

Knowledge Management Enablers for Knowledge Creation Externalisation in Nepalese Hospitality Industry

Pushpa Maharjan¹

Asst Professor

Public Youth Campus, Tribhuvan University, Nepal

ABSTRACT

This paper examines the relationships between the knowledge management enablers and knowledge creation externalisation in the hospitality industry such as hotel, travel and trekking agencies in Nepal. The study is based on primary data with 362 responses. The self-administered questionnaires were used to collect the perceptive opinions from the respondents. The study concludes that the key knowledge management enablers such as collaboration, trust, learning, centralisation and information technology do influence to the knowledge creation externalisation positively. Managers should promote collaboration, trust, learning and information technology facilities for employees to create knowledge in organisation.

Keywords: *Collaboration, centralisation, externalisation formalisation, IT support, learning, trust*

I. INTRODUCTION

Externalisation (tacit to explicit knowledge) is a process of formalisation of tacit knowledge in explicit concepts or understandable for organisation or any individual, through the own articulation of this one and its move to support quickly understandable (Nonaka & Konno, 1998). Dialogue and deductive and inductive techniques such metaphors, analogies, or construction of archetypes and stories shared (Nonaka, 1991; Nonaka & Takeuchi, 1995) facilitated the expression of ideas or images in words, concepts, figurative and visual language and they are basic tools that support externalisation. In socialisation and externalisation knowledge is shared within the organisation. The socialisation of tacit knowledge from collective experiences and mental models is disseminated in the company through externalisation (Nonaka, 1994; Nonaka & Takeuchi 1995; Nonaka & Konno, 1998). To formalise explicit concepts, the externalisation needs tacit knowledge achieved through socialisation (Nonaka & Konno, 1998) to share it in the organisation (Nonaka & Takeuchi 1995; Nonaka & Toyama, 2003). Processes of socialisation affect processes of externalisation because the participants of these ones must share time and space to work through direct experience for the interaction of this tacit and explicit knowledge (Nonaka & Toyama, 2003).

¹Dr. Maharjan has published a number of articles in peer-reviewed journals. She worked as Deputy Director of BTM programme at Public Youth Campus, TU, some time back. She can be contacted at Email: pushpa@bttm.com

Therefore, tacit knowledge of socialisation is articulated into explicit forms through externalisation activities (Li et al., 2009).

Externalisation also assists staff to convey pictorial information or thoughts as considerable conceptions and ideas that are desired for new product development and improvement (Tsai & Li, 2007). In externalisation, the employment of metaphors in discussions is fundamental to a conceptual stage of a project (Li et al., 2009). In other words, externalisation is beneficial to new product development and continuous quality improvement initiatives due to the convenience and easily comprehensible methods available from forming explicit knowledge. Migdadi (2005), Choi (2002) and Bernales et al. (2014) found that collaboration is positively related with externalisation. But, Lee and Choi (2000) found that collaboration has no effect on knowledge creation externalisation. Choi (2002), Lee and Choi (2000), Bernales et al. (2014) and Migdadi (2005) found that trust is a significant predictor of externalisation. Migdadi (2005) evaluated that learning significantly impact the externalisation. However, Lee and Choi (2000), Choi (2002) and Bernales et al. (2014) found that learning does not affect the externalisation mode.

Kandel (2015) suggested that the Nepalese telecom industry should be aware in making good use of intranets to disseminate the information on products and processes within their organisations. There is still need to develop metaphors and analogies to describe. Chalise (2008 & 2011) suggested that Nepalese banking industry should be aware in making good use of intranets to disseminate the information on products and processes within their organisation.

In the context of Nepal, there is a need to study whether the impact of knowledge management enablers on the knowledge creation externalisation is significant or not. Therefore, this study seeks to examine whether knowledge creation externalisation, in a Nepalese context, have been applied or not, and if applied, what the consequences of them are. Nepalese hospitality industry is very competitive. Knowledge is a resource to gain competitive advantage in this sector. It requires obtaining comprehensive information on how knowledge is managed and utilised in hospitality industry. It is also necessary to examine the organisational culture, structure and information technology that are essential in managing the knowledge creation process in hospitality industry in order to make it more efficient.

The objective of the study is to evaluate the relationship between knowledge management enablers and knowledge creation externalisation in the business enterprises of sectors such as hotel, travel and trekking agencies. Remaining part of the paper has been divided in three sections. Second section presents the research methodology, third section reveals results and the final section presents the conclusion of the study.

II. REVIEW OF LITERATURE

Culture is important for facilitating sharing, learning, and knowledge creation. Culture is values, beliefs, norms, and symbols (Price Waterhouse Change Integration Team, 1998). In general, culture highly values knowledge, encourages its creation, sharing, application, and promotes open climate for free flow of ideas. The development of such culture is the major challenge for knowledge management efforts. Organisational cultures change over time as organisations adjust to environmental contingencies. Every organisation has its own particular culture and

its own unique practices (Schein, 1985). An effective culture for knowledge management consists of norms and practices that promote the transfer of information between employees and across department lines (Yeh, Lai & Ho, 2008). Building an effective culture where people operate in an organisation is a critical requirement for effective knowledge management (Gupta & Govindarajan, 2000). Many studies conducted to investigate causes of knowledge management initiative failure, have recognised that organisational culture is the main barrier to knowledge management success (Tuggle & Shaw, 2000).

Collaboration is an important feature in knowledge management adoption. It is defined as the degree to which people in a group actively assist one another in their task (Hurley & Hult, 1998; Lee & Choi, 2003). A collaborative culture in the workplace influences knowledge management as it allows for increased levels of knowledge exchange, which is a prerequisite for knowledge creation. This is made possible because collaborative culture eliminates common barriers to knowledge exchange by reducing fear and increasing openness in teams (Lee & Choi, 2003).

Trust can be defined as maintaining reciprocal faith in each other in terms of intention and behaviours (Kreitner & Kinicki, 1992). By alleviating the fear of risk and uncertainty, trust encourages a climate conducive to better knowledge creation. Trust is critical in a cross-functional or interorganisational team because withholding information because of a lack of trust can be especially harmful to knowledge articulation, internalisation, and reflection (Hedlund, 1994). Distrust leads people to hide or hoard their knowledge (Jarvenpaa & Staples, 2000). In a distrusted environment, knowledge will not be created, or will be created in a restrictive manner. Therefore, facilitating trust among cross-functional or interorganisational team members is important for the foundation of knowledge creation (Ichijo et al., 1999; Lubit, 2001; Nelson & Cooperider, 1996; Scott, 2000).

The capacity of knowledge creation can be increased by various learning means such as education, training, and mentoring. Krogh (1998) proposed training programs as a means of knowledge creation. Swap et al., (2001) highlighted mentoring as a key means in creating organisational knowledge. Intense mentoring enables professionals to obtain a higher level of knowledge. For the organisations to be successful in knowledge creation, traditional training and development activities may no longer suffice; they need to nurture an environment with continuous and persisting learning (Lubit, 2001; Eppler & Sukowski, 2000).

Centralisation refers to the locus of decision authority and control within an organisational entity (Caruana, Morris, & Vella, 1998). The concentration of decision-making authority inevitably reduces creative solutions while the dispersion of power facilitates spontaneity, experimentation, and the freedom of expression, which are the lifeblood of knowledge creation (Graham & Pizzo, 1995). Therefore, many researchers proposed that a centralised organisational structure makes it harder to create knowledge (Teeco, 2000). Moreover, centralised structure hinders interdepartmental communication and frequent sharing of ideas due to time-consuming communication channels (Bennett & Gabriel, 1999); it also causes distortion and discontinuousness of ideas (Stonehouse & Pemberton, 1999). Without a constant flow of communication and ideas, knowledge creation does not occur.

Formalisation is an obstacle on the way towards externalisation, integration, and internalisation processes. Zucker et al. (1998) have found that less centralisation and formalisation can lead to higher degrees of knowledge management implementation and process flow at all levels of the organisation.

Technology is a powerful enabler of knowledge management success. It is generally accepted that databases, intranets, knowledge platforms and networks are the main blocks that support knowledge management. Information Technology facilitates quick search, access of information, cooperation and communication between organisational members (Yeh, Lai, & Ho, 2006). There is an extensive collection of information technologies such as data warehousing, intranet, internet, which can be implemented and integrated in an organisation's technological platform and work together as knowledge management system. Luan and Serban (2002) grouped information technologies into more than one category: business intelligence, knowledge base, collaboration, content and document management, portals, customer relationship management, data mining, workflow, search, and e-learning.

Externalisation is a process of converting tacit knowledge into explicit notions and often occurs in the conceptual stage generated by discussion or transforming (Choi & Lee, 2002). Externalisation results in the creation of 'conceptual knowledge' (Nonaka & Takeuchi, 1995). In short, externalisation involves the conversion of knowledge that cannot be easily codified (tacit knowledge) into knowledge that can be easily codified (explicit knowledge). The externalisation process aims at reducing an organisation's reliance on individual team members, thus making knowledge independent from individuals (Berends, et al., 2007). According to Salmador and Bueno (2007), externalisation is a practice of elucidating the knowledge obtained from know-how into concepts, hypotheses, models, metaphors or analogies via communication. Externalisation happens when the organisation conveys formally its internal rules of performance or when it unequivocally sets goals or targets (Martinde-Castro et al., 2008). Boloju et al. (2002) stated that knowledge externalisation refers to the use of existing knowledge to produce organisational yields. They elaborate that it occurs once people utilise descriptions in articulating standpoints on revealing concealed and hard-to-communicate tacit knowledge. Therefore, externalisation can also be driven by organisational policies or strategies in addition to the practice of the employees in codifying their knowledge and information for the benefit of the project as well as the organisation.

The studies on knowledge management enablers for knowledge creation externalisation revealed that the knowledge creation externalisation is associated with collaboration (Lee & Choi, 2000; Migdadi, 2005). Similarly, the study exposed that trust is significantly related to the knowledge creation externalisation (Lee & Choi, 2000; Migdadi, 2005; Chen et al. 2011), who found that trust, is significantly related to the. Limited studies are conducted regarding knowledge management in Nepal. Chalise (2008 & 2011) conducted the study about impact of knowledge management on banking innovation and performance. Shakya (2012) conducted the research on organisational learning and performance. Chaudhary (2018) performed the research on strategic alignment of knowledge management for organisational performance. However, as reviewed this study in the area of enquiring enablers of knowledge management in Nepalese perspective and their implications on knowledge creation externalisation is amiss. In order to meet the identified gap, this study has been initiated.

Knowledge Management Enablers

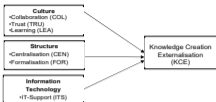


Fig 1: Knowledge Management Enablers for Knowledge Creation Externalisation

III. RESEARCH METHOD

To examine knowledge management enablers for knowledge creation externalisation in Nepalese hospitality industry, the study used the descriptive research design based on the survey. The quantitative research design is applied to develop an understanding of the research issue.

The study has used primary data collected from executives, managers, department heads, sales officers, marketing officers, finance officers, guest relation officers, public relation officers and human resource managers in the hospitality industry organisations. In the process of gathering information, a structured questionnaire was used as the main instrument. The primary data were collected by 'delivery and collection' methods.

The total of 458 responses was collected from 97 firms. Due to incomplete data, 76 responses were eliminated. Consequently, 382 responses from 97 firms were taken for further analysis. The total response rate was 83 per cent. Self-administered questionnaires were used to collect the perceptive opinions from the respondents.

Questionnaire items developed included a list of 58 items to measure the different constructs in the study: collaboration, trust, learning, centralisation, formalisation, information technology and knowledge creation externalisation. The development of the items was done by re-evaluating intensively the literature review related to the concepts and constructs stated in the integrative view. The aim of this empirical research is to test whether the dimensions proposed in the above-mentioned integrative view support a significant distinction between different kinds of knowledge management enablers.

To validate the proposed research model, this study conducted a pre-test. The pre-test was conducted in the month of November, 2014. For the pre-test survey, this study developed questionnaire and collected data from 36 potential respondents of the selected samples: both hotels (20) and travel/travelling agencies of 16 respondents. Based on the findings of the pre-test survey, research questionnaire was modified to improve reliability and validity of the study. After the pre-test, the questionnaire was finalised and the main study was conducted.

The study used regression analysis to test the interrelationship of knowledge management enablers (independent variables) similarly their impact on knowledge creation externalisation (dependent variables). The application of regression analysis to the present study is desirable as they significantly help researchers evaluate the causal effect of one variable on other variables.

Hypotheses

The study hypotheses were largely derived from theoretical statements made in the literature on knowledge management. In the first hypothesis, the study analysed the collaboration dimension of knowledge management enabler. In the second and third hypotheses, the study analysed the trust and learning dimension. In the fourth, fifth and six hypotheses, the study analysed the centralisation, formalisation and information technology support dimension.

Hypothesis 1: Collaboration

The study proposes to analyse the collaboration for knowledge creation externalisation. The following hypotheses have been formulated:

Null hypothesis, H₀: Collaboration does not affect knowledge creation externalisation.

Alternative hypothesis, H₁: Collaboration affects knowledge creation externalization positively.

The acceptance of alternative hypothesis associated with hypothesis 1 implies that collaboration will have positive effect on the knowledge creation externalisation and it points to the effective role of collaboration on knowledge creation externalisation. On the other hand, if the tests reject the alternative hypotheses and it may suggest that the collaboration is not helpful for knowledge creation externalisation.

Hypothesis 2: Trust

After determination of the collaboration for knowledge creation externalisation, the study proposes to evaluate the trust dimension of knowledge creation externalisation. To test the trust for knowledge creation externalisation, the testable hypotheses have been formulated:

Null hypothesis, H₀: Trust does not affect knowledge creation externalization.

Alternative hypothesis, H₁: Trust affects knowledge creation externalization positively.

The acceptance of alternative hypothesis associated with hypothesis 2 implies that trust will have positive effect on the knowledge creation externalisation and it points to the effective role of trust on knowledge creation externalisation. On the other hand, if the tests reject the alternative hypotheses and it may suggest that the trust does not play important role for knowledge creation externalisation.

Hypothesis 3: Learning

After determination of the trust for knowledge creation externalisation, the study proposes to evaluate the learning for knowledge creation externalisation. To test the learning for knowledge creation externalisation, the testable hypotheses have been formulated:

Null hypothesis, H₀: Learning does not affect knowledge creation externalization.

Alternative hypothesis, H₁: Learning affects knowledge creation externalization positively.

The acceptance of alternative hypothesis associated with hypothesis 3 implies that learning will have positive effect on the knowledge creation externalisation and it points to the effective

role of learning on knowledge creation externalisation. On the other hand, if the tests reject the alternative hypotheses and it may suggest that the learning does not play important role for knowledge creation externalisation.

Hypothesis 4: Centralisation

After determination of the learning for knowledge creation externalisation, the study proposes to evaluate the centralisation for knowledge creation externalisation. To test the centralisation for knowledge creation externalisation, the testable hypotheses have been formulated:

Null hypothesis, H₀: Centralisation does not affect knowledge creation externalization.

Alternative hypothesis, H₁: Centralization affects knowledge creation externalization negatively.

The acceptance of alternative hypothesis associated with hypothesis 4 implies that centralisation will have negative effect on the knowledge creation externalisation and it points to the negative effect of centralisation for knowledge creation externalisation. On the other hand, if the tests reject the alternative hypotheses and it may suggest that the centralisation does not play important role for knowledge creation externalisation.

Hypothesis 5: Formalisation

After determination of the centralisation for knowledge creation externalisation, the study proposes to evaluate the formalisation for knowledge creation externalisation. To test the formalisation for knowledge creation externalisation, the testable hypotheses have been formulated:

Null hypothesis, H₀: Formalisation does not affect knowledge creation externalization.

Alternative hypothesis, H₁: Formalization affects knowledge creation externalization negatively.

The acceptance of alternative hypothesis associated with hypothesis 5 implies that formalisation will have negative effect on the knowledge creation externalisation and it points to the negative effect of formalisation for knowledge creation externalisation. On the other hand, if the tests reject the alternative hypotheses and it may suggest that the formalisation does not play important role for knowledge creation externalisation.

Hypothesis 6: IT Support

After determination of the formalisation for knowledge creation externalisation, the study proposes to evaluate the IT support for knowledge creation externalisation. To test the IT support for knowledge creation externalisation, the testable hypotheses have been formulated:

Null hypothesis, H₀: IT support does not affect knowledge creation externalization.

Alternative hypothesis, H₁: IT support affects knowledge creation externalization positively.

The acceptance of alternative hypothesis associated with hypothesis 6 implies that IT support will have positive effect on the knowledge creation externalisation and it points to the effective role of IT support for knowledge creation externalisation. On the other hand, if the tests reject the alternative hypotheses and it may suggest that the IT support does not play important role for knowledge creation externalisation.

Regression Equation Model between KCE and KMEs

Regression equation between the knowledge creation externalisation and knowledge management enablers as follows:

$$KCE = \alpha + \beta_1 COL + \beta_2 TRU + \beta_3 LEA + \beta_4 CEN + \beta_5 FOR + \beta_6 ITS + E$$

Where,

KCE = knowledge creation externalisation

α = constant number

β_1 = change in knowledge creation externalisation associated with unit change in collaboration

β_2 = change in knowledge creation externalisation associated with unit change in trust

β_3 = change in knowledge creation externalisation associated with unit change in learning

β_4 = change in knowledge creation externalisation associated with unit change in centralisation

β_5 = change in knowledge creation externalisation associated with unit change in formalisation

β_6 = change in knowledge creation externalisation associated with unit change in information technology

COL = collaboration

TRU = trust

LEA = learning

CEN = centralisation

FOR = formalisation

ITS = information technology

E = prediction error (residual)

IV. DATA ANALYSIS AND DISCUSSIONS

The regression results of knowledge creation externalisation on collaboration, trust, learning, centralisation, formalisation, and information technology are presented in Models 1 to 6 include various combinations of the fundamental variables. Model 7 includes various combinations of fundamental cultural variables. Model 8 has various combinations of fundamental structural variables and model 9 includes all the six fundamental variables simultaneously.

Table 1

Estimated Relationship between KCE and Fundamental Variables

The results are based on pooled cross-sectional data of 57 enterprises with 382 observations by using linear regression model. The model is, $KCE = \alpha + \beta_1 COL + \beta_2 TRU + \beta_3 LEA + \beta_4 CEN + \beta_5 FOR + \beta_6 ITS + E$. Where, KCE, COL, TRU, LEA, CEN, FOR and ITS are knowledge creation externalisation, collaboration, trust, learning, centralisation, formalisation and information technology respectively. Results for various subsets of independent variables are presented as well.

Models	Intercept	Regression Coefficients of						R ²	Adjusted R ²	F	DW
		COL	TRU	LEA	CTR	FOR	ITS				
1	2.263 (.000)*	0.511 (.000)*						0.245	0.243	123.417 (.000)*	1.981
2	2.875 (.000)*		0.397 (.000)*					0.159	0.157	71.793 (.000)*	1.984
3	2.993 (.000)*			0.585 (.000)*				0.245	0.243	200.293 (.000)*	2.056
4	4.628 (.000)*				0.080 (0.029)**			0.013	0.011	5.083 (0.029)**	1.727
5	4.713 (.000)*					0.025 (0.138)		0.006	0.003	2.205 (0.138)	1.742
6	2.389 (.000)*						0.514 (.000)*	0.290	0.290	150.458 (.000)*	1.711
7	1.657 (.000)*	0.169 (0.014)**	0.034 (0.561)	0.468 (.000)*				0.265	0.260	72.268 (.000)*	2.055
8	4.627 (.000)*				0.079 (0.080)	0.064 (0.281)		0.013	0.008	2.525 (0.081)	1.727
9	1.990 (.000)*	0.069 (0.305)	0.023 (0.688)	0.377 (.000)*	0.000 (0.991)	0.013 (0.732)	0.304 (.000)*	0.409	0.430	48.819 (.000)*	1.896

Note : Questionnaire survey, 2019

Notes : () Figures in parentheses are p-values.

(*) and ** denote that the results are significant at 1 per cent and 5 per cent level of significance respectively.

In the context of collaboration, trust, learning, centralisation, formalisation, and information technology variables are found to be essential for knowledge creation externalisation. ($\beta = 0.511$, $p < 0.05$) in modal 1, which supports H_1 . It indicates that the good coordination among different units and people in the hospitality industry promote expression of ideas and concepts. The result is similar to Migdadi (2005), Choi (2002) and Barrales et al. (2014), which found that collaboration is a positively related with externalisation. But the study result contradicts with Lee and Choi (2000), which found that collaboration, has no effect on the knowledge creation externalisation. In modal 2, trust is a positively significant predictor of the knowledge creation externalisation ($\beta = 0.397$, $p < 0.05$), which supports H_2 . It indicates that the mutual faith promotes to formalise of the tacit knowledge in explicit concepts. This result is similar to Choi (2002), Lee and Choi (2000), Barrales et al. (2014) and Migdadi (2005), which found that trust is a significant predictor of externalisation. From Table 4-8 (c), it is clear that learning is a positively significant predictor of the knowledge creation externalisation ($\beta = 0.585$, $p < 0.05$) in modal 3, which supports H_3 . In the Table, centralisation positively affects the knowledge

creation externalisation in model 4 ($\beta = 0.080, p < 0.05$), which is contrary of the study expectation, centralisation has a positive effect on the knowledge creation externalisation, indicates that it does not support H_4 . From Table 4-8 (c), it is clear that formalisation does not affect the knowledge creation externalisation in model 5 ($\beta = 0.055, p > 0.05$), which is contrary of the study expectation, formalisation has no effect on the knowledge creation externalisation; it indicates the lack of support H_5 . However, in model 8 information technology is a positively significant predictor of the knowledge creation externalisation ($\beta = 0.514, p < 0.05$), which supports H_6 .

The knowledge creation externalisation is positively influenced by collaboration, trust, learning, centralisation and information technology, and not significantly influenced by formalisation. The overall results show the positive relationship of knowledge creation externalisation with collaboration, trust, learning, centralisation and information technology, and not with formalisation.

V. CONCLUSION

The study has concluded that the key knowledge management enablers such as collaboration, trust, learning, centralisation and information technology do influence to the knowledge creation externalisation positively. The study result supports to Lee and Choi (2000) and Migdadi (2005) from the collaboration point of view. Similarly, the study result supports to Lee and Choi (2000), Migdadi (2005), and Chen et al. (2011), who found that trust, is significantly related to the knowledge creation externalisation. Centralisation positively affects the knowledge creation externalisation, which is contrary of the study expectation, centralisation has a positive effect on the knowledge creation externalisation. Formalisation does not affect the knowledge creation externalisation, which is contrary of the study expectation, formalisation has no effect on the knowledge creation externalisation

In addition, the study results have revealed the culture as the most vital enabler of knowledge creation externalisation. Thus, building and supporting a culture which rewards and encourages employees for seeking, sharing, formalising and creating knowledge attributes will most probably lead to the successful capture, absorb, creation and implementation of knowledge management.

REFERENCES

- Bennett, R., & Gabriel, H. (1999). Organizational factors and knowledge management within large marketing departments: An empirical study. *Journal of Knowledge Management*, 3(3), 212-225.
- Berends, H., Vanhaverbeke, W., & Kirschbaum, R. (2007). Knowledge management challenges in new business development: Case study observations. *Journal of Engineering and Technology Management*, 24(4), 314-328.
- Berrales, S., Chaher, M., & Yahia, K. B. (2014). Knowledge management enablers, knowledge creation process and innovation performance: An empirical study in Tunisian information and communication technologies sector. *Business Management and Strategy*, 5(1), 1-26.
- Bolloju, N., Khalifa, M., & Turban, E. (2002). Integrating knowledge management into enterprise environments for the next generation decision support. *Decision Support Systems*, 33(2), 163-175.
- Caruana, A., Morris, M. H., & Yella, A. J. (1995). The effect of centralization and formalization on entrepreneurship in export firms. *Journal of Small Business Management*, 33(1), 16-29.

- Chalise, M. (2008). *Knowledge management: An evidence from the Nepalese banking industry.* (M. Phil. Thesis, Tribhuvan University, 2008).
- Chalise, M. (2011). *Knowledge management: A comparative study of public and private commercial banking sector undertakings in Nepal.* Unpublished Doctoral dissertation, Tribhuvan University.
- Chaudhary, M. K. (2016). *Strategic alignment of knowledge management for organizational performance in Nepal.* Unpublished Doctoral dissertation, Tribhuvan University.
- Chen, W., Elnaghi, M., & Hatzakis, T. (2011). Investigating knowledge management factors affecting Chinese ICT firms performance: An integrated KM framework. *Information Systems Management, 28*, 19-29.
- Choi, B. (2002). *Knowledge management enablers, processes, and organization performance: An integration and empirical examination.* (Ph. D. Thesis, Division of Management Engineering, Korea Advanced Institute of Science of Technology, 2002).
- Choi, B., & Lee, H. (2002). Knowledge management strategy and its link to knowledge creation process. *Expert Systems with Applications, 21*, 173-187.
- Eppler, M. J., & Sukowski, O. (2000). Managing team knowledge: Core processes, tools and enabling factors. *European Management Journal, 18*(3), 334-341.
- Graham, A. B., & Pizzo, V. G. (1998). A question of balance: Case studies in strategic knowledge management. *European Management Journal, 14*(4), 338-346.
- Gupta, A. K., & Govindarajan, V. (2000). Knowledge management's social dimension: Lessons from Nucor steel. *Sloan Management Review, 71*-80.
- Hedlund, G. (1984). A model of knowledge management and the N-form corporation. *Strategic Management Journal, 12*, 73-80.
- Hurley, R., & Hult, T. (1998). Innovation, market orientation, and organizational learning: An integration and empirical examination. *Journal of Marketing, 62*(3), 42-54.
- Ichijo, K., Kogoh, G., & Nonaka, I. (1998). Knowledge enablers. In G. Kogoh, J. Rocca, & D. Klaine (Eds.), *Knowing in companies* (173-203). Thousand Oaks, CA: Sage.
- Jarvenpaa, S. L., & Staples, D. S. (2000). The use of collaborative electronic media for information sharing: An exploratory study of determinants. *Strategic Information Systems, 9*, 129-154.
- Kandel, L. R. (2015). *Knowledge management in Nepalese Telecom Industry.* (M. Phil. Thesis, Tribhuvan University, 2015).
- Kreitner, R., & Kinicki, A. (1992). *Organizational behaviour.* Homewood, IL, Richard D. Irwin.
- Kogoh, G. V. (1998). Care in the knowledge creation. *California Management Review, 40*(3), 133-153.
- Lee, H., & Choi, B. (2000). Knowledge management enablers, processes and organizational performance: An integration and empirical examination. Retrieved from <http://ais.eleis.ac.kr/Research/files/129.pdf>
- Lee, H., & Choi, B. (2003). Knowledge management enablers, processes and organizational performance: An integrative view and empirical examination. *Journal of Management Information System, 20*, 179-228.
- Li, Y. H., Huang, J. W., & Tsai, M. T. (2009). Entrepreneurial orientation and firm performance: The role of knowledge creation process. *Industrial Marketing Management, 38*, 440-449.
- Luan, J., & Serban, A. M. (2002). Technologies, products, and models supporting knowledge management. *New Directions for Institutional Research, 13*(13), 85-104.
- Lubit, R. (2001). Tacit knowledge and knowledge management: The keys to sustainable competitive advantage. *Organizational Dynamics, 29*(4), 164-178.
- Martin-de-Castro, G., Lopez-Saez, P., & Navas-Lopez, J. E. (2008). Processes of knowledge creation in knowledge-intensive firms: Empirical evidence from Boston's Route 128 and Spain. *Technovation, 28*(4), 222-230.

- Migdadi, M. M. (2005). *An integrative view and empirical examination of the relationships among knowledge management enablers, processes and organizational performance in Australian Enterprises*, (Ph. D. Dissertation, School of Economics and Information Systems, University of Wollongong, 2005).
- Nelson, K. M., & Cooprider, J. C. (1998). The contribution of shared knowledge to IS group performance. *MIS Quarterly*, 20(4), 409-428.
- Nonaka, I. (1991). The knowledge-creating company. *Harvard Business Review*, 95-104.
- Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization Science*, 5(1), 14-37.
- Nonaka, I., & Konno, N. (1998). The concept of Ba: Building a foundation for knowledge creation. *California Management Review*, 40(3), 40-54.
- Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford: Oxford University Press.
- Nonaka, I., & Toyama, R. (2003). The knowledge-creating theory revisited: Knowledge creation as a synthesizing process. *Knowledge Management Research & Practice*, 1(1), 2-10.
- Price Waterhouse Change Integration Team. (1996). *The paradox principles*. Irwin Professional Publishing, Chicago.
- Salimador, M. P., & Buono, E. (2007). Knowledge creation in strategy-making: Implications for theory and practice. *European Journal of Innovation Management*, 10(3), 367-390.
- Schein, E. H. (1985). *Organizational culture and leadership*. San Francisco, CA: Jossey-Bass.
- Scott, J. E. (2000). Facilitating interorganizational learning with information technology. *Journal of Management Information Systems*, 17(2), 81-113.
- Shakya, A. (2012). *Organizational learning and performance in Nepalese services sector*. (Doctoral dissertation, Tribhuvan University, 2012).
- Stonehouse, G. H., & Pemberton, J. D. (1999). Learning and knowledge management in the intelligent organization. *Participation & Empowerment: An International Journal*, 7(5), 131-144.
- Swap, W., Leonard, D., Shields, M., & Abrams, L. (2001). Using mentoring and storytelling to transfer knowledge in the workplace. *Journal of Management Information Systems*, 18(1), 95-114.
- Teeco, D. J. (2000). Strategies for managing knowledge assets: The role of firm structure and industrial context. *Long Range Planning*, 33, 33-54.
- Tsai, M., & Li, Y. (2007). Knowledge creation process in new venture strategy and performance. *Journal of Business Research*, 60(4), 371-381.
- Tuggle, F. D., & Shaw, N. C. (2000). *The effect of organizational culture on the implementation of knowledge management*. Orlando: Florida Artificial intelligence Research Symposium (FLAIRS), FL.
- Yeh, Y., Lai, S., & Ho, C. (2006). Knowledge management enablers: A case study. *Industrial Management and Data Systems*, 106(6), 793-810.
- Zucker, L. G., Darby, M. R., Brewer, M. B., & Peng, Y. (1998). Collaboration structures and information dilemmas in biotechnology: Organization boundaries as trust production. In R. M. Kramer, & T. R. Tyler (Eds.), *Trust in Organizations: Frontiers of Theory and Research* (90-113). Thousand Oaks, CA: Sage.