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The Influence of Knowledge Management on Individual Performance in Traditional Batik Craftsmen: The Mediating Role of Organizational Culture

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Abstract

In the modern business landscape driven by technology and information, this study explores the connections between Knowledge Management, Competitive Advantage, Organizational Culture, and Individual Performance among traditional batik craftsmen in Sidoarjo regency. The research, based on primary data collected from 73 questionnaires, rigorously tests hypotheses using regression analysis. Findings reveal that Knowledge Management positively influences Individual Performance, emphasizing the importance of effective knowledge utilization. Surprisingly, Competitive Advantage does not significantly impact Individual Performance in this context. Additionally, Organizational Culture negatively moderates the influence of Knowledge Management on Individual Performance, underlining the importance of aligning culture with knowledge practices. Notably, Organizational Culture does not effectively moderate the influence of Competitive Advantage on Individual Performance, highlighting the complex interplay between cultural factors and strategic advantages in the traditional batik industry. While limitations exist, such as extensive questionnaire items and comprehension issues, these insights offer valuable guidance for organizations seeking to optimize knowledge management practices, gain a competitive edge, and thrive in today's dynamic global marketplace.

Keywords: *Knowledge Management, Competitive Advantage, Organizational Culture, Individual Performance, Business Environment*

1. Introduction

The business world has entered the era of technology and information. This era is marked by a paradigm shift from physical labor to knowledge-based work. Technology and information facilitate business practitioners in gathering information that will eventually result in knowledge. In the knowledge-based era, knowledge becomes a resource for the organization's survival. Currently, knowledge is considered a crucial key to competition and a source of advantage for organizations (Rahimli, 2012). Organizations require knowledge to support and enhance their activities. Knowledge Management is one of the determining factors for an organization's success (Garrido-Moreno & Padilla-Meléndez, 2011). Knowledge Management is a series of activities used by organizations to identify, create, and apply knowledge.

Information and knowledge are essential assets for organizations (Evans & Price, 2020). Therefore, organizations have an interest in managing these assets, known as Knowledge Management. Knowledge Management is recognized as a source that can enhance an organization's capabilities for achieving success. Knowledge Management is seen as a solution to facilitate knowledge processing, enabling individuals within an organization to share the same knowledge, thereby fostering organizational development. Knowledge Management provides organizations with the opportunity to succeed based on the knowledge possessed by individuals and groups within the organization (Ahmady et al., 2016).

Organizations strategically develop or acquire new knowledge primarily to achieve sustained competitive advantage (Mahdi et al., 2019). Lubit (2001) suggests that organizations can utilize two distinct patterns of knowledge utilization to create and maintain a competitive advantage: first, organizations can actively disseminate knowledge throughout their internal and external networks, fostering collaboration and innovation. Second, organizations can proactively establish robust knowledge management capabilities to facilitate and sustain a culture of continuous innovation and adaptation.

Competitive advantage is necessary to achieve and sustain competitive success and forms the backbone of an organization's economic viability (Best, 2001). Competitive advantage is related to an organization's ability to consistently maintain and earn above-average revenues (Porter, 1985). Competitive advantage involves building and revitalizing production and service processing systems to achieve and maintain cost advantages compared to competitors. Additionally, competitive advantage is a key concept in strategic practice that can yield superior economic results. Continuously maintained competitive advantage by an organization leads to performance improvement (Jackson et al., 2003). Yasa et al. (2020) further state that competitive advantage can be expected to lead to market performance and financial performance.

This study aims to investigate the interplay between knowledge management, competitive advantage, and organizational performance. By analyzing the relationships and impacts of these key factors this seeks to provide valuable insights into how organizations can harness knowledge management strategies to enhance their competitive advantage and ultimately improve their overall performance. Through an in-depth examination of the existing literature and empirical research, this study aims to contribute to a deeper understanding of the role of knowledge management and competitive advantage in contemporary business environments. The findings will serve as a valuable resource for organizations looking to optimize their knowledge management practices and gain a competitive edge in the ever-evolving global marketplace.

2. Theoretical Framework and Hypothesis Development

Knowledge management is the process of transforming individual knowledge into organizational knowledge (Girard & Girard, 2015). This highlights the significance of knowledge management as a critical component of an organization's intellectual capital. Consequently, knowledge management has garnered considerable attention among researchers, particularly in terms of its impact on organizational performance. Abubakar et al. (2019) suggest that knowledge management has a substantial impact on organizational performance. It is recommended that knowledge management be leveraged to enhance organizational performance (Wang et al., 2016). Zaid et al. (2012) found that all dimensions of knowledge management have a positive correlation with organizational performance. Additionally, a study conducted by Warouw & Kawet (2014) revealed a positive correlation between knowledge management and operational performance.

Resource-Based View (RBV) theory asserts that in the realm of strategic management, competitive advantage stands out as a fundamental and pivotal driver in significantly enhancing overall performance (Bromiley & Rau, 2016). As a result, many organizations actively set their sights on acquiring and establishing competitive advantage, aiming to not only possess it but also achieve it to such an extent that they can consistently outperform industry averages. The essence of competitive advantage lies in its ability to generate economic value within a product, thereby presenting a unique proposition that combines both a lower price and higher product quality when compared to competitors (Jones et al., 2018). The central and instrumental role played by competitive advantage in the creation of economic value within a product has sparked extensive research, all centered on understanding its profound significance and the far-reaching impact it wields on organizational performance (Kuncoro & Suriani, 2018).

Yasa et al. (2020) conducted extensive research that unequivocally found that competitive advantage exerts a profoundly positive influence on the achievement of marketing performance. Leveraging a carefully selected sample comprising 102 companies, their meticulously analyzed findings illuminated a compelling connection between competitive advantage and performance. Furthermore, their research discerned that competitive advantage assumes the role of a pivotal mediator, effectively facilitating and moderating the relationship with organizational capability, thereby enhancing overall performance. In a similar vein, the research efforts of Soebroto and Budiyanto (2021) further corroborated these insights by revealing that competitive advantage has an unequivocally positive and transformative impact on the broader spectrum of organizational performance.

Organizational culture plays an unequivocal and pivotal role in determining the success and outcomes of virtually every organizational activity (Anna et al., 2015). Within the extensive literature, organizational culture is consistently portrayed as both an outcome of organizational activities and a critical management object. It serves as an indispensable tool for evaluating and managing the intricate dynamics within an organization effectively (Hofstetter & Harpaz, 2015). Furthermore, organizational culture assumes the multifaceted role of a moderating variable, intricately woven into the complex web of relationships between independent variables and dependent variables, a domain that encompasses organizational performance (Nuansate and Mokhtar, 2013). Hence, organizational culture assumes its unique position as an instrumental moderating variable deeply intertwined with organizational performance dynamics.

Yiing and Ahmad (2009) conducted a comprehensive study that yielded insightful results, demonstrating that organizational culture plays a pivotal role in moderating the intricate relationship between organizational commitment and organizational performance. Wowor (2014), through dedicated research efforts, made a significant discovery: organizational culture serves as a potent moderator, effectively shaping and moderating the impact of leadership on overall performance outcomes. Likewise, Dai et al., (2018) delved into the complex interplay of organizational dynamics, revealing that organizational culture operates as a profound moderator, intricately influencing and moderating the multifaceted relationship between knowledge management practices and the broader spectrum of organizational performance.

H1: Knowledge management has a positive influence on individual performance.

H2: Competitive advantage has a positive influence on individual performance.

H3: Organizational culture positively moderates the impact of knowledge management on individual performance.

H4: Organizational culture positively moderates the impact of competitive advantage on individual performance.

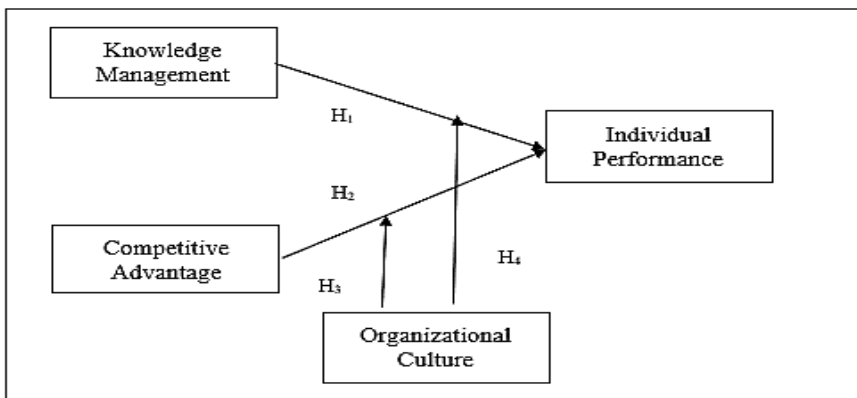


Figure 1. Conceptual Framework

3. Research Method

This research primarily focuses on the analysis of batik craftsmen in Sidoarjo regency, a microbusiness sector within this region. To gather data, 100 questionnaires were distributed among the target population, resulting in 80 returned questionnaires. However, the final dataset suitable for analysis consisted of 73 questionnaires. Data quality assessment played a crucial role in evaluating the reliability and validity of the information collected through the research instrument. This assessment encompassed various tests, including reliability and validity checks, to ensure the consistency and accuracy of the dataset. In parallel, classical assumption tests were conducted, representing a prerequisite for multiple linear regression analysis based on Ordinary Least Squares (OLS). This widely used regression analysis method, as opposed to maximum likelihood methods, was employed to assess classical assumptions such as normality, multicollinearity, and heteroskedasticity.

The core of the research revolved around hypothesis testing through regression analysis. The analytical model applied in this study allowed for the examination of various research hypotheses related to the impact of knowledge management, competitive advantage, and organizational culture on individual performance. Each research hypothesis was tested based on parameter estimation within the full structural equation model. The research findings were assessed by comparing the CR (Critical Ratio) values with the t-table value of ± 1.96 or by considering the significance level, which needed to be equal to or below 5% ($p \leq 0.05$) for hypothesis acceptance (Hair et al., 2010). By incorporating quantitative analysis, this research aimed to provide a comprehensive understanding of the intricate relationships between knowledge management, competitive advantage, organizational culture, and the performance of batik craftsmen in Sidoarjo regency.

4. Results and Discussion

The quality of data obtained from the research instrument can be assessed through validity and reliability tests. These tests aim to determine the consistency and accuracy of the data collected using the instrument. Below, we will present the SPSS output pertaining to the validation and reliability tests.

Table 1. Knowledge Management’s Validity Test Results

Dimension/item	Sign	Result	Dimension /Item	Sign	Result	Dimension /item	Sign	Result
<i>Structure</i>			<i>Technology</i>			<i>Culture</i>		
S1	0.000	Valid	T1	0.000	Valid	C1	0.000	Valid
S2	0.000	Valid	T2	0.000	Valid	C2	0.000	Valid
S3	0.000	Valid	T4	0.000	Valid	C3	0.000	Valid
S5	0.000	Valid	T5	0.000	Valid	C4	0.000	Valid
S6	0.000	Valid	T6	0.000	Valid	C5	0.001	Valid
S7	0.000	Valid	T7	0.000	Valid	C6	0.000	Valid
S8	0.000	Valid	T8	0.000	Valid	C7	0.000	Valid
S9	0.000	Valid	T9	0.000	Valid	C8	0.000	Valid
S10	0.000	Valid	T10	0.000	Valid	C9	0.000	Valid
S11	0.000	Valid	T11	0.000	Valid	C11	0.022	Valid
S12	0.000	Valid	T12	0.000	Valid	C12	0.025	Valid

Table 2. Individual Performance’s Validity Test Results

Dimension/Item	Sign	Result	Dimension/Item	Sign	Result
<i>Finance</i>			<i>Learning and growing</i>		
FI1	0.000	Valid	LG1	0.000	Valid
FI2	0.000	Valid	LG2	0.000	Valid
FI3	0.000	Valid	LG3	0.000	Valid
			LG4	0.000	Valid
<i>Business Process</i>					
BP1	0.000	Valid			
BP2	0.000	Valid			
BP3	0.000	Valid			
BP3	0.000	Valid			

Table 3. Competitive Advantage's Validity Test Results

Item	Sign	Result
CA1	0.000	Valid
CA2	0.000	Valid
CA3	0.000	Valid
CA4	0.000	Valid
CA5	0.000	Valid

Table 4. Organizational Culture's Validity Test Results

Dimension/Item	Sign	Result	Dimension	Sign	Result
<i>Group Culture</i>			<i>Development Culture</i>		
GC1	0.014	Valid	DC1	0.003	Valid
GC2	0.001	Valid	DC2	0.002	Valid
GC3	0.001	Valid	DC3	0.000	Valid
GC4	0.002	Valid	DC4	0.000	Valid
<i>Rational Culture</i>			<i>Hierarchy Culture</i>		
RC1	0.000	Valid	HC1	0.007	Valid
RC2	0.000	Valid	HC2	0.036	Valid
RC3	0.000	Valid	HC3	0.000	Valid
RC4	0.000	Valid	HC4	0.050	Valid

Table 5. Reliability Test Results

Constructs	Cronbach Alpha	Result
Knowledge Management	0.908	Reliable
Competitive Advantage	0.648	Reliable
Individual Performance	0.758	Reliable
Organizational Culture	0.640	Reliable

Based on the conducted validity tests presented in Table 1 to 4, the results indicate that, for the knowledge management construct, all items obtained significance values < 0.05 , indicating the validity of all items. In the initial validity test for the individual performance construct, all items also exhibited significant values < 0.05 . Moreover, in the second validity test, all perspectives demonstrated significant values < 0.05 , further affirming the validity of all items within this construct. Similarly, for the competitive advantage and organizational culture constructs, significant values < 0.05 were obtained, solidifying the validity of all items within these constructs. Regarding the results of the reliability tests (Table 5), all research constructs exhibited Cronbach Alpha values > 0.6 , affirming that all constructs are in a valid and reliable condition, making them suitable for further analysis.

The classical assumption tests have been met; consequently, a multiple regression analysis was conducted subsequently. The results from the SPSS output can be found in Table 6. Table 6 reveals that the coefficient of determination (R^2) is 0.774. This signifies that the independent variables collectively contribute to influencing individual performance by 77.40%. The remaining 22.6% is attributed to unobserved variables not addressed in this study. Table 7 displays an R^2 value of 0.486, indicating that competitive advantage affects individual performance by 48.60%, with the remaining 51.4% being influenced by unobserved variables. The model's suitability is confirmed by the significance of the F-statistic, which is < 0.05 ,

indicating that the research model is appropriate for analysis. The analysis proceeds with the regression equation:

$$IP = -48.384 + b_1 0.620KM + b_2 1.154OC - b_3 0.044KM_OC + e \tag{1}$$

$$IP = -41.177 + b_4 2.948CA + b_5 1.394OC - b_6 0.044CA_OC + e \tag{2}$$

Equation (1) implies that knowledge management and organizational culture have a positive relationship with individual performance. In other words, an increase in knowledge management and organizational culture will enhance individual performance and vice versa. The interaction between knowledge management and organizational culture is negatively related to individual performance. This suggests that an increase in the interaction between knowledge management and organizational culture will decrease individual performance, and vice versa. On the other hand, Equation (2) indicates that competitive advantage and organizational culture are positively related to individual performance. This means that an increase in competitive advantage and organizational culture will improve individual performance and vice versa. However, the interaction between competitive advantage and organizational culture is negatively related to individual performance. This implies that an increase in the interaction between competitive advantage and organizational culture will decrease individual performance, and vice versa.

Table 6. Multiple Regression Analysis Model I

	Coefficient	Standard error	t-Value	Sign
Constanta	-48.384	24.819	-1.949	0.055
Knowledge Management	0.620	0.205	3.029	0.003
Organizational Culture	1.154	0.414	2.789	0.007
KM_OC	-0.007	0.003	-2.025	0.047
	R ² = 0.774	F=78.682	Sign F=0.000	

Table 7. Multiple Regression Analysis Model II

	Coefficient	Standard error	t-Value	Sign
Constanta	-41.177	35.444	-1.162	0.249
Competitive Advantage	2.948	2.009	1.468	0.147
Organizational Culture	1.394	0.600	1.333	0.023
CA_OC	-0.044	0.033	-1.728	0.196
	R ² =0.486	F=21.745	Sign F=0.000	

Hypothesis testing in this research employs multiple regression analysis, as presented in Tables 6 and 7. To address the first research question, Table 6 indicates that knowledge management has a significance value of 0.003 with a coefficient value of 0.620. This significance value is < 0.05, signifying that knowledge management has a positive impact on the performance of batik craftsmen. Therefore, the first hypothesis, positing that knowledge management has a positive influence on the performance of batik craftsmen in this study, is accepted. Moving on to the second research question, Table 7 shows that the significance value of competitive advantage is 0.147. Since this value is < 0.05, it implies that competitive advantage does not affect the performance of batik craftsmen. Based on this finding, the second hypothesis, suggesting that competitive advantage has a positive impact on the performance of batik craftsmen, is not accepted.

The third and fourth research questions can be analyzed in Tables 6 and 7, respectively. In Table 6, the interaction between knowledge management and organizational culture results in a significance value of 0.047 and a coefficient of -0.044. This suggests that organizational culture negatively moderates or weakens the influence of knowledge management on individual performance. Thus, the third hypothesis, positing that organizational culture positively moderates the impact of knowledge management on individual performance in this study, is rejected. The fourth hypothesis, which suggests that organizational culture positively moderates the influence of competitive advantage on the performance of batik craftsmen, can be addressed in Table 7. According to Table 7, the significance value of 0.196 is produced by the interaction between competitive advantage and organizational culture. Since the significance value of $0.196 > 0.05$, it means that organizational culture cannot moderate the influence of competitive advantage on the performance of batik craftsmen. Therefore, the fourth hypothesis in this study is rejected.

Knowledge management plays a pivotal role in enhancing organizational efficiency and success, as supported by research findings indicating its positive influence on individual performance. These findings align with the conclusions of Zaied et al. (2012), Warouw and Kawet (2014), and Girard & Girard (2015), all of whom assert a positive impact of knowledge management on individual performance. However, the second hypothesis positing that competitive advantage affects individual performance, was not supported in this study. This finding contradicts the research conducted by Mahdi et al. (2019), Yasa et al. (2020), and Soebroto & Budiyanoto (2021), all of whom concluded that competitive advantage has a positive impact on performance. The rejection of this hypothesis could be attributed to the unique nature of competitive advantage within the traditional batik craftsmanship context, which differs from non-traditional entities. Competitive advantage in traditional settings may focus more on how individuals preserve and perpetuate ancestral traditions.

Organizational culture is believed to facilitate the implementation of knowledge management (Anna et al., 2015) and is considered a critical factor in determining the success of knowledge management. In general, organizational culture has a positive impact on knowledge management. Additionally, organizational culture is a means of achieving competitive advantage. Organizational culture impacts knowledge management through organizational values and behaviors, and knowledge management is contingent on organizational culture.

The research findings indicate that organizational culture positively influences knowledge management and competitive advantage. However, when organizational culture interacts with knowledge management, it weakens the latter's impact on individual performance. Similarly, when organizational culture interacts with competitive advantage, the results suggest that organizational culture cannot effectively act as a moderating variable. Therefore, this study rejects the conclusions of Yiing and Ahmad (2009), Nuansate and Mokhtar (2013), Wowor (2014), and Dai et al. (2018), all of whom suggested that organizational culture is a moderating variable affecting individual performance. This deviation from prior research may be due to the behaviors of individuals and groups within the organization, who tend to be oriented toward the preservation of their ancestral culture.

5. Conclusion

Based on the research findings supported by regression analysis, several key conclusions can be drawn. Firstly, knowledge management exhibits a positive influence on individual performance, highlighting the importance of effectively managing and leveraging knowledge within this context. Secondly, it was found that competitive advantage, often a central strategic goal for organizations, does not have a significant impact on individual performance, suggesting that traditional craftsmanship may be influenced by factors beyond competitive advantage as traditionally understood.

Additionally, the research reveals important insights regarding the role of organizational culture. Organizational culture was found to negatively moderate or weaken the influence of knowledge management on individual performance. This emphasizes the need for a conducive organizational culture that aligns with knowledge management practices for optimal results. Furthermore, the study indicates that organizational culture cannot effectively moderate the influence of competitive advantage on individual performance. These findings shed light on the complex interplay between cultural factors and strategic advantages within the traditional batik industry.

It's important to acknowledge the limitations of this research, such as the extensive number of questionnaire items, particularly within the knowledge management construct, and potential issues related to respondent comprehension. To address these limitations in future research, it is recommended to streamline the questionnaire items, particularly in dimensions related to knowledge management, and to simplify the language used in all constructs to ensure better respondent understanding and participation.

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