



**INFLUENCE OF KNOWLEDGE SHARING ON PERFORMANCE OF CONTAINER FREIGHT STATIONS IN MOMBASA COUNTY, KENYA**

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**ABSTRACT**

*Knowledge is considered a very vital resource for any firm. For the Container Freight Stations to increase learning and improving performance, they require to capture, share and utilize productive knowledge within their companies. The CFS in Mombasa try to capitalizes in crafting strategies that utilize knowledge to increase their performance. In this connection therefore, the main goal of the research was to investigate the influence of knowledge sharing on performance of container freight stations in Mombasa County, Kenya. The study looked at five theories underpinning this study and they are; Resource Based View, Knowledge Based View, the Learning Organization Theory, the Balanced Score Card and the efficiency structure theories. The study target population consisted of 110 employees who were the Management Staff, operational and support staff from the Container Freight Stations in Mombasa County. The sample size of the study was 85 drawn from 110 respondents spread in all levels of management. Primary information was collected using structured and unstructured questionnaires. The validity of the research instruments was attained at through content validity while reliability was tested using the Cronbach's alpha technique. Pseudo R square statistics were utilized as a measure of relationship between of knowledge sharing and performance of container freight stations in Mombasa County, Kenya. The adjusted coefficient of determination R square computed at 0.64, Container Freight Stations have introduced knowledge management in its undertakings with an average mean of 4.56 and average Standard Deviation of 0.54 and a coefficient of variation of 0.21. The study findings indicated that there was a positive and significant correlation between knowledge sharing and performance of container freight stations in Mombasa County, Kenya. The study indicated that. The study findings indicated that an increase in knowledge sharing led to a unit increase on the performance of CFs in Mombasa County, Kenya. The study therefore recommended that CFSs should encourage their employees to utilize knowledge in order make them more effective.*

**Key Terms:** *knowledge sharing, Knowledge Management Orientation, Knowledge Sharing, Knowledge Exploration, Knowledge Exploitation*

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## INTRODUCTION

The management of CFS firms in Mombasa County strategizes on implantation of organizational memory management, knowledge sharing, absorption, and receptivity in Order to increase the performance of the CFS firms in Mombasa. The use of the mentioned strategies has made the operation of the CFSs firms more effective.

Across the globe, Knowledge Management is perceived as vital tool for firms that are market oriented. Singh, (2006) in his study of the firm's objectives for knowledge utilization alludes that management entail paving way for a quick response towards clients, embracing current technology. In accordance to Kumar in Asia, (2012), re-used information narrows down the clarity of old projects and buffers on wastage eradicating shortfalls that bedevil Container Freight Stations industry. In a global perspective, in from Italy, Wernerfelt (1984), perceived firms like CFSs as chunks of assets linked artificially to an endowed with crucial resources that cannot be imitated because they turn a firm to be the biggest market player. Container Freight Stations firms engage in knowledge management because of the numerous benefits that Knowledge Management brings in enhancing business performance (Leong, 2012).

Omogafe, (2014) in his study concluded that there is a link between knowledge management and performance. In his study in the Nigerian campuses, he observed on the dynamism in knowledge management effectiveness. In South Africa, Knowledge Management had been viewed as a well-positioned asset and form of added advantage for most institutions (chigada,2014). In research done in Ghana titled the environmental enablers that promote Knowledge Management implementation in Ghanaian construction industry, the findings showed that the best environmental enhancers such as culture, infrastructure and technology are very critical

to knowledge management implementation. (Lanme, 2018).

Locally in Kenya, Knowledge is perceived as a very important asset for any organization Evans, (2003) cited knowledge as a very crucial tool that organization can possess. In his conclusion, he discovered that tangible resource fades down while re-used in a firm; in the contrary knowhow broaden when constantly re-used. The Knowledge Management model and the Knowledge Based View illustrates that firms can try to look different from others through differentiation. A knowledge-based firm usually conforms into a critical asset through adoption and implementation of Knowledge Management strategies in this case, Container Freight Stations. For the Container Freight Stations to broaden knowledge acquisition and improve their performance, they require to grasp it, distribute it amongst themselves and utilize it within their companies. This work was meant to assess the effect of knowledge management strategies on performance of selected Container Freight Stations in Mombasa County.

Mombasa is a cultural and economic Centre with a very enormous port (KPA). It is also a very important regional tourism destination. It is located in the former coast province and acted as it headquarters. The major historical sites such as Fort Jesus, Mama Ngina drive are located here. Fort Jesus acted as the watch Tower for the Portuguese during the world war times. The Kilindini harbor hosts the docking site for the ships. Other towns located in Mombasa include Nyali, Changamwe, Mvita, Jomvu and Likoni. The major coastlines include: Kilindini Harbor located in Mombasa County. To add to the above are other Kenyan coastlines such as; Lamu port, Malindi, Kilifi, Mtwapa, Kiunga, Shimoni, Funzi and Vanga coastlines.

Container Freight Stations ideology was framed in 2007 to ease the congestion at the Kenyan Port and

enhance improved efficiency propelled by the desire to minimize overheads and to promote firm's competitiveness (Sharpe, 2010). The Container Freight Stations in Mombasa offer FCL and all container services. Their warehouse, have available space with the capacity to handle LCL containers, dangerous cargo and consignee disbursement. The Container Freight Stations have well trained workers and strategists that facilitate specialized carriage and handling of equipment to ensure priority delivery and safe transfer of cargo. Container Freight Station in Mombasa include Console base Limited, Mombasa Container Terminal, Compact, Interpel, Awanad, Mitchell Cotts, Port Side, Focus, Makupa Transit Shed and Mombasa Island Cargo Terminal.

## LITERATURE REVIEW

### Theoretical Literature Review

#### *The Knowledge-Based view*

Hamel and Prahalad who were the founders of Knowledge Based View (1994) debated that knowledge, expertise, the brain resources and capabilities were major dictators of powerful productivity. Thus, Container Freight Stations needed to utilize the same knowledge to become more powerful in the market. Evans (2003) also alluded that wisdom is a very vital asset in an institution. Evans (2003) explained that tangible resources reduce with utilization, while knowledge resource expanded with utilization.

Beckmann (1999) outlined stages of knowledge class constituting raw information, secondary information, knowhow, experience and ability. Zack (1999) classified institutional knowhow into certain classes: foundation wisdom, progressed wisdom or creative wisdom. Foundation wisdom was the basic wisdom that drives an institution such as Container Freight Stations to thrive in the market in the short-run. Efficient knowhow gave an organization same know-how as its competitors and enables an organization to compete in the short run. Inventive knowledge

enhanced the organizations such as a Container Freight Station with muscles to empower its competitors. An organization possessing creative know-how is in position to bring on board new products or services, hence making it turn into a monopoly (Zack, 1999).

The theory is linked to the study in a way that the knowledge resource has navigated throughout the organizations such as CFSs to stir up the performance and increase the end returns that in a nutshell act as the propellant factor that pushes the firms to set up synergies that degenerate into monopolies in the market. By so doing, firms become viable in the competitive world.

#### *The Resource-Based Theory*

Penrose is the inventor of the RBV in 1959. She derived the fundamental cornerstone where the recent Resource Based View thrives. In her journal, in the growth theory, she focused on the organization as a bundle of innovative resources that were modeled to fit the organization. The Resource Based View was a theory of inter-organizational variance derived from the resources and abilities that an institution controls that are worthy, few, not easy to copy, and not easy to replace (Barney et al., 2001).

A scholar Wernerfeldt (1984) was one of the pioneer scholars to make strides far from ancient thinking and eluded that there is inter-connection between firm's valuables and competitive edge. His vibrant journal in which he put into practice the Resource Based View and was rewarded the Strategic Management article excellent token in 1984 due to powerful effect it brought (Fahy, 2000). In his writing, Wernerfeldt focused industries based on the resources they possess other than in respect to goods orientation that created economic weapons used in assessing the links amidst organization assets and gains. He gave means that firms might utilize certain artifacts to gauge numerous strategic means arising from the Resource Based View. Barney (1986) was a pioneer to

perpetuate the works of Wernerfeldt (1984) by putting attention on the assessment of organization's available assets and their connections with competitive edge.

Cool (1989) answered to Barney's (1986) gaps as follows, not all well positioned assets could be purchased and sold. He debates those key resources like organization asset, trust, and buyers trust were created and immersed within the organization, not in the market. The scholar further assessed the value of worthy resources not easy to copy and non-replaceable, and advanced various factors that affect the immutability of corporate assets.

The works of Wall (1992) were to investigate intangible assets as major factors to organization's excellence was one in which he came up with a model for establishing the major drivers of 13 non touchable assets to the major progress of the enterprises. He investigated 95 executives who represent firms from different institutions. The MDs were asked to give the ranking of every of the 13 assets based on how they lead to the organization's progress, then were requested to monitor substitution timeframes and pinpoint the most vital section of personnel understanding.

Irrespective of the most vital contributions a rising from Hall's (1992, 1993) study, some bottlenecks became evident. To start, Hall's research faced criticism, whereas Hall discovered that some assets limit sustainable competitive edge, he limited utilization Resource Based View to show case the magnitude to which the intangible assets were of worth, scarce, not easy to copy, and non-replaceable. Secondly, whereas research from Hall (1993) utilized an asset list consisting of some assets presumed to be vital, the resource list was widely vague, and not derived at with certain requirements to the firms utilized in his less complex model. Therefore, assets that might have been vital could not have been omitted in this experiment.

Barney (1991) alludes that major asset in a firm location was not necessary in other firm location. Some of Hall researches showed that asset positioning from the executives portrayed some extent of threshold. Asset mobilization in the sense of Resource Based View and its better use with the help of Knowledge Management would help stem organizations such as Container Freight Stations to obtain competitive advantage over other firms.

The theory is linked to the study for the bundles of resources a firm possesses. The more resources the firm possesses, the greater the ability the firm has to position itself in a competitive environment. CFSS therefore ought to possess more bundles of resources in order to become more competitive than other firms. These resources give them more ability to challenge other market players hence more performance in terms of returns compared to other firms.

#### ***Learning Organization Theory Organization***

Learning organization theory was first derived by Senge (1990). Fulmer (1998) explained a learning Organization as an entity where individuals endlessly widen their ability to derive the outcomes they really need, where modern and broad patterns of thoughts are brought up, where overall expectation was set open, and where persons are endlessly understanding how to conceptualize things alongside each other (Senge, 1990). To add, such institutions have excelled in neglecting seven learning disabilities that repeatedly lead to failure of institutions. Such deficiencies were blame games, work personalization, rigidity and activities that don't yield outcomes and underrating the effect of evolutionary changes, the demeaning of learning from prowess as well as poor management decision-making processes.

In a later discussion Senge (Fulmer, 1998) pinpointed challenges of problem solving, competition rather than alliances and put to duress testing and innovation as other obstacles to learning. In

familiarization, the Learning Organization has an intermarried vision, activities, group discussions, exhibitions, high standard of individual intellect and systems conceptualization and owning the capacity to innovate constraining mental models.

For more than 15 years, Senge's (1990) theory of Learning Organization has been highly victimized, leading to its major changes. The learning organization, in his understanding (Fulmer, 1998), has always been a vision and ideology in the evolution process. Timpson (1998) cited more literature on the way in which subjects suffer from the eagerness and lack of knowledge wisdom without them actually providing concrete and achievable outcomes to some of the most complex management aspects. Alexiou (2005) specifically, pointed criticism to the Learning Organization literature for its deficiency in solving the fundamental and deep issues of power that is not well balanced and relationships in terms of gender within most institutions.

Specifically, they have shown their lack of satisfaction with the major debate of more of the original theory to enhance organizational learning and institutional format that is modern and have given proposals of definitions to be substituted. Crossan (2000), supported Senge in his acceptance that learning organization facilitate learning in its personnel and facilitate the company quickly gain sustainable advantage in businesses that complex for instance, surroundings such as core business competencies, culture of an organization, teamwork and Organization's systems (Hardie, 2007).

Janz, (2003) recommends that, institutions should modify their objectives in order that they attain their competitive edge in a surrounding that is dynamic thus attain their set objectives. Despite this, a firm has to come up with decisions that conform to learning for it to continue existing by manipulating activities in relation to the circumstances that are dynamic. It is same to psychology and cognitive study

to a very big extent since learning commences at a discrete hierarchy.

There is linkage to the study due to emphasis on information access, transition, sharing and storage in order for goal attainment by the organization in this case the Container Freight Stations as conceptualized by Thatcher, (2008).

### ***The Balanced Score-Card***

It is a theoretical model that was first originated by Kaplan and Norton in 1992. It was arrived at after the two victimized the existing theories because they believed that the two were not accurate in measuring organizational performance. The model is a performance measure that is thought to be most a viable in testing on corporate performance Norton, (1992). It outlines four sensitive issues to address: The financial, stakeholder, internal organization process and learning viewpoints.

The main focus of Kaplan and Norton was to build emphasis on the organizational score card in a similar environmental play. They really put more emphasis on these aspects so as to build on corporate efficiencies. They are believed to be effective since they evaluate the competitive output (Malmi et al, 2005) outlines some shortfalls that cripple the efficiencies of the Balanced Score-Card, in the event where there are large quantitative measures, the Balanced Score-Card was limited on its accuracies. To fix this, the measures should be both backward and forward measures in order to be exhaustive. It especially ranged from 7 to 25 measures, and it is vital to maintain the focus points balanced, in order to approximate the same figures of measures for every focus point. Some of the measurements were supposed to be backward looking and some forward into the future. It was also vital to ascertain a balance to the financial and non-financial measures (Malmiet *al.*, 2005).

To take full advantage of the measures, they were supposed to be improved constantly and their

reliability, validity and internal relationships needed to be surveyed. If the measures depicted the wrong results or distorted the picture of the organization, it was wise to correct the measures so that they fitted the reality and theirs (Malmiet *al.*, 2005). The model was related to the study because every organization must measure its performance in order for it to make decision whether to continue with its activities or not. Balanced Score-Card is the best parameter that can be used to measure the performance of the Container Freight Stations in Mombasa County.

### ***Efficient Structure Theory***

The theory was first derived by Demsetz (1973) when he pointed out why it was required for firms to describe the market structure-performance linkage. The concept of the theory derives its roots on the reason why firms must operate more effectively so that they can attain more output than other firms. The operational effectiveness hierarchy within institution enables attainment of the viable market niche and a market saturation that is not balanced. The model has two major approaches the Scale efficiency and the X-efficiency. In the x-efficiency most vibrant organization realize their competitive edge through attainment of the cost that are effective. Institutions of these natures get greater market portion which may be used in attaining the standards that are optimal in the market (Delis, 2008).

Contrary to the latter, the scale approach attains the economies of scale that are viable instead of the management that is not uniform for instance in a manufacturing industry. For larger organizations, there are higher chances that they could attain least cost charges and greater rewards by insisting on the economies of scales. This enabled such organizations to attain greater rewards and bigger market share (Kolapo, 2012). The x-efficiency model was more viable for their ability to attain their effectiveness in manufacturing and service provision while the scale efficiency insisted on the value for organizations to

use their outputs in a better way so as to attain greater returns and appealing market saturation. This theory would emphasize on the firm's ability to attain their strategic positioning in realizing organizational objectives. Furthermore, the management of firms needed to perform a general assessment of organizations to make sure that any model created in developing the institutions capabilities and objectives. Therefore, it was relevant to the study since it was a theory of efficiency determination. The efficiency of the Container Freight Stations in Mombasa County was tested by the use of the above theory. The theory is linked to the study since organizational efficiency is paramount in measuring the performance of firms. For CFSs to thrive well, they need efficiency in order for them to yield more returns.

### **Knowledge Sharing and Performance**

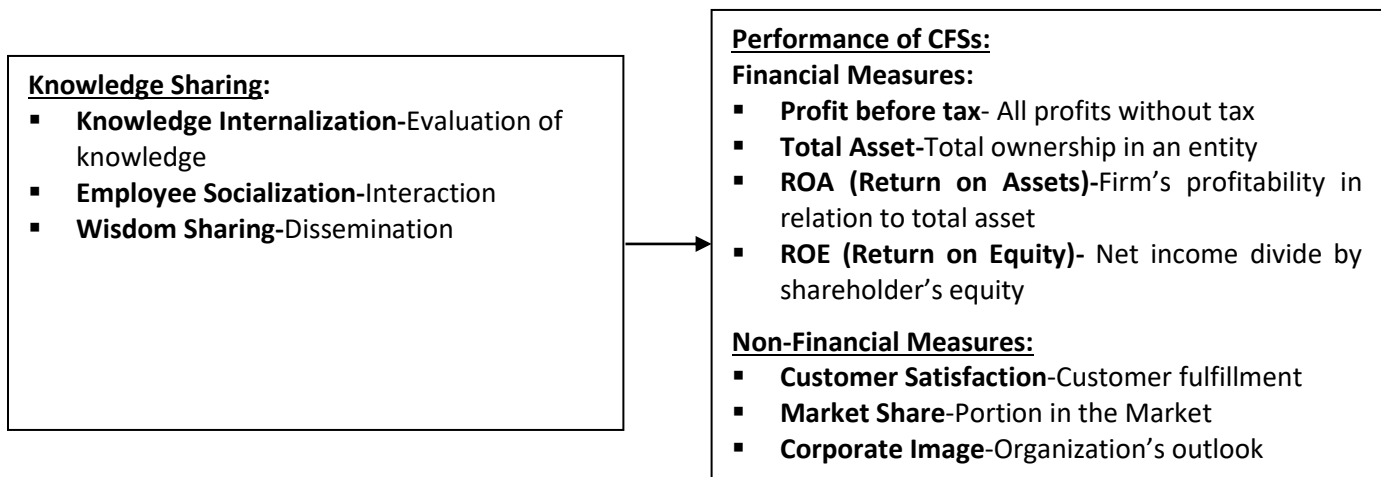
Heuvel, (2014) Carried research on knowledge sharing success, types of trust and time of existence in the context of temporary organization. The aims of the study were to assess the magnitude with which trust impacts on the level of knowledge sharing excellence between group members of temporary organizations and to assess the extent to which knowledge sharing was affected by the time. The research had some gap like trust usually took time to create and time is a limited resource in temporary institutions. As a result, this study assumed that due to varied forms of trust swift and knowledge-based trust performed different functions.

Ming, (2018) in his study on shaping the knowledge dissemination in a Chinese IT company. The study targeted to analyze the Knowledge Management practices, Knowledge Sharing and project papers to ascertain a sequential and wholesome wisdom. The researcher found out that institutional strategies were supposed to conform to knowledge sharing. The gap was there since KS was a bureaucratic model in

which personal initiatives, institutional societal ecology, technologies and cycle of wisdom needed to be wholesome. The researcher served in the Information Technology firm of the Chinese where he discovered that there existed challenges within the firm's daily work schedule because of deficient Knowledge Sharing work procedures or inequality in shared wisdom. Furthermore, the research was related to the study because knowledge sharing amongst personnel led to firm's performance.

Merle, (2017) conducted research on Knowledge Sharing in durable projects, a study case of simpler knowledge intensive projects. The objectives of the research were to find out if knowledge sharing,

collaboration and timeframes of a project affected the long-term projects. The findings of the research were that knowledge sharing was majorly interconnected with the organization rules and regulations, hence enhancement of knowledge sharing in the firms pointed to what magnitude personnel shared knowledge. The research drew some gaps where research showed limited researches on the means to manage Knowledge Sharing, mainly in a project-based environment where the project time frame kept changing. This study was linked to the current study because it dug deep on efficiency in Knowledge sharing that promoted organizational performance.



**Independent Variables**

**Figure 1: The Conceptual Framework**

**Source: Author 2022**

**Dependent Variable**

**METHODOLOGY**

A descriptive survey design was widely utilized because the data was collected from a sample of CFS companies in Mombasa County pinpointed to represent a larger population (Litondo, 2010). Descriptive research design determines, elaborates or pinpoints variable connection at a certain time frame (Ngechu, 2004). This survey was utilized in examine the influence of organizational Knowledge sharing on performance of container freight stations in

Mombasa County, Kenya because it was the most viable since it is non-manipulative of study variables. The study target population consisted of the following Mombasa Container Freight Stations outlined: Console base Limited, Mombasa Container Terminal, Compact, Interpel, Awanad, Mitchell Cotts, Port Side, Focus, Makupa Transit Shed and Mombasa Island Cargo Terminal. The total target population was 110 employees of the Container Freight Stations in Mombasa County. The study utilized stratified



sampling technique to pinpoint the 13 CFSs in Mombasa County. This sample was drawn from a population of 110 computed at 100% level of confidence. The 11 CFSs were selected from the groups then the statistical formulae were utilized to calculate this sample. It was obtained by Yamane's simplified formula (Israel 2012), which is as shown below:

$$n = N / \{1 + (N) (e^2)\}$$

$$e^2 = 0.052$$

Where:

$e^2$  is the power of

$n$  = sample size

$e^2$  = confidence level

$N$  = total study population

Therefore, the total population = 110

The sample,

$$n = N / \{1 + (N) (e^2)\}$$

$$n = 110 / \{1 + (110) (0.052^2)\}$$

$$= 84.78$$

Thus a sample size of 85 respondents

## FINDINGS

### Effects of Knowledge sharing and performance of CFSs

To ascertain the influence of knowledge sharing on the performance of CFSs, information pertaining knowledge sharing were looked at and the following outcomes were arrived at as bellow

**Table 1: Knowledge Sharing Strategies**

Method	Frequency ( <i>f</i> )	Percentage (%)
Knowledge sharing	29	100
Knowledge sharing by turn groups	27	89
Employee socialization	26	86
Wisdom sharing	28	95

Source: Author (2022)

From table above, majority of the respondents 29 (100%) settled on Knowledge sharing, 27 (89%) of those who responded settled on Knowledge sharing by turn groups, 26 (86%) displayed employee socialization while 28 (95%) was Wisdom sharing.

To establish the effect of knowledge conversion on performance of institutions, the learning process was examined by items in the questionnaire and the following statistics were obtained as summarized in table 2.

### Opinion on Knowledge Sharing Practices

**Table 2: Opinion on Knowledge sharing**

Items	Mean	SD
Knowledge sharing is key in organization performance	4.76	0.456
Knowledge usage by employees boosts organization performance	4.85	0.392
Employee socialization is critical in organizational performance	4.80	0.430
Wisdom sharing helps bring efficiency in the organization	4.88	0.320
<b>Average</b>	<b>4.82</b>	<b>0.400</b>

Source: Author (2022)

The research outcomes indicated that the employees in the selected organizations obtained knowledge through sharing as evidenced by a mean of 4.76 (SD=0.456), knowledge was also obtained through use of similar knowledge as shown by a mean of 4.85

(SD=0.392). The selected respondents also showed that they obtained knowledge through socialization with a mean of 4.8 (SD=0.430) while the other lot of employees obtained knowledge through use of shared wisdom with a mean of 4.88 (SD=0.32).

**Table 3: Regression Coefficients**

Unstandardized Coefficients	Standardized Coefficients			t	Sig.
	B	Std. Error	Beta		
(Constant)	0.986	0.142		6.901	.000
Knowledge sharing	0.662	0.112	0.633	5.866	0.0000

**a. Dependent Variable:** Organizational Performance  
**Source: Author (2022)**

The study model was:  $Y = 0.986 + 0.662 X2 + e$

The study model above indicates that a unit rise in knowledge sharing would lead an increase of performance of CFSs by 0.662. This implies that Knowledge sharing influences the performance of CFs with positive and significant value of 0.0662.

**CONCLUSIONS AND RECOMMENDATIONS**

In line with this study, it was concluded that CFS firms possess a sobber knowledge sharing program where employees are interactive with one another as they share in the knowledge line which in a nutshell boosted the performance in the Container Freight terminals. The study therefore indicated a positive and significant influence of knowledge sharing on the performance of CFs in Mombasa County Kenya.

The following recommendations were made to the management of container freight stations in Mombasa: that the managers of the container freight

stations should come up with better mechanisms that will ensure better implementation of KM in all their actively operating departments to boost organizational performance. Further the study recommended that the management of the CFS should improve on the knowledge sharing in the organization and ensure that all the existing gaps are sealed for effective implementation of knowledge sharing within the employees of the CFS.

**Suggestions for Further Studies**

Since the study looked at influence of knowledge sharing on the performance of CFs in Mombasa County, Kenya, the study recommends that future scholars should conduct research on effect of knowledge management but not in CFS. Further the study also recommends that future scholars ought to carry studies on knowledge sharing but they need to incorporate different study variables or objectives other than the ones in this study.

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