

# The Effect of a Team's Knowledge Management Practices on Team Performance

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## Abstract

This theoretical paper focuses on investigating the effect of knowledge management practices on team performance in the context of work teams, especially with regard to two team dynamics, i.e., leadership and cohesiveness in knowledge intensive industries. Moreover, the study explores the presence of perceived group cohesion and the leadership of supervisors, and how these contexts affect the relationship between knowledge management practices and team performance. Thus, theoretical perspectives such as the knowledge based view, perceived group cohesion and transformational leadership theory were used to develop a coherent model that explains the effect of a team's knowledge management practices on team performance in work teams. It is argued that team cohesiveness and transformational leadership work as conducive environments for the relationship between knowledge management practices and team performance. The paper concludes by presenting implications for theory and practice while providing some insights into future research on this issue.

**Keywords:** Knowledge retention (KR), Knowledge management practices (KMP), Team performance (TP), Transformational leadership (TL), Knowledge based view (KBV) theory, Sustainable competitive advantage (SCA).