



RESEARCH PAPER

Impact of Knowledge Management on Organizational Effectiveness: A Case Study of Health Department AJ&K

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ABSTRACT

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The purpose of this study was to examine the impact of Knowledge Management on Organizational Effectiveness in the government sector AJ&K. A quantitative casual hypothetical study was conducted. Sample was drawn from Government Health Sector AJ&K and targeted the employees of Government health sector AJ&K, using non probability random sampling techniques. Questionnaires were distributed among the sample of 110. Results indicated that there is a significant impact of knowledge management of organizational effectiveness and it is an important organizational and social concern. This study examines knowledge management and its impact on organizational effectiveness. Dimensions of knowledge management like knowledge conversion and knowledge sharing has statistical impact on organizational effectiveness. The research's findings show that knowledge management strengthens the organization effectiveness through bringing innovations. This ultimately increases the productivity of the organization. This research helps policy makers and decision makers to focus on knowledge management strategies that help to increase the organizational effectiveness through increasing productivity and enhancing innovation and creativity within an organization.

Introduction

In modern globalization, knowledge management is getting core attention to make organizations more competitive. This can be achieved through proper management of available knowledge at organization. The reason behind is that the organizations which are intending to knowledge management bring innovations. In its working environment, quality and enhanced mass products, it definitely needs knowledge management. Knowledge management is useful and necessary to bring innovation in an organization so the KM is very necessary nowadays for that organization's effectiveness. It is very important because without KM we cannot run

our organizations successfully, ensure mass production and achieve the targets easily. The exercise of knowledge management is increasingly famous in recent years all over the world and it emphasizes the need everywhere (Tan & Nasuridin, 2011). Knowledge Management is the only way to use the skill and well-trained core knowledge and human resources to utilize services and convert their concerned knowledge to the next level within the organization. Its impact reflects on organization resultantly producing skillful and technically expert teams and groups to improve the organization. Due to this approach, the organization enjoys optimum level of profit consumers. Knowledge management is mainly considered as a process that helps 21st century organizations to succeed. This is due to the knowledge management that some organizations go up and touch the peak level, on the other hand especially in the government sector there is hardly any department which is ready to adopt this practice to impact on organizations and institutions. Further, it is a joined system where the smooth elements of human resources are brought on a single platform. The organizations which are intending to toward knowledge management seem to be more effective and innovative. In modern comparative age to hold and maintain higher market shares as compare to its competitors only the continuous innovation is more helpful to the organization. The organizations which are stronger in term of market share found more knowledge management oriented. Unfortunately this culture is not found in less develop countries including in Pakistan. The organizations mostly rely on that knowledge provided by advance countries. This the reason the innovation never grown up in less developing countries. Specially in government sectors there is no culture to share or manage the knowledge prevailing among various professionals. Due to this most of the organization fails to deliver services at standard level. The basic reason behind lack of this awareness is non availability of research material (Khan & Hongyi). The available research is representing the western seniors. To contribute to the some extend to fulfil this gape this study target one of the health department of AJ&K. Entire this study will focus:

“To what extent knowledge management (knowledge sharing, knowledge conversion) impact on organization effectiveness”

Literature Review

Knowledge Management

As per (Du Plessis, 2007) KM means to share skills and expertise with others and create changes into the customers desires and needs. It is need for competition and also for pressure and bring quick technological change which makes them complex strong competitive pressures and rapid technological changes make them increasingly complex. The KM can bring about change in organization there may be knowledgeable people available to bring changes the increase in knowledge, available to the emergency as basic for knowledge management (Adams & Lamont, 2003); (Du Plessis, 2007); (Darroch & McNaughton, 2002), (Darroch & McNaughton, 2002; Zaim, Tatoglu, & Zaim, 2007)., KM depends on a large extent the availability of knowledge. People that bring innovation in organization and create wealth and scope of knowledge it may be important for successful innovation through Knowledge management. According to Varimax rotation is a statistical technique used at one level of factor analysis as an attempt to clarify the relationship among factors it influences this kind of compounds. it supports two types of factors of innovation is greater which is valuable (Gloet & Terziovski, 2004). With the evident impact of

information and communication technology on the business environment, it is required to achieve a competitive advantage over many competitors in this dynamic and competitive market (Brauker et al.). It has been observed that there is a significant trend inside enterprises to see knowledge management as a valuable resource that provides the competitive advantage that everyone seeks. Knowledge encompasses not simply the information and figures kept in spreadsheets or maps by businesses, but also all human experience earned via education, work skills, and experience. Because today's industry is so complicated, there is a bigger accumulation of knowledge, which means more management and control challenges in terms of storage, organization, and retrieval.

Knowledge Conversion

The Many researchers findings shows that the impact of converting the knowledge leads to innovations in organization. As per (Kinyua, Muathe, & Kiliki, 2015); (Gruneberg et al., 2015; Mwanga et al., 2015) transformation of knowledge is a specialist in the process by which people with different knowledge mediate and consequently create, which both dedicates and clearly increases the quality and wealth of knowledge. Researchers (Jana, Gearheart, & Murphy, 2001) define the knowledge creation as a process that modifies the knowledge acquired from external and internal sources in a useful and appropriate structure to enhance performance and business. The activities that make current knowledge meaningful are meant to transform knowledge. Knowledge generation is defined as a social process in which people having different knowledge and skills communicate to each other and thus share knowledge and they discussed their viewpoints. In this process, these individuals generate new knowledge and in this way it raises the quality of implicit and explicit knowledge and also increases the implicit and explicit knowledge (Liu, Chen, Zha, Ling, & Wang, 2018). Researchers define "Knowledge Conversion" as a process that converts knowledge extracted from internal and external sources into beneficial and appropriate forms to increase business activities (Gold, Malhotra, & Segars, 2001). This process adds more value to the individuals' performance and knowledge and is called as knowledge conversion. Knowledge that is captured from few sources may be essential to carried out few business activities (Kinyua, Muathe, & Kilika, 2015).

Knowledge Sharing

Knowledge sharing is a process of sharing idea with other person. There is no difference between Two type of knowledge exchange and knowledge sharing. Some researcher have shown difference b/w similar process specially with respect active more and more process. The researchers (Van den Hooff & de Leeuw van Weenen, 2004), (Van den Hooff & de Leeuw van Weenen, 2004) the distinguish amount of sharing and getting information however we see her to only the process of sharing knowledge with downer and other person receive the information. In various organization the process of knowledge sharing taken place in diffirent ways. As per (Grotenhuis & Weggeman, 2002)and (Oldenkamp, 2000) The diffirent ways of sharing of knowlwdge is always depend upone the nature of knowledge. The style of sharing of knolegde is also depend upone the expertise of knowledge workers . In a person who receive information they are passive recipient. As per (Van den Hooff & de Leeuw van Weenen, 2004) Knowledge sharing mean that to share ideas, skills and expertise and core knowledge with other person within the organization. There is no

difference between Two type of knowledge exchange and knowledge sharing some researcher have shown difference between similar process specially with respect active more and more process., as it show the separate amount sharing and getting information however we see to only the process of sharing knowledge with downer/employees and other person receive the information.

Relationship between Organizational effectiveness and Knowledge Sharing

In this study the first hypothesis was to check the impact of knowledge conversion influence on Organization effectiveness. The researchers, (Akram, Siddiqui, Nawaz, Ghauri, & Cheema, 2011) said that the firm and any organization have to increase the receptors to get the external knowledge and have relation and need for knowledge sharing. It is said that a firm can get information from external sources, the external sources of knowledge may be important to get knowledge sharing. As per (Aravin et al., 2006) to get competition, the organization should continuously get knowledge from outside. Source with properly sharing and distributing the organization can bring change in the firm that have need to increase these system in organization where their employees share knowledge. The researcher (Du Plessis, 2007), stated that advancement relies upon learning. To bring development, organizations should consequently recognize information and riches. As per (Parlby & Taylor, 2000) that the mean of learning the executives to bring advancement. The researcher (Du Plessis, 2007) said that the firm to create, they need to cause connection to be beyond limits. To bring development and it is significant for rivalry to help for association to get to new information and bring advancement. There are positive relations simply we can say that knowledge sharing is a basic factor for the achievement of organizational targets and Goals and for enjoying the maximum profit limit through the knowledge sharing. Knowledge sharing directly impact on Organizational Effectiveness. After this empirical discussion this study fix the first hypothesis is:

H₁: Knowledge Sharing has a positive impact on organizational effectiveness

Relationship between Knowledge Conversion and Organizational Effectiveness

Many findings show that the there is a significance relationship between knowledge conversion and organizational effectiveness. As we defined Knowledge conversion a social process in which persons communicate their knowledge and thus generate new knowledge which increases the quality of implicit and explicit knowledge and also helps in knowledge creation.

In research conducted by Sanchez and (Kinyua, Muathe, & Kilika, 2015) described the purpose of enterprises as implementing Knowledge Management is to increase corporate performance and thus earn more profit. By knowledge conversion, any organization can share the explicit knowledge formed and change it into implicit knowledge i.e., skills got by individuals (Tseng, 2010). Knowledge conversion and knowledge sharing increase understanding of workers about the competencies required to perform functions and activities for the organization and this process leads to a process of innovation (Massey & Montoya-Weiss, 2006). Knowledge conversion can increase the decision-making abilities of the person. Knowledge conversion supports organizations to expand their expertise and skillset of the employees. After this empirical discussion this study fix the first hypothesis is:

H₁: Knowledge conversion has a positive impact on organizational effectiveness.

Independent variables

Dependent Variables

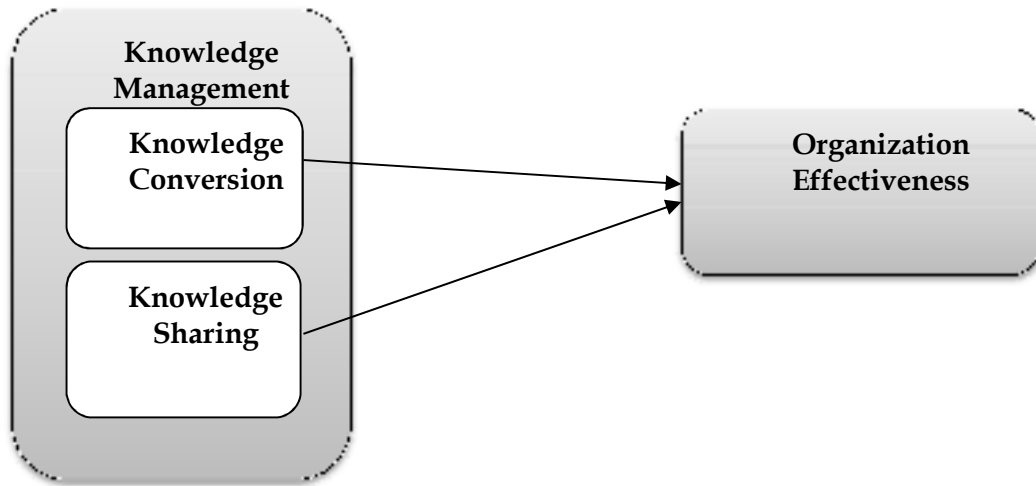


Figure: 1_Theoretical Framework

Knowledge Base Theory

The trade of learning amongst people and authoritative divisions is seen here as a significant procedure (Ko, Kirsch, & King, 2005). The hierarchical estimation of individual information increments when shared (Styhre, 2002), (Styhre, 2002). Only when individual and gathering information is converted into hierarchical information can the association start to successfully deal with that asset. Consequently, it is a significant field of research to distinguish which elements advance or impede the trading of learning inside gatherings and organizations. The researcher (Darby et al., 2002) quoted the pledge to the association as a significant variable in the clarification of information sharing. Be that as it may, before we further investigate this relationship, we should initially characterize what we mean by hierarchical commitment. As indicated by (Dolan & Hall, 2001) individuals has an attitude to share their insight energetically on the off chance that they feel. It is advantageous, significant and producing an important outcome by sharing it inside a domain.

Hypothesis Development

H₁ : Knowledge conversion has a positive impact on organizational effectiveness.

H₂: Knowledge Sharing has a positive impact on organizational effectiveness

Material and Methods

Design of Study

In this study, we analyze the impact of knowledge management on Organizational Effectiveness. We have collected the data from 110 respondents of the Health Department of AJ&K, using random sampling. The research is explanatory in nature as this work studies the effects of independent variable i.e. Knowledge

Management (Knowledge Conversion and Knowledge sharing) factors on the dependent variables in (Organizational Effectiveness). These variables display the positive, negative relationship among themselves, or even non related.

Model Specification

Regression model is used to find out the relationship between dependent and independent variables. In this work, the model is based on (Abor, 2005).

$$Y_1 = \alpha_1 + \beta_1 X_1 + \beta_2 X_2 + e_0$$

Where

Y_1 = Organization Effectiveness

α_1 = the intercept of each entity

β = the coefficient for that variable

X_1 = knowledge conversion

X_2 = knowledge sharing

e_0 = is the error term

In this model, dependent variable is Organization's effectiveness and independent variables are knowledge conversion, knowledge sharing and the model is below.

Organizations effectiveness = β_1 (knowledge conversion) + β_2 (knowledge sharing) + e_0

Research Instrument

We analyzed the data collected from the questionnaires. We perform data analysis and based on this analysis, we noted down the findings and suggested the recommends. This study used five point Likert scale to measure these responses. The scale is: strongly disagree=1, disagree=2, neutral=3, agree=4, and strongly agree=5.

Unit of Analysis

The employees of Health Department of AJK are the subject of this study, we analyze their responses to understand their perception regarding Knowledge Management and Organizational Effectiveness.

Population of the Study

In this study, the Population from HEALTH DEPARTMENT OF AJ&K Has Been Selected. Employees Of HEALTH DEPARTMENT OF AJ&K, Muzaffarabad AJK have responded to questionnaire.

Tools used in Analysis

This study used Statistical Package for Social Sciences – SPSS is a computer program for the data analysis. SPSS version 2016 has been used. This software is

widely used for statistical analysis in Social Sciences as it is very easy to use and easy to perform data entry, data transformation and data analysis task.

Response Rate

Response rate is the accomplishment or return rate dully filled by respondents. It explains the exact rate by examining the questionnaires properly filled and returned by the respondent. This real response is generally communicates the as a rate or percentage. This study properly examined al questionnaires by identifying the incomplete and wrong filled questionnaires. This study also screened or separate all those filled questionnaires which showed the misunderstanding by respondent while understating the questions mentioned in questionnaire.

**Table 1
Response Rate**

Questionnaire	Frequency	Rate
Questionnaires distributed	100	100
Responded questionnaire	80	80
Questionnaire used in analysis	80	80

This study distributed 100 questionnaires among employees in EPI AJ&K. The survey was conducted during May 2021 and June 2021. 80 individuals responded out of the 100, as show in table 4.1. We discarded the 10 responses from analysis because they are incomplete and partially filled.

**Table 2
Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	64	80.0	80.0	80.0
	Female	16	20.0	20.0	100.0
	Total	80	100.0	100.0	

Following table shows the ratio of male and female respondents. Respondents were also asked to mention their gender in the questionnaires. This option indicates ratio of male and female in collage

**Table 3
Marital Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	36	45.0	45.0	45.0
	Unmarried	44	55.0	55.0	100.0
	Total	80	100.0	100.0	

Respondents were also asked to mention their marital status in the questionnaires. Following table shows the ration of married and unmarried persons.

**Table 4
Income**

	F	Percent	Valid Percent	Cumulative Percent
Valid				
	Below 10000	12	15.0	15.0
	Between 11000 – 20000	24	30.0	45.0
	Between 21000-30000	16	20.0	65.0
	Between 31000-40000	28	35.0	100.0
	Total	80	100.0	100.0

The above table shows income level of employees of collage respectively.

Reliability Statistics

The reliability of an instrument is the degree of consistency which measure the attributes; it's supposed to be measuring. The reliability can be equated with the stability, consistent, or dependability of measuring tools. Cronbach's Alpha method is used to measure the reliability of questionnaire between each field and the mean of whole field of questionnaire. It is calculated to estimate the reliability of the instrument. This the most effective method of measuring the internal consistency of the instrument. Cronbach's (1951) suggested if the alpha coefficient < 50 the factors involve it are not reliable. The Standard Alpha will consider if the values will be between .70 and .90. If the Alpha will grater than 90% and equal to 100% then the result will extremely believable.

Table 5
Reliability Statistics

Variables	Cronbach's Alpha	No of Items
Knowledge Conversion	0.804	05
Knowledge sharing Result	0.708	07
Organization Effectiveness	0.802	07

In this study we found the result which is come under the standard values. In our questionnaire we test three variables. Among these there were two independent and one was dependent variable. With the reference to table 5, the results were received 0.804, 0.708 and 0.802.

The internal consistency of each construct is measured from Cronbach's alpha reliability were found standard. The question mentioned against viable were significance. The values stated in this table represent that the first independent variable that was "Knowledge Conversion" and dependent variable 'Organizational Effectiveness were found strong internal consistence as compare the second independent variable "Knowledge Sharing". Any how the value we found against second variable is showing the internal consistence.

Table 6
Descriptive Statistic

	N	Minimum	Maximum	Mean	Std. Deviation
Knowledge Conversion Result	80	3.60	4.60	4.0800	0.26548
Knowledge sharing Result	80	3.71	4.43	4.0920	0.19520
Organization Effectiveness	80	3.43	4.86	4.1370	0.33329

Valid N (listwise)	80
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Descriptive statistic is used to describe the key features of the data collected from analysis. Descriptive analysis used to know the different measures of central studies and measures of dispersion. Normally, mean and standard deviation is to understand the data. The mean value describes the average and central measure of the variable. The above mentioned table shows the mean values of independent variables knowledge conversion, knowledge sharing, and dependent variable - Organization Effectiveness are 4.0800, 4.0920, 4.1370 respectively. The Standard deviation values are 0.26548, 0.19520, 0.33329 respectively of the 80 respondents' sample.

**Table 7
Correlation**

		KCR	KSR	Organizational. Effectiveness
Knowledge Conversion	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	80		
Knowledge Sharing	Pearson Correlation	0.838**	1	
	Sig. (2-tailed)	0.000		
	N	80	80	
Organization Effectiveness	Pearson Correlation	0.633**	0.579**	1
	Sig. (2-tailed)	0.000	0.000	
	N	80	80	80

The connection investigation characterizes liner relationship among two factors to decide the quality and heading variable. It is possible that the variables are positive or negative corresponded e.g. one variable that are sure related with another variable called profoundly emphatically noteworthy association with variable. Scope of relationship is +1 and - 1. Econometric model recommended to checking of pears on connection (quality of the level of association among needy and free factor. The above table demonstrates that all variables have a noteworthy connection with each other. The individual connection between information transformation, learning offering to development are **0.838, 0.579, 0.633** respectively.

**Table 8
Regression Analysis**

R Square	Adjusted R Square
0.409	0.394

R show estimation of relationship of learning change on development (R=.409) R square demonstrates the coefficient of determinate, that range is 50 % or more R square worth is (R=.394) that is factual satisfactory P is 0.000 that are factually noteworthiness result and furthermore impacts.

"T" a. Acknowledgment of "T" esteem is 3.723; so the theory H1 is acknowledged

Table 9
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.508	0.405		3.723	0.000
KSR	0.186	0.184	0.162	1.013	0.314
KCR	0.454	0.147	0.497	3.100	0.003

a. Dependent Variable: INVR

R show estimation of connection of information sharing on organization effectiveness ($R=.409$). R^2 demonstrates the coefficient of determinant. If the range is half or more R^2 worth is 409. That is factual acknowledgment. p is 0.000. That are factual hugeness result and furthermore impact

"T" that is **3.723a**. Acknowledgment of "T" esteem is **3.723**. So the speculation H2 is acknowledged. R show estimation of relationship of learning the board on development ($R=.394$). R^2 demonstrates the coefficient of confirms that range is half or more R^2 worth is $R^2 =.409$. That is factual acknowledgment. P is 0.000 that are measurably criticalness result and furthermore impact "T" i.e., is 3.723 a. Acknowledgment of "T" esteem is 3.723: Thus, the theory H4 is acknowledgment of "T" esteem is 3.723: so the speculation H4 is acknowledged.

Table 10
Summary of Hypothesis

Hypothesis		Result
knowledge management has positive significant Influence organization effectiveness	H₁	Accepted
knowledge conversion significantly influences on Organization effectiveness	H₂	Accepted
knowledge sharing significantly influences on organization effectiveness	H₃	Accepted

Discussion

The basic aim of this research was to analyze the impact of knowledge management practices e.g. knowledge conversion and knowledge sharing on organizational effectiveness. Knowledge management is very important for enhancement of organizational effectiveness and effectiveness in term of productivity, sales growth, profitability, innovations, staff performance and as well as relation with employees. All the practices of knowledge management have a positive impact on firm performance. This study gives insight for the organizations to implement these knowledge management practices for enhancement of their organizations in term of both financial and non-financial performance. This study enhances the understanding about organizational knowledge management practices e.g. Knowledge conversion and knowledge sharing for improvement in organizational effectiveness and effectiveness. First hypothesis of this research was:

H1-Knowledge conversion has a significant influence on organizational effectiveness. Consequences of this study show that Knowledge conversion has a significant positive influence on organizational effectiveness. Outcome of H1 is supported by (Mills & Smith, 2011). Second hypothesis of this research was: H2-Knowledge sharing has a significant influence on organizational effectiveness. Results of this study show that Knowledge sharing has a significant positive influence on which is proved by our study results. Outcomes of H1 & H2 are supported by (Kimaiyo, Kapkiyai, & Sang, 2015). Other researcher findings also shown that there are other variable as well in knowledge management which are also tending toward improvement in organizational effectiveness. For example knowledge application has a significant influence on organizational effectiveness. At same time Knowledge application has a significant positive influence on organizational effectiveness which is verified by our study results and supported by previous studies (Ha, Lo, & Wang, 2016). Knowledge protection has a significant influence on organizational effectiveness. conclusions of this study display that Knowledge acquisition has a significant positive influence on organizational effectiveness thus this hypothesis is verified and it is supported by already studies (Zaied, Hussein, & Hassan, 2012). Many other variables of knowledge management have almost same result which were found in various findings provided by many researchers, Knowledge creation has a significant influence on organizational effectiveness. Results of this study give indication that Knowledge creation, Knowledge storage, has a significant positive influence on organizational effectiveness (Raeeszadeh, Gilaninia, & Homayounfar, 2016). Findings of this study show that Knowledge management has a significant positive influence on organizational effectiveness thus Hypothesis H1 and H2 is proved by our study results which are supported by previous studies (Ha et al., 2016)

Conclusion

The essential point of this study is to create theoretical case work that inspects the impact of learning on the executives for development. This gives the crucial knowledge into the affiliation citizenship behaviour of the employee in open composition in health department of AJ&K. The model test demonstrates that information, the executives' noteworthy commitment to development in Pakistan. This investigation likewise show functional proof of the commitment of information ,the executives ,the relapse result learning, the board demonstrates that effect on advancement. The aftereffect of the examination broke down that information, the executives at work will expanded when the decrease in the outcomes of development, and by expanding learning the board will have a quality over performances and have development with it.

Recommendation

This research can be proceed by adding some more diminutions of knowledge management and these new dimension can test on Innovation. This research can be carried out in private sector and can draw a comparative analysis among various government and private sectors.

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