el fin de promover la innovación y mejorar la eficiencia operativa en organizaciones contemporáneas. **Objetivo:** Analizar estrategias administrativas que optimicen el aprovechamiento del conocimiento organizacional y destaquen su impacto en la innovación y el rendimiento empresarial**. Metodología:** Se realizó una revisión sistemática de literatura mediante el método PRISMA, recopilando estudios publicados entre 2019 y 2023 en las bases de datos ScienceDirect, SpringerLink y Emerald Insight. Se seleccionaron 27 artículos que exploran la relación entre pensamiento administrativo, la gestión del conocimiento, la innovación y la eficiencia operativa. **Resultados:** Los hallazgos muestran que estrategias colaborativas, como comunidades de práctica y aprendizaje, facilitan la creación y transferencia de conocimiento; mientras que herramientas tecnológicas, como los sistemas de gestión del conocimiento y el análisis de datos, optimizan la toma de decisiones y mejoran la eficiencia operativa. **Conclusiones:** La integración de enfoques administrativos con tecnologías avanzadas permite a las organizaciones incrementar su adaptabilidad, fomentar la innovación continua y alcanzar una mayor eficiencia operativa. Esto resalta la necesidad de promover una cultura colaborativa e invertir en tecnologías que potencien el flujo del conocimiento organizacional, con el fin de garantizar un desempeño sostenible y competitivo.

Palabras clave: aprendizaje activo; cultura del trabajo; tecnología de la información; toma de decisiones; transferencia de conocimientos; pensamiento crítico.

JEL: D80; D83; L21; M15; O31

Resumo

Introdução: Este estudo examina como as abordagens do pensamento gerencial podem ser integradas à gestão do conhecimento, a fim de promover a inovação e melhorar a eficiência operacional nas organizações contemporâneas. **Objetivo**: Analisar estratégias gerenciais que otimizam o uso do conhecimento organizacional e destacam seu impacto na inovação e no desempenho empresarial. **Metodologia**: Foi realizada uma revisão sistemática da literatura utilizando o método PRISMA, coletando estudos publicados entre 2019 e 2023 nas bases de dados ScienceDirect, SpringerLink e Emerald Insight. Foram selecionados 27 artigos que exploram a relação entre pensamento gerencial, gestão do conhecimento, inovação e eficiência

operacional. **Resultados**: Os resultados mostram que estratégias colaborativas, como comunidades de prática e aprendizagem, facilitam a criação e a transferência de conhecimento; enquanto ferramentas tecnológicas, como sistemas de gestão do conhecimento e análise de dados, otimizam a tomada de decisões e melhoram a eficiência operacional. **Conclusões**: A integração de abordagens administrativas com tecnologias avançadas permite que as organizações aumentem sua adaptabilidade, promovam a inovação contínua e alcancem maior eficiência operacional. Isso destaca a necessidade de promover uma cultura colaborativa e investir em tecnologias que aprimorem o fluxo de conhecimento organizacional, a fim de garantir um desempenho sustentável e competitivo.

Palavras-chave: aprendizagem ativa; cultura do trabalho; tecnologia da informação; tomada de decisões; transferência de conhecimentos; pensamento crítico.
JEL: D80; D83; L21; M15; O31

Introduction

Knowledge management (KM) is a key element in promoting innovation and optimizing efficiency within organizations. As Davenport and Prusak (1998) pointed out, in a competitive business environment, managerial thinking is essential for structuring and directing these processes. Drucker (1993) stated that this approach not only provides effective strategies for creating, sharing, and using knowledge, but also enables organizations to adapt to environmental changes and improve their performance.

Among the fundamental pillars of KM is collaborative learning, defined by Nonaka and Takeuchi (1995) as the process by which members of an organization act to generate new knowledge. Subsequent research, such as that of Dillenbourg (1999) and Johnson and Johnson (1989), demonstrated that collaborative learning surpasses individual learning by fostering the joint construction of knowledge, which is essential for innovation and continuous improvement.

To operationalize these ideas, Kagan and Kagan (1994) proposed the use of Collaborative Learning Techniques (CLT), which structure interactions between participants and enhace the effectiveness of knowledge management.

This study seeks to answer the following question: How can management thinking tools be applied in knowledge management to drive innovation and organizational efficiency? Through a systematic literature review based on the PRISMA method (Moher et al., 2009), practices and strategies that integrate managerial approaches and promote collaborative learning, guided by Senge (1990) theoretical framework. This paper explores how these methods optimize the creation, sharing, and use of knowledge in collaborative environments.

Antecedents

The analysis of managerial thinking as applied to Knowledge Management (KM) has evolved significantly, shaped by the contributions of prominent theorists. In 1979, Mintzberg emphasized that knowledge management is a social practice based on judgment and intuition, particularly relevant in dynamic business environments. A decade later, Senge (1990) popularized the concept of the learning organization, introducing five key disciplines that form the basis of organizational learning: systems thinking, team learning, shared vision, mental models, and personal mastery.

In the 1990s, Drucker (1993) identified knowledge as the most valuable resource in post-capitalist society, emphasizing that effective leadership must promote an organizational culture oriented towards learning and collaboration. Nonaka and Takeuchi (1995) developed the SECI model, which describes how tacit and explicit knowledge continuously transform into one another, laying the foundational framework for understanding how organizations generate and manage knowledge.

Davenport and Prusak (1998) introduced a strategic perspective, arguing that KM relies not only on human factors—such as organizational culture and leadership—but also on structured processes for identifying and leveraging knowledge. Wenger and Snyder (2000) complemented this view by introducing the concept of communities of practice, highlighting their role in organizational learning and adaptability.

More recently, authors such as Schein (2010) have highlighted the importance of organizational culture in KM effectiveness. Edmondson (2019), meanwhile, emphasized psychological safety as a fundamental condition for fostering collaboration, continuous learning, and innovation within organizations.

Furthermore, authors such as Polanyi (2009); Wiig (1993), and Argyris and Schön (1996) addressed fundamental topics such as tacit knowledge, organizational learning, and continuous reflection. These contributions established a theoretical framework that now allows us to analyze how managerial thinking can transform KM into a driver of innovation and operational efficiency (Table 1).

Table 1

Main theoretical contributions to Administrative Thought in Knowledge Management

Authors	**Main contribution**
Polanyi (1966/2009)	Introduction of the concepts of tacit and explicit knowledge as foundations for decision making.
Mintzberg (1979)	Conception of knowledge management as a social practice dependent on judgment and experience.
Senge (1990)	Development of the learning organization model, integrating collective learning and systemic thinking.
Drucker (1993)	Identification of knowledge as a key strategic resource in the post-capitalist society.
Wiig (1993)	Proposed alignment of knowledge with organizational objectives to improve efficiency.
Nonaka and Takeuchi (1995)	Formulation of the SECI model, which describes how knowledge is generated and transformed in organizations.
Argyris and Schön (1996)	Introduction of the theory of organizational learning, differentiating between single-loop and double-loop learning.
Davenport and Prusak (1998)	Conceptualization of knowledge management as a strategic process oriented to the use of human knowledge.
Wenger and Snyder (2000)	Establishment of communities of practice as a mechanism for innovation and collective learning.
Schein (2010)	Recognition of leadership and organizational culture as pillars of effective knowledge management.
Edmondson (2019)	Linking psychological safety and collaboration, promoting a favorable environment for innovation.

Source: Own elaboration based on the authors cited.

Table 2 categorizes the practical applications of the theories presented in Table 1, demonstrating how management thinking translates into concrete strategies that foster organizational learning, innovation, and operational efficiency. Each category reflects how theoretical concepts are implemented in real-world contexts, whether using communities of practice, data analysis tools, or methodologies such as Lean Management.

Table 2

Application of management thinking in knowledge management

Category	Description	Examples	Authors
Knowledge management strategy	Administrative techniques to create, store and distribute knowledge	Communities of practice, databases	Davenport and Prusak (1998)
Organizational learning	Ability to acquire, process and apply knowledge efficiently.	Mentoring, project-based learning	Senge (1990), Garvin (1993)
Innovation and creativity	Application of management thinking to promote organizational innovation	Innovation laboratories, brainstorming	Nonaka and Takeuchi (1995), Drucker (1993)
Operational efficiency	Optimization of processes and resources to improve knowledge management	Lean Management, Six Sigma	Ohno (1988), Hammer y Champy (1994)
Data-based decision making	Use of data analysis for informed decisions	Big data, gestion dashboards	Davenport (2014)
Collaborative culture	Creation of environments that promote knowledge exchange and teamwork.	Online collaboration tools	Senge (1990), Edmondson (2019)

Source: Own elaboration.

Methodology

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method was used to ensure both transparency and quality in the systematic literature review. The temporal and conceptual trends within the selected studies were determined through a bibliometric analysis performed using VOSviewer software.

The search for relevant literature was carried out in three academic databases: ScienceDirect, SpringerLink, and Emerald Insight. Keywords such as *Administrative thinking, Knowledge management, Efficiency, and Organizational learning,* were combined using Boolean operators in the following equation:

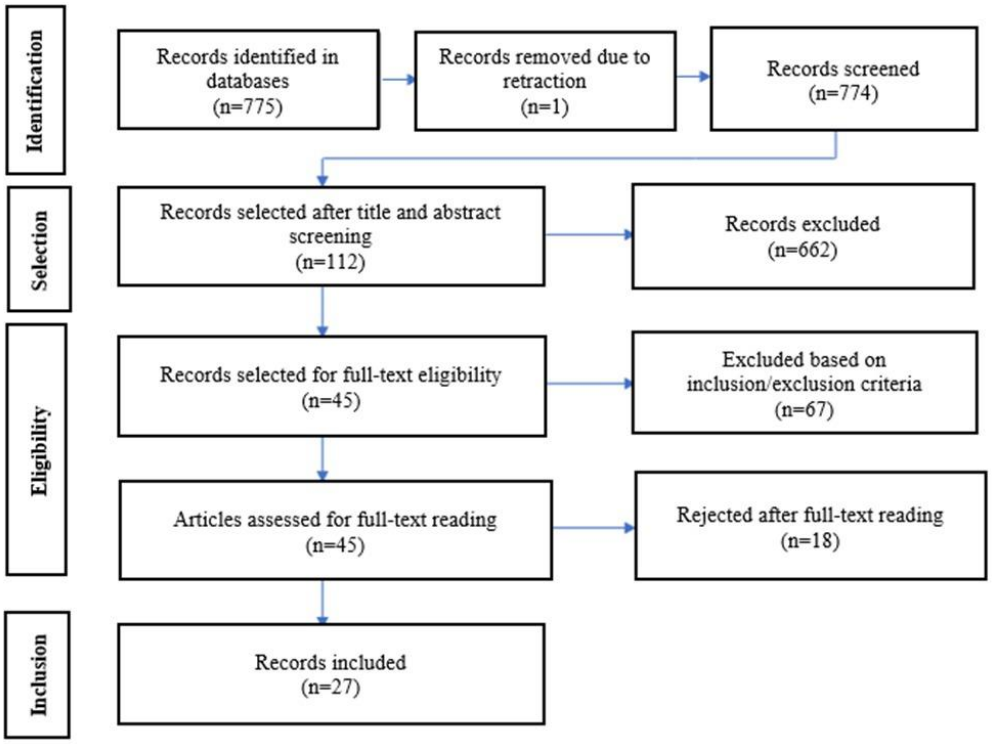
(Administrative thinking OR Knowledge management) AND Efficiency AND Organizational learning.

This combination was chosen to ensure that the retrieved studies were aligned with the research objective, covering both administrative approaches and aspects related to efficiency and organizational learning. The study selection process is shown in Figure 1.

Regarding the inclusion and exclusion criteria, only peer-reviewed, open-access articles published between 2019 and 2023 were considered to ensure data relevance and quality. Conference papers were excluded, focusing solely on original research studies directly addressing that addressing the research objective.

Figure 1

PRISMA process used for document screening



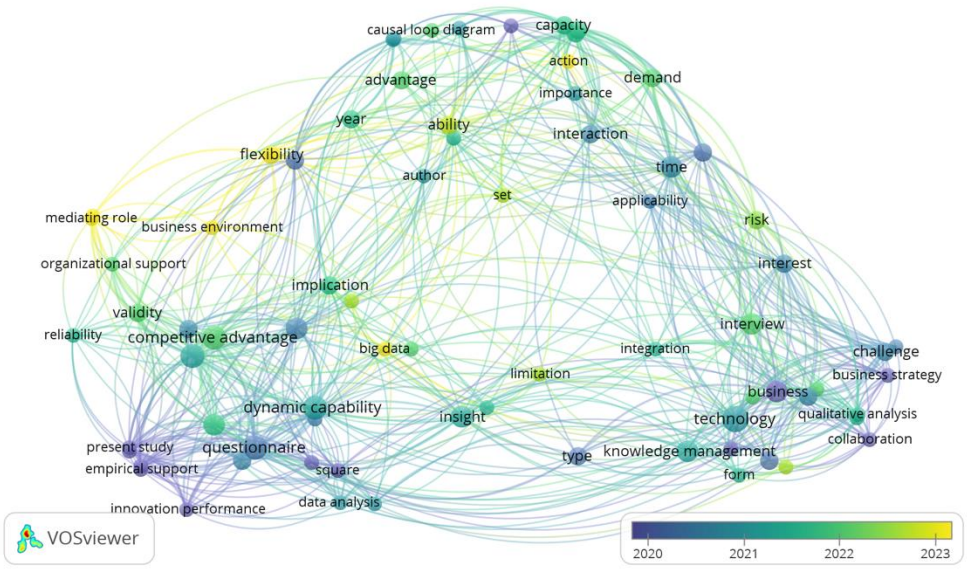
Source: Own elaboration.

Results

Figure 2 ilustrates the temporal evolution of the key terms identified in the analyzed literature between 2019 and 2023. The most recent, highlighted in yellow, such as "organizational support" and "big data," reflect a growing interest in advanced technologies and approaches related to organizational adaptability. On the other hand, established terms such as "knowledge management" and "competitive advantage" maintain a central position in the network, consolidating themselves as fundamental pillars in the analyzed studies. This demonstrates a transition toward greater interaction between technology, strategy, and knowledge management.

Figure 2

Temporal distribution of key terms in the analyzed literature



Source: Own elaboration.

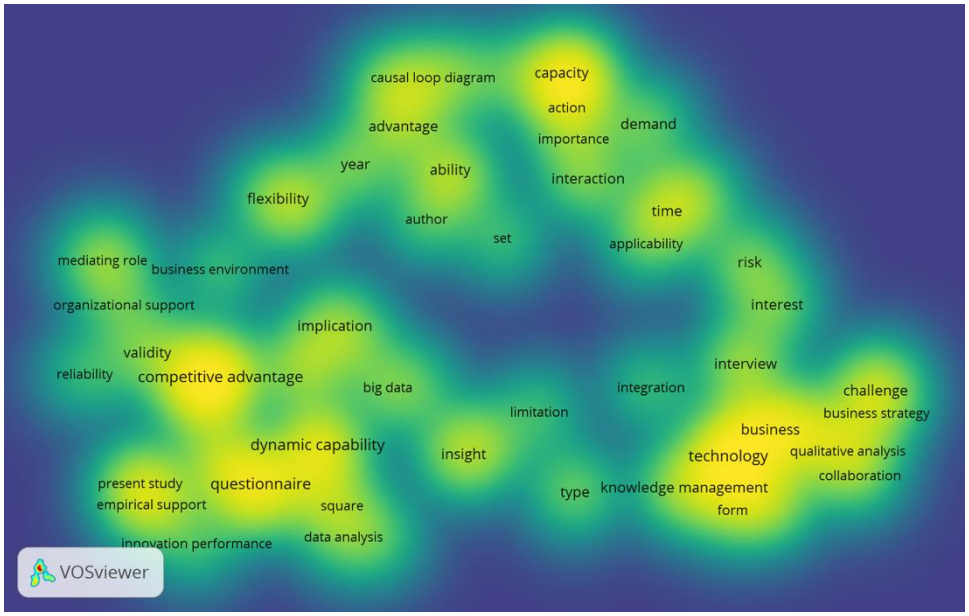
Although some of the reviewed documents were published outside the 2019-2023 period, the bibliometric analysis with VOSviewer identified key terms and relationships primarily between those years. This could be due to the relevance and co-occurrence of these terms in recent literature, indicating a thematic concentration in recent years.

In addition to the temporal analysis, a keyword density graph was generated, represented

in Figure 3. This graph identified the most frequent keywords in the selected studies. The areas with the highest density, represented in yellow, highlight core concepts such as knowledge management, competitive advantage, technology, and dynamic capability, terms that reflect the strong interdependence between knowledge management, dynamic capabilities, and advanced technologies. In contrast, terms with lower density, such as organizational support and casual loop diagram, suggest emerging or less-explored approaches in this field.

Figure 3

Keyword density graph in the selected literature



Source: Own elaboration.

The reviewed studies were grouped by year, from 2019 to 2023, to provide a time perspective on the evolution of research in this field. The results shown in Table 3 detail the records identified by each database: n=50 in ScienceDirect, n=60 in SpringerLink, and n=665 in Emerald Insight, for a total of n=775 records. After removing one retracted article, n=774 titles and abstracts were evaluated, selecting n=112 for further review. Finally, inclusion and exclusion criteria were applied, resulting in n=45 articles reviewed in depth, of which n=27 were considered relevant to the study objective.

Table 3

Results of the search for open access articles

Database / Years	2019	2020	2021	2022	2023	Total
ScienceDirect	5	6	4	14	21	50
SpringerLink	5	13	12	5	25	60
Emerald Insight	48	86	113*	168	250	665
Total	58	105	129	187	296	775

Note: * One article was withdrawn due to being retracted.

Source: Own elaboration.

The 27 selected articles (Table 4) provide a detailed look at how management thinking approaches can be integrated into knowledge management to promote organizational efficiency and foster collaborative innovation. These studies, in addition to reaffirming established trends such as the relevance of knowledge management, highlight the growing interest in technological areas and approaches that facilitate adaptability in dynamic organizational ecosystems.

Table 4

Summary of studies included in the review and their relationship with knowledge management

#	Authors (Year)	Design	Population	Key Variables	Main Findings
1	Acuña and Sánchez (2023)	Conceptual proposal	Not aplicable	Infrastructure management	Strengthens resilience to disasters and climate events
2	Ali et al. (2021)	SEM (Structural Equation Modeling)	364 (Iraq banks)	Intellectual capital, dynamic capabilities	Optimizes innovation performance
3	Awais et al. (2023)	PLS-SEM (Partial Least Squares	184 (Pakistan)	Strategic flexibility, performance	Drives innovation and improves organizational effectiveness

		SEM)			
4	Camarinha et al. (2019)	Study review	Not aplicable	Collaborative networks	Enables digital transformation
5	Dairo et al. (2021)	Qualitative	31 participants	IT-strategy alignment	Increases effectiveness in crisis contexts
6	Farnese et al. (2019)	Surveys	372 employees, 466 health sector	SECI model	Strengthens innovation capacity and performance
7	Farzaneh et al. (2022)	Longitudinal	Pharmaceutical industry	Intellectual capital, dynamic capabilities	Stimulates innovation ambidexterity
8	Gandrita (2023)	Qualitative	218 employees	Strategic planning, management	Favors talent retention
9	Gede and Huluka (2023)	SEM	365 employees (Ethiopian universities)	Strategic alignment, goal clarity	Increases organizational effectiveness
10	Hansen et al. (2020)	Literature review	Not aplicable	Learning organization, innovation	Promotes responsible innovation
11	Hetemi et al. (2022)	Qualitative	6 IT companies	Collaborative work in IT	Aligns and optimizes key IT knowledge
12	Husain et al. (2024)	SEM	1350 (IT sector)	Flexibility, organizational	Drives innovation in the service sector

				learning	
13	Imran et al. (2020)	Quantitative	638 (Pakistan services sector)	Organizational support, thriving, flourishing	Strengthens work engagement
14	Kucharska and Erickson (2023)	SEM	729 (IT USA and Poland)	Tacit knowledge	Significantly influences innovation processes
15	Linnéusson et al. (2022)	System modeling	Health unit in Sweden	Systems thinking, organizational culture	Accelerates development of innovative health solutions
16	López et al. (2021)	Quantitative	131 knowledge relationships (MNCs)	Organizational integration mechanisms	Facilitates knowledge transfer beyond geographic constraints
17	McNab et al. (2023)	Qualitative	NHS Scotland staff	Systems thinking, quality	Optimizes safety management in healthcare
18	Mikalef et al. (2021)	Multiple case study	27 European companies	Big data, dynamic capabilities	Organizational inertia acts as barrier to big data adoption
19	Pisoni et al. (2023)	Review and case studies	Financial companies	Knowledge management, decision-making	Enhances decision-making in FinTech sector
20	Ringberg et al. (2019)	Qualitative	B2B companies	Technology and mindset	Encourages incremental and radical innovation
2	Rowe et al.	Qualitativ	31 senior leaders	Leadership	Strengthens leaders' confidence and self-

1	(2023)	e	(UK)	development	efficacy
22	Tobin et al. (2022)	Mixed design	42 docs, 104 surveys, 17 interviews (AU)	Public health decision-making	Strengthens evidence-based decision-making through collaboration
23	Venkatraman and Venkatram (2018)	Grounded theory	Not aplicable	Knowledge management, communities of practice	Enhances tacit and explicit knowledge
24	Wendra et al. (2019)	PLS	297 garment companies (Indonesia)	Dynamic capabilities, intellectual capital	Increases innovation performance
25	Xuecheng et al. (2022)	SEM	287 employees (Chinese SMEs)	Employee retention, job satisfaction	Improves employee retention and satisfaction
26	Yang and Zhou (2022)	AMOS and MPLUS	380 (technology firms)	Organizational support, innovative self-efficacy	Stimulates creativity through self-efficacy development
27	Yoshikuni et al. (2023)	PLS-SEM	191 firms (various industries)	Big data, dynamic capabilities	Boosts innovation capacity through big data use

Source: Own elaboration.

Discussion

To address the research question, it is crucial to integrate diverse theoretical and empirical perspectives on knowledge management, as well as its impact on innovation and organizational efficiency.

Systemic thinking is presented as a central axis in the management of infrastructures and dynamic systems. Hansen et al. (2020), drawing on Senge (1990), highlight how the transversal integration of knowledge drives sustainable innovation by enabling an understanding of the relationships between organizational processes. McNab et al. (2023) and Hansen et al. (2020) reinforce this view by pointing out that this approach facilitates strategic adaptation in complex environments, while Acuña and Sánchez (2023) associate it with the flexibility and resilience of infrastructures in the face of socioeconomic changes and external events. Ali et al. (2021) and Wendra et al. (2019) expand this framework by associating it with the management of dynamic capabilities and intellectual capital, key elements for fostering both incremental and exploratory innovation. In this sense, it is recognized that the adaptive capacity of organizations depends not only on knowledge management, but also on the implementation of strategies that promote flexible and collaborative structures. Farzaneh et al. (2022) emphasize the importance of balancing the exploitation of current resources with the exploration of new opportunities, a strategy that allows organizations to remain competitive in changing environments. In the technological field, Ringberg et al. (2019) relate this balance with improvements in products and processes, highlighting strategic flexibility as an essential component in the face of uncertainty.

Sustainable performance assessment complements these perspectives by providing tools that allow organizational strategies to be aligned with sustainable practices. Medne and Lapina (2019) argue that indicators focused on sustainable processes facilitate continuous improvement. For their part, Feil et al. (2019) incorporate the concept of the Triple Bottom Line, which integrates economic, social, and environmental metrics to evaluate organizational performance. However, it is important to consider the challenges of implementing sustainable practices in business contexts with limited resources, which requires a balance between sustainability and operational efficiency. In this context, the proposals by Linnéusson et al. (2022) and Tobin et al. (2022) provide practical solutions by employing causal loop diagrams and leverage points, tools

that optimize decision-making and facilitate the prioritization of strategic actions.

Knowledge management and its interaction with internal collaboration are identified as key drivers of efficiency and innovation. El Massi and Hamri (2023) underscore its relevance in dynamic business environments, pointing out that it facilitates the organization, distribution, and transfer of information, essential aspects for effective decision-making. López et al. (2021) highlight that formal mechanisms such as interdepartmental communication reduce internal friction and improve knowledge transfer in multinationals. Mancuso et al. (2024) complement this perspective by pointing out that data-driven B2B platforms support the integration of key stakeholders and generate value through collaborative management. Dairo et al. (2021) add that coherence between technological and business strategies enhances operational efficiency and innovative capacity. Furthermore, Gede and Huluka (2023) and Gandrita (2023) emphasize the importance of constant feedback to ensure strategic alignment and strengthen organizational cohesion. This approach also contributes to improving talent retention, as also underlined by Amushila and Bussin (2021) and Xuecheng et al. (2022).

Organizational support plays a crucial role in promoting employee engagement, as well as stimulating creativity and innovation. Husain et al. (2024) and Chen et al. (2024) agree that an organizational environment that promotes flexibility and continuous learning facilitates both incremental and radical innovation, accelerating processes and increasing competitive advantage. Yang and Zhou (2022) along with Imran et al. (2020) expand on this idea by pointing out that the support perceived by employees positively impacts their well-being and skill development, thus fostering their creativity and performance. Likewise, strengthening an organizational culture that promotes psychological safety also becomes an essential factor in maximizing employee engagement and collective performance.

Communities of practice (CoP) are a key component of knowledge management, especially in collaborative contexts. From the initial studies by Davenport and Prusak (1998); Brown and Duguid (1991); Wenger and Snyder (2000) to recent analyses such as that of Zamiri and Esmaelli (2024), their capacity to facilitate the transfer of tacit and explicit knowledge has been highlighted. Venkatraman and Venkatraman (2018) and Awais et al. (2023) link these communities with strategic flexibility, allowing organizations to adapt to changing environments through efficient resource allocation. In parallel, Li and Jhang (2010) analyzed the challenges associated with free-riding within CoPs, proposing that investment in technology and appropriate

incentives improves cooperation and optimizes knowledge sharing; while Rossignoli et al. (2024) and Rowe et al. (2023) explore their impact on SMEs and organizational contexts characterized by high staff turnover, emphasizing how they preserve organizational knowledge and promote collaboration. These communities, when well-structured and with adequate institutional support, enable knowledge transfer and the development of innovative solutions.

In the domain of knowledge transformation, Nonaka and Takeuchi (1995) SECI model remains relevant. Betancur et al. (2022) and Farnese et al. (2019) highlight how converting tacit knowledge into explicit knowledge is essential for organizational innovation and competitiveness. Kucharska and Erickson (2023) emphasize that fostering a culture that values tacit knowledge can promote disruptive innovation, while Obeidat (2019) demonstrates that integrating information technologies into the SECI model enhaces knowledge transfer, particularly in sensitive sectors such as healthcare.

The use of information technologies and big data have transformed KM since Wiig (1993) approaches. Hetemi et al. (2022) and Camarinha et al. (2019) point out that collaborative practices and networks in Industry 4.0 increase organizational agility and sustainability. Yoshikuni et al. (2023) and Mikalef et al. (2021) highlight that the dynamic capabilities associated with big data allow for the optimization of resources, the identification of opportunities, and the improvement of real-time decision-making.

Finally, tools such as dashboards are essential for achieving strategic alignment. Pisoni et al. (2023) and Reinking et al. (2020) demonstrate how these resources increase organizational performance by allowing managers to monitor key metrics and align strategic objectives with daily operations.

It should be noted that the reviewed studies have certain limitations, such as the use of samples restricted to specific sectors or regions (e.g., banking, technology, pharmaceuticals, Iraq, China, Pakistan), which could limit the generalizability of the results. Furthermore, some studies are based on theoretical frameworks without robust empirical support, which may affect the validity of the proposed models. Furthermore, several findings were obtained in the context of the COVID-19 pandemic, which could influence their applicability in more stable scenarios.

In this regard, future research could focus on expanding regional diversity; strengthening

empirical evidence through longitudinal studies that evaluate the sustainability of administrative strategies; and analyzing the impact of digital transformation and advanced technologies on knowledge management in specific sectors such as healthcare and education, which have unique characteristics.

Conclusions

This study explored how managerial thinking approaches can be integrated into knowledge management (KM) to drive innovation and improve organizational efficiency. The relevance of this research lies in highlighting the need for organizations to adapt their KM strategies to an environment characterized by constant transformations, accelerated technological advances, and increasing global competition. Therefore, this analysis not only provides a better understanding of these dynamics but also offers a conceptual and practical basis for organizations to face these challenges and develop resilience to change.

First, it highlights that managerial approaches allow KM to be structured to transform tacit information into explicit knowledge. This process fosters the creation of new knowledge and the generation of organizational innovation, while improving operational efficiency. Social and collaborative practices within organizations are essential for fostering knowledge transfer and adaptability in highly competitive and dynamic environments.

Second, organizational culture and leadership play a fundamental role in the success of KM strategies. A culture that promotes collaboration, psychological safety, and continuous learning creates an environment conducive to innovation and the strengthening of organizational processes. Furthermore, committed and strategic leadership facilitates alignment between institutional objectives and KM practices, strengthening both internal cohesion and collective performance.

Furthermore, emerging technologies, such as dashboards, big data analytics systems, and collaborative platforms, were identified as catalysts for optimizing decision-making and accelerating innovation processes. These tools not only make it possible to leverage large volumes of data but also enhance organizational adaptabilily by facilitating real time responses to environmental changes.

Finally, the integration of administrative approaches with support technologies should not be considered as an operational practice, but rather as a comprehensive strategy to strengthen organizational resilience and enhance innovative capacity. Organizations that invest in fostering a learning culture, consolidating internal collaboration, and adopting advanced technologies will be better positioned to meet the demands of a globalized market, thereby ensuring long-term competitiveness and sustainability.

In terms of contributions, this study provides a solid foundation for the application of administrative approaches to knowledge management, offering conceptual tools to guide strategic decision-making. The findings enabled the identification of specific actions that can translate into tangible improvements in innovation, operational efficiency, and organizational adaptability. These actions include strengthening internal collaboration, the strategic use of analytics technologies, and the promotion of continuous learning, all of which are particularly useful for designing management policies, training programs, and more resilient organizational structures.

Ethical considerations

This research did not require ethical approval, as it was based on a review of existing literature.

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