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ASSESSMENT OF KNOWLEDGE MANAGEMENT AND ORGANISATIONAL PERFORMANCE IN NIGERIA: *AN ANALYSIS OF THE IT INDUSTRY IN LAGOS STATE*

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ABSTRACT

This paper evaluates the impact of knowledge management on organisational performance in Nigeria and was guided by the subsequent objectives; to work out the impact of knowledge management on organisational performance of some selected information technology companies also to assess the relevance of knowledge management in enhancing organisational structure of IT companies in Lagos State - Nigeria. The study was carried out using explanatory design with questionnaires including library research so as to gather data. Primary and secondary data sources were used and data was analyzed using the chi square and correlation statistical tool at 5% level of significance which was presented in frequency tables and percentage. 50 respondents who are owners of IT Companies across Lagos State were sampled. The study findings revealed that knowledge management significantly impacts on organisational performance.

KEYWORDS: Knowledge Management, Organisational Development, Learning, Organisational Performance, Organisational Structure.

BACKGROUND OF THE STUDY

Knowledge Management (KM) has overtime been overlooked by organisations and establishments to their own peril. The recognition of the fact that knowledge not just labour land or capital is the key resource of production, making it the "new wealth" of organisations is

largely responsible for the development and implementation of knowledge management (KM) strategies in corporate organisations (Ahn & Chang, 2012). In other to achieve performance or profitability in any establishment, knowledge management has to be given adequate treatment. For many companies, the time of rapid technological change is also the time of incessant struggle for maintaining a competitive advantage. It is obvious that knowledge is slowly becoming the most important factor of production, next to labour, land and capital. Even though some forms of intellectual capital are transferable, internal knowledge is not easily copied. This means that the knowledge anchored in employees' minds can get lost if they decide to leave the organisation. Therefore, the key objective of management is to improve the processes of acquisition, integration and usage of knowledge, which is exactly what knowledge management is all about (Bagozzi and Yi, 2008).

KM is a process that through creating, accumulating, organizing and utilizing knowledge helps achieve objectives and enhance organisational performance. KM also consists of strategy, cultural values and workflow. In order to maximize its value, a change in strategies, processes, organisational structures and technologies needs to be made (Artail, 2006). One of the key benefits of introducing KM practices in organisations is its positive impact on organisational performance. The results of the study conducted by Zheng et al suggest that KM fully mediates the impact of organisational culture on organisational effectiveness, and partially mediates the impact of organisational structure and strategy on organisational effectiveness.

STATEMENT OF THE PROBLEM

The aim of every KM system is to share knowledge in the organisation in the most effective manner and improving performance in the process. This aim is usually not achieved because of poor communication structures that exist in most public or government owned organisations in Nigeria (Orji, 2008). KM goes beyond mere training and retraining of staff to review of lessons learnt from each training. Every member of the organisation contributes to the organisation by sharing knowledge on a subject matter for strategic positioning of the organisation. When there is a cut in the communication flow, knowledge is not effectively shared. According to Orji (2008), an internship student can contribute immensely to an organisation by sharing his/her experiences in his/her previous job that could strategically align the organisation in a vintage position.

OBJECTIVES OF THE STUDY

1. To determine the impact of knowledge management on organisational performance of information technology companies in Nigeria.
2. To access the effect of knowledge management in enhancing organisational structure of IT companies.
3. To determine the effect of IT application on knowledge management adoption through organisational elements.
4. To find out the correlation between elements of knowledge management capabilities and leadership styles of IT firms.

RESEARCH QUESTIONS

1. What is the impact of knowledge management on IT organisational performance?
2. What is the role of knowledge management in enhancing organisational performance in information technology companies in Nigeria?
3. What is the effect of the application of knowledge management adoption on organisational culture?
4. What is the correlation between elements of knowledge management capabilities and leadership style of IT companies?

RESEARCH HYPOTHESES

Hypothesis 1

H0: Knowledge management has a negative impact on organisational performance of information communication companies.

H1: Knowledge management has a positive impact on organisational performance of information communication companies.

Hypothesis 2

H0: There is no effect of application on IT knowledge management adoption through organisational elements.

H1: There is an effect of application on IT knowledge management adoption through organisational elements.

Hypothesis 3

H0: There is no correlation between elements of knowledge management capabilities and organisation performance in IT firms.

H_1: There is a correlation between elements of knowledge management capabilities and organisation performance in IT firms.

SIGNIFICANCE OF THE STUDY

This study will be of immense benefit to captains of industries, organisations who are interested in improving their organisational performance and productivity. This study would also be beneficial to researchers who intend to know more on this topic.

SCOPE OF THE STUDY

This study on the impact of knowledge management on organisational performance will determine the relationship between knowledge management and organisational performance using selected IT firms in Lagos State as a case study.

LIMITATION OF THE STUDY

This study had some limitations which include but not limited to;

1. Financial constraint- Insufficient fund tends to impede the efficiency of the researcher in sourcing for the relevant materials, literature or information and in the process of data collection (internet, questionnaire and interview).
2. Time constraint- The researcher will simultaneously engage in this study with other academic work. This consequently will cut down on the time devoted for the research work.

REVIEW OF RELATED LITERATURE

This section gives an insight into various studies conducted by outstanding researchers, as well as explained terminologies with regards to the impact of knowledge management on organisational competitiveness. The section also gives a resume of the history and present status of the problem delineated by a concise review of previous empirical studies into closely related problems.

Knowledge is an important source for learning new things, solving problems, creating core competencies and establishing new positions for individuals and the organisation at present and in the future (Nasimi et al., 2013). There are two types of knowledge- explicit knowledge and tacit knowledge (Alwis & Hartmann, 2008). These two types of knowledge complement each

other (Sharma &Goswami, 2009) as knowledge is moved from the level of an individual to that of the group and ultimately to the organisational level when there is conversion between tacit and explicit knowledge (McAdam et al., 2007). Explicit knowledge has been described as what can be embodied in a code or a language and as a consequence it can be verbalized and communicated, processed, transmitted and stored relatively easily (Nonaka et al., 2000; Kikoski & Kikoski, 2004).

Conversely, Dalkir noted that the properties of explicit knowledge include: ability to disseminate, to reproduce, to access, and to reapply throughout the organisation; ability to teach, to train; ability to organize, to systematize, to translate a vision into a mission statement, into operational guidelines; and transfer of knowledge via products, services and documented processes. Recently, the role of knowledge as a fundamental principle of competitive advantage has been emphasized in the field of strategic management. To achieve sustainable competitive advantage, an organisation should realize how to create, distribute and utilize knowledge (Rahimli, 2012); hence, the need for knowledge acquisition in organisations. Based on the definition of Knowledge Management (KM) by Darroch (2003), knowledge acquisition is one of the dimensions of KM (i.e., knowledge acquisition, knowledge dissemination and responsiveness to knowledge). Since KM is a process that transforms individual knowledge into organisational knowledge (Rasula et al., 2012), the dimensions of KM allow organisations to learn, reflect, unlearn, relearn, build, maintain and replenish its core competencies (Bhatt, 2001). Knowledge acquisition is the process of obtaining knowledge externally and making it appropriate for succeeding use (Holsapple, 2003). Hence, the knowledge generated externally will serve as the firm's competitive advantage. The acquiredknowledge will be combined with the existing knowledge to create new knowledge, for instance, new processes (Aranda& Molina-Fernandez, 2002). Knowledge acquisition is a complementary capability that enhances a firm's absorptive capability to identify and acquire external information that is critical to its operations (Zahra & George, 2002a).

RESEARCH METHODOLOGY

This is a description of methods and procedures used in conducting this research work. The description of the procedure is done under the following headings:

i. Research design,
ii. Area of study

iii. Population of the study
iv. Sample and sampling procedure
v. Instrumentation
vi. Procedure for data collection
vii. Procedure for data analysis

Research Design

The surveys research method was used for this study. This was considered appropriate because survey design generally can be used to effectively investigate problems in realistic settings. The survey technique will also allow the researcher to examine several variables and use multi-variate statistics to analyze data.

Area of the Study

The study was conducted in Lagos State, Nigeria. Lagos is the commercial hub of Nigeria. The population of Lagos State, according to the Lagos State Government is about 19.5 million, a number disputed by the Nigerian Government and judged unreliable by the National Population Commission of Nigeria.

Population of the Study

The population of the study consists of the owners/directors of IT firms in Lagos State.

Sample Size and Sampling Techniques

Out of the population of 50 owners of IT firms in Lagos, 50 persons were selected using the simple random sampling (srs) technique. The logic behind this is in conformity with the views of Okoh (2005) in his book, the principles of educational research. He opined that for any population below 100 persons or object at least more than 50% of the population is adopted as its sample to enhance effective representation so that conclusions from the study can be generalized.

Research Instrument

The major instrument used for this study is the questionnaire. The questionnaire was structured in a five-like scale measuring attitude of Strongly Agreed, Agreed, Undecided, Disagree and Strongly Disagreed.

Validity of the Instrument

In order to obtain the validity of the instrument, the supervisor of this research was requested to judge the appropriateness, comprehensiveness and clarity of items in the questionnaire.

Reliability of the Instrument

A pilot study was conducted on ten staff champion breweries to pre-test the efficacy of the questionnaire. The feedback received was used in the final draft which enhances it reliability.

METHOD OF DATA COLLECTION

The researcher personally collected data from the respondents through the help of the human resource manager. After distribution of the questionnaire, respondents were given three days to fill out the questionnaire. This time frame was given in order to give enough time to the respondents to reflect on the items on the questionnaire to facilitate valid responses.

METHOD OF DATA ANALYSIS

Data analysis has been defined as those techniques used whereby the researcher extracts relevant information from the data which would enable a summary description of the subject studies to be made.

In analyzing the data collected for the purpose of carrying out this research, the statistical tool known as the Pearson Product Moment Correlation (PPC) and the statistics were used. The use of sample percentage was also employed. Tables were used in presenting the data for the purpose of the simplicity and clarity. The Pearson Product Moment Correlation (PPC) technique can be expressed by the formula below:

$$r = \frac{n\pounds X\ y - \pounds X\ y}{[n\pounds x^2 - (\pounds x)^2]\ [n\pounds y^2 - (\pounds y)^2]}$$

Where x = independent factor

y = dependent factor

Since the research instrument used was the questionnaire, it was designed using the five likescale method. The questionnaire was designed in the following ways:

i. Strongly Agreed (SA) - 5
ii. Agreed (A) - 4

iii. Undecided (U) - 3

iv. Disagreed (D) - 2

v. Strongly Disagreed (SD) - 1

DECISION RULE

In taking decision for "r", the following rules shall be observed;

i. If the value of "r" tabulated is greater than "r" calculated, accept the alternative hypothesis (H_1) and .reject the null hypothesis (H_0).

ii. If the "r" calculated is greater than the "r" tabulated, accept the null hypothesis (H_0) while the alternative hypothesis is rejected.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter is devoted to the presentation, analysis and interpretation of the data gathered in the course of this study. The data are based on the number of copies of the questionnaire completed and returned by the respondents. The data are presented in tables and the analysis is done using t-Test. The chi-square and the correlation tests were used in the validation of the hypothesis.

BIO DATA OF RESPONDENTS

Table 1 gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	25	50.0	50.0	50.0
	female	25	50.0	50.0	100.0
	Total	50	100.0	100.0	

Source: field survey, January, 2016.

Table1 above shows the gender distribution of the respondents used for this study.

Out of the total number of 50 respondents, 25respondents which represent 50.0percent of the population are male while 50 which represent 50.0 percent of the population are female.Table 2 Age range of respondents

Table 2 Age range of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-20years	9	18.0	18.0	18.0
	21-30years	9	18.0	18.0	36.0
	31-40years	10	20.0	20.0	56.0
	41-50years	12	24.0	24.0	80.0
	above 50years	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

Source: field survey, January, 2016.

Table 2 above shows the age grade of the respondents used for this study.

Out of the total number of 50 respondents, 9 respondents which represent 18.0percent of the population are between below 20years.9respondents which represent 18.0percent of the population are between 21-30years.10respondents which represent 20.0percent of the population are between 31-40years.12respondents which represent 24.0percent of the population are between 41-50years while the remaining 10respondents which represent 20.0percent of the population are above 50years.

Table 3 Educational background of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WASSCE/NECO/SSCE	8	16.0	16.0	16.0
	OND/HND/BSC	18	36.0	36.0	52.0
	PGD/MSC/PHD	10	20.0	20.0	72.0
	OTHERS	14	28.0	28.0	100.0

Table 3 Educational background of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WASSCE/NECO/SSCE	8	16.0	16.0	16.0
	OND/HND/BSC	18	36.0	36.0	52.0
	PGD/MSC/PHD	10	20.0	20.0	72.0
	OTHERS	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

Source: field survey, January, 2016.

Table 3 above shows the educational background of the respondents used for this study.

8 which represent 16.0percent of the population are WASSCE/NECO/SSCE holders.18 which represent 36.0percent of the population are OND/HND/BSC holders.10 which represent 20.0percent of the population are MSC/PGD/PHD holders while the remaining 14 which represent 28.0percent of the population had other type of educational qualifications.

Table 4 Marital status of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	20	40.0	40.0	40.0
	married	17	34.0	34.0	74.0
	divorced	8	16.0	16.0	90.0
	widowed	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

Source: field survey, January, 2016.

Table 4 above shows the marital status of respondents used for the survey

20 respondents representing 40.0percent of the population are single.17 respondents representing 34.0 percent of the population are married.8 respondents representing 16.0 percent of the population are divorced while 5 respondents representing 10.0 percent of the population are widowed.

Table 5 Years of experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-2years	10	20.0	20.0	20.0
	3-5years	22	44.0	44.0	64.0
	6-11years	10	20.0	20.0	84.0
	over 12years	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

Source: field survey, January, 2021

Table 5 above shows the years of experience of respondents used for this study.

10 which represent 20.0percent of the population have 0-2years experience.22 which represent 44.0percent of the population have 3-5years experience.10 which represent 20.0percent of the population have 6-11years experience while the remaining 8 which represent 16.0percent of the population have over 12years of experience.

Table 6 Rank/Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management staff	18	36.0	36.0	36.0
	Senior staff	10	20.0	20.0	56.0
	Junior staff	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Source: field survey, January, 2016.

Table 6 shows the position of respondents in champions' breweries.18 which represent 36.0percent of the population are management staff. 10 which represent 20.0percent of the population are senior staff. 22 which represent 44.0percent of the population are junior staff.

TABLES BASED ON RESEARCH QUESTIONS

Table 7: KNOWLEDGE MANAGEMENT SIGNIFICANTLY INFLUENCES PROFITABILITY OF IT ORGANISATIONS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	25	50.0	50.0	50.0
	agree	10	20.0	20.0	70.0
	undecided	5	10.0	10.0	80.0
	disagree	6	12.0	12.0	92.0
	strongly disagree	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

Source: field survey, January, 2016.

Table 7 shows the responses of respondents that knowledge management significantly influences profitability of IT organisations.

25 of the respondents representing 50.0percent strongly agree that knowledge management significantly influences profitability of IT organisations.10 of the respondents representing 20.0percent agree that knowledge management significantly influences profitability of IT organisations.5 of the respondents representing 10.0percent were undecided. 5 of the respondents representing 10.0percent disagree that knowledge management significantly influences profitability of IT organisations while the remaining 4 of the respondents representing 8.0percent strongly disagree that knowledge management significantly influences profitability of IT organisations.

Table 8 LACK OF KNOWLEDGE MANAGEMENT IMPROVES ORGANIZATIONAL COMPETITIVENESS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	5	10.0	10.0	10.0
	undecided	5	10.0	10.0	20.0

	disagree	10	20.0	20.0	40.0
	strongly disagree	30	60.0	60.0	100.0
	Total	50	100.0	100.0	

Source: field survey, January, 2016.

Table 8 shows the responses of respondents that knowledge management improves the leadership style of IT firms.

5 of the respondents representing 10.0percent strongly agree that knowledge management improves the leadership style of IT firms.5 of the respondents representing 10.0percent agree that knowledge management improves the leadership style of IT firms.10 of the respondents representing 20.0percent were undecided.10 of the respondents representing 20.0percent disagree that knowledge management improves the leadership style of IT firms while the remaining 30 of the respondents representing 60.0percent strongly disagree that knowledge management improves the leadership style of IT firms.

Table 9 THERE IS SIGNIFICANT RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL COMPETITIVENESS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	26	52.0	52.0	52.0
	agree	14	28.0	28.0	80.0
	disagree	5	10.0	10.0	90.0
	strongly disagree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

Source: field survey, January, 2021.

Table 9 shows the responses of respondents that there is a significant relationship between knowledge management capabilities and organisational structure of IT firms.

26 of the respondents representing 52.0 percent strongly agree that there is a significant relationship between knowledge management capabilities and organisational structure of IT

firms.14 of the respondents representing 28.0percent agree that there is a significant relationship between knowledge management capabilities and organisational structure of IT firms.5 of the respondents representing 10.0percent were undecided. 5 of the respondents representing 10.0percent disagree that there is a significant relationship between knowledge management capabilities and organisational structure of IT firms while the remaining 5 of the respondents representing 10.0percent strongly disagree that there is a significant relationship between knowledge management capabilities and organisational structure of IT firms.

Table 10 KNOWLEDGE MANAGEMENT IMPROVES ORGANIZATIONAL COMPETITIVENESS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	10	20.0	20.0	20.0
	agree	19	38.0	38.0	58.0
	undecided	10	20.0	20.0	78.0
	disagree	6	12.0	12.0	90.0
	strongly disagree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

Source: field survey, January, 2016.

Table 10 shows the responses of respondents that there is an effect of the application knowledge management on IT firms.10 of the respondents representing 20.0percent strongly agree that there is an effect of the application knowledge management on IT firms.19 of the respondents representing 38.0percent agree that there is an effect of the application knowledge management on IT firms.10 of the respondents representing 20.0percent were undecided.6 of the respondents representing 12.0percent disagree that there is an effect of the application knowledge management on IT firms while the remaining 5 of the respondents representing 10.0percent strongly disagree that there is an effect of the application knowledge management on IT firms.

RESEARCH HYPOTHESIS

Hypothesis 1

H_0: knowledge management has a negative impact on organisational performance of information technology companies.

H_1: knowledge management has a positive impact on organisational performance of information technology companies.

Level of significance: 0.05

DECISION RULE

Reject the null hypothesis if the p-value is less that the level of significance, accept the null hypothesis if otherwise.

Test Statistics

Knowledge management has a positive impact on organisational performance of IT companies

Chi-Square 29.200a

df 4

Asymp. Sig. .000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.0.

CONCLUSION

Since the p-value (0.000) is less than the level of significance (0.05), we reject the null hypothesis and accept the alternative hypothesis thereby concluding that knowledge management has a positive impact on organisational performance of information technology companies.

Hypothesis 2

H_0: There is no effect of the application of knowledge management in IT firms.

H_1: There is an effect of the application of knowledge management in IT firms.

Level of significance: 0.05

DECISION RULE

Reject the null hypothesis if the p-value is less that the level of significance, accept the null hypothesis if otherwise.

Test Statistics

There is an effect of the application of knowledge management in IT firms

Chi-Square 29.200a

df 4

Asymp. Sig. .001

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.0.

CONCLUSION

Since the p-value (0.001) is less than the level of significance (0.05), we reject the null hypothesis and accept the alternative hypothesis thereby concluding that there is an effect of the application of knowledge management in IT firms.

Hypothesis 3

H_0: There is no correlation between knowledge management capabilities and organisational structure of IT firms.

H*1:* There is a correlation between knowledge management capabilities and organisational structure of IT firms.

Level of significance: 0.05

DECISION RULE

In taking decision for "r", the following rules shall be observed;

i. If the value of "r" tabulated is greater than "r" calculated, accept the alternative hypothesis (H1) and .reject the null hypothesis (H0).

ii. If the "r" calculated is greater than the "r" tabulated, accept the null hypothesis (H0) while the alternative hypothesis is rejected.

i) alternative hypothesis is rejected.

Correlations

	Knowledge management significantly influences organizational profitability	There is a positive relationship between knowledge management and organizational competitiveness

Knowledge management significantly influences organizational profitability	Pearson Correlation	1	.972**
	Sig. (2-tailed)		.000
	N	50	50
There is a positive relationship between knowledge management and organizational competitiveness	Pearson Correlation	.972**	1
	Sig. (2-tailed)	.000	
	N	50	50

**. Correlation is significant at the 0.05 level (2-tailed).

CONCLUSION

Since the p-value (0.000) is less than the level of significance (0.05), we reject the null hypothesis and accept the alternative hypothesis thereby concluding that there is a correlation between knowledge management capabilities and organisational structure of IT firms.

FINDINGS, CONCLUSION AND RECOMMENDATIONS

The objectives of the study were to

1. To determine the impact of knowledge management on organisational performance of information technology companies in Nigeria.
2. To access the effect of knowledge management in enhancing organisational structure of IT companies.
3. To determine the effect of IT application on knowledge management adoption through organisational elements.
4. To find out the correlation between elements of knowledge management capabilities and leadership styles of IT firms.

Findings from the study revealed the following

1. Knowledge management has a positive impact of organisational performance of IT firms.
2. Knowledge management significantly influences the profitability of IT organisations.
3. There is a significant correlation/relationship between knowledge management capabilities and organisational structure of IT firms.
4. There is an effect of the application of knowledge management on IT firms.

CONCLUSION

This study highlights lights some of the issues raised by IT implementation to improve KM. The codification of knowledge in information systems, databases and knowledge repositories does not guarantee efficient KM, but has a potential to influence it in a positive way. It is important to notice that IT does not have a direct influence on knowledge, but an indirect one through organisational elements as an enabler of a better collaboration among people in the organisation, motivation of people in the organisation and the process view of the organisation. The results of the empirical investigation also confirmed a positive effect of knowledge management practices on organisational performance. These findings can be used to improve the knowledge management practice of each organisation and each knowledge entity in the IT sector. Possible applications include business process restructuring initiatives, human capital development, knowledge mapping, the introduction of more team, cross functional working, increased emphasis on collaboration, the introduction of more formal channels for knowledge sharing. Finally, we argue that the KM conceptual model presented in this work is a useful starting point to gain a deeper insight into KM elements and their influence to the organisational performance. Despite the claims for a relation between KM and organisational performance, few researchers have actually proved the existence, as well as the nature of this link. In this work, a positive influence of KM on organisational performance is examined and proved. This conclusion can be applied as a starting point for managers who are to implement KM through their organisation.

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APPENDIX

QUESTIONNAIRE ADMINISTRATION

INSTRUCTION: Please endeavor to complete the questionnaire by ticking the correct answer (s) from the options or supply the information required where necessary.

SECTION A:personal Information/Data

1. Gender
   a. Male ☐
   b. Female ☐
2. Age grade
   a. 15-20yrs ☐
   b. 21-30yrs ☐
   c. 31-40yrs ☐
   d. 41-50yrs ☐
   e. Above 50yrs ☐
3. Educational Background
   a. WASCE/SSCE/NECO ☐
   b. OND/HND/BSC ☐
   c. MSC/PGD/PHD ☐
   d. Others ☐
4. Marital status
   a. Single ☐
   b. Married ☐
   c. Divorced ☐
   d. Widowed ☐
5. Years of experience
   a. 0-2yrs ☐
   ☐

b. 3-5yrs
c. 6-11yrs
d. Above 12yrs

6. Position/Rank
   a. Management
   b. Senior staff
   c. Junior staff

SECTION B:

QUESTIONS ON THE IMPACT OF KNOWLEDGE MANAGEMENT ON organisational PERFORMANCE

7. Knowledge management significantly influences the profitability of IT organisations.
   a. Strongly agreed
   b. Agreed
   c. Undecided
   d. Disagreed
   e. Strongly disagreed
8. Knowledge management improves the leadership style of IT firms.
   a. Strongly agreed
   b. Agreed
   c. Undecided
   d. Disagreed
   e. Strongly disagreed
9. There is a significant relationship between knowledge management capabilities and organisational structure of IT firms.
   a. Strongly agreed
   b. Agreed
   c. Undecided
   d. Disagreed
   e. Strongly disagreed
10. There is an effect of the application of knowledge management on IT firms.
    a. Strongly agreed

b. Agreed ☐
c. Undecided ☐
d. Disagreed ☐
e. Strongly disagreed ☐

11. What are the factors hindering knowledge management in an IT organisation?

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12. What are the types of organisational culture capable of enhancing knowledge management in an organisation?

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13. Suggest ways of improving knowledge management in organisations?

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