

IMPACT OF KNOWLEDGE MANAGEMENT ON ORGANISATIONAL COMPETITIVENESS: A STUDY OF FIRST BANK OF NIGERIA PLC IN ABUJA

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Abstract

Despite the reported importance on the effect of knowledge management on organisational competitiveness, very few studies have empirically examined and explored these relationships in the literature, especially in emerging economies. To fill this knowledge gap, the study aimed at examining the effect of knowledge management on organisational competitiveness in First Bank, Nigeria, as studies of this nature is still scarce in the literature especially in emerging economies like that of Nigeria. Knowledge management in the literature has largely been measured using knowledge infrastructure capability, knowledge process capability and knowledge relational capability. To this end, the study empirically assessed whether knowledge infrastructure capability, knowledge process capability and knowledge relational capability have significant effect on organisational competitiveness. Data were collected from employees working in First Bank of Nigeria situated in Abuja. A total of 129 returned questionnaires were analysed. Structural equation modelling was used to analyse data processed on Smartpls3. Findings reveal that knowledge infrastructure capability and knowledge relational capability have a positive and significant relationship with organisational competitiveness. Contrarily, knowledge process capability was discovered to have no significant relationship with organisational competitiveness. The study therefore recommends that irrespective of the various knowledgeable resources, Knowledge Management infrastructure capabilities standalone contributions to organizational competitiveness, their combination or

interaction effect is stronger and will yield better results in predicting firms' competitiveness.

Keywords: Knowledge management, knowledge infrastructure capability, knowledge process capability, knowledge relational capability, organisational competitiveness.

1.0 Introduction

Companies must meet more complicated standards in light of today's dynamic environment, globalisation, and worldwide competitiveness. Practitioners need to focus on firm-level competitiveness in order to establish and grow skills, perform resources properly, and control aspects that affect market outcomes. It is essential for a firm to have long-term competitive advantages and superior performance over its rivals if it is to survive and thrive. Businesses have reaped the benefits of globalisation. By way of example, it has allowed them the chance to explore new markets, benefit from the reduction of trade barriers, and adapt more swiftly to technological advancements. It has, however, heightened the level of competitiveness. To put it another way, it has become increasingly challenging for businesses to attain and sustain their competitiveness. So how do you stand out from the crowd and build client loyalty when your customers have a short-term memory and an endless number of alternatives at their disposal? This is exactly what we're going to be discussing today. Find out how to improve your business's competitiveness by following these simple steps. There is no accepted meaning of the term "competitiveness" in domains like economics or politics. Contrary to popular belief, its meaning is very contextual and subjective. The capacity of an organisation to create goods or services with a favourable quality-to-price ratio that ensures high profitability while obtaining consumer preference over other rivals may be defined as a measure of a company's competitiveness. The company's long-term viability is dependent on its ability to remain competitive. The importance of effective knowledge management in raising a company's level of competitiveness has been well documented (John, 2019).

Knowledge management has become the most popular information management concept in corporate and academic circles. While it can be certified that knowledge management is a strategic solution that makes use of information technologies, the concept has not yet been given a clear definition because it is still new and thus continues to shift and evolve. The global economy has evolved from the agrarian civilization, through the industrial revolution, then to the information society and is transiting to a knowledge or knowledge-based economy. According to analysts of the knowledge economy, the rules and practices that determined success in the industrial economy need to be rewritten at the level of firms and industries, in terms of knowledge management, and at the level of public policy, as knowledge policy (Rooney, 2003). The basic concept of knowledge management implies that the firms that manage their individual and organizational knowledge compete better in the competitive and new business environment. Knowledge management is seen as an essential factor in sustaining competitive edge and realizing success of the organizations for improved innovation and efficiency (Darroch, 2005; Du Plessis, 2007).

Evangelista (2010) argue that the critical area for the organizations is to focus on Knowledge Management, since it provides new tools for survival, growth and sustainable competitive edge to the firms. Large organizations and small and medium enterprises (SMEs) have

recognized and accepted the effect of Knowledge Management on overall performance of the organizations (Choochote, 2012; Zack, 2009). Knowledge management has played an essential role for all types of organizations for the business operations (Aamegdadi, 2012). The practicing of Knowledge Management and business growth both are highly correlated, as the higher the knowledge management practiced within the organization, the higher the growth of the firm. In the knowledge driven economy, the tools, methods and concepts of knowledge management are recognized to be important for the organizations. Faster innovation, knowledge sharing and improving decision making, managing knowledge resources, reducing duplication of work and improving business processes are some important reasons for the organizations to undertake a Knowledge Management initiative (Imran, 2019). Nevertheless, a very slow way is made by Knowledge management to SMEs (Gourova, 2010). Despite the reported importance of knowledge management on organisational competitiveness, very few studies in the extant literature have empirically examined the effect of knowledge management on organisational competitiveness, especially in emerging economies like that of Nigeria. Thus, very little is known on the effect of knowledge management on organisational competitiveness in developing economies like Nigeria, amounting to a gap in knowledge. To this end, this study will fill this knowledge gap by examining the effect of knowledge management on organisational competitiveness by studying First Bank of Nigeria.

2.0 Literature Review

Theoretical Framework

The Resource Based View (RBV)

The RBV emphasizes firm-specific resources or assets (tangible and intangible, human and nonhuman) possessed or controlled by the firm which permits it to devise and apply value enhancing strategies (Barney, 1991). The approach suggests that firms gain and sustain competitive advantage by deploying valuable resources (Barney, 1991; Grant, 1996a). These resources and capabilities that are valuable, uncommon, poorly imitable and non-substitutable constitute firm's unique or core competencies (Halawi, Aronson & McCarthy, 2005). Evolving developments in the RBV suggests that capabilities are crucial contributors to organizational performance (Teece, et al., 1997). In RBV, knowledge is seen as a strategic asset or capability with the potential to be a source of sustainable competitive advantage (SCA) for an organization (Teece, 1998). As Hitt, Bierman, Shimizu & Kochhar (2001), puts it, intangible firm-specific resources like knowledge permit firms to add up value to incoming factors of production, thereby generating competitive advantage. It therefore promotes a knowledge-based perspective, which postulates that competitive advantage (CA) is built upon those privately developed resources, tacit and explicit, inside the firm that are less likely to be imitated easily (Collis & Montgomery, 1995; Curado, 2006). These unique resources and capabilities are discussed under different names like distinctive competences, core competences, invisible assets, core capabilities, internal capabilities, embedded knowledge, corporate culture, and unique combinations of business experience (Von Krogh & Roos, 1995).

Knowledge Based View (KBV)

Knowledge-based theory of a firm considers [knowledge](#) as the most strategically significant [resource](#) of a [firm](#). Its proponents argue that because knowledge-based resources are usually difficult to imitate and socially complex, heterogeneous knowledge bases and

capabilities among firms are the major determinants of sustained [competitive advantage](#) and superior [corporate](#) performance. According to Grant (1996) organizations perform differently as a result of the differences in their stock of knowledge and capabilities. Learning orientation can be view as the ability of a firm to add new knowledge to those already existing knowledge in an organization. The more a firm acquire new knowledge from the external environment, the more that firm add to those already existing knowledge that are been stored in the organization, through these, that particular firm can perform differently from its competitors which will enable the firm to sustained continuous competitive advantage over its competitors (Grant, 1996).

Concept of Knowledge Management

Knowledge is considered the capacity (potential or actual) to take effective action in varied and uncertain situations (Bennet & Bennet, 2004), a human capacity that consists of understanding, insights, meaning, intuition, creativity, judgment, and the ability to anticipate the outcome of our actions. There is considerable precedent for linking knowledge and action consistent with the emergence of the field of Knowledge Management as a business management approach in the early 1990's driven by computing, consultants, conferences and commerce (Lambe, 2011). As detailed later in this paper, in the KMTL Study 84 percent of respondents tied knowledge directly to action or use (Bennet, 2005). Similarly, emerging from nearly 20 years of APQC's leading research in the field of Knowledge Management, O'Dell and Hubert define knowledge from the practical perspective as information in action (O'Dell & Hubert, 2011).

While recognizing that it is common to define information as processed data, and knowledge as actionable information, Batra (Sampler Call, 2014) finds it interesting that the definitions or interpretations of the term knowledge are contextual. However, he also notes that in another context knowledge gets interpreted as know-what, know-how, know-who and know-why, and in an HR context knowledge includes the competence set of individual skills and attitudes. Further, from a strategic perspective knowledge can be considered as a strategic resource for the firm, taking the form of intellectual capital and intangible capital. Batra finds these differences in interpretation useful to the students of Knowledge Management in appreciating that knowledge is not a monolithic entity which can be managed in a prescriptive manner. Dhewa (Sampler Call, 2014) likes the notion of "useful knowledge", which he sees as a way of understanding knowledge as an economic resource, a concept expanded on by Kuznets (1955) and extensively used by Mokyr (2005) in his studies about the role of knowledge in the industrial revolution. As Dhewa suggests, I am applying this notion in exploring the role of knowledge in the agriculture sector. Unless knowledge solves a specific issue like income growth, it's not knowledge at all, according to me. When knowledge is applied, it defines itself.

Knowledge Management Infrastructure Capabilities

Krogh (2001) define knowledge management infrastructure as "organizational mechanism to create knowledge constantly and intentionally in organization," and presented five factors of knowledge management infrastructure such as (a) the will to generate knowledge, (b) conversation between employees, (c) organizational structure, (d) relationships between employees, and (e) human resources. Quinn (1996) posits that actions such as appropriate

employee's staffing, employee's ability and technology development, systematic organizational structure development, construction of compensation system about employee's performance should be promoted to use knowledge asset effectively. An empirically effective knowledge management model from the perspective of organizational capabilities was examined by Gold (2001).

Knowledge Management Process Capabilities

Knowledge management processes can be thought of as a structured harmonization for managing knowledge effectively (Gold et al., 2001). These are interconnected or intertwined sets of activities (Migdadi, 2005) such as creation, sharing, storage/retrieval and usage (Alavi&Leidner, 2001; Beckman, 1999). Knowledge processes represent the basic operations of knowledge whereas knowledge enablers provide the infrastructure necessary for the organization to increase the efficiency of knowledge processes (Lee & Choi, 2003). Knowledge process capabilities required for storing, transforming and transporting of knowledge throughout the organization are needed for leveraging the infrastructure capability, and four broad dimensions of knowledge process capability were identified by Gold et al (2001). These are knowledge acquisition, knowledge conversion, knowledge application and knowledge protection. Knowledge Acquisition: This refers to the extent to which the firm generates or creates knowledge resources across functional boundaries. It involves the process of acquiring knowledge from either inside or outside of the organizations (Cho & Korte, 2014). This is facilitated by the activities of interaction, feedback, innovation, brainstorming, and benchmarking. Knowledge acquisition can be viewed as a "potential capacity" which reflects a firm's ability to use its knowledge to create advantage, but does not guarantee that knowledge was used effectively (Cohen & Levinthal, 1990). In part, knowledge acquisition is a subset of a firm's absorptive capacity. Literature reviews reveal studies which outcomes suggest positive relationship between knowledge acquisition and performance measures. For instance, the study of Song (2008) showed that knowledge creation activities were significantly related to organizational improvement. Knowledge acquisition is expected to have a significant influence on organizational performance (Ha, Lo, & Wang, 2016). In like manner, Lee and Choi (2003) studies also showed very significant relationship between knowledge creation and organizational creativity leading to organizational performance.

Knowledge Management Relational Capabilities

According to Bontis (2000) relational capabilities can be defined as an organizational external links with suppliers and customers of the organization, which allows it to buy and sell goods and services in an efficient and effective manner. Komnenic and Pokrajcic, (2012) view relational capital as the ability of an organization to establish quality connections with its external stakeholders: customers, investors, suppliers and society as a whole. Furthermore, relational capital includes relationships with customers and the government and refers to development and maintenance of important relationships such as those with customers and suppliers of goods and services, as well as the degree of partner satisfaction and customer loyalty (Alipour, 2012). Leitner (2015) defined relational capital as all relationships established between firms, institution and people which stem from a strong sense of belonging and a highly developed capacity of cooperation typical of culturally similar people and institutions. Relational capital can be defined as the set of knowledge that is incorporated into

the organization and people as a consequence of the value derived from the relationships, which maintains with the agents of the market and the society in general.

Concept of Organizational Competitiveness

In literature, competitiveness has been described as multidimensional and relative concept (Nachiappan S, Gunasekaran A, Yu J, Ning K 2014), that changes with context and time. It embraces different approaches, from classical theories of mercantilism, which introduced the notion of trade rivalry between nations, to absolute advantages of notions, the theories of competitive and comparative advantages and up to neoclassical critiques of international competitiveness of countries (Razvan & Moisoiu, 2015). It constitutes a major economic objective in the current context of globalization, rapid technical change and frequently invoked by policy makers worldwide (Salvador, Rodríguez & Luque, 2015). The competitiveness defines economic strength of an entity with respect to its competitor and it has the country, industrial and enterprise perspectives (Sadegh, Senin & Tourani, 2015). There is no agreed definition of national competitiveness (Chiang, Wu, Hsieh & Chen, 2008). However, the WEF, 2013 refers to national competitiveness as a set of institutions, policies and factors that determines the level of productivity of country (Schwab, 2013). Chiang et al. (2008) defined national competitiveness as a measure of relative ability of a nation to create and maintain an environment in which enterprises can compete so that the level of prosperity can be improved. According to Wilfred, Matoke, Yegon and Egezza (2014) organizational competitiveness refers to its ability to create more economic value than other competing firms. On the other hand, enterprise competitiveness refers to its ability to design (Yosuke & Shibata, 2013), produce and/or market products superior to those of offered by competitors, considering the price and non-price product qualities (Sadegh, Senin & Tourani, 2015).

Empirical Literature Reviewed

Syed-Ikhsan and Rowland (2004) looked at the relationship between organizational elements and the performance of knowledge transfer in the public sector and discovered successful relationship between knowledge management enablers (technology, structure and culture) and knowledge management. Lee and Choi (2003) took the view that technology is the presence of information technology support within the organization. The important role of information technology is the ability to support communication, collaboration and the search for knowledge and enable collaborative learning (Ngoc 2005). Furthermore, Davenport and Trusark (1998) regard information technology as both the key contributor and an enabler in the field of knowledge management. Marwick (2001) has opined that a number of information technology tools be applied to the different knowledge creation processes.

Information technology is that part of effective knowledge management that can be classified into communication technologies and communication technologies which provide ways to enable intensity and expand interactions of organizational members and departments (Kendall 1977, Song *et al* 2001). It has been advised that in creating, transferring and storing knowledge through technological infrastructure, an organization must take steps to ensure that its knowledge is not stolen or used inappropriately (Gold, Malhotra and Segars 2001).

Park's (2006) model concerned itself with knowledge management process capability and did indicate that knowledge management enablers and knowledge management process

capability are positively related to knowledge management performance. Choi's (2002) model of two dimensional perspectives of knowledge management strategy, system orientation and human orientation is important. In measuring knowledge management performance, the model combined financial indicators with non-financial indicators to compare major competitors in major areas including profitability, growth rate, market share, innovation and success. The indication is that the degree of the use of human orientation strategy and system orientation strategy are positively related to knowledge creation capability and knowledge management performance. The model, therefore, proposed that knowledge management strategies should not focus only on one strategy but should utilize both strategies depending on the knowledge characteristics.

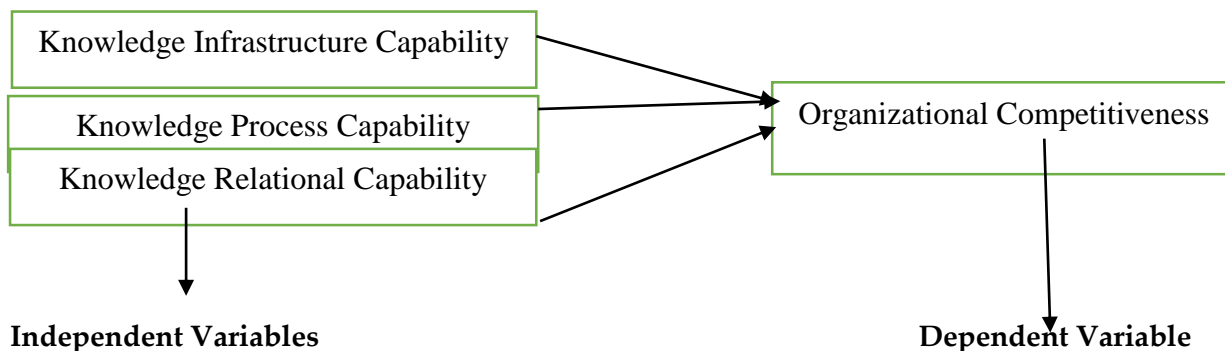
The Lee and Choi (2002) and Park's (2006) models concentrated on three knowledge management enablers namely; technology, structure and organizational culture. Park's (2006) model categorized the knowledge management process as knowledge acquisition, knowledge conversion, knowledge protection and knowledge application. The model takes the view that better management of the knowledge management enablers (technology, structure and organizational culture) result in greater knowledge management capability, knowledge acquisition, knowledge production, knowledge conversion and knowledge application. The indication is that knowledge management performance can be influenced by knowledge management enablers and knowledge management process capability.

Knowledge management is a major concept in today's business world. Some regard knowledge management as a business fad or craze but a closer examination of the concept reveals that there has been considerable thought and research into it, and many of the world's most successful corporations, businesses, and organisations are investing considerable resources in this enterprise. Prusak (1999) estimates that "approximately 80% of the Global 1000 businesses are conducting projects, and that approximately 68% of the Fortune 1000 have defined knowledge projects underway". Knowledge management projects being embarked upon by organisations among others include setting up an intranet, using Lotus Notes or other team-oriented software, creating personal development plans, mentoring, or sharing information on best practices.

Although writers and developers of the field of Knowledge Management use and discuss knowledge management as a concept with the same end-in-mind, they seem not to agree on a specific definition. The most common type of definition describes knowledge management as a set of processes directed at "creating – capturing – storing – sharing – applying-reusing" knowledge (Sydanmaanlakka 2000). According to Malhotra (1999) knowledge management "caters to (sic) the critical issues of organisational adaptation, survival and competence in face of increasingly discontinuous environmental change. Essentially, it embodies organisational processes that seek synergistic combination of data and information processing capacity of information technologies and the information processing capacity of human beings". Swan *et al.* (1999) explain that knowledge management is about harnessing the "intellectual and social capital of individuals in order to improve organisational learning capabilities, recognising that knowledge, and not simply information, is the primary source of an organisation's innovative potential" The first definition provided above view Knowledge Management from a mechanistic and sequential process steps approach, which focus attention on explicit knowledge artefacts as opposed to tacit knowledge.

Since few studies have looked at the impact of knowledge infrastructure capability, knowledge process capability and knowledge relational capability on organizational competitiveness, there is a paucity of relevant data in the scientific literature on the subject. This investigation will therefore fill this knowledge gap.

Research Model



From the review of literature and the research model, the study thus hypothesizes that:

H01: Knowledge infrastructure capability has significant effect on organizational competitiveness of First bank of Nigeria.

H02: Knowledge process capability has significant effect on organizational competitiveness of First bank of Nigeria.

H03: Knowledge relational capability has significant effect on organizational competitiveness of First bank of Nigeria.

3.0 Methodology

A cross-sectional research design was used for the purpose of this study. The study utilized cross sectional research design as it is viewed as the most appropriate for this study as the researcher could not carry out a longitudinal study because of time constraint. Cross sectional surveys saves time and is cost effective (Sekaran and Bougie, 2013), thus this is the reason why most researchers prefer cross sectional survey to longitudinal survey (Kothari & Garg, 2014). The study consists of 135 employees of First Bank Ltd head office in Abuja.

The sample size was determined using formula suggested by Yamane as cited in Israel (2013). Using the formula, the study arrived at a minimum sample size of 100. The minimum sample for this study is 100. So as not to fall short of the minimum sample size of 100, it was advised by Israel (2013) that 30% should be added to the minimum sample size, which result to 130. Respondents for the study were sampled using simple random sampling technique. The study used primary source of data to collect data necessary for the study. The primary data for the study was collected by distributing copies of questionnaire to respondents of the study. Variables of the study were measured using items developed by scholars in the literature. The data collected for the study were analysed using structural equation modelling processed on SmartPls2.

Results and Discussion

The data collected underwent testing for factor analysis, reliability and validity. Partial Least Square Structural Equation Modelling (PLS-SEM) was used to analyze data on SmartPLS3.

Measurement Model Analysis

To ascertain the measurement model, the reliability and validity of the model were assessed using the measurement model of PLS-SEM path modelling. As it can be seen, Table 1 represents the reliability and convergent validity of constructs of this study.

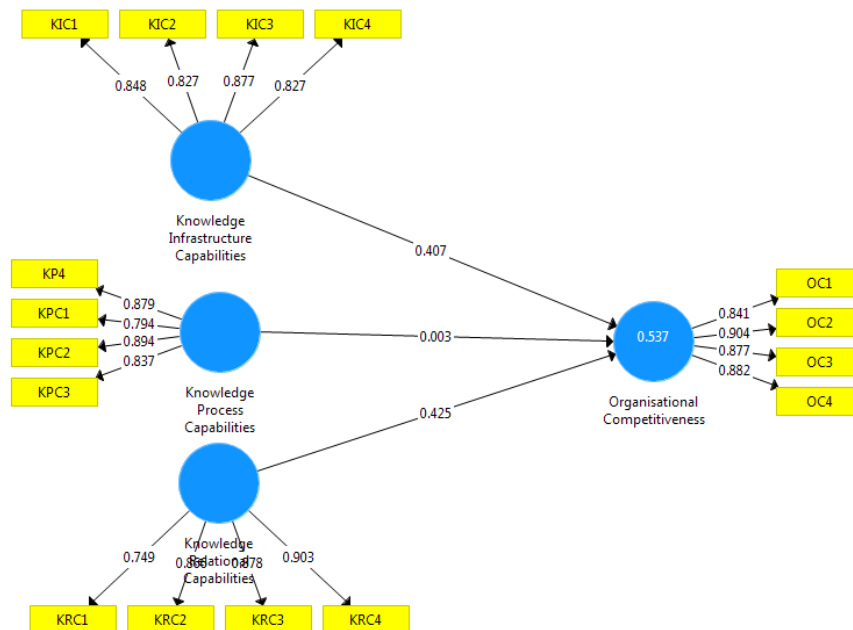


Figure 1
 Measurement Model

Table 1
 Construct Reliability and Validity

Construct	Items	Loadings	AVE	CR
Knowledge Infrastructure Capabilities	KIC1	0.848	0.68	0.81
	KIC2	0.827		
	KIC3	0.877		
	KIC4	0.827		
Knowledge Process Capabilities	KPC1	0.879	0.75	0.84
	KPC2	0.794		
	KPC3	0.894		
	KPC4	0.837		
Knowledge Relational Capabilities	KRC1	0.749	0.65	0.83
	KRC2	0.866		
	KRC3	0.878		
	KRC4	0.903		

	KRC4	0.903		
Organisational Competitiveness	OC1	0.841	0.76	0.86
	OC2	0.904		
	OC3	0.877		
	OC4	0.882		

Note: AVE stands for Average Variance Extracted while CR represents Composite Reliability.

The reliability of the constructs was tested using composite reliability whereas convergent validity of such constructs was determined using average variance extracted (AVE) as suggested by Garson (2016). However, for each reflective construct to achieve internal consistency reliability, the value of its CR should be ≥ 0.7 (Lee & Chen, 2013), while AVE should be ≥ 0.5 for it to attain of convergent validity (Garson, 2016). Item loadings should be above 0.5 (Hair et al., 2014). From the results presented on Table 4.5 above, both reliability and convergent of all the constructs are therefore achieved. On the other hand, as the grand mean scores of each construct (i.e., the average of the squared of factor loadings of each construct's items) is above the threshold of 0.50, it clearly indicates that each of these constructs explains more than 50% of the variance of its indicators (Hair et al., 2014). Thus, both the reliability and convergent validity are said be achieved.

Also, for discriminant validity the study utilized the fornell and larker criterion which states that the square root of AVE must be greater than the correlation with other variable in the study. This is as presented in Table 2 below.

Table 2
Discriminant Validity using Fornell-larcker criterion

	1	2	3	4
1. Knowledge Infrastructure	0.87			
2. Knowledge Process	0.55	0.82		
3. Knowledge Relational	0.60	0.61	0.86	
4. Organisational Competitiveness	0.62	0.57	0.52	0.80

On the other hand, to ascertain the discriminant validity of the variables, the square root of AVE of each of variable should be higher than its correlations with any other construct (Fornell&Larcker, 1981). In other words, to achieve the discriminant validity of each of the study reflective constructs, the square root of the AVE should be higher than its correlation with other latent variables (Garson, 2016). Thus, the numbers that are bolded represent the square root of AVE of each latent variable, and as can be seen, such numbers are higher than the corresponding correlation of each construct with any other latent variable and consequently this exhibits the attainment of discriminant validity of the constructs of this study.

Test of Hypotheses

The study tested for the effects of knowledge Infrastructure Capabilities, knowledge Process Capabilities and knowledge Relational Capabilities on Organisational Competitiveness. This

section of the study is used to test the hypotheses of the study. Table 3 presents the result of the test of hypotheses.

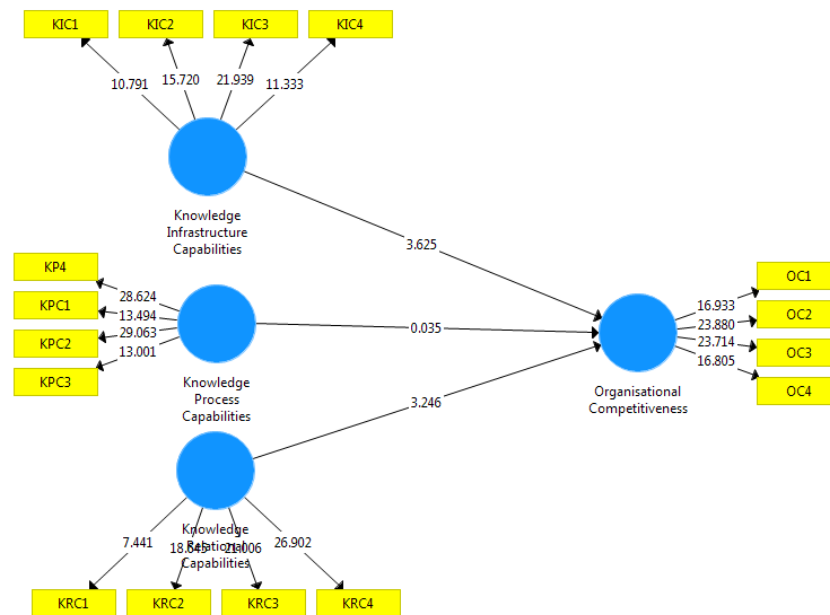


Figure 2
Structural Model

Table 3
Path Coefficient

Hypotheses	Beta Value	Std. Error	T Stat	P Value	Decision
KIC->OC	0.407	0.112	3.625	0.000	Rejected
KPC->OC	0.003	0.100	0.035	0.972	Not Rejected
KRC->OC	0.425	0.131	3.246	0.001	Rejected
R Square	0.54				

*** p < 0.01; **p < 0.05; *p < 0.1. Note: KIC represents Knowledge Infrastructure Capabilities, KPC represents Knowledge Process Capabilities, KRC represents Knowledge Relational Capabilities, OC represents Organisational Competitiveness.

Based on the results presented on Table 4.7, Knowledge Infrastructure Capabilities (KIC) has significant relationship with the organisational competitiveness at less than 10% significant level. Thus, H₀₁ that states that knowledge infrastructure capabilities has no significant effect on organisational competitiveness is rejected. On the contrary, Knowledge Process Capabilities (KPC) has significant relationship with the organisational competitiveness ($\beta=0.003, p>0.10$). Thus, H₀₂ that states that knowledge process capabilities has no significant effect on organisational competitiveness is not rejected. Lastly, Knowledge Relational Capabilities (KRC) has significant relationship with the organisational competitiveness. Thus, H₀₃ that states that knowledge relational capabilities has no significant effect on Organisational Competitiveness is rejected.

Adjusted R square for the present study is 54 percent. This means that 54 percent variance in the organisational competitiveness is made possible by the interaction of knowledge infrastructural capabilities, knowledge process capabilities and knowledge relational capabilities.

Effect Size of Exogenous Variables

Table 4

Effect Size

Constructs	f^2	Effect Size
Knowledge Infrastructure Capabilities	0.226	Medium
Knowledge Process Capabilities	0.000	None
Knowledge Relational Capabilities	0.202	Medium

Table 4 shows the effect size of the exogenous variable of the study on the endogenous variable. It is seen clearly that knowledge infrastructure capabilities and knowledge relational capabilities have medium effect sizes on organisational competitiveness. On the other hand, knowledge relational capabilities has a medium effect size on organisational competitiveness.

Predictive Relevance of Exogenous Variables

The study utilised the Stone-Geisser's Q^2 value to assess the predictive relevance of the exogenous variables. The result is presented in Table 5

Table 5

Predictive Relevance of Exogenous Variables

Construct	SSO	SSE	$Q^2 = 1-SSE/SSO$
Organisational Competitiveness	1908.0000	1122.7746	0.4115

Note: SSO represents Sum of squared of served omitted values; SSE represents Sum of Squared Error

Table 5 presents the result of cross-validated redundancy of the model. Q^2 is greater than zero which shows the predictive relevance of the path model. The model of the study has a high degree of predictive relevance on Organisational Competitiveness (Cohen, 1988).

5.0 Discussion

From the analysis of the study, the researchers examined the effect of knowledge management on organisational competitiveness. Also, the researchers examined the effect of knowledge infrastructure capabilities, knowledge process capabilities and knowledge relational capabilities on organisational competitiveness. Based on the empirical analysis of the study, some findings were reached.

- i. Based on the empirical analysis of this study, knowledge infrastructure capability has significant relationship with organisational competitiveness. The results of the analysis suggest that high level of Knowledge within the organization is related to a high level of organizational capability.

ii. Based on the result of the analysis, knowledge process capability has significant relationship with organisational competitiveness. The result has shown that effective and efficiency knowledge processes will help to enhance organisational competitiveness.

iii. Based on the result of the analysis, knowledge relational capability has significant relationship with organisational competitiveness. High level of adequate relational capabilities will enables smooth implementation of the organization's strategy, develops reliable and cost effective systems for the organization, and anticipates customer needs.

Conclusion and Recommendations

Based on the empirical analysis of the study, it is concluded that knowledge infrastructure capabilities and knowledge relational capital both have significant effect on organisational competitiveness. The study therefore recommends that firm managers and knowledge management implementation members should incorporate leadership support, human resource and business strategy as part of Knowledge Management infrastructure capabilities in addition to culture, structure, and information technology in order to make their Knowledge Management infrastructure capabilities more robust; and great attention should be paid to leadership support and human resource with t-shaped skill because of their direct and strong influence on organizational competitiveness. However, irrespective of the various Knowledge Management infrastructure capabilities standalone contributions to organizational competitiveness, their combination or interaction effect is stronger and will yield better results in predicting firms' competitiveness. Also, knowledge Management Infrastructure Capabilities and Knowledge Management Process Capabilities are correlated; and together they predict organizational competitiveness. Hence, organizations wishing to embark on knowledge management initiatives should not concentrate efforts on the infrastructure capabilities or process capabilities alone as this will alter the interwoven nature of the factors going by the very strong and positive correlations observed among them.

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