

Knowledge Identification: A Strategy for Organizational Productivity of Money Deposit Banks in Rivers State, Nigeria

Henry Wogboroma

mrwogboroma@gmail.com

And

Anne Famuyiwa Briggs

Department of Office and Information Management

Rivers State University

Port Harcourt.

Abstract

The study covered money deposit banks in Rivers State. Twenty one (21) money deposit banks were used in this study. The Sample size of this study focused on the regional headquarters based in Port Harcourt. Therefore, 5 top regional management officers made up of the Regional Managers, Customers Relational Officers, Managers of Operation, Internal Auditors and Control Managers, this gave us a total of one hundred and five (105) respondents or elements used as the sample size of the study. The instrument used for data collection was a closed-ended questionnaire titled “Knowledge Identification and Organizational Productivity (KIOP). Linear Regression Analysis was used to predict the result of Knowledge Identification and Organizational Productivity of money deposit banks in Rivers State. The result of the prediction of the analysis showed that Knowledge Identification strategy is important in ensuring that organizations make profits and improve service quality; hence, the study recommended that management should ensure information and content governance, and key into explicit knowledge of members of staff.

Keyword: Knowledge, Management, Strategy, Identification and Productivity

1. Introduction

Knowledge Identification in Organizations today is the new birth of strategic knowledge management. Strategic decisions taken in an organizations help address corporate needs of the organization, examples include changing the mode of operation, to effectively competing in the market, or to overcome other competitors in business. This strategic approach to business has given rise to a new economic system known as the Knowledge economy, where there is high demand for economic growth and globalization of the market place. Money deposit banks now operate a transactional processing system because of the demand from the customers, from their homes, and from other areas. These demands are made on a 24/7 basis (Alavi & Leidber, 2001). Knowledge Identification Strategy is an important aspect of a growing economy especially in a developing nation like Nigeria. Knowledge Identification Strategy acquires expertise. They are identified based on the ability of the individual to develop a new strategy for the prevailing situation in any nation. It is a strategic approach to knowledge management because solutions are requested at any time. Knowledge Identification Strategy has become a critical aspect of the economy today because of the application of Information and Communication Technology. Organizations now seek for information that will enable the employees to work effectively within the time frame (Alavi & Leidber, 2001). The numerous banks operating in Rivers State today call for applying a strategic approach. For any money deposit bank to cope with the challenging environment, there is the need to harmonize the processes and strategies of the banking sector. There is high level of human and machine collaboration because of the demand of knowledgeable information by customers. There is also the need for constant innovation in all aspects of the banking sector - the human, the machine, and the process. Innovation in the banking sector can only be achieved through proper identification of the type of knowledge that will be entered into the system. (Alavi & Leidber, 2001).

Knowledge Identification Strategy identifies new human resource, new technology and a new process which results into new products. In general, achieving this new system creates a new economic system that is vibrant and will always aim at achieving the target objective. Proper identification paves way for effective knowledge creation, knowledge evaluation and finally knowledge disposal. This process is heterogeneous; it is effective to complete one process before taken another. It is one major process to achieve accurate and timely information for the organization (Anantatmula & Kanungo, 2006). Knowledge identification is a necessary process for sharing the right information to the clients or customers. Knowledge identification involves setting a sequence or a leading question, interview or examination that will be able to point out the necessary condition to accept any form of information into the organization.

2. Historical Background of Knowledge Identification Strategy and Organizational Productivity of Money Deposit Banks in Rivers State.

Knowledge Management an expert skill (Ericsson 2006), knowledge is a combination of knowledge that has not been extracted from the individual “implicit” and the knowledge that has been extracted and stored or in use in the organization “explicit” (Ericsson 2006). Knowledge Management Strategies require substantial domain knowledge and repeated experience with relevant tasks which recognize the future needs of information (Ericsson 2006). The traditional theory of expertise assumes that experts are trained appropriately, and then steadily accumulated in organizational repository for a long period through experience, and this leads to a gradual improvement in employees’ ability (Ericsson, 2006). Experience and qualifications are always poor key performance indicators for organizational productivity, but experience and training are strong key performance indicators for organizational productivity (Choi, & Lee, 2003). The values of the individual and the organization greatly depend on the characteristics of the task environment in which they are operating (Evans & Ali, 2013). Adequate environment enhances expertise, experience, and feedback. In organizations where feedback quality is high (frequent, prompt, and diagnostic), and judgments are made with no or limited errors (Ericsson et al. 2006). Expert knowledge enhances accuracy especially in a competitive environment (Ericsson et al. 2006).

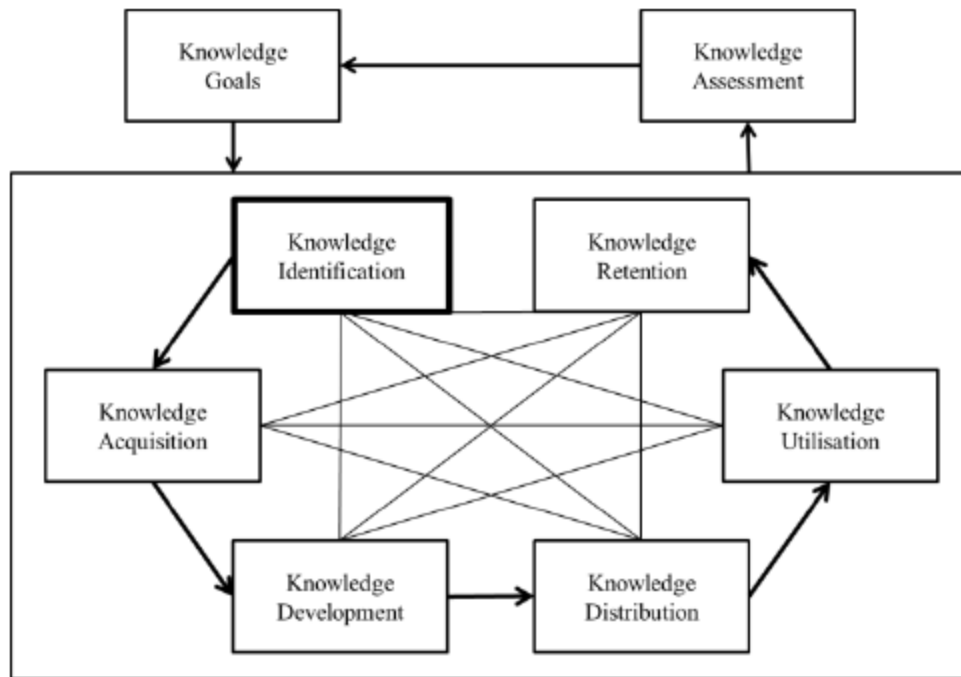
Organization is a functional group aimed at achieving desired objectives (Alavi & Leifner, 2001). *Knowledge identification is the selection of proper knowledge that will be suitable for effective and efficient operation of the organization; it is a proactive process.* Knowledge identification is aimed at finding out the value of knowledge that the individual is holding (implicit forms) and also the knowledge that has been processed that can be incorporated into the functional group “Explicit” (Alavi & Leifner, 2001). The implicit is the individual ability, it is the knowledge that enables him or her to take action, complete a particular task and be responsible in operation. Tacit knowledge is the less familiar, unconventional form of knowledge. It is the knowledge of which we are not conscious. Because this knowledge is not familiar, it is hidden in the individual; it requires process and procedure to properly identify this group of knowledge through interview, investigation, examination and other means of communication (Alavi & Leifner, 2001). Implicit knowledge is not stored in secondary format, as a result, it is difficult to get from the holder of the knowledge. It is acquired by sharing experiences, observation and imitation (Brown, Massey, & Boling, 2005). Knowledge does not exist only in the implicit form. Implicit and Explicit knowledge are complementary.

They are both essential to knowledge creation. Explicit knowledge is knowledge that has been codified, stored in a secondary memory in organizational repository (Wexler, 2001). Explicit knowledge without the implicit knowledge (insight) might lose its meaning. This implies that the implicit drives the explicit through interactions and not from either implicit or explicit knowledge alone (Li, Y., Liu, Z. & Lin, Y. (2016)). Competitive advantage will only be gained if companies value their implicit knowledge (Gao, Li, & Clarke, 2008). Implicit knowledge creates the learning curve for explicit knowledge to follow; explicit knowledge provides competitive advantage for future successful companies (Wexler, 2001). Knowledge identification is the act of discerning the location and value of knowledge, restrain knowledge flow; it determines the opportunities to be gained from the knowledge (Zwain, Teong, & Othman, 2012). Knowledge identification is the first stage of managing knowledge, it pinpoints the gap necessary to support staff's daily work successfully (Zwain, Teong, & Othman, 2012). Notable knowledge identification methods include: knowledge sharing systems (Yang, & Chen, 2007), expert finding systems (Maybury, 2006), organizational network analysis (Sher, & Lee, 2004), knowledge mapping (Werler, 2001) and expertise transfer (Praise, Cross & Davenport, 2005).

Identification of expert knowledge is what qualifies the individual's know-how; it can be as a result of their technical practices, training, and experience (Booker and McNamara 2004). It is achieved through recalled facts or evidence, inferences made by the expert on the basis of "hard work". Experts are also identified on the basis of qualifications, training, experience, professional memberships, and peer recognition (Burstein, Sohal, Zyngier, & Sohal, 2010). Expertise includes untrained people who possess direct practical experience and trained people who have been on the job for a long period of time (Gray, & Meister, 2004). For example, a typical expert in landscape ecology might be a practitioner who has formal training, years of experience/practice, and whose forte is to solve professional problems that may occur in the organization (Gray, & Meister, 2004).

Expert knowledge is a product of unique reasoning systems (Burrows, Drummond, & Martinsons, 2005). Skilled experts have acquired extensive knowledge and experience that affect how they perceive systems and how they are able to organize and interpret information. The cognitive basis for expert performance is Indemnification. These experts develop organizational structures that allow employees to recognize a situation and most appropriate knowledge to solve a specific problem (Burrows, Drummond, & Martinsons, 2005). This reasoning typically is characterized as being automatic, abstract, intuitive, tacit, and reflexive. An expert operating in their area of direct expertise is often able to perform tasks without being aware of exactly how or what they do (O'Dell, & Hubert, 2011).

Knowledge Identification plays an integral role in teamplay and effective productivity in an organizational ecology (Burgman, 2005). Environmental systems are characterized by complex dynamics, multiple drivers, and a paucity of data (Caroline, 2005). Action is often required before uncertainties can be resolved. Where empirical data are scarce or unavailable, identified knowledge is often regarded as the best or only source of information (Halawi, Aronson, & McCarthy, 2005). Knowledge identification is a key process in knowledge management. Perhaps the best way to draw attention to the critical role that Knowledge Identification plays in Knowledge Management is through a well-known knowledge management framework. It is the first knowledge management strategy to be executed in a cycle of six activities in a Knowledge Management Initiative "KMI" (Liao, & Wu, 2009)..



Source: Probst et al. (2000).

This framework is not the only place where we can observe or be reminded of the critical nature of Knowledge Identification. Some academics argue that Knowledge Identification is a quintessential process when undertaking a management function. (Stankosky, 2008) argued that Knowledge Identification is the “indisputable first step in a knowledge management initiative” and to not have a knowledge identification is “a travesty of justice to knowledge management.”

As further evidence of the critical nature of knowledge identification, internal sources of knowledge appear extremely important to organisational productivity (Graneheim, & Lundman, 2004). They found that external knowledge, on the other hand, rarely determines organisational productivity. To realise the full potential of external knowledge, that knowledge needs to first be transformed and internalised. The benefits of practising Knowledge Identification are seemingly clear. Knowledge Identification has a positive impact on other Knowledge Management Strategies and ultimately impacts organizations and individuals positively. If organisations are to leverage on knowledge that they have effectively for organisation productivity (by acquiring, developing, sharing or using knowledge), they need to know who or where their knowledge sources are and what knowledge those sources hold in the first place. Knowledge Identification helps to make knowledge visible. The bigger the company, the more difficult it is to identify existing knowledge. The lack of transparency causes inefficiency, “uninformed” decisions/ actions and redundancies. Effective knowledge management identification accomplishes transparency and supports humans searching for knowledge. The importance of knowledge identification in a company depends on company objectives, infrastructure and company culture. Ontologies, knowledge maps, search engines and information retrieval techniques in general are examples of appropriate methods to implement Identification (Alavi & Leidner, 2001).

3. Problems

The banking industry is a very sensitive area that requires individuals that are solution providers and not people that perform routine functions, these staff are often in the majority. The banks today are interested in resource personnel who can inject new ideas into the system. The computer, though in a technology age cannot provide solutions by itself but the computer only acts on the ideas and decisions taken by the management. The “garbage-in, garbage-out” concept explains this. What user feeds into the computer that is what the person gets out of it.

It is therefore, necessary at this point of the computer age to assess those that are knowledgeable and allow them formulate policies and procedures in which the banking system can function effectively and increase productivity. The problem therefore begins with the inability of the management to properly identify the information that enters into the system because of the fast growing nature of data. This results in disorganization, disconnection, inefficiency and unusable sources of knowledge. Some banks house a lot of domain information for a long period of time without extracting it to the warehouse, this also reduces the speed of the system and causes delay in services and eventually accounts for poor productivity.

4. Aims and Objectives of the Study

The major aim of this study was to survey knowledge identification as a strategy for organizational productivity of money deposit banks in Rivers State, Nigeria.

5. Research Question

To effectively carry out this research the research question asked:

1. To what extent does Knowledge Identification enhance organizational productivity of money deposit banks in Rivers State.

6. Hypothesis Testing

The following Null hypotheses were tentatively used to answer the question posed by the research on Knowledge Identification Strategy and Organizational Productivity in Money Deposit Banks in Rivers State.

H₀₁: There is no significant relationship between Knowledge Identification Strategy and Profitability of Money Deposit Banks in Rivers State

H₀₂: There is no significant relationship between Knowledge Identification Strategy and Service Quality of Money Deposit Banks in Rivers State

7. Methods

This study was an exploratory study. This research was used to establish Knowledge Identification Strategy and Organizational Productivity of Money Deposit Banks in Rivers State. A Null hypothesis was used to tentatively predict the extent to which Knowledge Identification Strategy enhanced Organizational Productivity in money Deposit Banks in Rivers State. The population of this study comprises of twenty one (21) Money Deposit Banks in Port Harcourt, Rivers State. This research focused on regional headquarters based in Port Harcourt. Therefore, 5 top regional management officers made up of the Regional Manager, Customers Relation Officers, Managers Operation, Internal Auditor and Control Manager. These summed up a total of one hundred and

five (105) respondents or elements used as the sample size of the study. The instrument used for Data Collection was a closed ended questionnaire titled “Knowledge Identification and Organizational Productivity (KIOP)” The questionnaire were sub-divided into two parts (A and B). Part A was for the bio-data of the respondents, while Part B asked the various questions that enabled the researcher to carry out the statistical analysis. A 4–Points Likert Scale of Very High Extent (VHE) = 4 Points, High Extent (HE) = 3 Points, Moderate Extent(MOE) = 2 Points and Low Extent (LE) = 1 point was used to analyse the research questions. Linear Regression Analysis was used to predict the impact of Knowledge Identification Strategy on Organizational Productivity in Money Deposit Banks in Rivers State.

8. Descriptive Statistics

The study used the 4-point Likert Scale to show to what extent Knowledge Identification and Organization Productivity was applied in Money Deposit Banks in Rivers State.

Table 1: Knowledge Identification

Items	N	Sum	Mean	Std. Deviation
To what extent does your organization recognize the future needs of information	100	288	2.88	1.037
To what extent does your bank identify knowledge through knowledge expert finding	100	328	3.28	.933
To what extent is knowledge identified through knowledge expert training	100	355	3.55	.783
To what extent is knowledge identified in your bank through expert gathering	100	321	3.21	1.018
Valid N (listwise)	100	Avmean = 3.23		

Source: Research survey, 2018

Table 1; showed that all the respondents accepted that knowledge identification is a very important aspect in knowledge management. The average of the total mean computer is more than the criterion mean of 2.50. This showed that banks actually identify the type of knowledge to be created or use for any other process in the bank.

Table 2: Profitability

Items	N	Sum	Mean	Std. Deviation
-------	---	-----	------	----------------

The professional roles and familiarity with task content are highlighted.	100	293	2.93	2.189
Strategic decisions answer fundamental questions: in which activities should the organise	100	329	3.29	.902
Clearly define and develop the resources in case of human, technology, internal operations	100	357	3.57	.782
The organisational members have some basic skills, shared language, and technical knowledge, built through effective people management practices	100	328	3.28	.975
Valid N (listwise)	100	GM = 3.27		

Source: Research survey, 2018

Table 2; showed that the banks enforced precise decision taken. The professional role and familiarity with task content were highlighted. Strategic decisions answered fundamental questions; activities were organized, clearly defined and human, technology, and internal operations streamlined. And finally, the organizational members had some basic skills, shared language, and technical knowledge, built through effective people management. The total mean is 3.27 above the criterion mean of 2.50.

Table 3: Service quality

Items	N	Sum	Mean	Std. Deviation
Product quality assessed for either a variety, a product/brand/model combination	100	294	2.94	1.033
The product/services fulfils the customer's expectations, the customer is pleased and consider that the product is of acceptable or even high quality	100	327	3.27	.897
Banks always promise customers a high level of security during transactions	100	355	3.55	.770
Employees are friendly to customer, service pleases customers when they walk into a bank.	100	328	3.28	.975
Valid N (listwise)	100	GM = 3.26		

Source: Research survey, 2018

Table 3; showed that product/service quality of the banks were high. Product quality was assessed for either a variety, a product/brand model combination. The product/services fulfilled the customer's expectations, the customers were pleased and considered the products acceptable and of high quality. Banks always promised customers a high level of security during transactions. The total average mean was 3.26 above the criterion mean of 2.50.

9. Hypothesis Testing

This used the Linear Regression Analysis to predict the influence of Knowledge Identification Strategy on Organizational Productivity in Money Deposit Banks in Rivers State.

Table 4a: Model Summary of Knowledge Identification and Profitability

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.644 ^a	.415	.409	2.208	.415	69.541	1	98	.000

a. Predictors: (Constant), Knowledge_Identification

Table 4b: ANOVA of Knowledge Identification and Profitability

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	338.906	1	338.906	69.541	.000 ^b
1	Residual	477.604	98	4.874		
	Total	816.510	99			

a. Dependent Variable: Profitability

b. Predictors: (Constant), Knowledge_Identification

4c: Coefficient of Knowledge Identification and Profitability

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error				Beta	Lower Bound	Upper Bound
	(Constant)	1.285	1.430	.899	.371	-1.553	4.124	
	Knowledge Identification	.912	.109	.644	8.339	.000	.695	1.129

a. Dependent Variable: Profitability

The Model Summary in Table 4a showed the effect of Knowledge Identification on Profitability of Money Deposit Banks in Rivers State. Pearson’s Correlation Coefficient ($R = 0.644^a$) and $R^2 = 0.415$ indicating 41.5% percent contribution of Knowledge Identification to Money Deposit Banks Profitability. The ANOVA Table 4b showed that Knowledge Identification was fit as a dimension of Knowledge Management Strategy to predict Profitability of Money Deposit Banks with ($P = 0.000$) less than 95% Degree of Freedom (0.05). The Coefficient Table 4c, $B = 0.912$ and ($P = 0.00$) Less than 95% Degree (0.05). This showed that there is significant relationship between Knowledge Identification Strategy and Profitability of Money Deposit Banks in Rivers State.

Table 5a: Knowledge Identification and Service Quality of Money Deposit Banks

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.840 ^a	.706	.703	1.126	.706	234.893	1	98	.000

a. Predictors: (Constant), Knowledge_Identification

Table 5b: ANOVA of Knowledge Identification and Service Quality

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	297.563	1	297.563	234.893	.000 ^b
	Residual	124.147	98	1.267		
	Total	421.710	99			

a. Dependent Variable: Service_Quality

b. Predictors: (Constant), Knowledge_Identification

Table 4.12c: Coefficient of Knowledge Identification and Service Quality

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error Beta				Lower Bound	Upper Bound
	(Constant)	1.728	.729		2.369	.020	.280	3.175
1	Knowledge Identification	.855	.056	.840	15.326	.000	.744	.965

a. Dependent Variable: Service_Quality

The Model Summary in Table 5a showed the effect of Knowledge Identification on Service Quality of Money Deposit Banks in Rivers State., Pearson's Correlation Coefficient (R = 0.840^a)

and $R^2 = 0.706$ indicating 70.6% percent contribution of Knowledge Identification to Money Deposit Banks Service Quality. The ANOVA Table 5b shows that Knowledge Identification is fit as a dimension of Knowledge Management Strategy to predict Service Quality of Money Deposit Banks with ($P = 0.000$) less than 95% Degree of Freedom (0.05). The Coefficient Table 5c, $B = 0.912$ and ($P = 0.00$) Less than 95% Degree (0.05). This shows that there is significant relationship between Knowledge Identification and Service Quality of Money Deposit Banks in Rivers State.

10. Discussion of Findings

The findings of this research showed that there is a positive relationship between Knowledge Identification Strategy and Organizational Productivity in Money Deposit Banks in Rivers State. This has also been reviewed by other researchers who have carried out a similar research in the area of knowledge management and organizational productivity. Knowledge Identification Strategy was aimed at finding the value of knowledge that existed in its tacit and explicit form (Alavi & Leifner, 2001). It showed that some much data resided in the individual and the machine or the computer of the organization. To increase productivity, this knowledge must be identified to know the extent it can be shared, trained, and evaluated. Knowledge is time bound, that it can serve the ultimate purpose of the organization at the time it is still useful to the organization and at a later time is obsolete. The regression analysis showed that Knowledge Identification Strategy is a critical strategy for organizational productivity. It ensured that the right knowledge entered into the system to increase profitability and service quality. This research also supported the work of William, John & Peter (2013). In their research, they argued that Knowledge Identification is prioritised, proactively practiced and actively managed the system process. According to Alavi & Leifer (2001), Knowledge identification is the process of identifying internal organizational knowledge. The people, the technology and the process is rooted in action procedures, commitment, value emotion and other contributory factors that support organizational productivity. Products or services are based on the level of knowledge identification; it enforces commitment, improves people's value (truth) and introduces new technology in organizations.

11. Conclusion

It is quite clear from the findings that Knowledge Identification Strategy is an effective process in increasing organizational productivity and service quality of money deposit banks in Rivers State. Findings showed that Knowledge Identification Strategy is the first stage of any knowledge management processes. It ensured that the right knowledge entered into the organization, and the tacit knowledge that exists in the individual is identified and extracted so that it can be stored in the repository of the Money Deposit Banks in Rivers State. It also concluded that knowledge identification strategy should be prioritized and actively managed throughout the process or within the system. The people, the processes and technology should be in work in synergy for effective operation. Knowledge Management Identification Strategy plays an active role in organizational productivity, especially in Money Deposit Banks in Rivers State.

12. Recommendation

The study recommended based on findings, that Knowledge Identification Strategy should be implemented so that there will be information and content governance. More success stories and user stories should be captured, that way, key data resources can be discovered and reused. This is a departure or shift from implicit to explicit knowledge. Efforts should focus on ideal outcomes

that help key teams meet business objectives. These would ensure productivity in money deposit banks and similar organizations.

References

- Alavi, M., & Leidner, D.E. (2001). Knowledge management and knowledge management systems: Conceptual Foundations and Research Issues”, *MIS Quarterly*, 25(1): 107-136.
- Anantatmula, V. & Kanungo, S. (2006). “Structuring the underlying relations among the knowledge management Outcomes”, *Journal of knowledge management*, 10(4): 25-42.
- Brown, J.P., Massey, A.P., & Boling, E. (2005), “Evaluation of knowledge management systems: Insights from the study of a technical support knowledge base”, *Knowledge management research & practice*, 3(2): 49-59.
- Burstein, F., Sohal, S., Zyngier, S. & Sohal, A. (2010). Understanding of knowledge management roles and responsibilities: A study in the Australian context, *Knowledge management research & practice*, 8, 76-88.
- Burrows, G., Drummond, D., & Martinsons, M. (2005). “Knowledge management in China”. *Communications of the ACM*, 48 (4), 73-76.
- Caroline, D. (2005). *ABC of knowledge management*. NHS national library for health: knowledge management specialist library
- Choi, B. and Lee, H. (2003). An empirical investigation of KM styles and their effect on corporate performance, *Information and management*, 40(5): 403-417.
- Halawi, I., Aronson, J. & McCarthy, R. (2005). Resource-based view of knowledge management for competitive advantage. *Electronic Journal of Knowledge Management*, 3(2), 75-86
- Ericsson, K. (2006). *The cambridge handbook of expertise and expert performance*, Cambridge University Press, New York.
- Liao, S., & Wu, C. (2009). The Relationship among knowledge management, organizational learning and organizational performance. *International Journal of Business and Manag*, 4(4), 64-76.
- Li, Y., Liu, Z. & Lin, Y. (2016) Where is the driving force of employee’s knowledge Sharing? *The Multilevel Effect of Innovative Culture. Economic Management*, 5, 75-86.
- Gao, F., Li, M., & Clarke, S. (2008). Knowledge, management, and knowledge management in business operations. *Journal of Knowledge Management*, 12(, 2), 3-17

- Graneheim, U. H., & Lundman, B. (2004). "Qualitative content analysis in nursing research: concepts, procedures and measures to achieve trustworthiness." *Nurse Education Today* 2004(24), 105-112.
- Gray, P. H. & Meister, D. B. (2004). "Knowledge sourcing effectiveness." *Journal of Management Science* 50(6), 821-834
- O'Dell, C. & Hubert, C. (2011). *The new edge in knowledge: how knowledge management is changing the way we do business*. Hoboken, NJ: Wiley
- Praise, S., Cross R. & Davenport, T. (2005). It's not what but who you know: How Organizational Network analyses can Help Address Knowledge loss Crisis. Lost Knowledge Round Table, the network Roundtable at the University of Virginia.
- Stankosky, M. (2008). Keynote address to ICICKM (international conference on intellectual capital, knowledge management and organizational learning), 9-10.
- Wexler, M.N. (2001). "The who, what and why of knowledge mapping." *Journal of Knowledge Management* 5(3), 249-263.
- Yang, C. & Chen, L. (2007) Can Organizational knowledge capabilities affect knowledge sharing behavior? *Journal of Information Science*, 33, 95-109
- Zwain, A., Teong, L. & Othman, S.(2012). Knowledge management processes and academic performance in Iraq HE/s: An empirical investigation. *International Journal of Academic Research in Business and Social Sciences*, 2 (6).