



KNOWLEDGE SHARING AND ORGANIZATIONAL SURVIVAL OF MANUFACTURING FIRMS IN PORT HARCOURT

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ABSTRACT

This research paper bid is anxious about the pragmatic study of the relationship between information sharing and firm survival. Utilizing both expressive and inferential techniques, the research examined the outcome of knowledge sharing on firm survival. Data was generated from a sample of 172 participants using structured questionnaires personally administered due to the proximity of the target companies to the researcher. Investigation involved the statistic investigation in which recurrence circulations were utilized to portray the sample attributes of the investigation, the univariate in which mean scores and standard deviations were utilized as a part of graphically evaluating the idea of every factor and the bivariate in which the spearman's rank order correlation apparatus was utilized as a part of the test for all estimated links all expressed in null method. The outcomes demonstrated a critical link between knowledge sharing and firm survival. In view of the discoveries, it was in this manner prescribed that for associations to survive and remain in front of the regularly changing universe of business; it is imperative that knowledge is viably conveyed and exchanged through steady and powerful sharing procedures and systems.

KEYWORDS: *Knowledge sharing, organizational survival, Process Innovation, adaptability*

1.0 INTRODUCTION

As the knowledge-based economy grows exponentially, the knowledge assets become invaluable to organizations. Successful sharing and utilization of knowledge has been pivotal to association's survival and achievement in viable worldwide markets and has a solid potential for critical thinking, basic leadership for form functioning as well as for improvements of development. According to Oxford Advanced Learner's Dictionary, knowledge is "the data comprehension and abilities that you increase through training or encounters".

Effective sharing of knowledge is not a simple issue in knowledge management. Gurteen (1998) defines knowledge management as "an emerging set of organizational design and operational principles, processes, organizational structure, applications and technologies that helps knowledge workers dramatically leverage their creativity and ability to deliver some core business values. Sunny and Mary (2002), defined knowledge management as a multi-disciplinary approach for achieving organizational objectives by making the best use of knowledge. Business dictionary (2011) defines knowledge management as the process through which corporate knowledge is used to improve organizations performance

through managing the internal knowledge processes and developing the efficient usage of all information required for corporate decisions.

Stankosky (2004), postulate that knowledge administration involves a scope of procedures and practices utilized as a part of an association to recognize, make, speak to, circulate and empower reception of bits of knowledge and encounters. Such bits of knowledge and encounters involve information, either typified in people (inferred) or inserted in firm procedures or practice (express learning). Thompson and Walsham (2004) recommended that knowledge sharing as a part of knowledge administration exertion regularly centers around firm targets, for example, enhanced execution, upper hand, and development, the sharing of lessons educated, joining and ceaseless change of the association. In their view, knowledge sharing encourages people and gatherings to share to lessen excess work, to abstain from rethinking the wheel in essence, to decrease preparing time for new workers, to hold scholarly capital as turnover in an association and to adjust to changing situations and markets.

Scholars trust that knowledge sharing is a noteworthy test in associations as they battle to discover upper hand in a quickly evolving world (Gayle, 2007). Gayle (2007) opined

that part of the difficulty is that many people falsely conceptualize knowledge as something tangible and explicit that is independent of organisational culture or values. Rosmaini Tasmin, et al., (2007), opined that a culture of knowledge sharing constitutes the amassing and mix of regular desires, unsaid tenets, shared encounters and social standards that shape dispositions and practices in the association. Effective associations engage workers to need to share and contribute scholarly data, by compensating them for such activities (Mathi, 2004). Thus, (Yu, et al., 2004) found that KM drivers, for example, a learning society, knowledge sharing expectation, prizes, and knowledge partaking in group action fundamentally impacts on firm execution as they investigated the linkage of organizational learning and change to knowledge sharing achievement.

As indicated by the Oxford Advanced Learner Dictionary, survival is characterized as the capacity or condition of proceeding to live or exist, regularly in spite of trouble, test or risk. In this way firm survival could be characterized as an associations' capacity or condition of proceeding to live or exist, regularly in spite of trouble, difficulties or risk. Sheppard (1989), hypothesizes that an association's possibility of survival is improved by procurement of contribution from providers and arrangement of yield to a given public, clients and customers; Organization strives to survive and maintaining equilibrium. As indicated by Morgan (1997), associations are open frameworks that need cautious administration to fulfill and adjust inner needs and to adjust to ecological conditions like all other social gatherings, associations are represented by one superseding objective, survival (Scott 1987).

An association comes up short when it can't withstand the difficulties or dangers in its condition and when it cannot compensate asset suppliers for past help (Shepperd 1989), and in addition when it enters liquidation procedures (Moulton, 1988) including failure to return financial experts and creditors capital in the concurred way. Along these lines survival can be seen as non-collapse. Certain organizational variables have been proposed by various authors as factors that enhances organizational survival. Wang, yen and Lin (2008) postulated that organizational innovativeness and creativity increases an organization's chances of survival. This was upheld by Groahaug and Icaufmann (1988), Weston and Masieghka (1971) found that corporate level broadening capacity corresponded decidedly with firm possibility of survival. This was bolstered by Pfeffer and Salancik (1978). According to Christensen and Montgomenry (1981), certain environmental factors also influence an organization's

survival chances. This position was supported by Ndu (2009). In the meantime, Hansen and Binger (1989) watched that industry gainfulness assume a part in an association's possibility for survival. This implies associations that are more beneficial in a similar industry stand preferable shot of survival over those that are most certainly not. Christensen and Montgomery (1981) noticed that organizations with higher piece of the pie could influence association's odds of survival. Nature of management and governance encounter ((Nwachukwu, 2007, Robbins and Coulter, 2007) and association's general budgetary conditions (Chen and Shemerda 1981) advance firm survival.

From the survey of related writing it is proven that broad research works have been directed on knowledge sharing and its relationship to firm execution, firm adequacy, firm profitability and so forth. However these research studies are conducted in more advanced countries like Europe, America and Asia. There is no confirmation of broad research ponders on the theme under scrutiny particularly in emerging economies like Nigeria. This clear aperture in writing longs to be filled, thus the need to complete this research on the subject, knowledge sharing and organizational survival taking a gander at the manufacturing organizations in Rivers State. Thus, the reason for this research is to explore the link between knowledge sharing and firm survival in manufacturing firms in Rivers State.

OBJECTIVES OF THE STUDY

- i. To ascertain the relationship between knowledge sharing and process innovation in manufacturing firms in Rivers State
- ii. To determine relationship between knowledge sharing and adaptability in manufacturing firms in Rivers State

RESEARCH QUESTIONS

- i. What is the relationship between knowledge sharing and process innovation in manufacturing firms in Rivers State?
- ii. What is the relationship between knowledge sharing and adaptability in manufacturing firms in Rivers State?

STATEMENT OF HYPOTHESES

HO₁: There is no significant relationship between knowledge sharing and process innovation in manufacturing firms in Rivers State

HO₂: There is no significant relationship between knowledge sharing and adaptability in manufacturing firms in Rivers State

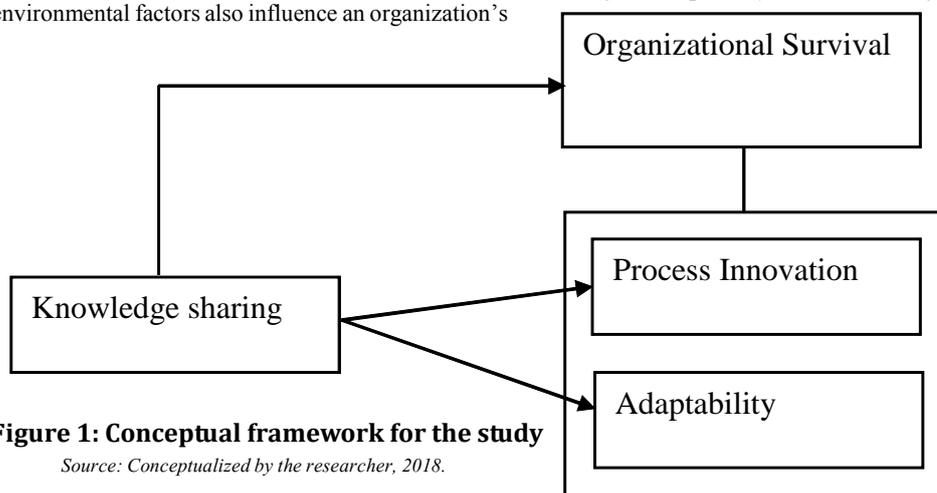


Figure 1: Conceptual framework for the study

Source: Conceptualized by the researcher, 2018.

2.0 LITERATURE REVIEW

Knowledge Sharing

Bock and Kim (2002) characterized knowledge sharing as the exercises in which workers disperse data to different individuals within the association. Knowledge sharing can likewise be characterized as a social connection culture, including the trading of worker knowledge, encounters and abilities through the entire office or association; knowledge sharing contains an arrangement of shared understandings identified with giving workers access to significant data and building and utilizing learning systems inside associations (Hogel et al, 2003). Cited in Lin, (2007). Knowledge sharing happens at the individual and organizational levels. For an individual worker, knowledge sharing is conversing with associates to enable them to show signs of improvement, all the more rapidly or all the more productively.

For an association, knowledge sharing is catching, arranging re-utilizing and exchanging encounters based learning that dwells inside the association. Lee (2001) likewise characterized knowledge sharing as exercises of exchanging or dispersing learning from one individual, gathering or association to another. This definition comprehensively incorporates both the implied and express learning. Gold et al (2001) recommended that exercises of learning sharing are huge part in information administration process. Knowledge sharing is a vital issue to associations, helpful for firms to create aptitudes and abilities, help to expand esteem and supports upper hands (Kogut and Zander, 1992) knowledge sharing is the essential exercises of making learning useable inside the association. Knowledge sharing (unequivocal or unsaid) proposes with respect to the individual doing the sharing. It gives a Link between the individual workers and the association by moving knowledge to the association which can be changed into monetary and viable incentive for the association. Knowledge sharing suggests a link between singular worker that forces the idea and the other that secures the know-how.

Bock and Kim (2002) recommended that knowledge sharing is the most vital procedure of skill administration execution. Sharing of ideas happens when a worker in a firm is willing to gain from others being developed of new abilities. Knowledge sharing is an indispensable procedure of overseeing information since it is an underlying for development (Verona et al, 2006). Research has demonstrated that knowledge sharing and amalgamation is emphatically identified with firm advancement capacities (Collins and Smith, 2006). Cited in Mathuramaytha. 2012). Kim and Lee (2006) characterized knowledge sharing capacities as workers' capacity to procure ideas that is held by different divisions inside the association. He talked about three measurements of knowledge sharing capacities. Willingness to Share knowledge, Capacity to learn, and capacity to transfer knowledge and their relationship with innovation capabilities.

Organizational Survival

The goals of the firm are generally expressed as far as development in resources, development in deals, productivity piece of the pie, idea of enhancement, nature of vertical joining, profit per offer and social obligation (Kehinde, 2011) The term 'survival' has numerous undertones both subjective and target. The most target approach to guarantee survival in association is to watch their proceeding with presence. An association makes due as long as it "gets contributions from providers and gives yields to a given public (clients customers,

patients and so on) (Edward 1968) The association falls flat when asset suppliers can't be actuated to supply assets and the firm can't compensate asset suppliers for past help (Shappard,1989). There is general assent among the partners that the firm has collapsed, once it has entered section 11 chapter liquidation procedures (Moulton, 1988). Basically, survival is non-disaster, that is non-insolvency, of a current association.

Over the most recent 30 years, execution estimation has experienced numerous stages; initially they were focusing mostly on financial indicators; with time, the intricacy of execution estimation expanded by utilizing both money related and non-budgetary pointers. Gavera et al (2011) proposed a rundown of execution estimation non money related pointer to, for example, data innovation authority, advancement and improvement, workers, quality, corporate administration, four measurements of outside condition which incorporates, customers, providers, clients and contenders/business vulnerability. In his investigation, Sheppard, (1989) Identified that expansion alone won't really safeguard that the firm will keep on existing. Associations exist in more intricate world, factors like industry condition, the association's piece of the overall industry, the association's size and the association's general monetary condition may all assume a part in the possibility of survival.

Process Innovation: Many definition of process innovation have been developed in literature. Reichstein and Salter,(2006), characterized process development as new components brought into an associations generation or administration activities input, materials, errand particulars, data stream systems and hardware used to deliver an item or render an administration with the point of accomplishing lower costs or potentially higher item quality. It is the thoughtful and new association endeavours to change creation and administration process, for example, Business Process Reengineering (BPR), Total Quality Management (TQM), Less Production, Simultaneous Engineering or Just-in-time generation (JIT), (Baer and Frese, 2003). Process innovation could also mean performing a work activity in a radically new way. It is for the most part a discrete activity and suggests the utilization of particular change apparatus and innovation for big business building and change of business process. (Davenport, 1993). The definition by Oslo manual (OECD, 2005) have been embraced by numerous scholars, in which process development is characterized as the execution of new altogether enhanced generation or conveyance techniques.

Larger et al., (2010) states that process advancement must coordinate the entire association at a beginning period in the improvement procedure, utilizing multifunctional groups with a solid client center. Davenport (1993) argues that process innovation must be undertaken explicitly. It ought to be engaged and arranged, and needs to incorporate a few key exercises such update, recognizing and assessing as choosing process for empowering influences of advancement, making a dream, understanding the current procedure and creating itemized plans of the new procedure and association. After the plan and the procedure vision have been planned, the outline and examination takes after. The vital setting guided by vision provides the association insight of what the procedure will look like later on. The association amongst methodology and vision gives an essential system to actualizing procedure, which develops in significance as capacity to execute technique turns into an undeniably critical wellspring of upper hand.

Adaptability: It is vital that organizations keep on monitoring the adjustments in the outer condition while attempting endeavours to react to those perspectives most important to them. (Nwibari et al., 2002). Organizations can monitor environmental changes or anticipated changes and react quickly to them. This can be done by boundary spanning a process of gathering information about developments that could impact the future of the organization. Information could be accessed through a variety of sources; customer and supplies feedback; professional, trade and government publications; industry association, and personal contact. Subsequent to getting to the outer condition, the association needs to screen and shape the inside condition to foresee and respond to them. Internal changes arise from the activities and decisions within the organization. Firms can gather information by conducting a thorough evaluation of the internal operations of the organization. The purpose of this internal analysis is to identify the organizational assets, resources, skills and processes that represent either strengths or weakness. Qualities are parts of the associations' activities that speak to possibilities, upper hand, while shortcomings are regions needing change. As indicated by Jill, Casey, (2010) flexibility limit is characterized as the degree to which the business esteem adjust over every one of the bureaus of the association, items, administrations and workers in business terms and result required for survival and achievement are obvious to all key organization partner gatherings, and are conveyed neatly, consistently and viably, and lined up with the association's key business process and individuals.

Knowledge sharing and Organizational Survival

Knowledge sharing isn't just connected with the exchange and appropriation of skill as an asset, yet additionally to oversee business process that happens utilizing that procedure. It ought to include the investigation of existing knowledge asset and additionally characterizing the goals in regards to the age, security, and utilization of new ideas, at that point exchange, trade and scattering of learning. The knowledge sharing procedure is an ordinary business process inside the organization, with significant part in exchange of important data for basic leadership over all levels of structure and corporate administration. A definitive aftereffect of all around made procedure of knowledge sharing is that each worker in the organization satisfies its central goal, which achieves the corporate targets, methodologies, and recognizes the most significant information from the "ocean of data". Knowledge sharing is vital as an administrative device, which advance the making of new information and its sharing through the corporate values. Without successful sharing capacities and limits, organizations will be unequipped with poor vision and capacity to anticipate what's to come. The utilization of knowledge sharing procedures increment the viability of basic leadership process and in addition the level of operational effectiveness, adaptability, duty and contribution of workers. (Jelenic, 2011).

Besides, the knowledge sharing procedure means to help advancement, and energize the free stream of thoughts through the organization. It helps expanding income (on the grounds that the product and services are conveyed to market quicker). This procedure expands the time that workers spend in the organization in light of the fact that their insight and endeavours are esteemed by the arrangement of prizes. At last, the knowledge sharing procedure builds the estimation of the

organization and its intensity all in all, since it expands the proficiency and adequacy, the relationship of all assets and advancement (Tisen et al., 2006).

As indicated by Zarand and Cherati (2004), knowledge sharing frameworks must empower information to stream effectively with a specific end goal to improve profitability, quality, advancement and business greatness. Also, knowledge sharing reduces the operating costs of a firm and creates added value to customers by significantly increasing product quality (Ofek and sarvary, 2001). At the point when the information resources of the firm are abused, the firm observes improved dynamic capacities and expanded business significance. Dynamic capacities allude to an associations' method for reacting in a quickly changing condition in knowledge administration forms versatility will be reflected by the worker's adaptability in their reasoning and identity to make and offer new information and thought is to a great extent reliant on individuals' capacity to learn and adjust new abilities and ideas.

Malleability is encouraged by various knowledge administration process particularly, information sharing that in the long run causes association to make and use learning that fit well with changing natural requests keeping in mind the end goal to survive (Shazad, k et al, 2013). Knowledge sharing alludes to the transference of new and additionally existing learning amongst people and distinctive firm units. Knowledge sharing enhances innovation (Taminiasmit & de lange 2009) and enables an organization to respond quickly to its environmental changes (Cohen & Levinthal, 1990). In an intricate and dynamic condition, attractiveness of a business relies upon its aggregate information (Leiponen, 2006) which is further subject to how rapidly new and existing learning is shared among firm individuals and units. Speedier is the sharing procedure more prominent would be the association's reaction to its ecological changes.

Subsequently, it is normal that more versatile associations will be more receptive to ecological changes, thus advancing association survival. The continuous sharing of knowledge helps the innovation of units, team or the entire company. In order to manage the innovative tasks successfully, employees always need to take help from the tacit knowledge (experience and skill) of their co-workers or look for explicit sources of knowledge (institutional practices and approaches) that exist within the organization. Henceforth, it is more likely for an association that has the capacity of advancing the acts of sharing knowledge inside organization or gatherings to make new thoughts for the advancement of new, business opportunity; consequently facilitating the innovational practices (lundvall & Nelson, 2007; Micheal & Nawaz, 2008).

Knowledge sharing includes the exchange of learning that has been gotten by the association. Customers, competitors, suppliers and government bodies are among very useful sources of knowledge. Be that as it may, with a specific end goal to genuinely and appropriately profit by these knowledge sources, workers must realize what information is important and ought to have the capacity to share and exchange procured information over the different units of the association (Zahra and George, 2002). Sharing of knowledge from external source, stimulates diversity and widens organizational knowledge base, which innovation is the national outcome. Since flexibility empowers decent variety and assortment, so it is normal that more versatile associations will take part more in information sharing procedure of learning administration.

3. METHODOLOGY

For this study, quasi-experimental design has been adopted. This is on account of the respondents are not set under any control in this research. The components of the investigation are individuals and can't be subjected to laboratory test. Besides, cross sectional review was embraced since it depends on a sample of components from the number of inhabitants in intrigue which are estimated at a solitary point in time (Baridam, 2001). The target populace of this investigation comprises of all the manufacturing firms in Nigeria. Be that as it may, to consider the whole populace will be extremely troublesome in view of topographical scattering and data mortality. Subsequently the need to recognize accessible populace from which we drew our sample, from the manufacturing firms in Rivers State. Ranking staff and directors that are individuals from the chosen associations will shape the unit of estimation for this examination. Data gotten from Manufacturers Association of

Nigeria (MAN), demonstrate that there are around 50 firms enrolled with the council in Rivers State. Thus, purposive sample choice system was embraced to choose five (5) manufacturing firms whose activities are in accordance with the motivation behind this research. An aggregate number of 360 employees from five (5) manufacturing firms framed the populace for this investigation; utilizing the Taro Yamane's equation at a 0.05 level of importance, a sample size of 189 was acquired (Baridam, 2001).

The survey for this research was planned by the author in an organized way to catch components in the exploration structure. The survey was planned utilizing the 5 point Likert scale. Reliability test was done utilizing the Cronbach alpha reliability. In this investigation, Cronbach Alpha check of 0.7 or more was viewed as dependable, to guarantee the unwavering quality of the test. The reliability test revealed all instruments to be substantial with alpha values = $\alpha > .70$; showing a very strong reliability for the variables.

4.0 RESULTS AND DISCUSSION

Table 1: Survey Results

Number of Questionnaire Copies Distributed	189 (100%)
Number of Questionnaire Copies Retrieved	181 (96%)
Number of Questionnaire Copies Considered as bad or unusable	9 (5%)
Number of Questionnaire Copies actually Used for the Study	172 (91%)

Source: Research data, 2018

Table 1 above describes the output for the survey and questionnaire success rate at 91%. Subsequently, 172 participants served as the sample size for the study.

Demographic Analysis

The demographic analysis for the study entailed the use of descriptive statistics in the description of response frequencies and the categorization of participants based on identified sample characteristics:

It was observed that participants who fall into the senior staff category of the study at a 96% exceed the participants with hold managerial positions within their respective organizations and which carries a percentage of 4%. The male participants of the study at a 56% exceed the female participants of the study which carries a percentage of 44%. The outcome demonstrates that the organizations are male ruled and furthermore infers the likelihood of sexual orientation disparity inside the target organizations. The result also showed that most of the respondents have acquired their first (bachelor) degrees at 77%; this is followed by those who have obtained their master degree at 14%, then those with OND/HND certificates at 8% and finally those with doctorate

degrees at 2%. The outcome means a decent number of the members are knowledgeable particularly at the unhitched male/first degrees level which could likewise be a pre-necessity for business or advancement inside the target organizations. The outcome additionally demonstrates that the greater part of the respondents fall inside the age scope of 31 – 40 years (67%) trailed by those inside the 21 to 30 years age section (29%), at that point the 41 to 50 years age section (25%) lastly those that have served their separate associations for over 50 years. that the majority of the respondents have been with their present associations between 16 – 20 years (67%), trailed by the individuals who have served their present associations between 10 – 15 years (24%) trailed by the individuals who have served their associations for under 10 years (6%) lastly the individuals who have been with their associations between 21 – 25 years (1%). The result for status revealed that the married category carries the highest number of respondents at a 75% rate while the single category accounts for the remaining 25%. In spite of the fact that the isolated classification which covers the divorced, widow and widower class was made accessible as an alternative on the poll, none of the respondents appear to fall into this class.

Table 2: Knowledge sharing

	N	Minimum	Maximum	Mean	Std. Deviation
Knowledge Sharing	172	1.00	5.00	3.9787	1.08756
Valid N (listwise)	172				

Source: Research data, 2018

Table 2: above illustrates the summary for the predictor variable, knowledge sharing ($x = 3.9787$; $s = 1.08756$) which carries a mean and standard deviation value indicating significant presence and levels of affirmation ($x > 2.0$; $s < 2.0$).

Next is the **criterion variable** which is empirically measured on two referents namely process innovation and adaptability. Each measure is herein measured on three items

(**Process innovation:** process1, process2 and process3; **Adaptability:** Adapt1, Adapt2 and Adapt3) with each item appropriately labelled and structured to assess respondents opinion about the nature and presence of the variables within the organization. The study adopts a base mean of $x = 2.0$ and a standard deviation of $s < 2.0$ as substantial evidence of affirmation based the nature of the scale adopted (Likert 5 point).

Table 3: Dimensions of Organizational Survival

	N	Minimum	Maximum	Mean	Std. Deviation
Process	172	1.33	5.00	3.8256	.81845
Adaptability	172	1.33	5.00	3.8353	.78526
Valid N (listwise)	172				

Source: Research data, 2018

Table 3 above illustrates the summary for the dimensions of the criterion variable, organizational survival. Its two dimensions; process innovation ($x = 3.8256$; $s = 0.81845$) and adaptability ($x = 3.8353$; $s = 0.78526$) convey mean and standard deviation rates showing critical nearness and levels of assertion ($x > 2.0$; $s < 2.0$).

Hypotheses Testing: In this segment, the tests for the speculations are done utilizing the Spearman rank order relationship device and at a 95% certainty interim. The 0.05 significance level is adopted as criterion for the probability of either accepting ($p < 0.05$) or rejecting ($p > 0.05$) the null hypotheses.

Table 4: Showing tests for hypotheses

			Sharing	Process	Adaptability
Spearman's rho	Sharing	Correlation Coefficient	1.000	.244**	.313**
		Sig. (2-tailed)	.	.001	.000
		N	172	172	172
	Process	Correlation Coefficient	.244**	1.000	.500**
		Sig. (2-tailed)	.001	.	.000
		N	172	172	172
	Adaptability	Correlation Coefficient	.313**	.500**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	172	172	172

Source: Research Data, 2015

HO₁: There is no significant relationship between knowledge sharing and Process innovation was tested ($\rho = .244$; $p = .001$) and the result shows a significant relationship were $p < 0.05$. In this way in view of this discovering we dismiss the earlier expressed null hypothesis of no relationship and rehash that there is a critical connection between knowledge sharing and process advancement.

HO₂: There is no significant relationship between knowledge sharing and Adaptability was tested ($\rho = .313$; $p = 0.000$) and the result shows a significant relationship were $p < 0.05$. Therefore based on this finding we reject the previously stated null hypothesis of no relationship and restate that there is a significant relationship between knowledge sharing and adaptability.

5.0 SUMMARY, CONCLUSION AND RECOMMENDATION

This research utilizing expressive and inferential factual techniques explored the connection between knowledge sharing and firm survival. The discoveries uncovered a noteworthy connection between knowledge sharing and firm survival utilizing the Spearman's rank order relationship instrument and at a 95% certainty interim. As uncovered by the examination; knowledge sharing influences the survival measures of process innovation and adaptability.

In light of these discoveries it is along these lines gathered thus that the effectual exchange and dispersion of the associations' information through sufficient strategies and techniques would prompt a more beneficial position for the association in general. Notably also is the connection between knowledge sharing and process advancement which gives off an impression of being the weakest in the investigation; a

conceivable factor inferable from the likelihood of caused expenses and costs during the time spent sharing or moving information which in the short-run may not be straightforwardly connected to survival but rather which over the long haul would profit and fill the need of upper hand and subsequently supported process development. The discoveries infer a by and large and improved level of process development and versatility because of knowledge sharing.

In the end, this investigation finds that knowledge sharing essentially impacts on firm survival. The ramifications of which are as per the following:

- i. That the compelling sharing of knowledge inside the association essentially impacts on the process development and flexibility of the association additionally upgrading its learning and viable position and along these lines empowering it to flourish and survive change and the resultant components related with it.
- ii. That the transfer of such knowledge within staff and within units is necessary for growth and innovation and further serves to equip the employees individually and as a group for various change related incidences.

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