

IMPACT OF KNOWLEDGE MANAGEMENT ON PERFORMANCE OF DEPOSIT MONEY BANKS IN NIGERIA

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Abstract - Knowledge Management and actively supports the information and documentation processes (through the systematic application of innovation and quality management tools and methods). In this research work we look at the impact of knowledge management on performance of deposit money banks, how it harnesses the huge knowledge deposits residing in its tacit environment (the minds of their staff) to create a synergy which in-turn transforms the bank to learning bank with Knowledge Workers. The objectives of this study are to determine if there is a significant relationship between knowledge creation and performance of deposit money banks in Nigeria; to find out if knowledge sharing have significant relationship with performance of deposit money banks in Nigeria and to identify if there is significant relationship between knowledge acquisition and performance of deposit money banks in Nigeria. the study employs survey research design which is a systematic method of data collection that explores relationship between the dependent and independent variables. The population of the study consists of permanent and contract staff of main branches of banks in Kaduna, Nigeria with a total population of 771 employees out of which 263 were selected as sample of the study. The data was analysed using SPSS and the result shows that both knowledge acquisition and knowledge sharing has significant impact on performance of deposit money banks. It was therefore recommended that deposit money banks who crave to remain competitive in business should embed knowledge acquisition and knowledge sharing into their knowledge management strategy.

Keywords - Knowledge acquisition; knowledge sharing; performance

I. BACKGROUND

Globally, organizations are facing a universal challenge consequential from rapid change in a new knowledge economy (Zwain, Teong & Othman, 2012). For many companies, the time of rapid technological change is also the time of incessant struggle for maintaining competitive advantage (Jelena, Vesna & Mojea, 2012). It is obvious that knowledge is slowly becoming the most important factor of production, next to labour, land and capital (Sher & Lee, 2004). Past studies have shown that the organization that shares knowledge among its management and staff grows stronger and becomes more competitive. This is the core of knowledge management the sharing of knowledge.

Most organizations are beginning to realize that their singular most important asset is the intellectual capital of their staff and as such are finding new ways to manage this asset. This is derived from the paradigm that effective business strategy in today's business climate can only be achieved by a synergy of knowledge applied to create innovation, whilst reducing cost and increasing productivity. These organizations have also realized that the huge funds invested in Information Technology can only be harnessed when they serve as enablers to creating, capturing, storing, processing and sharing knowledge. Thus the real stock they have is their knowledge. This has given rise to the search for ways to manage knowledge and the eventual emergence of the term Knowledge Management. The impact of Knowledge Management on performance of organization can be seen as an integrated approach to achieving

organizational goals by placing particular focus on "knowledge", now considered as the new factor for production. The transfer of knowledge is, in fact, the essence of knowledge management. Again, the impact of Knowledge management on performance of organizations is increasingly an important element of organizational strategy. Organizations, whether they are in the private sector or in the public sector, must develop strategies for the collection, dissemination, and protection of information required by employees, clients, and external partners if the organizations are to succeed in their missions. Knowledge management involves the management of data in a way that transforms data into useful knowledge (Lim, Ahmed, and Zairi, 2000). Structuring knowledge management into an organization's strategy assures that knowledge management will be an ongoing, coordinated process within the organization that will benefit the organization, its employees, clients, and external partners over the long-term (Drew, 2001). The key to the implementation of an effective and efficient knowledge management strategy is the integration of knowledge management and information into organizational process.

Knowledge Management supports and coordinates the creation, transfer and application of individual knowledge in value creation processes. This can only be realized in a corporate culture that promotes Knowledge Management and actively supports the information and documentation processes (through the systematic application of innovation and quality management tools and methods). In this research work we look at the impact of knowledge management on performance of deposit money

banks, how it harnesses the huge knowledge deposits residing in its tacit environment (the minds of their staff) to create a synergy which in-turn transforms the bank to learning bank with Knowledge Workers in various Knowledge Departments within a Knowledge based bank which gave them an advantageous competitive edge (Morik, Huppe, and Unterstein, 2002).

Currently many organizations face high competition, some struggle to implement corporate strategies to response to existing markets and gain high benefit, these organizations use knowledge management to compete with other organizations. Knowledge management is very important for all kinds of business because it can help the organizations improve their service, increase quality of product, reduce cost and faster response to their customers. However, the major challenge of managing knowledge in the organizations is capturing and integrating knowledge to share among all organizational members (Grant, 1996). The successful company has to gain the ability to collect, store, and distribute specialized knowledge to create and sustain competitive advantage (Davenport and Prusak, 1998).

As markets and organizations become more global, the traditional knowledge creation and transfer such as face-to-face contact, job rotation, and staff training program may prove to be too slow and less effective (Alavi and Leidner, 1999). The need to develop more efficient means has led to implementing information systems that are designed specifically to facilitate coding, combining, and applying of organizational knowledge (Alavi and Leidner, 1999).

Knowledge management has been used in most product-based organizations and it has also extended to use in service sector organizations. However, there are not many studies looking closely to explain the situation on how knowledge management improves the service industry while service Industry is continuously growing.

In addition, there is insufficient study advocating KM as means to improve organizational performance in developing countries (Ho, 2009; Waal and Frijns, 2011). Most of the conducted studies originate from the USA (e.g., Stadler, 2007; Mehrizi and Bontis, 2009), Europe, and Asia, where the contexts and the business environments are different. The current business environment which is characterized by continuous technological advancements, competitiveness, globalization, and environmental changes have made other parts of the world become increasingly important, as already observed by Shih, (2006), and these create Environmental gap for this study to fill. Furthermore KM has not been extensively researched and is not well understood in Nigeria. Little or no prior empirical research has been

done on this topic in the specific context of deposit money banks in Nigeria. This makes the study necessary and important with aim to explore the link between KM practices and their impact on performance of deposit money banks in Nigeria with a view to identifying how KM could help enhance competitive advantage.

II. OBJECTIVES OF THE STUDY

This study is aimed at achieving the following objectives;

1. To determine if there is a significant relationship between knowledge creation and performance of deposit money banks in Nigeria.
2. To find out if knowledge sharing have significant relationship with performance of deposit money banks in Nigeria.
3. To identify if there is significant relationship between knowledge acquisition and performance of deposit money banks in Nigeria.

Research Questions

In line with the objectives of the study, the following research questions are asked:

1. Does knowledge manage impact positively on performance of deposit money banks in Nigeria?
2. Does knowledge sharing impact on performance of deposit money banks in Nigeria?
3. Does knowledge acquisition impact on performance of deposit money banks in Nigeria?

Hypothesis

In line with the objectives of the study, the following hypotheses have been formulated:

Hypothesis 1

H₀: knowledge Acquisition has no positive impact on performance of deposit money banks in Nigeria.

Hypothesis 2

H₀: knowledge sharing has no positive impact on performance of deposit money banks in Nigeria.

III. CONCEPTUAL REVIEW

This section provides a review of the literature on the concepts of knowledge and knowledge management and their application on performance of organization. In this section the difference between data, information and knowledge, and knowledge types and dimensions is discussed first, followed by an overview of knowledge management concepts, processes ,their importance to organizations, Empirical review and theoretical frame work of the study are discussed.

The Concept of knowledge

Knowledge is quite different from data and information in nature, although sometimes people use

the three terms interchangeably. (Becerra-Fernandez, Gonzalez & Sabherwal, 2004). Becerra-Fernandez (2004) takes knowledge to be at the highest level of hierarchy with information at the middle level, and data to be at the lowest level. According to this view, knowledge refers to information that enables action and decisions, or information with direction. Davenport and Prusak (1998:5) give another definition of knowledge. "Knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knower's. In organizations, it often becomes embedded not only in documents or repositories but also in organizational routines, processes, practices, and norms." Knowledge helps in producing information from data or more valuable information from less valuable information. Thus, knowledge is basically similar to information and data, although it is the richest and deepest of the three, and is consequently also the most valuable.

Knowledge Management (KM)

One of the most important competitive resources is knowledge. This has been repetitively emphasized in the literature of knowledge management (Abzari and Barzaki 2011). KM is concerned with developing and cultivating systems that enable organizations to detect, leverage, distribute and improve their knowledge assets. KM comprises of the following 'steps': knowledge generation, sharing, adaptation, application and new knowledge creation (Meese and McMahon 2012). KM can also be viewed as an input-output process where the input comes from individual knowledge of a person, which is created, transferred and integrated within the company, whilst its Output is organizational knowledge which is a source of competitive advantage (khanbabaei, Lajevardi, and Kohsari 2011). Effective KM helps managers to eliminate the obstacles between those who know and those who do not know (Allame 2011). In view of the popularity of information technology, KM also stresses advanced technology and techniques used to facilitate knowledge sharing (Rasoulnezhad 2011). The early definitions of knowledge management focused on the capacity to identify, acquire, store, distribute, and use explicitly documented knowledge (Alavi & Leidner, 1999; Allee, 1999; Büchel & Probst, 2000; Von Krogh, 1998). However, researchers and practitioners have realized that information technology could enable knowledge management processes, but is not a sufficient condition to improve performance and innovation (Khalifa & Liu, 2003). KPMG (1998) reported that many organizations invested in building information technology infrastructures, but many of them failed to utilize information technology in implementing knowledge management. Organizations used information technology only as a solution to store and

access information, and knowledge management was isolated from daily business and lacked a strategic or long-term focus (KPMG, 2003).

Measuring Knowledge Management

To manage knowledge successfully, it must be measured. It is not always clear how this can be done. Measuring how much a KM implementation contributes to business benefits can be a challenge because it deals with something intangible. KM practitioners are often requested to provide empirical evidence that KM initiatives contribute to corporate objectives, however, a proper measurement may not exist and indeed knowledge may be immeasurable. It is not simple to evaluate the impacts of KM strategies on an organization's performance because KM may not be the only factor influencing the organization's performance. It may be affected by other factors such as competitive environment and industry conditions. To address this issue, Ahn and Chang (2004) assessed the contribution of knowledge to business performance, rather than trying to measure the value of knowledge directly. They provided a way to assess the contribution of knowledge to business performance, by employing products and processes as intermediaries. Product knowledge is directly related to a company's specific product. Process knowledge is associated with the activities performed at each stage in a value chain, from inbound logistics to customer care. In the same way, (Holt 2004) used four metrics to access organizational knowledge, including individual, context, content and process knowledge measures. Researchers such as Teruya (2004) categorize KM performance measurements into different general types such as: internal measurement, external measurement, Organization-orientated analysis, Project orientated analysis, and Success Case Method.

Internal performance analysis

Internal performance measurement methods focus on process efficiency and goal achievement efficiency. These methods evaluate KM performance through the gap between target and current value. Well-known methods include return on investment (ROI), net present value (NPV), balanced scorecard (BSC), performance-based evaluation, activity-based evaluation and other models. In the projects of developing knowledge management systems, it is often required to calculate ROI of the projects based on objective data and measurable results. Calculating the return on investment helps justify the resources invested in KM initiatives and assess financial performance of the initiatives. In terms of cost and benefit, the ROI calculation may be done simply by dividing the value of benefits by the cost spent on the project (Haugh, 2002). Both the costs involved in the development of a knowledge management system and additional costs such as employee time spent in the operations of the system should be considered.

External performance analysis

External performance measurement methods always compare a firm with benchmark companies, primary competitors or the industry average. For example, benchmarking is the process of determining who is the very best, who sets the standard, and what that standard is. When we apply the benchmarking concept to business, the following types of questions are asked: 'Which company has the best manufacturing operation?' and 'How do we quantify that standard?' With benchmarking or best practice methodologies, firms can understand their KM performance by comparison with competitors. Thus, firms can retain a competition advantage and expand the gap between themselves and competitors. Traditionally, benchmarking has been described as a practice that promotes imitation.

However, according to a more recent approach, benchmarking has looked outside a firm's boundaries, to enable comparison with others, in terms of both practice and performance, in order to acquire both explicit and tacit knowledge (Chai, 2003) Such newly acquired knowledge, once integrated with a firm's prior internal knowledge, may create new knowledge that can give rise to improvements and innovations. Benchmarking is also seen as a tool for identifying, understanding and adopting best practices, in order to increase the operational performance of intellectual capital (IC) (Carrillo, 2004) Furthermore, all the organizational factors examined in both sectors proved to be statistically significant, when comparing world-class and potentially winning companies with their competitors; this adds weight to the argument that the existence of organizational learning, within a company, is an essential ingredient in the quest for superior performance.

It is noted that the 'Best Practice' approach is an essential component of KM. It provides an opportunity to retain and use knowledge, even when an expert has left the organization. Asoh, (2002) investigated how governments could deliver more innovative services to a demanding public. He felt that governments must be involved in the deployment of new services, such as e-Government and e-Commerce. Active management of knowledge assets is mandatory for success. A suggested implementation approach highlights leadership, culture, technology and best practice measurements as critical success factors.

Project-orientated analysis

Since projects characteristically involve the development of new products and new processes, obvious opportunities may present themselves for novel ideas to emerge and for cross-functional learning to occur, thereby enhancing the organization's innovative capacity and potential. On

the other hand, recent studies of knowledge management and organizational learning, in project environments, have emphasized instead the difficulties of learning from projects – not only within individual projects, but also across and between projects (DeFillippi, 2001). Some articles have set out to examine the significance of social factors in enhancing knowledge management capabilities in the construction industry. Bresnen, (2003) revealed that processes of the capture, transfer and learning of knowledge, in project settings, rely very heavily upon social patterns, practices and processes, in ways which emphasize the value and importance of adopting a community-based approach to managing knowledge. Bresnen paper made a contribution to the development of knowledge management theory, within project environments. In recent years, after the term was proposed, numerous individuals and organizations have been trying to put more 'science' behind the 'art' of 'knowledge management'. In the strategy approach, Kamara (2002) described a framework for selecting a KM strategy that is appropriate to the organizational and cultural context in KM projects.

Organization-orientated analysis

With the increasing importance of effective knowledge management in organizations, it has become increasingly important for organizations to be able to measure their 'state of the art' on this subject. Organization-orientated analysis is focused on the entire organization, on the multi-dimensional and multilayering aspects of the firm. In the horizontal perspectives, KM performance evaluation is focused on leadership, and cultural and technological as well as process dimensions. In the vertical perspectives, KM performance evaluation is focused on strategy, management, and implementation layers.

Academics and practitioners have made efforts to develop the frameworks for evaluating the performance of KM practices. Bose (2004) emphasizes the importance of standardized KM metrics to quantify knowledge and convince stakeholders of the value of KM initiatives. With the need for standardized KM metrics, he also asserts that unique standards for measuring intellectual capital and KM initiatives need to be created by each company. Del-Rey-Chamorro (2003) presents a framework to evaluate the contributions of KM implementations to corporate objectives using a set of key performance indicators.

Knowledge management Performance

The measure for KM was adapted from the literature review (Darroch, 2005; Nemani and Creason, 2009). In order to capture the multi-faceted nature of KM, the behavior and practices for each component of KM was measured: (1) ten items referred to knowledge acquisition and (2) nine items referred to knowledge sharing.

Competitive advantage is ordinarily ensured by factors such as cost, quality, novelty, handiness, Circulation network, as well as the level of customer support (Porter, 1985). Competitive advantage was measured using measurements suggested by Porter (2001). Eight (8) items were selected that are related to the study: four (4) items referred to resources and four (4) items referred to capabilities.

The relationships between the study variables i.e. independent and dependent variables are shown in figure 1 below.

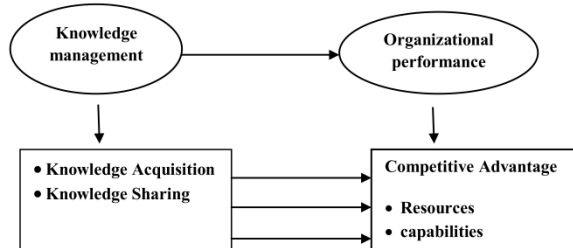


Figure 1. Conceptual Framework

IV. EMPIRICAL REVIEW

A number of studies have been carried out to explore the effect of knowledge management on the performance of an organization. Mohamad, Mehrdad, Salman and Noruzy (2013) investigated the influence of knowledge management practices on organizational performance in small and medium enterprises (SMEs) in Iran, using structural equation modeling (SEM). A number of 282 senior managers from these enterprises were chosen, using simple random sampling. The finding showed that knowledge acquisition, storage, creation and implementation have a significant factor loading on knowledge management; and also productivity, financial performance, staff performance, innovation, work relationships, and customer satisfaction have significant factor loading on organizational performance. The results of the study suggest that knowledge management practices directly influence the organizational performance of SMEs. Abdel, Gawater and Mohamed (2012) investigated the role of knowledge management in enhancing organizational performance in some Egyptian organizations, using questionnaire to collect the required information. The result shows that all elements of knowledge management capabilities have a positive significant relationship with all measures of the performance at 1% level of significance; it means that there is a great correlation between knowledge management capabilities and organizational performance. Ahmad, Mohamad and Ibrahim (2013) employed a survey method in finding out the relationship between individual's absorptive capacity and knowledge acquisition behaviour among engineers in the electrical and electronic sector in Malaysia. There were 305 responses for the survey. Partial least square (PLS) properties of structural

equation modeling (SEM) were used to measure the relationships between variables. The study found that individual absorptive capacity has partial influence on employees' knowledge acquisition. Taejun (2011) results of the study indicated that there is a positive relationship between effective knowledge management and organizational performance. However, no empirical evidence was found to suggest that knowledge management capabilities are linked to the objective financial performance, which remains a topic for future review. Additionally, findings showed that knowledge management is affected by organization's size, but not by type of organization. The results of this study are valuable in establishing a valid and reliable survey instrument, as well as in providing strong evidence that knowledge management capabilities are essential to improving organizational performance currently and making important recommendations for future research. Maseki (2012) investigated knowledge management and performance of commercial banks in Kenya. Maseki (2012) posits that the objective of the study was to determine the relationship between Knowledge management and performance of commercial banks in Kenya. Maseki (2012) adopted a descriptive research survey. The target population comprised of commercial banks. Stratified random sampling technique was used since population of interest was not homogeneous. Primary data was collected using a questionnaire while secondary data was also collected from the journals, reports and periodicals of the banks. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages, means, standard deviations and frequencies. The information was then presented by use of bar charts, pie charts, tables and in prose-form.

The study found that knowledge management practices enabled employees and customers to get the information they needed, when they needed it, as well as to share it with others who might benefit from it and helped to promote these processes that led to more informed decision-making. Effective knowledge management required a balance between open and flexible organization system along with formality and discipline to ensure tangible output.

V. RESULTS AND DISCUSSION

Method of Data Collection

Data for the research was collected from primary sources. The primary data used was questionnaire. The questionnaire was structured; the respondents were placed on a five point likert scale. Reliability of the Instrument

Reliability Test was done using cronbach Alpha at 5% level of significance. Cronbach Alpha is the most common measure of internal consistency ("reliability"). It is most commonly used in

determining if a scale is reliable. Validity of the Instrument

All the measures were established as highly reliable according to Sarantakos (1997) who suggests that high reliability is (between 0.85 and 0.94) and for our variables we established that the scales had an internal reliability. The computed Cronbach's alpha coefficient results were all above 0.7 except knowledge acquisition (.647). Therefore, it is considered to have met the acceptable standards for content, internal reliability, and construct validity. The Cronbach's alphas coefficient of the three constructs resulting from the principal component analysis (PCA) are presented in Table 1.1.

No	Construct	Alpha Coefficient
1	Knowledge acquisition	.647
2	Knowledge sharing	.705
3	Competitive advantage	.780

Table 1.1 The Cronbach's Alpha for the constructs.
Source: Calculated from primary data and Deletion of items.

Reliability table After Inter-Correlation and Deletion of items.

Data Analysis

Table 3.1: schedule of Questionnaire Administered and Returned Number of Questionnaire Administered Number of Questionnaire Returned Number of Questionnaire not retrievable 35 30 5 Source: field survey (2014)

Data Analysis

Number of Questionnaire	Number of Questionnaire Returned	Number of Questionnaire not retrievable
263	230	33

Table 3.1: Schedule of Questionnaire Administered and Returned

1-5 years	120
5-10 years	80
10-15 years	20
Above 15 years	10
Total	230

Table 3.4: Work Experience
Source: field survey (2014)

Hypothesis 1

H₀: knowledge Acquisition has no positive impact on performance of deposit money banks in Nigeria.

Correlations

		KAF	OPF
KAF	Pearson Correlation	1	.445
	Sig. (2-tailed)		.014
	N	30	30
OPF	Sig. (2-tailed)	.014	
	N	30	30

There is a significant positive relationship between knowledge acquisition and performance of deposit money banks since the p-value (0.014) is less than

0.05 (at 2- tailed test) as can be seen in the Table of Pearson correlation above. This implies that knowledge acquisition contributes to organizational performance.

Hypothesis 2

H₀: knowledge sharing has no positive impact on performance of deposit money banks in Nigeria.

Correlations

		KSF	OPF
KSF	Pearson Correlation	1	.657**
	Sig. (2-tailed)		.000
	N	30	30
OPF	Pearson Correlation	.657**	1
	Sig. (2-tailed)	.000	
	N	30	30

There is a significant positive relationship between knowledge sharing and performance of an organization since the p-value (0.000) is less than 0.01 (at 2- tailed test) as can be seen in the Table of Pearson correlation above. This implies that knowledge sharing has effect on organizational performance.

DISCUSSION OF RESULTS

From the analysis carried out, it was found that knowledge identification contributes to organizational performance. It further reveals that knowledge acquisition has a significant effect on organizational performance. It is important to note that for an organization to operate an effective knowledge management system, knowledge identification and knowledge acquisition are the first two stages that they cannot afford to misrepresent. William et al (2012).Ahmad et al (2013) and Abdel et al (2013) noted that knowledge identification and knowledge acquisition are important for an effective practice of knowledge management.

CONCLUSION AND RECOMMENDATIONS

Organizations are often faced with the challenge of remaining competitive in a dynamic business environment, and also sustaining its comparative advantage which they hold over their competitors. Knowledge is the key resource needed if an organization intends to operate at a level that is equal to no other. However, an effective knowledge management system cannot be practiced if organizations do not what knowledge that exists within their organization and where the knowledge resides. It is also important to note that it is only when organizations have identified the relevant knowledge will they then talk about the acquisition of the identified relevant knowledge.

Based on the findings, the following are recommended; 1. Organizations who crave to remain competitive in business should embed knowledge identification into their knowledge management

strategy. It is believed that organizations do practice knowledge identification, but it is not done as extensively as it should be. An effective system should be put in place to ensure that relevant knowledge that will boost performance is identified. 2. Organizations should also note that knowledge acquisition is not merely the acquisition of more knowledge; instead organizations will benefit from orchestrating and mindfully managing knowledge acquisition activities in order to tap different kinds of knowledge.

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