

# Knowledge Management and Organizational Performance: The Case of a Telecommunication Organization in India

**Sweta Banerjee**

Associate Professor

Ethiopian Civil Service University, ADDIS, ABABA, Ethiopia

drshwetabanerjee@gmail.com

## ABSTRACT

Knowledge management is very important in today's dynamic environment. It is considered as one of the prime asset of the organization. Organizations should manage knowledge in an appropriate way in order to make performance effective and efficient for gaining competitive advantage in the market. The purpose of this study was to examine the relationship between knowledge management and organizational performance; specifically, the study investigated the relationship between knowledge acquisition and organizational performance, impact of knowledge sharing on organizational performance and to explore the role of knowledge responsiveness on performance of the organization. This study employed descriptive and explanatory types of research design and used mixed approach (quantitative and qualitative). The sampling techniques used were both probability and non-probability sampling techniques and 178 employees were selected for the study. Both primary and secondary sources of data that is questionnaire and interview were used in data collection. The data gathered were analyzed using descriptive and inferential statistics. For descriptive frequency and percentage were used, while Spear man correlation and linear regression was used to analyze the relationship between the variables. The result showed that knowledge acquisition and knowledge sharing have a positive significant relationship with organizational performance. The study also showed that knowledge responsive has significant role on organizational performance.

**Keywords:** Knowledge Management, Organizational Performance, Knowledge Sharing, Knowledge Acquisition.

## INTRODUCTION

The present times of the VUCA (Volatile, Uncertain, Complex and Ambiguous) world is witnessing sea changes in the economy and the business plane and whosoever is not able to upkeep with the changes has to take the beat. This is a period of knowledge based economy and in order to forge ahead in the competition mastering knowledge and technology is the only key competitive advantage. It has become all the more necessary for organizations to effectively manage knowledge, by preserving, fostering and sharing. As such, knowledge management is the only survival mode for businesses to render effectiveness in the long run for sustaining the competition. (Wu, 2009). The initial start of Knowledge Management can be traced to the 1980's with the advent of artificial intelligence and expert systems. Thus, it became a buzz word amongst the business colloquia, academicians, consultants, economists and the business world at large. The present status of knowledge management as we see today is the ramification of attention that it received from corporations and organizations since the year 1995.

For example, in India for the last 10 years, some major telecommunication giants have emerged, whose profitability are also based on more of their intangible resources like the expertise of their human resources, superior business systems and processes, corporate goodwill, the loyalty of their customers, and the overall reputation of the telecom giant in the market places well as business world. The critical success factors emerged now include promptness on time and speed, strategic networking and partnerships, flexibility to suit internal and external stakeholders' needs, continuous innovation, adoption of contemporary management principles and flexibility in choice of location for resource optimization. This has now become imperative for all the players to sustain as well as succeed in the industry. Another most important factor especially to the companies in telecom is how they leverage the knowledge acquired from their systems and processes, from their internal stakeholders i.e. employees, external stakeholders including their customers and their competitors to create unique competencies and distinctive positioning in the market (Wiley Online Library, 2013.) There has been a lot of development in the field of knowledge management since last few years, owing

to growing interest amongst industries and researchers. In 1995, the first ever conference was held on this theme and the focus was on how to use knowledge for a sustainable benefit and since then, managing knowledge also became an important focus for management. By 2003, large corporations had started with few such initiatives like there were now distinguished teams of knowledge management functioning which primarily worked on strategic issues under the guidance of a CKO i.e. Chief Knowledge Officer. IBM, Xerox, Hewlett –Packard and Chevron, were few among such. Many international firms had practiced this system such as: IBM, Microsoft, Hewlett-Packard, and Xerox and even it has Knowledge Management (KM) department.

## REVIEW OF LITERATURE

There are a lot of dimensions yet unexplored in the field of knowledge management and this offers a lot of scope for a diverse set of researches. However, the core focus areas have been few outcome areas like if organizational effectiveness and performance could be improved or if sustainable growth can be achieved, the overall value of the organisations could be improved through a strong system of knowledge management. A lot of scope is there in these areas to be researched and which may bring meaningful strategic implications for the industry. By acquiring right intellectual capital, an organisation can effectively improve its performance and can seek an edge in this rapidly changing knowledge economy.

In fact, a high degree of competitive advantage and enterprising value can be ensured by investing in intellectual capital and this alone may become the core competitive factor for an organisation to survive as well as lead in this era of stiff competition (Chen, 2012).

In short, an organisation can master its future by an adept knowledge management and intellectual capital. For a telecom industry, innovation (Swan et al., 2002), collaboration learning environment and organizational culture (Tian et al., 2009) have also been identified as critical factors for the effectiveness of knowledge management practices in organisations. It has now become important and well established as well to build an open culture in the organisation so as to integrate the individual expertise, skills and experience with that of organization's knowledge and experience to have an improved as well as sustainable and consistent organizational performance (Gupta & Govindarajan, 2000). Overall, a strong and well-structured knowledge sharing culture in organisations are very much desirable for organisations (Chong et al., 2007).

**Knowledge Acquisition:** Knowledge for an individual entity is the impetus for his acquired skills and competencies (Trispas, 2009). Knowledge management as a process involves acquisition, refinement, storage, transfer and sharing within organization thus representing a dynamic competitive resource as espoused in the knowledge. It has also been defined by (Scaborough, 2008) that it is the process of creating, acquiring, capturing and sharing knowledge whenever it is found he had considered strongly that in all of these processes, the need to acquire it is a strong concern for all members of the organization. Acquiring knowledge according to the author is a candidly initiated effort to strategically alter attempt at competitiveness with a view to ensuring dominance among competitors.

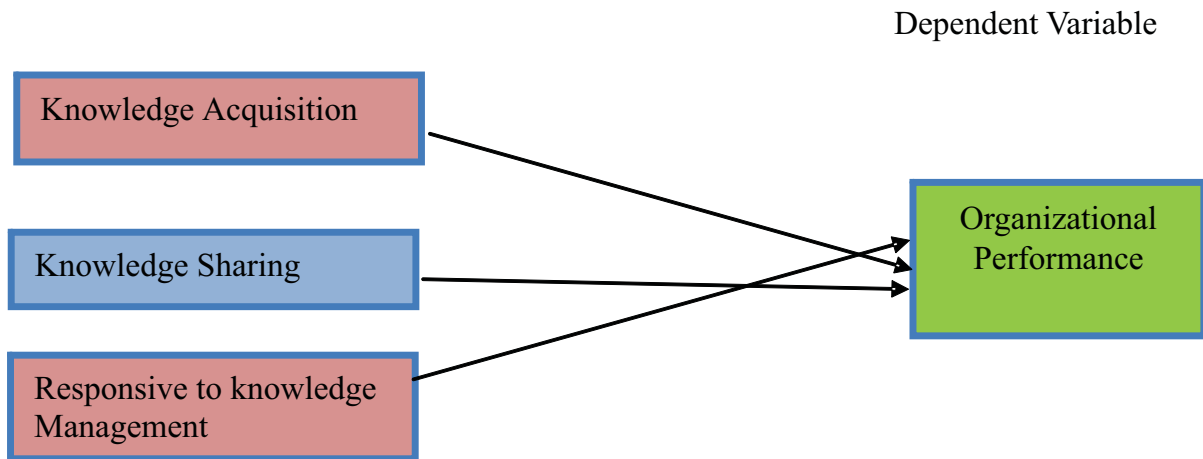
**Knowledge Sharing:** Knowledge sharing is perceived to be the most essential process for knowledge management it is a reciprocal process of knowledge exchange and examines factors that help explain why individuals are willing to engage in this process. Knowledge sharing is a fragile process (Renzl, 2008). Most of researchers' report that knowledge sharing improves organizational performances through promoting competitive advantage, organizational learning, innovation, and even survival (Lesser & Prusak, 2001).

**Responsiveness to Knowledge:** Knowledge is an important source for learning new things, solving problems, creating corecompetencies and establishing new positions for individuals and the organization at present and in the future (Nasimiet. et al, 2013). Knowledge as a fundamental principle of competitive advantage has been emphasized in the field of strategic management. To achieve sustainable competitive advantage, an organization should realize how to create, distribute and utilize knowledge (Rahimli, 2012); hence, the need for responsiveness to knowledge in organizations. Based on the definition of Knowledge Management (KM) by (Darroch, 2003), responsiveness to knowledge is one of the dimensions of KM (i.e., knowledge acquisition, knowledge dissemination and responsiveness to knowledge).

**Organizational Performance:** Performance is the end result of activities; it includes the actual outcomes of the strategic management process (Alrubaiee, 2012). Ben Zaiedargued that the organizational performance is represented by the success in achieving its goals. Organizational performance constitutes all behaviors related to organizational objectives depending on the contribution levels of individuals to the organization.

However, the organizational performance is the mirror that reflects the organizations ability in achieving high productivity provided it is combined with the customers’ satisfaction and having a well market share that can provide a suitable financial refund and do social and ethic responsibilities towards the environment where the organization works and the society (Ben Zaied et al., 2015).

**Conceptual Frame work**



**OBJECTIVES**

1. To explore the relationship between knowledge acquisition and organizational performance
2. To identify the impact of knowledge sharing on organizational performance
3. To explore the role of responsiveness to knowledge management on organizational performance

**RESEARCH METHODOLOGY**

This study used mixed approach (qualitative and quantitative), to address the general objective and to fill the knowledge gap, adequate data from both quantitative (survey questionnaire) and qualitative (in-depth interview) sources was used, and converge data collected from both sources at the same time to get a comprehensive analysis of the research problem and interpret the overall result.

Therefore, the researcher used quantitative survey research questionnaire and in-depth interview data gathering instruments together.

Sample Size: The total population of this study was 323 employees which are currently working in the telecommunication organization. Hence, the number of employee include in the survey questionnaires will be 178. Besides, 3 key informants (selected office managers) for interview purposely. So the total target sample for this study will be about  $178+3=181$ .

Data Source: Primary data was collected through the use of the self-administered data collection tools like questionnaires and structured interviews and secondary data has been collected, reviewed and analyzed for the purpose of this study which are from published or unpublished articles, reports, books and thesis.

Data Collection Instruments: The researcher used semi-structured self- administered questionnaire for both quantitative and qualitative aspect of the research method. Further, for the qualitative aspects of the study methods data was collected from in-depth interview.(Kerlinger, 1986) defines data analysis as categorizing, manipulating and summarizing of data in order to obtain answers to research questions.

Summary of the Cronbach's Alpha of Each Scale

Variable		Cronbach's Alpha	No. of Items
KA	Knowledge Acquisition	.772	4
KS	Knowledge Sharing	.702	2
Res_Kn	Responsive to Knowledge	.723	3
Profit	Profit	.751	3
Sls Growth	Sales Growth	.670	6
Mrkt Share	Market Share	.656	5

The information was used for academic purpose only, accordingly, the respondents was introduced about the purpose of the study.

DATAANALYSIS

Demographic Characteristics of Respondents

Five factors were used to collect the demographic information relevant for this study. Gender was the first demographic variable in which the respondents were asked to classify themselves either males or females. Out of the 173 respondents, the majority 137(79%) were males while the remaining 36(21%) of the respondents were female. This implies that, the employees of the organization were male dominated, the age of the respondents were 90(52%) were between 31-40 years, 49(28%) were between 20-30 years, 21(12%) were between 41-50 years and the rest 13 (8%) were above 50 years respectively. As it was observed from the data, a huge number of participants fall in the age category of 20-40 years. As far as the marital status of the respondents is concerned, 108(63%) of the total respondents were married, 49(28%) are single and the remaining 16(9%) are widow/ed or divorced. With regards to educational background of the respondents, 85(49.1%) were holding Bachelor degree, 63(39.4%) have finished their Master's degree, 18(6.4%) of the survey respondents had completes their doctorate degree, and the rest 7(4%) were high school graduates. From this, it is possible to infer that, the study organization has been operating its activities with qualified professional manpower. This means that, a large number of experienced respondents who participated in the survey, most of them have bachelor degree. Regarding to respondent's work experience, the majority of the respondents 104(60%) served for 6-10 years, 40(23%) worked for 1-5 years, while the last 29(17%) of them have work experience of more than 10 years. This implies that, the study organization has composed of a mix of employees with different work experience.

Knowledge Acquisition and Organizational Performance

Table 1 Knowledge Acquisition

Items	Valid	Frequency	Percentage
Employees attend training to acquire new knowledge	Strongly Disagree	12	6.9%
	Disagree	9	5.2%
	Neutral	23	13.3%
	Agree	72	43.3%
	Strongly Agree	57	32.9%
Items	Valid	Frequency	Percentage
Employees motivated to acquire new knowledge	Strongly Disagree	8	4.6%
	Disagree	15	8.7%
	Neutral	21	12.1%
	Agree	84	48.6%
	Strongly Agree	45	26%
Items	Valid	Frequency	Percentage
Employ people who have the knowledge we need.	Strongly Disagree	11	6.4%
	Disagree	16	9.25
	Neutral	27	15.6%
	Agree	53	30.6%
	Strongly Agree	66	38.2%
Items	Valid	Frequency	Percentage
We acquire new knowledge through teamwork	Strongly Disagree	12	6.9%
	Disagree	26	15%
	Neutral	30	17.3%
	Agree	67	38.7%
	Strongly Agree	38	22%
	Total	173	100%

As shown in table above, the employees were asked to rate whether they attend short courses, training seminars and conferences to acquire new knowledge. In this regard, the majority of the respondents 72(43.3%) responded agree, 57(3.9%) of the respondents strongly agreed whereas 23(13.3%) of them were neutral. Only few respondents 9(5.2%) and 12(6.9%) responded disagree and strongly disagree respectively, about attending training seminars to acquire new knowledge. This implies that, the organization has a system to update its workforces with training in line with new developments.

Respondents were also asked to show their agreement level, whether they are motivated to participate in exhibition sessions to acquire new knowledge or not. In this regard, most of the respondents 84(48.6) responded agree, 45(26%) of the respondents strongly agreed, 15(8.7%) disagreed, 8(4.6%) of them responded strongly disagree and the remaining respondents 21(12.1%) were neutral. From this, it can be implied that, almost all the respondents have the motivation to participate in exhibition sessions to acquire new knowledge.

As it was observed from the above table item number 3, respondents were asked to evaluate whether their organization employ people who have the required knowledge or not. In this case, 66(38.2%)of the respondents responded strongly agree, 53(30.6%) of them agree, and 27(15.7%) responded neutral. Whereas, only few respondents 16(9.2%) and 11(6.4%) responded disagree and strongly disagree respectively. This implies that, the study organization hire people who have the required knowledge for they help in the establishment as well as achievement of its goals.

Finally, in a statement that reads “we acquire new knowledge through teamwork”, 67(38.7%) of the respondents responded agree, 32(22% of them strongly agreed, 26(15%) disagreed, 30(17.3%) of the respondents were kept neutral and the remaining 12(6.9%) responded strongly disagree respectively. This shows that, teamwork was used by employees as a medium through which they get new knowledge in their work place. In an interview conducted with top managers of the organization, the response obtained supported that of the survey result obtained from the respondents, concerning attending short courses, training seminars and conferences to acquire new knowledge.

**Organizational Performance**

**Table 2 Profit**

Items	Valid	Frequency	Percentage
Net profits of our company increased.	Strongly Disagree	3	1.7%
	Disagree	7	4%
	Neutral	6	3.5%
	Agree	70	40.5%
	Strongly Agree	87	50.3%
Items	Valid	Frequency	Percentage
The net profit of our company has been increasing.	Strongly Disagree	6	3.5%
	Disagree	4	2.3%
	Neutral	8	4.6%
	Agree	74	42.8%
	Strongly Agree	81	46.8%
Items	Valid	Frequency	Percentage
Growing company due to the net profit reinvested	Strongly Disagree	7	4%
	Disagree	15	8.7%
	Neutral	36	20.8%
	Agree	79	45.7%
	Strongly Agree	36	20.8%
	Total		173

As it was shown from table above, in a question that says “over the last three(3) years, the net profits of our company increased”, more than half (50.3%) of the respondents responded strongly agree, (40.5%) agreed, (3.5%) neutral, the rest (4%) and (1.7%) responded disagree and strongly disagree respectively. From this, it is possible to infer that, over the past three years, the organization’s net profits have been increased as suggested by the participants.

As it was observed from table 4.4 above, respondents were asked to rate whether the net profit of their organization has been increasing for the last three (3) years or not. Accordingly,81(46.8%) responded strongly agree, 74(42.8%) of them agreed, 4(2.3%) and 6 (3.5%) responded disagree and strongly disagree respectively. And the remaining respondents 8(4.6%) responded neutral. This implies that, the respondents have expressed their agreement as their company’s net profit has been increasing for the last triple years.

Also the respondents asked whether their company is growing due to reinvesting its net profit or not, respondents were showed their agreement level. In this regard, the majority of the respondents 36(20.8%), and 79(45.7%) responded strongly agree and agree. Whereas 36(20.8%) of them responded neutral, 15(8.7%) and 7(4%) of the respondents responded disagree and strongly disagree respectively. From this, it can be understood that, because of its reinvestment, the company’s net profit has kept increased.

In an interview held with top managers of the company, concerning the increase in net profit from reinvestment, the response obtained support that of the questionnaire in that the company invested on the latest technologies specially internet and also on new sectors of telecommunication such as the fiber optic to maximize its profits.

**Table 3 Sales Growth**

No	Items	Category of Respondents									
		SD		DIS		NEU		AGR		SA	
		N	%	N	%	N	%	N	%	N	%
1	Sales growth of our products increased	8	4.6	4	2.3	6	3.5	66	38.2	89	51.4
2	Our sales volume increased in the 3 last years	5	2.9	7	4	8	4.6	68	39.3	85	49.1
3	Customers have increased on their purchasing volumes.	9	5.2	11	6.4	24	13.9	76	43.9	53	30.6
4	We are still able to achieve our sales expectations	22	12.7	37	21.4	34	19.7	62	53.8	18	10.4
5	The number of existing customers increased in the 3 last years	20	11.6	14	8.1	22	12.7	64	37	53	30.6
6	The daily sales of our company are increasing	17	9.8	24	13.9	27	15.6	51	29.5	54	31.2

As indicated in the table 4.5 above, the response 89(51.4%) of the respondents strongly agreed with the sales growth of the products has increased over the last three years. And 66(38.2%) of the respondents responded agree, 8(4.6%) of them responded strongly disagree respectively, and response of 6(3.5%) were neutral, 4(2.3%) of the respondents responded disagree. This shows that, the majority of the participants were expressed their agreement as their company their products sales has increased over the last three (3) years.

Regarding to the sales volume, most of the respondents (49.1%) strongly agreed with increased sales volume in the last three years, (39.3%) of the respondents agreed, (4.6%) responded neutral, (4%) of them disagreed, and the remaining (2.9%) of the respondents responded strongly disagree respectively with increasing sales growth over the three last years. This shows that, high level of agreement achieved between respondents of the company on the volume of their sales.

As shown from the table above, the highest number of respondents (43.9%) agreed and (30.6%) strongly agreed with customers have increased on their purchasing volumes. However, 13.9% of the respondents were neutral. The remaining (6.4%) and (5.2%) disagreed and strongly disagreed with increasing sales growth over the last three years respectively. This shows that, respondents have the opinion that their customers’ volume of purchase has increased for the indicated time periods.

Respondents were asked to evaluate whether the company has still able to achieve sales expectations or not. The response rate of the participants was read as, (53.8%) agree, (21.4%) disagree, and (19.7%) of them responded neutral. The remaining (10.4% and 12.7%) of them strongly agree and strongly disagree respectively. This implies that, more than half of the respondents show their agreement, while slightly less than half of them expressed their disagreement on the issue. Also as shown from the above table, respondents were asked to evaluate the extent to which their company existing customers increased in the last three years. The majority of the respondents (37%) agreed, (30.6%) of the respondents strongly agreed, and (12.7%) of the respondents responded neutral. Whereas, (11.6% and 8.1%) of them responded strongly disagree and disagree respectively. From this, it can be implied that, the telecommunication organization is providing its customers the best available services in competitive market environment. The table revealed that satisfaction levels of the respondents with the daily sales of their company are increasing. For instance, the analysis result indicated that majority of the respondents (31.2%) strongly agreed and (29.5%) agreed. Only few respondents (13.9% and 9.8%) disagree and strongly disagree respectively. Whereas, the remaining (15.6%) of the respondents were natural. In an interview held, the respondents were asked the level of customer satisfaction and more than half of them stated that customer satisfaction level was fairly high, but it need for further investigation.

As shown in the table 4.6 below, more than half of the respondents (55.5%) strongly agreed with increased market share in the last three years,(28.3%) of the respondents agreed, and (6.9%) of the respondents kept neutral. Only (3.5% and 5.8%) of the respondents responded disagree and strongly disagree with increased market share. This shows that, over the last three years, the company has engaged on activities that build its image so that its share of market increases.

As indicated in the table below, employees were asked to indicate their agreement level whether the company had significant market share growth or not. The majority of the respondents (53.2%) strongly agreed, (31.2%) agreed, (5.2%) of the respondents’ responded neutral, and the remaining 6.4% and 4% of the respondents strongly disagree and disagree respectively in this regard. From this, it can be inferred that, the organization had a significant market share growth for it is doing on activities that bring additional competitive advantages.

As it has shown in table 4.6 below, most of the respondents (37.6%) agreed with increased volume of the customers’ purchases, and (25.4%) of the respondents responded strongly agree, (20.8%) of the respondents were neutral. Whereas, (8.7% and 7.5%) of the respondents’ strongly disagreed and disagreed respectively. This shows that, customers of the company have increased their purchase volume over the last three years.

**Table 4 Market Share**

Items	Valid	Frequency	Percentage
Market share increased in the last years	Strongly Disagree	10	5.8%
	Disagree	6	3.5%
	Neutral	12	6.9%
	Agree	49	28.3%
	Strongly Agree	96	55.5%
Items	Valid	Frequency	Percentage
Our company had significant market share growth	Strongly Disagree	7	4%
	Disagree	11	6.4%
	Neutral	9	5.2%
	Agree	54	31.2%
	Strongly Agree	92	53.2%
Items	Valid	Frequency	Percentage
The volume of our customers purchases increased.	Strongly Disagree	15	8.7%
	Disagree	13	7.5%
	Neutral	36	20.8%
	Agree	65	37.6%
	Strongly Agree	44	25.4%
Items	Valid	Frequency	Percentage
The frequency of customers purchases increased.	Strongly Disagree	8	4.6%
	Disagree	12	6.9%
	Neutral	43	24.9%
	Agree	60	34.7%
	Strongly Agree	50	28.9%
Total		173	100%

Regarding the last question of the above table, (34.7%) of the respondents responded agree which indicates that they are satisfied with the frequency of the customers' purchases increased, and (28.9%) of them agreed strongly. Only few respondents (6.9% and 4.6%) disagreed and strongly disagreed respectively with the customers' purchases increased in the last three years and the remaining respondents (24.9%) were between the two extremes (neutral). This show that, telecommunication company has been working on activities such as service qualities so that it attracts new service users while retaining existing ones at the same time.

**Correlation Analysis**

This study was to answer the research objectives and Spearman correlation coefficient method was used to evaluate the correlation between the variables.

The strength of the relationship can be determined via the Spearman correlation (r). If the r value is 0, then it indicates no relationship between two variables and if the r value is 1, then it can be interpreted as perfect positive correlation, while if the r value is -1, it can be interpreted as negative correlation.

According to the study of Cohen (1988), the r value can interpret the strength of the relationship. Table 4.7 is the guideline for the strength of the relationship. The sign of + or - indicates a positive or negative relationship. The summary for the correlation of knowledge acquisition and organizational performance is presented in table 4.8.

**Table 5 Guideline for the Strength of the Relationship**

Sign of Correlation Coefficient	Strong	Moderate	Weak	Very weak or None
+ Values	0.50 to 1.00	0.30 to 0.49	0.10 to 0.29	0 to 0.09
- Values	-1.0 to -0.50	-0.49 to -0.30	-0.29 to -0.10	-0.09 to 0

**Table 6 Correlations Coefficient between Knowledge Acquisition and OP**

Spearman's rho		..	employees motivated	Employee work through teamwork	the net profits is increased	The sales growth is increased	customers increased on their purchasing volume	market share is increased
Employees training	Correlation Coefficient	1.00	.359**	.346**	.158*	-.051	.009	.071
	Sig. (2-tailed)	.	.000	.000	.038	.504	.906	.356
	N	173	173	173	173	173	173	173
Motivated employees	Correlation Coefficient	.359**	1.00	.582**	.169*	-.025	.054	.027
	Sig. (2-tailed)	.000	.	.000	.026	.748	.478	.721
	N	173	173	173	173	173	173	173
Employee teamwork	Correlation Coefficient	.346**	.582**	1.00	.096	-.105	-.027	.004
	Sig. (2-tailed)	.000	.000	.	.209	.168	.720	.959
	N	173	173	173	173	173	173	173
The net profits is increased	Correlation Coefficient	.158*	.169*	.096	1.00	.514**	.352**	.683
	Sig. (2-tailed)	.038	.026	.209	.	.043	.001	.276
	N	173	173	173	173	173	173	173
The sales growth is increased	Correlation Coefficient	-.051	-.025	-.105	.154*	1.000	.235**	.236**
	Sig. (2-tailed)	.504	.748	.168	.043	.	.002	.002
	N	173	173	173	173	173	173	173
Customers increased on purchasing volume	Correlation Coefficient	.009	.054	-.027	.252**	.235**	1.000	.144
	Sig. (2-tailed)	.906	.478	.720	.001	.002	.	.059
	N	173	173	173	173	173	173	173
Market share is increased	Correlation Coefficient	.071	.027	.004	.083	.236**	.144	1.000
	Sig. (2-tailed)	.356	.721	.959	.276	.002	.059	.
	N	173	173	173	173	173	173	173



As shown from the above table different variables of knowledge acquisition have relationship with variables of organizational performance. The correlation coefficient of Employee training and employee motivation is a medium strength relationship (0.359) which indicates the two variables have significant positive relationship. The correlation between Employee training and Employee work through teamwork is a medium strength relationship (0.346) which indicates there is significant positive relationship between them. In addition to the correlation between Employee training and Net profit of the company is (0.158) small strength relationship which indicates the two variables have significant positive relationship. Regarding to the correlation between Employee motivation and Employee work through teamwork, the correlation coefficient is a strong strength relationship (0.582), which indicates the two variables have significant positive relationship. As indicated in the above table, the correlation between Employee motivation and Net profit of the company is (0.169) small strength relationship which indicates there is significant positive relationship between these variables. The result indicates above table, the correlation between Net profit of the company and Sales growth is a strong strength relationship (0.514) which indicates the two variables have a significant positive relationship between them. In addition to the correlation between Net profit of the company and Customers have increased their purchasing volume is a medium strength relationship (0.352) which indicates the relationship between two variables is significant positive relationship.

The correlation between Sales growth and Customers have increased their purchasing volume is a medium strength relationship (0.235) which indicates there is a significant positive relationship between these two variables. And the correlation between Sales growth and Market share increased in the three last years is a medium strength relationship (0.236) which indicates the two variables have a significant positive relationship. This implies that, there is significant positive relationship between knowledge acquisition and organizational performances.

Knowledge Sharing and Organizational Performance

Knowledge Sharing

**Table 7 Employees Exchange their Knowledge and Experiences While Working (on the Job).**

Valid	Frequency	Percentage
Strongly Disagree	15	8.7
Disagree	31	17.9%
Neutral	24	13.9%
Agree	55	31.8%
Strongly Agree	48	27.7%

In a statement that reads, “Employees exchange their knowledge and experiences while and 15(8.7%) of the respondents responded agree, strongly agree, disagree and strongly disagree respectively. The remaining 24(13.9%) of them kept neutral. This shows that, there in the organization, the culture/practice of knowledge and experience sharing held between the workers is at its highest level.

**Table 8 Knowledgeable staffs share the new knowledge with other staffs through meetings in your company.**

Valid	Frequency	Percentage
Strongly Disagree	13	7.5%
Disagree	28	16.2%
Neutral	37	21.4%
Agree	48	27.7%
Strongly Agree	47	27.2%
<b>Total</b>	<b>173</b>	<b>100%</b>

The table above shows that knowledgeable staffs share the new knowledge with other staffs through meetings in the company. Among the respondents, the majority respondents 48(27.7%) agreed, 47(27.2%) strongly agreed, and 37(21.4%) of them responded neutral. The remaining respondents i.e. 28(16.2%) and 13(7.5%) disagree and strongly disagree respectively about knowledgeable staffs share new knowledge with other staffs through meetings. This shows that, the organization is well implementing the practice of transferring new ideas of experienced employees to less knowledgeable ones by organizing meetings. In support of the above response, interviewees confirmed that, the organization have a knowledge management policy or strategy for acquiring and sharing knowledge. The strategy incorporates policy to acquire knowledge specially information technology and sharing it among the organization.

Linear Regression Analysis

Linear regression is a technique used to determine the extent to which there is a linear relationship between a dependent variable and one or more independent variables. In order to have a better understanding of the relationship between knowledge sharing and organizational performance, the linear regression method was used to examine the relationship between the independent and dependent variables. Here under, the table presents the summary in this regard.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 <sup>a</sup>	.764	.753	.31678

a. Predictors: (Constant), Knowledgeable staffs share the new knowledge with other staffs through meetings in your company, the employees exchange their knowledge and experiences while working (on the job). From the above table, the regression model shows that the value of coefficient correlation(r) is 0.874 which means the independent variable has strong positive correlation with the dependent variables. From the model the value of coefficient determination (r<sup>2</sup>) is 0.764 which is 76%. This indicates that 76% of the variation in the dependent variable (organizational performance) is due to variations of independent variable Knowledge sharing in the company, and the remaining 24% is due to other factors not included in my study. In other words, 76% of the change in the dependent variable organizational performance is the result of the change in the above independent variable in the study. So it is implied that, all the independent variables are highly affect the in organizational performance.

Table 9 Linear Regression of Variables Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.941	.245		12.019	.000
Our employees exchange their knowledge and experiences while working (on the job).	.118	.039	.222	3.015	.003
1 Knowledgeable staffs share the new knowledge with other staffs through meetings in our company.	.109	.037	.214	2.904	.004

a. Dependent Variable: organizational performance

According to the analysis, the constant value is 2.941, employees exchange their knowledge while on the job has 0.118, and knowledgeable staffs share the new knowledge with other staffs through meetings has 0,109. From regression equation, taking all the two variables constant at zero, organizational performance was 2.941 efficiency. Taking other independent variables at zero, one-unit increase in efficiency of employees exchange knowledge on the job leads to 3.059 efficiency; in the organizational performance. Taking other independent variable at zero an increase in Knowledgeable staffs share new knowledge with other staffs through meetings leads to 3.05 efficiency of organizational performance.

In the multiple regression models the researcher’s wants to identify which variable is highly affecting the organizational performance. From the above table at 5% level of significance and 95% level of confidence, employees exchange knowledge on the job had a sig value of 0.003 at 5% level of significance; Knowledgeable staffs share new knowledge with other staffs through meetings had a sig value of 0.004. According to the findings, all the variables were significantly affect the organizational performance (sig value <0.05).

**Responsiveness of knowledge management**

**Table 10 Responsive to Knowledge**

Items	Valid	Frequency	Percentage
Employees regarding new knowledge	Strongly Disagree	14	8.1%
	Disagree	33	19.1%
	Neutral	53	30.6%
	Agree	50	28.9%
	Strongly Agree	23	13.3%
Items	Valid	Frequency	Percentage
We respond in time to changes in technology.	Strongly Disagree	36	20.8%
	Disagree	34	19.7%
	Neutral	20	11.6%
	Agree	38	22%
	Strongly Agree	45	26%
Items	Valid	Frequency	Percentage
We investigate future customer needs and we respond in time.	Strongly Disagree	18	10.4%
	Disagree	23	13.3%
	Neutral	37	21.4%
	Agree	46	26.6%
	Strongly Agree	49	28.3%
	Total	173	100%

As illustrated in the above table, among the total respondents (28.9%) of them responded agree and (13.3%) responded strongly agree with employees, regarding new knowledge. While only 8.1% respondent disagreed and (19.1%) strongly disagreed respectively on their quick response to concerns rose regarding new knowledge, and (30.6%) of them were neutral. This implies that, the respondents have different perception on the statement.

Regarding to the question that reads, "You respond in time to changes in technology, majority of the respondents 45(26%) responded strongly agree. 38(22%), 20(11.6%), 34(19.7%) and the rest 36(20.8%) of the respondents show their agreement as agree, neutral, disagree and strongly disagreed respectively. This implies that, in the company, the workers have developed the culture of observing new developments and working in line with the change in this regard.

Furthermore, because customers play important role in increasing the performance of the organization, the respondents were asked to evaluate whether they respond to their future customer needs in time or not. When we see respondents' agreement levels, 49(28.3%), 46(26.6%), 37(21.4%), 23(13.3%), and 18(10.4%) replied strongly agree, agree, neutral, disagree, and strongly disagree respectively. From this, it is understood that, the majority of the respondents proved that they investigate their future customer needs and they respond in time.

### Correlation Analysis

The correlation coefficient for employees training and motivation is 0.359 which indicates the two variables have significant moderate positive relationship. The correlation between employee training and work through teamwork is 0.346 which indicates there is significant moderate positive relationship between them. The correlation between employee training and net profit of the company is 0.158 which indicates the two variables have significant positive relationship. The correlation between employee motivation and net profit of the company is 0.169 which indicates there is significant positive relationship between these variables. The correlation between net profit of the company and sales growth is 0.514 indicates that, there is a significant strong positive relationship between the two variables. In addition, the correlation between net profit of the company and Customers have increased their purchasing volume is 0.352 indicates the relationship between two variables as positively significant relationship. The correlation between sales growth and customers have increased their purchasing volume is 0.325 indicating that there is a significant moderate positive relationship between the two variables. The correlation between sales growth and market share increased in the last three years is 0.236 which indicates the two variables have a significant positive relationship.

### Knowledge Sharing and Organizational Performance

#### Linear Regression Analysis

The regression model shows that the value of coefficient correlation( $r$ ) is 0.874 which means the independent variables have strong positive correlation with the dependent variables, indicating 76% of the variation in the dependent variable (organizational performance) is due to variations of independent variables (Knowledgeable staff share the new knowledge with other staff through meetings, and the remaining 24% is due to other factors not included in my study.

In the linear regression models knowledgeable staffs share new knowledge with other staffs through meetings had a sig value of 0.004, indicating that, all the variables were significantly affect the organizational performance (sig value  $< 0.05$ ).

#### Responsiveness of knowledge Management

Among the total respondents 42.3% of them show their agreement as agree regarding new knowledge. Majority of the respondents 48% responded that, in the company, the workers have developed the culture of observing new developments and working in line with the change. Furthermore, the majority of the respondents 54.9% proved that they investigate their future customer needs and they respond in time.

### CONCLUSION

The study has also depicted that its performance is encouraging as it was expressed by majority of the participants. In support of this, over the past three years, the organization's net profits has increased because of reinvestment, products sales has increased, it improved its volume of sales, customers' volume of purchase has increased, the company has still the ability to achieve its sales expectations, provided its customers with

the best available services in the competitive market environment and customer satisfaction level was fairly high, even if it needed further investigation. On the other hand, the company has engaged on activities that built its image so that its share of market increases, have increased their purchase volume over the last three years and has worked on activities that adds value so that it attracts new service users while retaining existing ones at the same time.

### RECOMMENDATION

The result of the study indicated that knowledge acquisition does not operate in isolation from other sources of advantage and emphasized the need to examine the mechanisms by which knowledge acquisition contributes to organizational performance. There is a positive relationship between knowledge acquisition and organizational performance. Therefore, it is suggested that organizations in this sector should acquire knowledge by encouraging and motivating its employee to attend seminars, conferences and meetings to gain new knowledge and use its resources more efficiently to improve its performance.

### REFERENCES

1. Alrubaiee, L. (2012). Exploring the Relationship Between Ethical Sales Behavior, Relationship Quality, and Customer Loyalty, *International Journal of Marketing Studies*, 4(1), 7-25.
2. Ben Zaied, R.M. B., Louati. H., & Affes, H. (2015). The Relationship between Organizational Innovations, Internal Sources of Knowledge and Organizational Performance. *International Journal of Managing Value and Supply Chains*, 6(1), 67.
3. Chong CW, Chong SC, Wong KY. (2007). Implementation of KM Strategies in the Malaysian Telecommunications Industry: An Empirical Analysis. *The Journal of Information and Knowledge Management Systems* 37(4): 452–470.
4. Chen, Jen-Kuei (2012). The Family Business, Relationship of Justice, Trust and Affective Commitment, Taiwan: Master's Degree Thesis, Department of Business Administration, National Chung Hsing University.
5. Cohen, C. W. (2002). Knowledge Management. In: J. R. Schement (Ed.) *Encyclopedia of Communication and Information* (501-506). New York, NY: Macmillan Reference.
6. Darroch, J. (2003). Developing a Measure of Knowledge Management Behavior and Practices. *Journal of Knowledge Management*, 7(5), 41-54.
7. Gupta, A. K., & Govindarajan, V. (2000). Knowledge Management's Social Dimension: Lessons from Nucor Steel. *MIT Sloan Management Review*, 42(1), 71.
8. Ipe, M. (2003). Knowledge Sharing On Organizations: A Conceptual Framework. *Human Resource Development Review*.2 (4), 337-358.
9. Kerlinger B. & Zander, U. (1986). Knowledge of the Firm, Combinative Capabilities and the Replication of Technology. *Organizational Science*, 3, 383-397.
10. Lesser, E. & Prusak, L. (2001). Preserving Knowledge in an Uncertain World. *Sloan Management Review*, 101-102.
11. Nasimi, M.H., Nasimi, S., Kasmaei, M.S., Kasmaei, H.S., Basirian, F. & Musapour, H. (2013). Knowledge Management and Competitive Advantage for Organizations. *Kuwait Chapter of Arabian, Journal of Business and Management Review*, 2(5), 56-64.
12. Ng, Y., Lee, V., Foo, A.T. & Gan, P. (2012). The Relationship between Knowledge Management Practices and Technological Innovation: A Conceptual Framework. *International Journal of Management, Knowledge and Learning*, 1(1), 71-89
13. Rahimli, A. (2012). Knowledge Management and Competitive Management. *Information and Knowledge Management*, 2(7), 37-43.
14. Renzl, B. (2008). Trust in Management and Knowledge Sharing: The Mediating Effects of Fear And Knowledge Documentation. *Omega - The International Journal of Management Science*, 36, 206-220.

15. Scarborough, H. (2008). Knowledge Management: A Research. London: Bearly Publication.
16. Swan J, Newell S, Robertson M. (2002). Knowledge Management: The Human Factor. In Knowledge Management Systems: Theory and Practice, Barnes S (Ed.). Thomson Learning: Oxford.
17. Tian, T., Nishant, R., Goh, M. & Agarwal, S. (2009). Leveraging Collaborative Technologies to Build a Knowledge Sharing Culture at HP Analytics, *MIS Quarterly Executive*, 10 (1), 1-18.
18. Trispas, M. (2009). Technology, Identity, and Inertia Through the Lens of the Digital Photography Company. *Organization Science*, 20(2), 441-460. [Http://Dx.Doi.Org/10.1287/Orsc.1080.0419](http://Dx.Doi.Org/10.1287/Orsc.1080.0419)