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Review Article

From Knowledge to Technological Resonance: Systematic Literature Review

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Abstract: Rapid technological change in the digital era has reshaped the nature of organizational innovation, requiring firms not only to innovate but also to align their innovation activities with technological developments and market dynamics, a capability referred to as Techno-Resonance Innovation Capability (TRIC). Although Knowledge Management (KM) has been widely recognized as a driver of innovation, studies that explicitly link KM to the development of techno-resonant innovation remain limited. This study aims to address this gap by systematically reviewing the literature to examine how KM contributes to innovation capability and how this relationship evolves toward TRIC through absorptive capacity. Using the systematic literature review methodology proposed by Tranfield et al., this study follows three stages planning, conducting, and reporting the review to identify, evaluate, and synthesize relevant studies on KM, absorptive capacity, innovation capability, and techno-resonance. The findings indicate that innovation capability emerges from interconnected KM processes, including knowledge acquisition, sharing, storage, and application, which form the organizational infrastructure for innovation. Absorptive capacity is identified as a key bridging mechanism that enables organizations to transform managed knowledge into innovative outcomes by enhancing their ability to acquire, assimilate, transform, and exploit technological knowledge. This study concludes that integrating KM and TRIC through absorptive capacity extends conventional innovation capability models and provides a stronger theoretical explanation of innovation in technology-driven and digitally dynamic environments.

Keywords: Absorptive Capacity**;** Digital Transformation**;** Knowledge Management; Systematic Literature Review; TRIC**.**

1. Introduction

Rapid technological developments in the digital age have changed the way organizations innovate and create value. This dynamic requires companies to not only adopt new technologies, but also be able to effectively resonate with technological changes and market needs, which is known as Techno-Resonance Innovation Capability (TRIC). This concept describes an organization's ability to align (resonate) its innovation strategy with technological developments and consumer expectations, thereby generating sustainable competitive advantage (Listiana et al., 2020). In the context of Industry 4.0 to 5.0, it is no longer sufficient for organizations to simply have innovation capabilities; they must also be able to integrate, interpret, and respond to technological changes adaptively.

On the other hand, Knowledge Management (KM) is an important foundation in building these capabilities. KM encompasses the processes of creating, storing, sharing, and utilizing knowledge within an organization to support decision-making and value creation (De Bem Machado et al., 2022; Farooq, 2024). Organizations that are able to manage their knowledge effectively can strengthen their absorptive capacity, which is the ability to recognize the value of external information, assimilate it, and apply it for innovative purposes (Al-Mahaseneh & Harb, 2023). Thus, KM and absorptive capacity play an important role in facilitating the organizational learning process that supports the formation of adaptive and sustainable technological resonance.

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However, although research on innovation capability and knowledge management has been extensively conducted, studies that explicitly link KM with techno-resonance innovation capability are still relatively limited and fragmented. Most of the literature only highlights the relationship between knowledge management and innovation performance in general (Migdadi, 2022; Chaithanapat et al., 2022; Migdadi, 2021), without exploring further how knowledge can create technological resonance that is, a condition where the innovations developed are truly in sync with technological changes, the external environment, and customer needs. In fact, a deep understanding of this relationship is important to reveal how organizations can transform knowledge into an innovative force that can resonate with a dynamic digital ecosystem.

Advances in information technology, big data, and artificial intelligence have expanded the landscape of knowledge management within organizations (Alqahtani et al., 2022). Digital transformation has led to the emergence of digital knowledge systems and data-driven innovation, enabling organizations to process large amounts of information to discover patterns of resonance between technology and the market. In this context, techno-resonance innovation capability has become increasingly relevant as an indicator of an organization's ability to adapt to rapid change and the complexity of modern technology.

The uniqueness of this research lies in the absence of studies that explicitly link Knowledge Management (KM) to Techno-Resonance Innovation Capability (TRIC). Although previous studies have highlighted the role of KM in improving innovation performance in general, there has been no study linking it to an organization's ability to produce technologically aligned innovations that are capable of resonating with the dynamics of the digital environment as represented in the TRIC concept. This research presents a new perspective by explaining how knowledge management from acquisition, storage, dissemination, to utilization can strengthen innovation capabilities that are not only adaptive but also responsive to the latest technological developments. Thus, this research fills a gap in the literature and provides an important theoretical contribution to the development of modern innovation capability models in the era of digital transformation. Furthermore, the findings of this study are expected to broaden the discourse on the integration of knowledge management and technology-based innovation strategies, which was previously limited to the context of conventional innovation and did not touch on the resonance capability dimension that is characteristic of TRIC.

2. Related Work

A substantial body of research has examined the role of Knowledge Management (KM) in shaping innovation capability. Empirical studies in organizational settings have consistently shown that KM practices such as knowledge acquisition, sharing, storage, and application positively influence innovation outcomes across sectors. For example, recent research in the banking sector demonstrated that knowledge management positively predicts innovation capability, particularly through processes such as knowledge acquisition and knowledge sharing that improve both marketing and operational innovation (Edeh et al., 2022).

Another core stream of literature focuses on absorptive capacity as a mediator between KM and innovation capability. Absorptive capacity defined as the ability to recognize, assimilate, and apply external knowledge has been widely studied as a dynamic capability that enhances innovation performance (Harris et al., 2021). Empirical work highlights that not only does absorptive capacity contribute directly to innovation outcomes (e.g., in high-tech firms where each dimension of ACAP positively affects innovation performance) but also mediates the effect of knowledge processes on innovation capability (e.g., knowledge transfer leading to innovation capability via absorptive capability). A study within service SMEs further demonstrates that knowledge breadth and depth significantly influence absorptive capacity, which in turn shapes innovation performance, underscoring the importance of external and internal knowledge dynamics for innovation (Siregar et al., 2024).

Despite robust evidence on KM and ACAP's role in innovation, research remains relatively fragmented when it comes to combining these constructs with more advanced forms of innovation capability. A systematic review of high-tech and knowledge-intensive markets suggests that while KM is acknowledged as critical for innovation, additional research is required to clarify how KM interacts with external knowledge sources and networks to enhance innovation performance (Martín-de Castro, 2015). Similarly, some studies indicate that traditional innovation capability enhances competitive performance but do not explicitly

incorporate the alignment of innovation with technological change a nuance central to the concept of techno-resonance innovation capability (TRIC).

The concept of TRIC itself is relatively new and underexplored in the literature. A seminal study by Hiong et al. (2020) investigates TRIC as a capability that mediates the effect of market orientation on marketing performance in SMEs, providing initial empirical evidence that techno-resonant innovation can influence product innovativeness and firm performance in dynamic markets. However, this and similar studies primarily focus on TRIC's outcomes (e.g., enhanced marketing performance or product innovation) rather than its antecedent mechanisms.

Consequently, a key gap in the literature is the lack of integrated models that link KM through absorptive capacity and structured knowledge processes to the development of TRIC. While prior studies emphasize the positive effects of KM on innovation capability and the importance of absorptive capacity for translating knowledge into innovation, few have explicitly articulated how these knowledge mechanisms contribute to an organization's ability to resonate with technological change, aligning innovation with external digital ecosystems. This contrasts with the burgeoning need to understand innovation in terms of techno-resonance, especially in contexts dominated by rapid technological advancement and digital transformation.

3. Materials and Method

The present study applies the systematic review methodology introduced by Tranfield et al. (2003), which comprises three stages: planning the review, conducting the review, and reporting the review. This structured approach was chosen to ensure that the entire process of identifying, evaluating, and synthesizing existing research on Knowledge Management (KM) and Techno-Resonance Innovation Capability (TRIC) is transparent, comprehensive, and replicable. In the planning stage, the objectives and scope of the study were clearly defined, focusing on exploring how KM contributes to the development of TRIC within organizational contexts. Based on this aim, several research questions were formulated to guide the review process, including how the relationship between KM and innovation capability has been conceptualized, what dimensions of TRIC appear in the literature, and how absorptive capacity influences the development of techno-resonant innovation capability. To capture relevant studies, a set of keywords was identified, such as "knowledge management," "absorptive capacity," "innovation capability," "techno-resonance," combined using Boolean operators (AND/OR) to refine the search strategy.

4. Results and Discussion

Results

Based on the predetermined search strategy and inclusion criteria, the selected studies were systematically analyzed and synthesized to answer the objectives and research questions in this study. This analysis focused on identifying key themes, theoretical perspectives, research methods, and empirical findings related to Knowledge Management (KM), absorption capacity, innovation capability, and Techno-Resonance Innovation Capability (TRIC). Here are the selected articles for analysis:

Table 1. Selected Articles.

No	Author(s)/Year	Purpose of Study	Method	Key Findings
1	(Hiong et al., 2020)	Developing the concept of Techno-Resonance Innovation Capability (TRIC)	Conceptual & empirical	TRIC enhances technology resonance and marketing performance.
2	(Panjaitan et al., 2021)	Explaining the relationship between TRIC and competitive advantage	Conceptual	TRIC increases the organization's capacity to respond to technology.
3	(Grandinetti, 2016)	Analyzing KM and absorptive capacity in SMEs	Empirical	KM strengthens ACAP, especially in knowledge exploitation.
4	(Hurtado-Palomino et al., 2022)	Interaction between innovation capability & ACAP	Empirical	ACAP significantly improves innovation capability.

5	(Costa & Monteiro, 2016)	Review of KM that supports innovation	Systematic review	KM processes influence organizational innovation.
6	(Silvianita & Pradana, 2022)	KM & ACAP as antecedents of innovation capability	Empirical	KM has a direct effect on innovation capability.
7	(Iqbal et al., 2020)	Mediation of KM in the ACAP–Innovation relationship	Empirical (PLS-SEM)	KM mediates the relationship between ACAP and innovation.
8	(Erena et al., 2023)	The influence of KM on innovation outcomes	Empirical	KM has a significant effect on technological innovation.
9	(Paulus, 2023)	Knowledge sharing, ACAP, & innovation	Empirical	Knowledge sharing enhances ACAP.
10	(Lu et al., 2024)	ACAP, innovation capability & open innovation	Empirical	ACAP influences innovation capability.
11	(Wu et al., 2021)	ACAP in SMEs	Empirical	ACAP enhances incremental and radical innovation.
12	(Santoso et al., 2024)	Replication version of the TRIC concept	Conceptual	Expanding the TRIC model.
13	(Lam et al., 2021)	KM & innovation capability	Review	KM strengthens strategic innovation capability.

The results of the systematic review indicate a strong and consistent relationship between Knowledge Management (KM), Absorptive Capacity (ACAP), and various forms of innovation capability, including the emerging concept of Techno-Resonance Innovation Capability (TRIC). Across the 12 reviewed studies, KM emerges as a foundational organizational mechanism that shapes how knowledge is created, shared, and applied to support innovation-driven performance. These studies provide a strong theoretical grounding showing that the ability to acquire, assimilate, transform, and exploit knowledge is essential in developing advanced innovation capabilities.

Discussion

The Role of Knowledge Management in Building Innovation Capability

Across the reviewed empirical and review studies, innovation capability is shown to emerge from a set of interconnected KM processes, including knowledge acquisition, sharing, storage, and application. A systematic review conducted by Costa & Monteiro (2016) demonstrates that these KM processes significantly enhance both incremental and radical innovation by enabling organizations to recombine existing knowledge with new external insights. Similarly, empirical evidence from Grandinetti (2016) reveals that firms with structured KM practices exhibit stronger innovation capabilities due to their enhanced ability to exploit accumulated knowledge. These findings indicate that KM functions as the cognitive infrastructure that supports innovation capability development.

Moreover, the literature highlights that KM is particularly critical in technology-driven and dynamic environments, where innovation capability depends on the organization's responsiveness to external technological change. Studies focusing on digital and entrepreneurial contexts show that knowledge sharing and learning mechanisms enable organizations to process technological knowledge more efficiently, thereby accelerating innovation cycles (Paulus, 2023). Recent empirical work by Erena et al. (2023) further confirms that KM has a direct and significant effect on technology-based innovation outcomes, emphasizing its importance in fostering innovation aligned with technological advancements.

Therefore, based on the synthesized findings, this study argues that KM should be positioned as the foundational driver that enables organizations to move beyond conventional innovation capability toward techno-resonant innovation capability. By systematically managing knowledge, organizations enhance their capacity to absorb, interpret, and respond to technological changes, laying the groundwork for the development of TRIC. This integrative perspective extends prior KM–innovation research and addresses the conceptual gap identified in the current literature.

Absorptive Capacity as a Bridging Mechanism between Knowledge Management and Innovation

The systematic literature review identifies Absorptive Capacity (ACAP) as a critical bridging mechanism that links Knowledge Management (KM) to organizational innovation capability. Empirical studies indicate that knowledge acquisition and sharing core components of KM directly support the acquisition and assimilation dimensions of ACAP (Grandinetti, 2016). Through structured KM systems such as knowledge repositories, learning platforms, and cross-functional collaboration mechanisms, organizations are better equipped to recognize valuable external technological knowledge and integrate it into existing cognitive frameworks.

Furthermore, KM processes play a vital role in facilitating the transformation and exploitation dimensions of ACAP, which are directly linked to innovation capability. The transformation of knowledge involves recombining newly acquired knowledge with existing organizational knowledge, while exploitation refers to the application of this knowledge in commercial or operational contexts (Wu et al., 2021; Iqbal et al., 2020). Studies reviewed in this analysis show that organizations with strong KM infrastructures are more effective in translating knowledge into innovative products, services, and processes (Hurtado-Palomino et al., 2022). This suggests that KM does not merely support learning but actively enables the conversion of learning into innovation through enhanced absorptive capacity.

Based on the synthesized findings, this study positions ACAP as a central bridging mechanism that connects KM with both innovation capability and the more advanced construct of TRIC. By enhancing an organization's ability to absorb and exploit technological knowledge, ACAP enables KM to extend its influence beyond conventional innovation outcomes toward techno-resonant innovation capability. This integrative perspective not only clarifies the KM–innovation linkage but also provides a theoretical foundation for understanding how organizations can achieve sustained innovation in the digital transformation era.

From Innovation Capability to Techno-Resonance Innovation Capability

The findings of this systematic literature review indicate a conceptual evolution from traditional innovation capability toward a more advanced form known as Techno-Resonance Innovation Capability (TRIC). Innovation capability has long been defined as an organization's ability to continuously transform knowledge and resources into new products, services, or processes that create value. Empirical studies demonstrate that while KM and absorptive capacity can enhance innovation capability, these capabilities alone may not be sufficient to ensure sustained competitiveness in highly dynamic technological environments(Grandinetti, 2016; Hurtado-Palomino et al., 2022). This observation has prompted scholars to propose more nuanced innovation constructs that explicitly incorporate technological responsiveness and resonance.

In this context, the concept of Techno-Resonance Innovation Capability emerges as an extension of innovation capability that integrates technological alignment as a core dimension. Studies by Hiong et al. (2020) conceptualize TRIC as the organization's ability to resonate with technological changes by aligning innovation processes with evolving digital infrastructures and market expectations. Similarly, Panjaitan et al. (2021) argues that TRIC enables organizations to respond proactively to technological disruption by fostering innovation strategies that are both adaptive and technologically synchronized. These studies suggest that TRIC represents a shift from innovation as an internal capability to innovation as an externally attuned and technologically embedded capability.

Based on the synthesized evidence, this study argues that TRIC should be conceptualized as an advanced stage of innovation capability that emerges when traditional innovation processes are systematically aligned with technological change. This alignment is achieved through effective KM and enhanced absorptive capacity, which together enable organizations to transform knowledge into innovations that resonate with technological and digital dynamics. By framing TRIC as an evolutionary extension of innovation capability, this study contributes to a deeper understanding of innovation in the digital era and provides a foundation for future empirical investigation.

Integrating Knowledge Management and Techno-Resonance Innovation Capability

The synthesis of findings from this systematic literature review highlights the necessity of integrating Knowledge Management (KM) with Techno-Resonance Innovation Capability

(TRIC) to fully understand how organizations achieve sustained innovation in technology-driven environments. The integration of KM and TRIC is mediated by absorptive capacity, which translates managed knowledge into techno-resonant innovation outcomes. As highlighted in previous sections, absorptive capacity enables organizations to acquire and assimilate external technological knowledge and transform it into innovations that are aligned with digital and technological trends (Silvianita & Pradana, 2022; Lu et al., 2024). This mediating role suggests that KM alone is insufficient to generate TRIC unless it is supported by strong absorptive mechanisms that allow knowledge to be effectively internalized and exploited.

The reviewed TRIC-focused studies emphasize technological alignment and responsiveness as central elements of techno-resonance (Santoso et al., 2024; Lam et al., 2021). However, these studies do not explicitly account for how organizations develop the underlying knowledge structures necessary to achieve such alignment. By integrating KM into the TRIC framework, this study provides a more comprehensive explanation of how techno-resonance emerges. KM supports continuous learning and knowledge recombination, which in turn enhances the organization's ability to resonate with technological change through innovation strategies that are informed, adaptive, and forward-looking.

Despite the clear conceptual linkages, the literature has not yet provided a unified framework that explicitly integrates KM and TRIC. Existing studies tend to examine KM, absorptive capacity, and innovation capability in isolation or through partial relationships, leaving the KM–TRIC connection theoretically underdeveloped. This fragmentation limits the ability of scholars and practitioners to fully understand how knowledge-based capabilities drive techno-resonant innovation. The present study responds to this limitation by synthesizing these literatures and proposing an integrative perspective in which KM serves as the antecedent capability that, through absorptive capacity, enables the development of TRIC.

6. Conclusion

This systematic literature review demonstrates that Knowledge Management (KM) plays a fundamental role in building innovation capability through interconnected processes of knowledge acquisition, sharing, storage, and application. The synthesized findings confirm that KM functions as the organizational infrastructure that enables firms to absorb and recombine internal and external knowledge, thereby enhancing innovation outcomes, particularly in technology-driven and dynamic environments. Importantly, this review positions absorptive capacity as a critical bridging mechanism that translates managed knowledge into innovation capability and extends its influence toward Techno-Resonance Innovation Capability (TRIC). By strengthening an organization's ability to acquire, assimilate, transform, and exploit technological knowledge, KM and absorptive capacity jointly enable innovation that is not only adaptive but also aligned with technological change.

The main contribution of this study lies in explicitly integrating Knowledge Management with Techno-Resonance Innovation Capability, addressing a gap in the existing literature where these constructs have largely been examined in isolation. This integrative perspective advances innovation theory by conceptualizing TRIC as an evolutionary extension of traditional innovation capability enabled by knowledge-based and absorptive mechanisms. Nevertheless, the study is limited by its reliance on secondary data and the still-emerging nature of TRIC-related research. Future studies are encouraged to empirically validate the proposed KM–ACAP–TRIC framework across different industries and to explore additional contextual factors, such as digital maturity and organizational culture, that may influence the development of techno-resonant innovation capability.

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