

KNOWLEDGE SHARING CULTURE AND ORGANIZATIONAL PERFORMANCE OF FOODS AND BEVERAGES FIRMS IN SOUTH-SOUTH, NIGERIA

IBIKUNO PENNINGTON BEREMBO¹ and PROF. (MRS.) ANTHONIA ENEFAA BESTMAN¹

E-mail: toniabendman@gmail.com; beremboibikuno2016@gmail.com

¹Department of Office and Information Management, Faculty of Management Sciences, Rivers State University, Nkpolu-Oroworukwo, Port Harcourt, Nigeria

ABSTRACT

This study examined the relationship between knowledge sharing culture and organizational performance of Foods and Beverages Firms in South-South, Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of this study was the 30 foods and beverages firms in South-South, Nigeria. Census sampling was adopted because the population of the study was not large. The Research instrument was presented to the three expert academic supervisors to critique in test and measurement as regards to its coherence with actual occurrences to the constructs to enhance content validity before the feedback was subjected to the Cronbach Alpha coefficient using the statistical package for social sciences (SPSS) with all the items scoring above 0.70 to achieve reliability of the instrument. The hypotheses were tested using the Spearman Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level. The study findings found that there is a significant relationship between knowledge management culture and organizational performance within foods and beverages firms operating in the South-South region of Nigeria. Hence, the study recommends Foods and Beverage Firms should integrate knowledge sharing culture for effective Knowledge sharing among individuals and organizations and to interact with external body of customers, for effective collaboration with others, problems solving, develop new ideas, or implement policies and procedures.

Keyword: Knowledge Sharing Culture, Organizational Performance, Growth, Survival, Market Share

INTRODUCTION

In today's rapidly evolving business landscape, organizations are recognizing the crucial role of knowledge sharing culture in driving organizational performance. Pointing towards the impact of a knowledge sharing culture on organizational performance, it becomes evident that fostering an environment that encourages the dissemination of knowledge and expertise can lead to enhanced productivity, innovation, and problem-solving capabilities. A knowledge sharing culture within an organization has a significant impact on its overall performance. According to Rašula, Bosilj Vukšić, and Kovačić (2012), a knowledge sharing culture encourages employees to actively share their expertise, experiences, and information with their colleagues. This exchange of knowledge leads to enhanced problem-solving abilities, increased innovation, and improved decision-making processes within the organization. When employees share their knowledge, they contribute to the collective intelligence of the organization, which ultimately leads to better performance. Furthermore, a knowledge sharing culture fosters a sense of collaboration and teamwork among employees, facilitating the transfer of knowledge and skills across different departments and levels of the organization. This sharing of knowledge not only improves individual performance but also enhances organizational performance as a whole. Therefore, organizations that promote and nurture a knowledge sharing culture are more likely to achieve higher levels of productivity, efficiency, and competitiveness in the long run (Rašula *et al.*, 2012).

Creating a knowledge sharing culture in the workplace is crucial for organizations to remain competitive and innovative in today's fast-paced business environment. According to Muqadas, Rehman, Aslam and Ur-Rahman (2017), there are several strategies that can be

employed to foster such a culture. This can be achieved through the establishment of communities of practice, where employees with similar interests and expertise can come together to share knowledge and learn from each other. It is crucial for leaders to lead by example and actively participate in knowledge sharing activities. When leaders demonstrate a commitment to sharing knowledge, it sends a strong message to employees about the importance of knowledge sharing in the organization. By implementing these strategies, organizations can cultivate a knowledge sharing culture that promotes continuous learning, collaboration, and innovation (Muqadas et al., 2017).

Knowledge sharing initiatives play a crucial role in enhancing organizational performance. Measuring the effectiveness of these initiatives is essential for organizations to understand the impact of knowledge sharing on their overall performance. According to Small and Sage (2005), organizations need to assess the effectiveness of knowledge sharing initiatives using various performance metrics. These metrics may include financial indicators such as return on investment (ROI) and cost savings, as well as non-financial indicators such as employee satisfaction, innovation, and productivity. By measuring these indicators, organizations can determine the extent to which knowledge sharing initiatives contribute to their performance. For instance, a study by Small and Sage (2005) found that organizations that actively promoted knowledge sharing experienced higher levels of employee satisfaction, which in turn led to improved productivity and innovation.

The purpose of this paper therefore was to examine the relationship between knowledge sharing culture and organizational performance of foods and beverages firms in South-South, Nigeria.

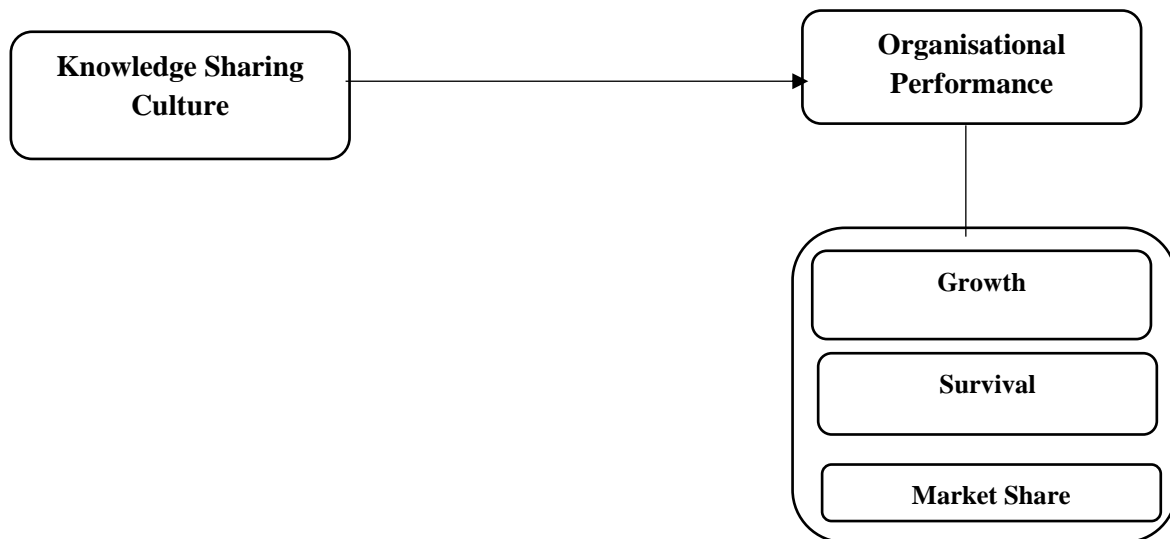


Figure 1: Conceptual Model for the Relationship between Knowledge Sharing Culture And Organizational Performance. Source: Desk Research (2023).

LITERATURE REVIEW

Theoretical Foundation

Dynamic Capability Theory

The Dynamic capabilities theory propounded by Teece and Pisano in 1994. It is the extension from resource-based view (RBV) of the firm (Barney, 1986, 1991). Based on the RBV, firm in the similar industry perform differently because they have different kind of resources and capabilities (Barney, 1986, 1991; Peretaf, 1993) whereby RBV is considered as static in nature and insufficient to explain the competitive advantage of the firm in changing market environment (Priem & Butler, 2001). However, the process of maintaining competitive advantage is limitless and it is the dynamic process (Hung, Yang, Lien, McLean, & Kuo, 2010). Hence, scholars have proposed that in order for the firm to remain competitive in the market, the firm need to develop specific capabilities and continuous learning (Hammer, 2001) which is from dynamic capabilities point of view especially in the new or changing market environment (Wilden, et al., 2013). The definition of dynamic capabilities as define Pisano, and Shuen (1997) see it as the ability of the firm to combine, develop and reconfigure external and internal expertise in order to respond to speedily changing environment. Previous research has provided significant definition on dynamic capabilities. Eisenhardt and Martin (2000) define dynamic capabilities as the process of use resources to create new resources that can create market change. Market changes when the market evolves, emerges, split or even die. Apart from that, dynamic capabilities is the results of the alteration of resources that been acquire, integrated and recombine that develop new creation of strategies (Grant, 1996b; Pisano, 1994). Hence, dynamic capabilities are the factors of the creation of new sources of competitive advantage (Teece et al., 1997). The relationship between dynamic capabilities and organizational performance has indicated a positive relationship based on empirical studies (Hung et al., 2010).

Knowledge Sharing Culture

In the 21st century, due to globalization, increasing competition, technological advancements, and the rapid aging of the population; organizations are facing the need to change their policies and strategies (Shah & Shah, 2010; Shannak et al., 2012). Hence, we need to think on new knowledge management (KM) practices for the sustainable development of organizations. Knowledge sharing (KS) in an organization is necessary and one of the best way to develop KM practices in the organizations (Beijerse, 1999). The importance of knowledge for the development of organizations globally took attention to the researchers in the late 1990s. At present, knowledge is considered as an essential issue of production in an organization as like land, labor, and capital. Knowledge is a fluid mix of experience, contextual information and expert insight that provides a framework for evaluating and incorporating new experiences and information (Davenport & Prusak, 1997). In organizations, knowledge is divided into two types: explicit and tacit knowledge (Nonaka, 1991). Tacit knowledge is the hands-on skills, best practices, special know-how, heuristic, intuitions, and so on. It is personal in origin, context and job specific and difficult to formalize and codify, difficult to capture, communicate and share, and poorly documented but highly operational in the minds of the possessor (Polanyi, 1973; Serban & Luan, 2003).

Explicit knowledge is easily codified, storable, transferable, and easily expressed and shared. Sources of it are manuals, policies and procedures, and databases and reports (Serban & Luan, 2003). All the activities related to the transmission and distribution of knowledge among individuals, groups or organizations are considered as KS (Lee, 2001; Ling et al., 2009). KS is defined as the activity through which knowledge, such as

information, skills, plans, innovation, ideas, goals, insights, or expertise is exchanged among people, peers, community, friends, families, or organizations (Bukowitz & Williams, 1999). It refers to the exchange of knowledge between at least two parties in a reciprocal process allowing reshape and sense making of the knowledge in the new context (Willem, 2003). Knowledge sharing enables the movement of knowledge among individuals in organizations to help others and to collaborate with others for solving problems, develop new ideas, or implement policies or procedures (Wang & Noe, 2010). Therefore, it is the process by which the knowledge possessed by individuals is converted into a form that can be understood and used by other individuals, and which is beneficial for all. In this process people can exchange explicit and tacit knowledge with each other and can create new knowledge (van den Brink, 2003). It is an activity of sharing experiences and individual information in an organization. It takes place as social interaction that involves the exchange of employee knowledge, experiences, and skills throughout an organization by some form of communication (Teeni, 2006; Lin, 2007). KS provides huge impacts to the creation of learning organizational culture, knowledge, and innovation (Casimir, 2012). Therefore, KS identifies existing and accessible knowledge in order to transfer and tally this knowledge to solve specific tasks better, faster and cheaper than through other solving methods (Christensen, 2007).

Organizational Performance

Organizational performance reflects the ability of an organization to fulfill its stakeholders' requirements and survive in the market (Griffin, 2003). It also known as the outcome of the actions or activities carried out by the members of organization to measure how well an organization has accomplished its objectives (Ho, 2008; Chung & Lo, 2007). Organizational performance is usually measured by the actual output or result of organization against its intended output, goals or objective, or how well a company achieves their objectives. The measure of firm's performance may include financial performance and economic performance (efficiency). According to Kiseleva (2019), Businesses in the world are traditionally divided or categorized into two parts mainly; profit-centered or commercial oriented and non-profit oriented or none commercial oriented. Irrespective of the profit-oriented motive or social well-being motive, financial performance plays a key role in an organization in the path to achieving its goals. In order to set and keep competitive advantage over other market players of similar industry, manufacturing organizations must produce quality products at lower cost with rapidly increasing variety. The Manufacturing firms need to set standard regarding the fulfilling customers expectation by producing quality product that will enhance high return on investment or profitability (Das-Guru et al., 2020).

Measures of Organizational Performance

Growth

Organizational growth is associated with organizational change; both of which affect employees' perception of organization support (Furxhi, Stillo & Teneqexhi, 2016). The importance of employees' personal initiative and commitment has become increasingly important for organizations due to advancing globalization and technological developments. The demands on employees are changing as the workplace becomes increasingly dynamic and unpredictable (Chiaburu & Carpenter, 2013). The internal factors of change which are associated with organizational growth, affect all employees as stakeholders. Employees react differently to change; depending on personal experiences, motivation, socio-demographic factors, knowledge, values and behavior types (Furxhi, Stillo & Teneqexhi, 2016). Organizational support theory suggests that in order to meet socio-emotional needs and assess the benefits of increased work effort, employees form a generalized perception

regarding the extent to which the organization values their contributions and cares about their well-being (Kurtessis et al., 2017). Studies indicate there is a relationship between perceived organizational support and affective organizational commitment and the level of personal initiative (Byrne & Hochwarter, 2008). Employee commitment can be negatively affected by a sense of vulnerability in the wake of change (Byrne & Hochwarter, 2008). When employees anticipate direct benefits from an organizational change, perceived organizational support is higher (Eisenberger et al., 1986). In turn, there is a relationship between perceived organizational support and employees' personal initiative and commitment (Byrne & Hochwarter, 2008).

Survival

Organizational survival and growth are implicit organizational goals requiring the investment of energy and resources (Jones & Bartlet, 2008). Organization that doesn't have survival as a primary objective or goal should have re-think (Gross, 1968). The goal of organizational survival underpins all other goals (Gross, 1968). Paying attention to this goal contributes to the satisfaction and execution of other organizational goals. Gross argued that the concept of survival is an unwritten law of every organization. This suggests that every organization should see survival as an absolute prerequisite for its serving any interest whatsoever (Gross, 1968). The concept of organizational life cycle is modelled from the pattern seen in living organisms (Bernstein, 1955).. Organizations attempt to maintain the existing state of affairs, but essentially the larger part of their efforts is tilted toward survival (Mindy, 1998). It therefore paramount to identify some certain threats to organizational survival classified into internal and external. Roddy (2004), sees mentoring as one of the variables of succession planning concept. Further, he argues that the effect of mentoring as a variable of succession planning on the organization depends largely on the mentoring skills of the mentors and the protégé should be given a conducive environment that compel him to remain in the organization (Amburgh, et al., 2010).

Market share

The Merriam-Webster dictionary defines Market share as “the percentage of the market for a product or service that a company supplies. Market share is an outcome of a company's product or service offering, distribution channels, marketing initiatives, and customer relationships. Some markets tend toward winner-take-most outcomes. Lee Cooper and Masao Nakanishi, professors of marketing, suggest that market share analysis should be competitive, descriptive, and profit-oriented. Competitive emphasizes that any assessment must be in the context of the position and decisions of competitors, including potential entrants. Descriptive captures the market structure and the potential impact of marketing initiatives on product performance. Profit-oriented considers how changes in market share lead to changes in profitability. While market share is straightforward in concept, there can be considerable challenges in attaining reliable figures. For example, defining the market requires judgment.

Market share stability is conducive to sustainable competitive advantage, whereas instability makes it more difficult to create value over time. Instability can be the result of multiple sources, including new entrants, competitive actions, technological change, and shifts in consumer demand. Market share instability provides insight into the nature of rivalry and is a measure of mobility within the industry.

Knowledge Sharing Culture and Organizational Performance

The importance of knowledge for the development of organizations globally took attention to the researchers in the late 1990s. The World Bank (1998) explained that knowledge, specifically the way a society produced, processed, and integrated knowledge into their lives, was a crucial factor for the organizational development. Knowledge sharing enables the movement of knowledge among individuals in organizations to help others and to collaborate with others for solving problems, develop new ideas, or implement policies or procedures (Wang & Noe, 2010). It depends on individual factors, such as, beliefs, experience, motivation, expectations, perceptions, attitudes, values, and mind-setting towards KS (Lin, 2007; Volady, 2013). On the other hand, organizational KS depends on feedback and valuable contributions and participation from colleagues, and the level of collaboration in and across the business units. Organizational performance reflects the ability of an organization to fulfill its stakeholders' requirements and survive in the market (Griffin, 2003). Information Technology helps organizations rapidly acquire, store, and exchange knowledge, it also supports management of the internal and external sources of knowledge, its forms an integrated channel of knowledge flow, which is used to creating new knowledge (Masa, 2016). The importance of employees' personal initiative and commitment has become increasingly important for organizations due to advancing globalization and technological developments. The demands on employees are changing as the workplace becomes increasingly dynamic and unpredictable (Chiaburu & Carpenter, 2013). Personal Initiative Advancing globalization and technological developments are changing the demands on employees in the workplace as they become increasingly dynamic and unpredictable (Chiaburu & Carpenter, 2013). Organizational survival and growth are implicit organizational goals requiring the investment of energy and resources (Jones & Bartlet, 2008). Information technology drives all other concept of the organization.

From the foregoing discourse, the study hypothesized thus:

- H₀₁:** There is no significant relationship between knowledge sharing culture and growth of Foods and Beverages Firms in South-South, Nigeria.
- H₀₂:** There is no significant relationship between knowledge sharing culture and Survival of Foods and Beverages Firms in South-South, Nigeria.
- H₀₃:** There is no significant relationship between knowledge sharing culture and Market share of Foods and Beverages Firms in South-South, Nigeria.

METHODOLOGY

The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of this study was the 30 foods and beverages firms in South-South, Nigeria. Census sampling was adopted because the population of the study was not large. The Research instrument was presented to the three expert academic supervisors to critique in test and measurement as regards to its coherence with actual occurrences to the constructs to enhance content validity before the feedback was subjected to the Cronbach Alpha coefficient using the statistical package for social sciences (SPSS) with all the items scoring above 0.70 to achieve reliability of the instrument. The hypotheses were tested using the Spearman Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level.

DATA ANALYSIS AND RESULTS

Table 1 Knowledge sharing culture and Growth

			Knowledge sharing culture	Growth
Spearman's rho	Knowledge sharing culture	Correlation Coefficient	1.000	.626 ^{**}
		Sig. (2-tailed)	.	.000
		N	140	140
	Growth	Correlation Coefficient	.626 ^{**}	1.000
		Sig. (2-tailed)	.000	.
		N	140	140

^{**}. Correlation is significant at the 0.01 level (2-tailed).

Source: Research data, 2023

Table 1 showed the relationship between knowledge sharing culture and growth of foods and Beverage Firms in South-South, Nigeria. The correlation coefficient shows that there is a strong relationship between Knowledge sharing culture and Growth of Foods and Beverage Firms in South-South, Nigeria. The correlation coefficient of 0.626 confirms the magnitude and strength of this relationship and it is statistically significant at ($\rho = 0.01 < 0.05$). The correlation coefficient represents a strong correlation between the variables. Based on the empirical findings, the null hypothesis H_{01} as stated earlier that; there is no relationship between Knowledge sharing culture and Growth of Foods and Beverage Firms in South-South, Nigeria is hereby rejected and the alternate hypothesis accepted. Thus, there is a strong relationship between Knowledge sharing culture and Growth of Foods and Beverage Firms in South-South, Nigeria.

Table 2 Knowledge Sharing culture and Survival

			Knowledge sharing culture	Survival
Spearman's rho	Knowledge sharing culture	Correlation Coefficient	1.000	.605 ^{**}
		Sig. (2-tailed)	.	.000
		N	140	140
	Survival	Correlation Coefficient	.605 ^{**}	1.000
		Sig. (2-tailed)	.000	.
		N	140	140

^{**}. Correlation is significant at the 0.01 level (2-tailed).

Source: Research data, 2023.

Table 2 showed the relationship between knowledge sharing culture and survival of foods and Beverage Firms in South-South, Nigeria. The correlation coefficient shows that there is a strong relationship between knowledge sharing culture and survival of Foods and Beverage Firms in South-South, Nigeria. The correlation coefficient of 0.605 confirms the magnitude and strength of this relationship and it is statistically significant at ($\rho = 0.01 < 0.05$). The correlation coefficient represents a strong correlation between the variables. Based on the empirical findings, the null hypothesis H_{02} as stated earlier that; there is no relationship between Knowledge sharing culture and Survival of Foods and Beverage Firms in South-South, Nigeria is hereby rejected and the alternate hypothesis accepted. Thus, there

is a strong relationship between Knowledge sharing culture and Survival of Foods and Beverage Firms in South-South, Nigeria.

Table 3 Knowledge sharing culture and Market share

		Knowledge sharing culture	Market share
Spearman's rho	Correlation	1.000	.671**
	Knowledge sharing culture		
	Coefficient		
	Sig. (2-tailed)	.	.000
	N	140	140
	Correlation	.671**	1.000
Self Market share	Coefficient		
	Sig. (2-tailed)	.000	.
	N	140	140

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research data, 2023.

Table 3 showed the relationship between knowledge sharing culture and market share of Foods and Beverages Firms in South-South, Nigeria. The correlation coefficient shows that there is a strong relationship between Knowledge sharing culture and Market share of Foods and Beverages Firms in South-South, Nigeria. The correlation coefficient of 0.671 confirms the magnitude and strength of this relationship and it is statistically significant at ($\rho = 0.01 < 0.05$). The correlation coefficient represents a strong correlation between the variables. Based on the empirical findings, the null hypothesis H_{03} as stated earlier that; there is no relationship between knowledge sharing culture and market share of Foods and Beverages Firms in South-South, Nigeria is hereby rejected and the alternate hypothesis accepted. Thus, there is a strong relationship between Knowledge sharing culture and Market share of Foods and Beverages Firms in South-South, Nigeria.

DISCUSSION OF FINDINGS

The analysis showed that there is a significant positive relationship between knowledge sharing culture and organizational performance of Foods and Beverage Firms in South-South Nigeria. The output of the univariate analysis showed that there is a positive knowledge sharing culture enhances organizational performance of Foods and Beverages Firms in South-South, Nigeria. The respondents asserted that knowledge is the process by which the knowledge possessed by individuals is converted into a form that can be understood and used by other individuals as indicated with calculated mean of 3.53 and standard deviation of 1.3039. They confirmed that Knowledge sharing culture identifies existing and accessible knowledge in order to transfer and tally this knowledge to solve specific tasks better, faster and cheaper, this was indicated with valid mean of 4.13 and standard deviation of 1.4746. To a large extent they agree that the organizations depends on individual factors, such as, beliefs, experience, motivation, expectations, perceptions, attitudes, values, and mind-setting in sharing knowledge with a calculated mean of 3.66 and standard deviation of 1.4598 and finally, it was discovered from them that knowledge sharing culture helps employees to collaborate with others in solving problems, develop new ideas, or implement policies or procedures with a calculated mean score of 3.90 and standard deviation of 1.3990. All the various mean calculated were all above the criterion mean (the average for a 5-point likert scale) of 3.00, and therefore, the respondent rates are classified as high. The output showed that the proper integration of knowledge sharing culture actually

enhance the organization growth and survival as it will enable the organization to gain greater market share. The indicator for performance output were all about the criterion mean of 3.00 for a 5-point likert scale.

CONCLUSION AND RECOMMENDATION

The efficient use of information technology positively enhances organizational performance of Foods and Beverage Firms in South-South, Nigeria. Based on the foregoing, the study recommends that Foods and Beverage Firms should integrate knowledge sharing culture for effective Knowledge sharing among individuals and organizations and to interact with external body of customers, for effective collaboration with others, problems solving, develop new ideas, or implement policies and procedures.

REFERENCES

- Almatrooshi, B., Singh, S. K., & Farouk, S. (2016). Organizational performance measurement and evaluation: A literature review. *Management Decision*, 54(9), 2104-2139.
- Arokodare, M. A., & Asikhia, O. U. (2020). Organizational performance in a dynamic business environment: Challenges and strategies. *International Journal of Research in Business and Social Science*, 9(5), 38-47.
- Aujirapongpan, S., Vadhanasindhu, P., Chandrachai, A., & Cooperat, P. (2010). Indicators of knowledge management capability for KM effectiveness. *VINE: The Journal of Information and Knowledge Management*, 40(2), 183-203.
<https://doi.org/10.1108/03055721011050677>
- Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage', *Journal of Management*, 17(1), 99-120.
- Bernstein, M. H. (1955). *Regulating Business by Independent Commission*. Princeton University Press, Princeton, NJ.
- Boyatzis, R. E., & Ratti, F. (2009). Emotional, social, and cognitive intelligence and personality as predictors of sales leadership performance. *Organizational Performance*, 30(2), 135-155.
- Bukowitz, W., & Williams, R. (1999). The knowledge management fieldbook. (No Title).
- Byrne, Z. S., & Hochwarter, W. A. (2008). Perceived organizational support and performance relationships across levels of organizational cynicism. *Journal of Managerial Psychology*, 23(1), 54-72
- Chiaburu, D. S., & Carpenter, N. C. (2013). Employees' motivation for personal initiative. *Journal of Personnel Psychology*.
- Cho, T. (2011). Knowledge management capabilities and organizational performance: An investigation into the effects of knowledge infrastructure and processes on organizational performance. (Unpublished PhD Dissertation, University of Illinois).
- Chung, R. G., & Lo, C. L. (2007). The relationship between leadership behavior and organizational performance in non-profit organizations, using social welfare charity foundations as an example. *The Journal of American Academy of Business*, Cambridge, 12(1), 83-87.
- Das-Guru, R. R. & Paulssen, M. (2020). Customers' experienced product quality: scale development and validation. *European Journal of Marketing*, 54(4), 645-670

- Davenport, T. H., & Prusak, L. (1997). *Information ecology: Mastering the information and knowledge environment*. Oxford University Press, USA.
- Dean, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational Cynicism. *The Academy of Management Review*, 23(2), 341-352. <https://doi.org/10.2307/259378>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500–507.
- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: what are they?. *Strategic management journal*, 21(10-11), 1105-1121.
- Faulkner, D., & de Rond, M. (2000). Perspectives on cooperative strategy. In D. Faulkner & M. de Rond (Eds.), *Cooperative strategy: Economic, business and organizational issues* (pp. 3–39). Oxford, UK: Oxford University Press
- Fubara, S. (2020). Social awareness and organizational innovativeness of manufacturing firms in Rivers State, Nigeria. *International Journal of Business & Law Research*, 8(1), 63-73.
- Furxhi, G., & Teneqexhi, D. M. (2016). Organizational change: Employees reaction towards it. *European Journal of Multidisciplinary Studies*, 1(1), 303-308.
- Gold, A. H., & Arvind-Malhotra, A. H. S. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems*, 18(1), 185–214.
- Grant, R. M. (1996a). Prospering in dynamically-competitive environments: organizational capability as knowledge integration. *Organization Science*, 7(4), 375-387.
- Grant, R. M. (1996b). Toward a knowledge-based theory of the firm. *Strategic Management Journal* (17), 109-122
- Griffin, K. (2003). Economic globalization and institutions of global governance. *Development and Change*, 34(5), 789-807.
- Gross, B. (1968). *Organizations and Their Managing*. New York: The Free Press, 454,171–87.
- Hammer, M. (2001). The agenda: what every business must do to dominate the decade. [Press release]
- Ho, L. A. (2008). What affects organizational performance? The linking of learning and knowledge management. *Industrial Management & Data Systems*, 108(9), 1234-1254.
- Hung, R. Y. Y., Yang, B., Lien, B. Y. H., McLean, G. N., & Kuo, Y. M. (2010). Dynamic capability: Impact of process alignment and organizational learning culture on performance. *Journal of world business*, 45(3), 285-294.
- Jones & Bartlett (2008). Publishers Acquires Torascon Publishing, Inc. “ Reuters 20080602. http://www.reters.com/article/press_release/id_US160467_+_02June2008_+Bw_20080602.
- Kipleting, R. (2017). Measuring organizational performance: A systematic review of definitions and measures. *International Journal of Business Management and Economic Research*, 8(2), 1645-1652.
- Kiseleva, T. (2019). Features of Finance of Corporate Non-Profit Organizations In Modern Economy. *The European Proceedings of Social Behavioural Sciences*, 513-520.

- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of management*, 43(6), 1854-1884.
- Malinowski, B. (2000). Originally published 1926. *Crime and Custom in Savage Society*. Patterson, NJ: Littlefield, Adams & Co.
- Masa'deh, R., Obeidat, B. Y. & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: a structural equation modelling approach', *Journal of Management Development*, 35(5), 681-705
- Mindy, W.T (1998). Paradigm lost, *Human Resource Executive* (July, 1998). 52
- Muqadas, F., Rehman, M., Aslam, U., & Ur-Rahman, U. (2017). Exploring the challenges, trends and issues for knowledge sharing: A study on employees in public sector universities. *VINE Journal of Information and Knowledge Management Systems*, 47(1), 2-15.
- Nonaka, I. (1991). The knowledge-creating company. *Harvard Business Review*, 69(6): 96-104.
- Pandey, S. C., & Dutta, A. (2013). Role of knowledge infrastructure capabilities in knowledge management. *Journal of knowledge management*, 17(3), 435-453.
- Peteraf, M. A. (1993). The Cornerstones of Competitive Advantage: A Resource-Based View", *Strategic Management Journal*, 14, 179-191
- Priem, R. L., & Butler, J. E. (2001). Is The Resource-Based View A Useful Perspective For Strategic Management Research?" *Academy of Management Review*, 26(1), 22-40.
- Rašula, J., Bosilj Vukšić, V., & Indihar Štemberger, M. (2012). The impact of knowledge management on organisational performance. *Economic and business review*, 14(2), 3.
- Scott, J. (1991). *Social network analysis: A handbook*. London: Sage.
- Serban, A. M. & Luan, J. (2003). Overview of knowledge management. *New Directions for Institutional Research*, No. 113, Wiley Periodicals, Inc.
- Shannak, R., Masa'deh, R. E., Al-Zu'bi, Z., Obeidat, B., Alshurideh, M., & Altamony, H. (2012). A theoretical perspective on the relationship between knowledge management systems, customer knowledge management, and firm competitive advantage. *European Journal of Social Sciences*, 32(4), 520-532.
- Small, C. T., & Sage, A. P. (2005). Knowledge management and knowledge sharing: A review. *Information Knowledge Systems Management*, 5(3), 153-169.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic management journal*, 18(7), 509-533.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic management journal*, 18(7), 509-533.
- Beijerse, R. P. (1999). Questions in knowledge management: defining and conceptualising a phenomenon. *Journal of knowledge management*, 3(2), 94-110.
- Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human resource management review*, 20(2), 115-131.
- Wilden, R., Gudergan, S. P., Nielsen, B. B., & Lings, I. (2013). Dynamic capabilities and performance: strategy, structure and environment. *Long range planning*, 46(1-2), 72-96.

- Yang, Y., Lee, P.K.C., Cheng, T.C.E. (2016), Continuous improvement competence, employee creativity, and new service development performance: A frontline employee perspective. *International Journal of Production Economics*, 171(1), 275-288.
- Zott, C. (2003). Dynamic capabilities and the emergence of intraindustry differential firm performance: insights from a simulation study. *Strategic management journal*, 24(2), 97-125.