

DRIVING FORCES: EXPLORING THE IMPACT OF SOCIAL MOTIVES ON ENTREPRENEURIAL ORIENTATION AND KNOWLEDGE MANAGEMENT BEHAVIOR THROUGH THE MEDIATING LENS OF ENTREPRENEURIAL ORIENTATION

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Abstract

This study explores the impact of McClelland's social motives on entrepreneurial orientation (EO) and knowledge management behaviour (KMB), examining EO's mediating role in this relationship. Utilising a sample of 302 employees from Greater Jakarta, data were collected through online surveys and analysed using partial least square structural equation modeling (PLS-SEM). The findings reveal that social motives significantly influence EO, positively impacting KMB. The study underscores the importance of fostering a workplace culture that supports social motives such as achievement, power, and affiliation, as these drive entrepreneurial behaviours and effective knowledge management practices. EO serves as a crucial mediator, amplifying the beneficial effects of social motives on KMB. These insights suggest that organisations can enhance their innovation and competitive advantage by strategically managing human and knowledge resources. Practical implications include implementing policies and training programs that cultivate social motives and entrepreneurial orientation. Future research should explore the longitudinal effects and the moderating roles of organisational culture and leadership style, providing a more comprehensive understanding of these dynamics across diverse contexts.

Keywords: Social Motives, Entrepreneurial Orientation

Introduction

Knowledge management (KM) is crucial for maintaining competitiveness in today's fast-paced business environment, focusing on the creation, sharing, utilisation, and maintenance of knowledge within organisations to enhance performance and innovation (T. N. Khan, 2023; Rehman & Iqbal, 2020). Effective KM involves managing intellectual resources, which includes storing, accessing, and disseminating knowledge essential for driving innovation and sustaining competitive advantage (Abbas et al., 2020; Antunes & Pinheiro, 2020). This strategic management of knowledge supports organisational goals by leveraging human resources to improve decision-making, creativity, and development of new products or services (Kordab et al., 2020). Integration of KM with Human Resource Management (HRM) practices has been shown to improve organisational outcomes significantly, impacting financial performance and innovation capabilities (Antunes & Pinheiro, 2020; T. N. Khan, 2023). KM is instrumental in retaining tacit knowledge, which is crucial in environments with high employee turnover and promotes innovation by facilitating knowledge exchange across different organisational levels (Antunes & Pinheiro, 2020; Kordab et al., 2020).

Research indicates that KM behaviours profoundly influence employee performance, with workplace resources playing a key role in enhancing well-being and performance (Nielsen et al., 2017; Xiao & Cooke, 2019). A healthy work environment that fosters information sharing and creativity is vital, as workplace discrimination and leadership biases can negatively impact employee behaviour and performance (Du et al., 2022; Xing & Li, 2022). Moreover, workplace spirituality and the need for trust are highlighted as critical for fostering positive outcomes (J. Khan et al., 2022).

Entrepreneurial orientation (EO) also significantly affects workplace performance, promoting innovation, intrapreneurial activities, and overall organisational success. Trends show a shift towards EO driven by social motives, emphasising corporate social responsibility, sustainability, and ethical practices (Flores Pérez & Guevara, 2023; Lumpkin & Dess, 1996). EO is linked to increased innovation, job satisfaction, and employee retention, highlighting its role in enhancing organisational success (Kapur & Tyagi, 2023; Soomro & Shah, 2019).

McClelland's social motives, especially the Achievement Motive, are positively associated with job performance, influencing KM behaviours and entrepreneurial activities within the workplace (Asma, 2022; Emmerik et al., 2010). Understanding these motives can help create a culture that supports employee knowledge sharing, which is essential for effective KM (Adam et al., 2021; Lee & Kim, 2017).

This study explores the interaction between EO and KM behaviours, particularly how McClelland's social motives influence these dynamics in entrepreneurial settings. The mediation role of EO in the relationship between social motives and KM behaviours is a novel area of research. This study aims to understand how

these dynamics operate among employees who may not identify as entrepreneurs, providing insights into entrepreneurial training and support systems, and enhancing the strategic use of knowledge resources for organisational performance.

Literature Review

Social Motives

McClelland's theory of social motives, which includes the needs for power, achievement, and affiliation, plays a pivotal role in human motivation, affecting behaviour, decision-making, and social interactions. His research has significantly contributed to understanding how these motives influence various real-world phenomena, such as economic development and conflict resolution, showing that interventions can even cultivate achievement motives in adults (Krishna Kumar Mishra & Jay Singh, 2015; Wentzel, 2006).

Entrepreneurial Orientation

Entrepreneurial orientation (EO) is crucial in business, focusing on innovation, proactiveness, and risk-taking. This orientation is driven by internal traits such as autonomy, innovativeness, and external environmental factors. Effective EO, fostered by top management through resource allocation and support for product development, leads organisations to engage more proactively in opportunities and achieve superior performance (Ahonen, 2019; Tukamuhabwa & Namagembe, 2023). EO in the workplace enhances organisational outcomes by promoting entrepreneurial behaviours among employees, influenced by leadership and organisational culture (Meekaewkunchorn et al., 2021; Subramaniam & Shankar, 2020).

Knowledge Management Behaviour

Knowledge Management Behavior (KMB) entails organisational activities aimed at efficient knowledge utilization, crucial for sustaining competitive advantage and innovation. KMB includes knowledge sharing, application, and transfer, influenced by intrinsic motivations, leadership, and organisational culture. Effective management of these behaviours enhances organisational intellectual capital and performance, with systems in place to support knowledge acquisition, storage, and retrieval (Kordab et al., 2020; Lee & Kim, 2017). Understanding and fostering KMB is essential for organisations seeking to optimise their knowledge resources for better performance and innovation.

The Relationship between Social Motives and Entrepreneurial Orientation

McClelland's social motives, especially the need for achievement, significantly influence entrepreneurial orientation and behaviour. Research by (Li et al., 2022) confirms a strong correlation between achievement motivation and entrepreneurial intentions, suggesting that high achievers are more likely to pursue entrepreneurial activities. (Hassan et al., 2021; Herlina et al., 2023) further explore how individual attributes and motivations impact entrepreneurial actions, particularly under challenging conditions like the COVID-19 pandemic, emphasising the critical role of McClelland's theory in understanding and driving entrepreneurial behaviour.

The Relationship between Social Motives and Knowledge Management Behaviour

McClelland's social motives profoundly impact workplace knowledge management behaviour. Lin (2007) highlights the influence of intrinsic motivation, such as enjoyment from helping others, on fostering positive knowledge-sharing attitudes. (Lee & Kim, 2017; Rhee & Choi, 2016) further explore how goal orientations and the desire to assist others align with McClelland's theories to affect knowledge-sharing behaviours among employees, emphasising the role of social motives like affiliation in shaping organisational knowledge practices.

The Relationship between Entrepreneurial Orientation and Knowledge Management Behaviour

Entrepreneurial orientation significantly impacts knowledge management behaviour in workplaces, enhancing capabilities through traits like innovativeness, risk-taking, and proactiveness (Funmilayo et al., 2022). There exists a reciprocal relationship between knowledge management and entrepreneurial orientation, both crucial for boosting innovation (Rofiaty, 2019; Tukamuhabwa & Namagembe, 2023). Additionally, entrepreneurial orientation strengthens a firm's knowledge-based resources and mediates the relationship between knowledge management, intellectual capital, and innovation (Wach & Głodowska, 2018; Yu et al., 2022).

The Mediating Effect of Entrepreneurial Orientation on The Relationship between Social Motives and Knowledge Management Behaviour

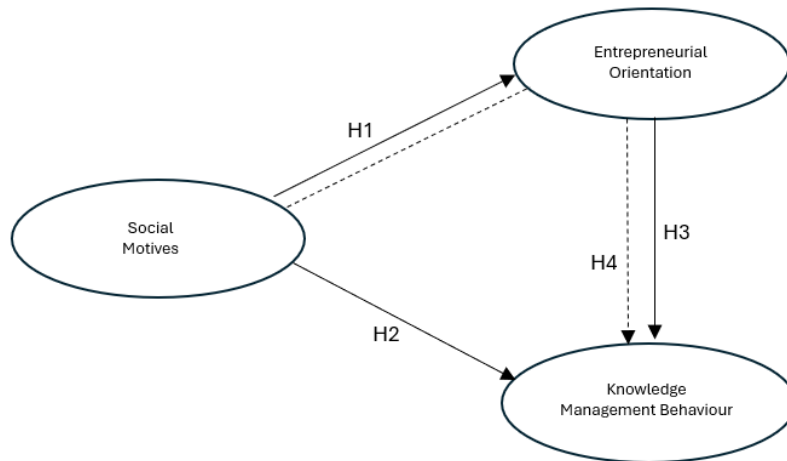
Entrepreneurial orientation significantly affects business performance, mediated by factors like organisational structure, exploratory and exploitative innovations (Kollmann & Stöckmann, 2014), and entrepreneurial passion influencing innovative work behaviour (Flores Pérez & Guevara, 2023). Further mediation is observed in the relationship between entrepreneurial leadership and SME performance (Nguyen et al., 2021), strategic entrepreneurship (Kantur, 2016), market capabilities (Laily et al., 2021; Ma'arif &

Maftukhah, 2020), and organisational learning (Shah et al., 2021). These varied pathways underscore the profound impact of entrepreneurial orientation on enhancing organisational outcomes.

Methods

Research Design and Approaches

This work confirmed its novel conceptual framework and suggested a hypothesis by a cross-sectional survey using a quantitative methodology with partial least square structural equation modeling (PLS-SEM). This study specifically validates that, through entrepreneurial orientation as a mediator, social incentives substantially impact knowledge management behaviour. The study was carried out in Greater Jakarta, Indonesia's capital city. Furthermore, Figure 1 shows the research model in this work. It is clear from the figure that preliminary studies, along with relevant underlying theories, construct the research model.



Source: Authors, 2023

Figure 1. Research Framework (Source: Authors, 2023)

Data Collection

This study employed convenience sampling to contact 350 employees in Greater Jakarta, chosen for its efficiency and lack of a sampling frame. Communication was via email, LinkedIn, and WhatsApp Groups, ensuring voluntary participation. Out of 350 distributed online questionnaires, 328 were returned and considered for statistical analysis. The Rasch Model and Person Measure Analysis, using WINSTEPS software version 5.2.1.0 (Boone et al., 2014; Sumintono, 2014), were then used to filter out 26 incomplete questionnaires and outliers, resulting in 302 usable responses, indicating a high response rate of 93.7%. The six-month study spanned from March to August 2023, targeting white-collar employees with over a year of work experience, and included a follow-up after two weeks.

Research Instrument

The research instrument (Table 1) was developed by synthesising relevant literature and prior research. Adapted from (Fan et al., 2021; Fischer et al., 2019; Pichler et al., 2012; Royle & Hall, 2012; Schüler et al., 2010), McClelland’s need theory was measured using 30 indicators across three dimensions: achievement, affiliation, and power. Entrepreneurial orientation, adapted from (Al Mamun et al., 2017; Almeida et al., 2019; Gochhait & Pokharnikar, 2020; Pichler et al., 2012), comprised 22 indicators with five dimensions: innovativeness, risk-taking, proactiveness, autonomy, and competitive aggressiveness. Knowledge Management Behaviour, adapted from (Ferretti & Afonso, 2017; Jackson, 2003; Kordab et al., 2020; Ogulin et al., 2020), included 18 indicators across three dimensions: creation, sharing, and renewal. Data will be collected via questionnaire, using a five-point Likert scale.

Table 1. Research Instrument Items

McClelland’s Social Motives		Entrepreneurial Orientation		Knowledge Management Behaviour	
Helping others.	Completing work perfectly.	Taking the initiative to achieve a wish.	Finding out future customer needs.	Gathering information to understand the problem.	Building relationships to exchange information.
Update information for each activity carried out.	Seeks feedback from others to measure achievements.	Strive to realize the desire.	Investing in opportunities with high returns and risks.	Making observations to get information.	Archiving photos/videos /documents for easy use.
Doing activities with others.	Completes every task selflessly.	Responsible for the decision taken.	Take action to achieve goals.	Seeking information to	Open to benchmarking.

McClelland's Social Motives		Entrepreneurial Orientation		Knowledge Management Behaviour	
Hobbies done with others.	Being the best.	Observing unique products/services.	Utilize diverse resources to grow.	Anticipating change.	Learning to develop themselves.
Avoiding conflict.	Competing with others.	Investing in long-term development.	Taking risks with new ideas.	Ask experts/mentors to increase knowledge.	Cooperate to increase knowledge.
Eating with others.	Getting others to agree with me.	Looking for new and more productive ways.	Explore for opportunities.	Learn from experience.	Participate in work-related training.
Complaining about events outside expectations.	Confident in managing others.	Being creative in work.	Seek competitive opportunities.	Sharing knowledge to help others.	Share experiences to increase knowledge.
Attracting the attention of others.	Getting a high position.	Taking the initiative to act.	Competing with others.	Cooperate to find solutions.	Learn from experience for renewal.
Being liked by others.	Getting others to side with me.	Being the first person for new products/services.	Impose price cuts to be more competitive.	Practicing the knowledge possessed.	Ask experts/mentors to add new knowledge.
Being responsible for the interests of others.	Organizing.	Monitoring technology trends.	Learning to improve competitiveness.		
Having high standards in work achievement.	Becoming famous.	Looking for opportunities.	Creating new strategies to improve competitiveness.		
Completes work thoroughly.	Reprimanding people who cut in line.				
Prioritizing important work.	Mentoring new employees.				
Challenging work.	Owning luxury goods.				
Seeking more productive work processes.	Influencing others.				

Data Analysis

Structural equation modeling (SEM) is used to analyse hierarchical relationships between observable and latent variables in this study, employing SMARTPLS 3.2.9 for insight into variable correlations (Ghozali, 2021; Hair Jr et al., 2021; Sarstedt et al., 2014). SEM examines the direct and mediated relationships among transformational leadership, tacit knowledge sharing, and innovative behaviour. Hypotheses are formulated to test transformational leadership as an independent variable, with tacit knowledge sharing as both mediator and dependent variable and innovative work behaviour as solely dependent. Surveys will be distributed to white-collar workers in Greater Jakarta, using a Likert scale and validated through Cronbach's Alpha, composite reliability, and item analysis. SEM's suitability for complex models and small, non-normal samples enhances the structural model's robustness, confirmed via path coefficients, R-squared values, effect sizes, and bootstrapping tests (Ghozali, 2021; Hair Jr et al., 2021; Sarstedt et al., 2014).

Common Biased Method

To mitigate common method bias in self-report questionnaires, the Rasch Model, specifically Person Measure Analysis, is utilised to detect biases in responses (Boone et al., 2014; Sumintono, 2014). This technique assesses the reliability and validity of questionnaires by examining Mean Square (MNSQ) values, which should ideally range from 0.5 to 1.5 to ensure unbiased responses. Using the WINSTEPS software version 5.2.1.0, this approach helps enhance the credibility of the research by effectively addressing potential biases.

Result and Discussion

Respondents Profile

The study analysed 302 respondents across various demographic factors. Gender distribution was 59.9% female and 40.1% male. Age groups were divided as follows: 19-20 years (11.2%), 21-30 years (50.6%), 31-40 years (33%), 41-50 years (4.2%), and over 50 years (0.9%). Regarding education, 62.7% held a Bachelor's degree, 17.6% had high school education, 14.8% had a Diploma 1-4, and 4.8% had a Master's degree or higher. Job levels included Associate Manager to Manager (14.8%), Director (1.8%), Senior Manager to General Manager (1.5%), Staff to Officer (36.1%), Supervisors (23%), and non-

permanent/contract/internship positions (22.7%). Work experience was categorised as less than 5 years (40.3%), less than 10 years (43.9%), less than 20 years (13.9%), and more than 20 years (1.8%).

Measurement Model Analysis

Structural equation modeling (SEM) is the data analysis method employed, requiring indicator loadings to exceed 0.70 for significance (Ghozali, 2021; Sarstedt et al., 2014). Reliability is assessed using composite reliability and Cronbach's alpha, with a minimum acceptable value of 0.50 for each. The average variance extracted (AVE) for convergent validity should be at least 0.50. Discriminant validity, shown in Table 2, is confirmed by ensuring that cross-loading values of each variable exceed 0.70, indicating distinctiveness between constructs (Ghozali, 2021; Sarstedt et al., 2014).

Table 2. Measurement Model Analysis

Latent Variable	Item	Loading Factor	Cronbach's Alpha	Composite Reliability	AVE	Remark
		(>0.7)	(>0.6)	(≥0.6)	(≥0.5)	
Social Motives (SM)	AC1	0.726	0.915	0.928	0.518	Valid and Reliable
	AC2	0.769				
	AC3	0.789				
	AC4	0.665				
	AC5	0.780				
	AC6	0.792				
	AC7	0.761				
	AC8	0.680				
	Pw1	0.700				
Entrepreneurial Orientation (EO)	A1	0.659	0.944	0.950	0.514	Valid and Reliable
	A2	0.656				
	A3	0.674				
	CA1	0.718				
	CA2	0.753				
	CA3	0.712				
	I1	0.686				
	I2	0.709				
	I3	0.707				
	P1	0.722				
	P2	0.689				
	P3	0.632				
	P4	0.745				
	P5	0.729				
	RT1	0.800				
	RT2	0.762				
RT3	0.713					
RT4	0.813					
Knowledge Management Behaviour (KMB)	C1	0.766	0.961	0.965	0.605	Valid and Reliable
	C2	0.758				
	C3	0.810				
	C4	0.735				
	C5	0.767				
	C6	0.751				
	S1	0.804				
	S2	0.800				
	S3	0.833				
	S4	0.775				
	S5	0.630				
	S6	0.746				
	U1	0.823				
	U2	0.811				
U3	0.718					
U4	0.825					
U5	0.847					
U6	0.779					

Source: Primary Data, 2023

Table 2 presents Composite Reliability and Cronbach's Alpha measures to assess the reliability of constructs, both with an exploratory research threshold of over 0.60, which all variables exceed, indicating satisfactory reliability. The table also displays Average Variance Extracted (AVE) results, with a required minimum of over 0.50 for adequate construct coverage, which all variables meet. These findings confirm that the variables satisfy Composite Reliability, Cronbach's Alpha, and AVE criteria for further analysis, supporting the construct validity of the study (Ghozali, 2021; Sarstedt et al., 2014).

Structural Model Analysis

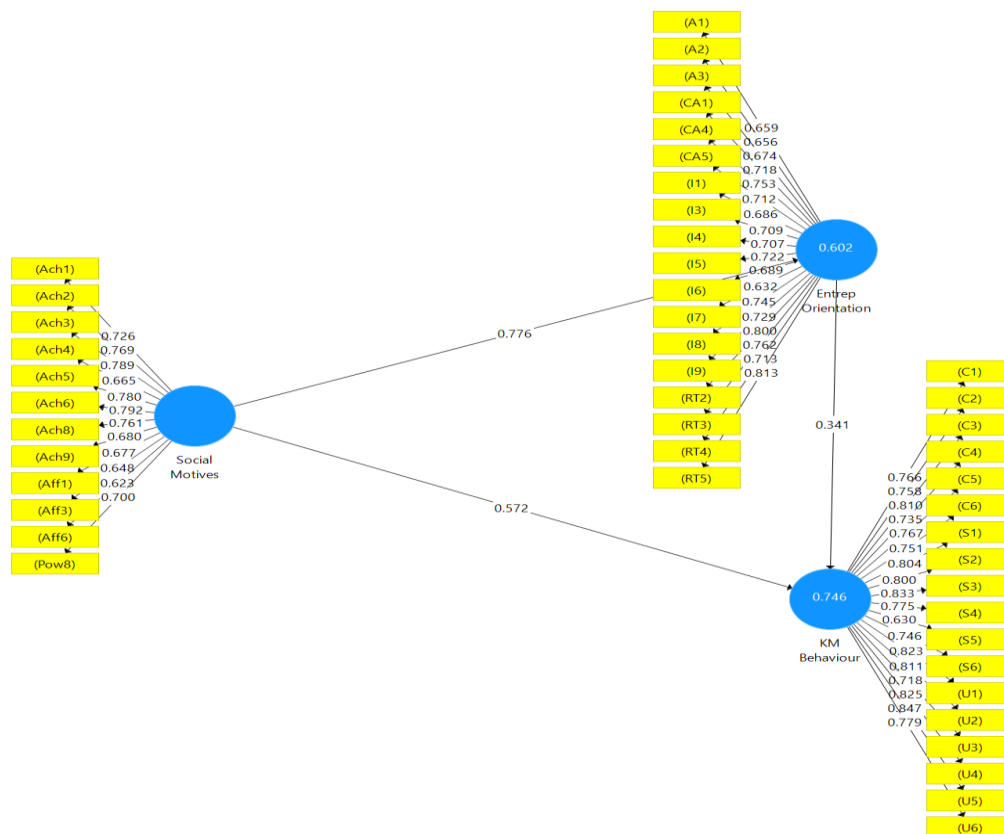
The R-square value, often represented as R², is a statistical measure that indicates the proportion of variance in a dependent variable that is predictable from the independent variables. According to Artanto et al. (2021) The R-square value can be categorised as high if it reaches 0.75, moderate if it reaches 0.5, and low if it reaches 0.25.

Table 3. R-Square

Construct	R-Square
Entrepreneurial Orientation	0.602
Knowledge Management Behaviour	0.746

Source: Primary Data, 2023

Table 3 and Figure 2 show that the R-squared values in the analysis indicate the significant explanatory ability of the constructs in the model. Entrepreneurial Orientation accounts for almost 60.2% of the variation in the dependent variable, indicating a reasonably robust correlation. This suggests that elements associated with entrepreneurial orientation, such as willingness to take risks and ability to innovate, have a considerable impact on results. This implies that by strengthening these qualities, organisational performance could be improved. The study found that Knowledge Management Behavior accounts for 74.6% of the variation, suggesting a significant and robust correlation. This indicates that effectively managing knowledge, including activities such as sharing, creation, and usage, is highly predictive of results. This highlights the need for strong knowledge management systems and processes to improve performance.



Source: Primary Data, 2023

Figure 2. Path Coefficients

Both variables have robust predictive capabilities, with Knowledge Management Behavior exerting a somewhat greater influence. This implies that prioritising actions to improve knowledge management would be beneficial for optimising organisational outcomes. These findings highlight the need to create a supportive atmosphere for entrepreneurial activity and implement effective knowledge management strategies to enhance performance.

Hypothesis Testing

The analysis of the outer loadings, as presented in Table 4, validates all construct indicators within the model. This validation is supported by the T-statistics values, which exceed the critical value of 1.96 and demonstrate statistical significance at 0.05 (Ghozali, 2021; Sarstedt et al., 2014). Table 4 presents the results

of hypothesis testing, detailing path coefficients, T statistics, P values, and the outcomes for each hypothesised relationship between Social Motives (SM), Entrepreneurial Orientation (EO), and Knowledge Management Behavior (KMB). Hypothesis 1 (H1: $SM \rightarrow EO$) is accepted since the path coefficient of 0.776, T statistic of 33.277, and P value of 0.000 confirm a strong and significant positive relationship, suggesting that individuals with higher social motives will likely exhibit greater entrepreneurial orientation. The analysis reveals a strong positive relationship between social motives and entrepreneurial orientation, indicating that stronger social motives significantly enhance an entrepreneurial mindset. This finding is pivotal for policymakers and business leaders aiming to encourage entrepreneurship through social initiatives. The research outcomes are consistent with previous studies by (Hassan et al., 2021; Herlina et al., 2023; Li et al., 2022), which confirm a strong correlation between achievement motivation and entrepreneurial orientation.

Hypothesis 2 (H2: $SM \rightarrow KMB$) is accepted since the path coefficient of 0.572, T statistic of 10.840, and a P value of 0.000 indicate a significant positive relationship, showing that social motives directly enhance knowledge management practices. Additionally, social motives positively impact knowledge management behaviour, suggesting that enhancing social motives within an organisation can directly improve knowledge management and utilisation, key factors for innovation and continuous improvement. The research findings align closely with previous studies by (Lee & Kim, 2017; Rhee & Choi, 2016), which examine how goal orientations and the desire to assist others, respectively, reflect McClelland's theories and impact knowledge-sharing behaviors among employees. These studies highlight the significant role of social motives, such as affiliation, in shaping organisational knowledge practices.

Table 4. Path Coefficients

Hypothesis	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Results
$SM \rightarrow EO$	0.776	33.277	0.000	H1 Accepted
$SM \rightarrow KMB$	0.572	10.840	0.000	H2 Accepted
$EO \rightarrow KMB$	0.341	6.406	0.000	H3 Accepted
$SM \rightarrow EO \rightarrow KMB$	0.264	6.099	0.000	H4 Accepted

Notes: SM: Social Motives; EO: Entrepreneurial Orientation; KMB: Knowledge Management Behaviour
Source: Primary Data, 2023

Hypothesis 3 (H3: $EO \rightarrow KMB$) is also accepted since the Path coefficient of 0.341, T statistic of 6.406, and a P value of 0.000 are accepted for showing a significant positive relationship, supporting that an entrepreneurial mindset contributes to effective knowledge management. The relationship between entrepreneurial orientation and knowledge management behaviour is also positive, demonstrating that fostering an entrepreneurial culture enhances knowledge management, thereby contributing to competitive advantage and innovation. The findings strongly support the conclusions of previous scholarly works (Funmilayo et al., 2022; Rofiaty, 2019; Tukamuhabwa & Namagembe, 2023; Wach & Głodowska, 2018; Yu et al., 2022), which emphasised that entrepreneurial orientation significantly impacts knowledge management behaviour in workplaces. These studies highlight that entrepreneurial traits such as innovativeness, risk-taking, and proactiveness enhance knowledge management capabilities.

Lastly, Hypothesis 4 (H4: $SM \rightarrow EO \rightarrow KMB$) can be supported by the empirical data since the path coefficient of 0.264, T statistic of 6.099, and a P value of 0.000, revealing a significant indirect relationship where EO mediates the impact of SM on KMB, emphasising the role of entrepreneurial orientation in enhancing knowledge management. The analysis confirms that all relationships are statistically significant with P values < 0.05, highlighting social motives' critical role in influencing entrepreneurial orientation and knowledge management behaviour. Moreover, a significant indirect relationship exists where social motives influence knowledge management behaviour through entrepreneurial orientation. This mediating effect underscores the importance of integrating both social and entrepreneurial values to enhance knowledge management practices in organisations, highlighting a holistic approach to organisational development. These findings suggest that fostering social motives among employees can enhance organisational innovation and knowledge management practices, providing a comprehensive view of how these elements interact to drive success. The research findings are in strong alignment with previous scholarly works (Flores Pérez & Guevara, 2023; Kollmann & Stöckmann, 2014; Laily et al., 2021; Ma'arif & Maftukhah, 2020; Nguyen et al., 2021; Shah et al., 2021), which underscored that entrepreneurial orientation significantly impacts business performance. These studies highlighted that factors such as organisational structure, exploratory and exploitative innovations, and entrepreneurial passion mediate influencing innovative work behaviour and organisational learning.

Discussion

Theoretical Implications

The statistical analysis of hypothesis testing and path coefficients provides significant theoretical contributions to the fields of social motives, entrepreneurial orientation, and knowledge management

behaviour. This analysis confirms that social motives significantly influence entrepreneurial orientation, supporting theories that link social behaviour with entrepreneurship initiatives. This suggests that entrepreneurial theories should consider social motives as a fundamental element that drives entrepreneurial behaviours, emphasising the role of societal contributions in fostering entrepreneurial intent and actions. Additionally, the direct positive relationship between social motives and knowledge management behaviour introduces a new perspective to knowledge management, traditionally focused on organisational culture and processes. This indicates that social motives are critical in enhancing knowledge management practices, implying that a socially motivated workforce can significantly improve knowledge sharing and utilisation.

Furthermore, the analysis shows that entrepreneurial orientation positively impacts knowledge management, highlighting that traits such as innovativeness and proactiveness benefit effective knowledge management. This suggests that incorporating entrepreneurial orientation into knowledge management theories could promote better organisational learning and innovation. The study also reveals that entrepreneurial orientation mediates the relationship between social motives and knowledge management, suggesting a complex interplay of factors where entrepreneurial orientation enhances knowledge management influenced by social motives. This mediation adds depth to the theoretical framework, indicating that the impact of social motives on knowledge management can be partially realised through entrepreneurial orientation. Finally, the integrated model combining social motives, entrepreneurial orientation, and knowledge management behaviour advocates for a holistic approach to understanding organisational behaviour, suggesting that theoretical models should embrace an integrative perspective that acknowledges the interplay between these factors to drive organisational success.

Practical Implications

The practical implications of fostering social motives and entrepreneurial orientation within organisations are profound, directly enhancing knowledge management behaviours and boosting overall organisational competitiveness. Encouraging social motives among employees cultivates a more entrepreneurial and innovative culture, which, in turn, significantly improves knowledge management practices. Additionally, initiatives like corporate social responsibility (CSR) programs and community engagement reinforce the importance of social contributions, further enhancing entrepreneurial orientation. Understanding the impact of social motives is crucial for designing effective leadership and motivational strategies that align with organisational goals. Consequently, prioritising entrepreneurial orientation leverages the benefits of enhanced knowledge management behaviour. Furthermore, policies and educational programs that promote social motives and entrepreneurial skills can significantly influence the innovation ecosystem. These efforts should focus on fostering social entrepreneurship, which can lead to broader societal benefits and improved knowledge-sharing and management practices.

Moreover, adopting a holistic approach that integrates social motives, entrepreneurial orientation, and knowledge management behaviours can transform an organisation into a more innovative and competitive entity. Strategic plans should embed these elements into the organisational mission and values, aligning goals with initiatives that promote these aspects to drive superior knowledge management practices. Creating a work environment that emphasises the social impact of organisational activities increases employee engagement and retention, enhances job satisfaction, and reduces turnover rates by communicating how employees' contributions align with broader societal goals. By adopting these strategies, organisations can create a more adaptable and innovative environment, enhancing knowledge management practices and overall success.

Conclusion

This study contributes to understanding the interplay between social motives, entrepreneurial orientation (EO), and knowledge management behaviour (KMB) within organisational contexts. By examining the influence of McClelland's social motives on EO and KMB, and the mediating role of EO, the research provides valuable insights into how organisations can enhance their innovation and competitive advantage through strategic management of human and knowledge resources. The findings reveal that social motives significantly impact EO, influencing KMB. This highlights the importance of fostering a workplace culture that supports social motives such as the need for achievement, power, and affiliation, as these elements drive entrepreneurial behaviours and effective knowledge management practices. The positive relationship between EO and KMB underscores the role of entrepreneurial traits like innovativeness, proactiveness, and risk-taking in facilitating knowledge sharing, creation, and utilisation.

Moreover, the mediating effect of EO on the relationship between social motives and KMB suggests that entrepreneurial orientation serves as a crucial conduit through which social motives translate into effective knowledge management. This mediating role indicates that initiatives aimed at enhancing EO can amplify the beneficial effects of social motives on KMB, thereby promoting a more innovative and responsive organisational environment. From a practical perspective, organisations should implement policies and training programs that cultivate both social motives and entrepreneurial orientation. Encouraging social initiatives and community engagement can reinforce the importance of social motives while fostering an entrepreneurial mindset can enhance knowledge management behaviours. These strategies can improve

organisational performance, employee satisfaction, and innovation. This study demonstrates that integrating social motives and entrepreneurial orientation into organisational strategies is vital for enhancing knowledge management practices. By leveraging these insights, organisations can create a more dynamic and innovative environment, ultimately driving sustained competitive advantage and growth.

Future research should explore the longitudinal effects of social motives, entrepreneurial orientation (EO), and knowledge management behaviour (KMB) across different organisational contexts to better understand how these dynamics evolve over time. It is also essential to explore the moderating effects of factors such as organisational culture and leadership style, which can provide insights into optimising these relationships for organisational success. Given the study's limited sample size and diversity, expanding the participant pool to include a broader range of industries, regions, and demographic groups is crucial to enhance the generalizability of the results.

Moreover, addressing the limitations of using cross-sectional data, longitudinal studies are recommended to capture the dynamic nature of social motives, EO, and KMB interactions. This approach would help clarify causal relationships and long-term effects. The current focus on specific variables should be broadened to include additional influencing factors like technological advancements and external environmental conditions to understand their impact on the core relationships studied. The context-specific nature of the current findings also suggests a need for cross-cultural comparisons to assess the applicability of the observed relationships in different cultural settings. Future studies should also balance exploring positive outcomes with potential negative implications, such as conflicts between strong social motives and profit-oriented goals or the risks associated with a high entrepreneurial orientation.

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