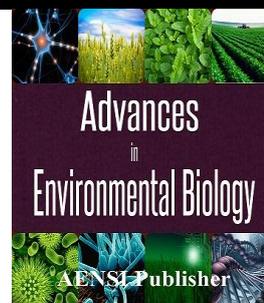




AENSI Journals

Advances in Environmental Biology

ISSN-1995-0756 EISSN-1998-1066

Journal home page: <http://www.aensiweb.com/AEB/>

“Researching Relationship between Social Capital and Knowledge Management in Employees' Empowerment”

¹Sanjar Salajegheh, ²Mahdieh Sheikhpour and ³Ali Mahfozi

¹Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

²Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

³Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

ARTICLE INFO

Article history:

Received 13 September 2014

Received in revised form 26 November 2014

Accepted 25 December 2014

Available online 15 January 2015

Keywords:

Social capital, Knowledge management and Employees' empowerment.

ABSTRACT

This research studies social capital, knowledge management and their relationship with empowerment that is one of the ways to get rid of many problems of business and organizations today. Statistic society of this research is 120 staffs of Islamic Azad University, Kerman branch that consist of official and contractual personnel and 92 people of them were selected as sample base on Krejcie and Morgan table. A Nonaka and Takeuchi's standard questionnaire with 26 questions was used for measuring knowledge management components and Sprietzer's standard questionnaire with 22 questions was used for measuring empowerment dimensions. At first, all kinds of capitals especially social capital and its concepts is investigated with respect to importance of understanding social capital concept and its existential belief in formation and probability of success in empowering employees; then, knowledge management issue has presented. Spearman test was used to analysis data. Results show that there is a significant relationship between social capital dimensions, knowledge management with employee empowerment.

© 2014 AENSI Publisher All rights reserved.

To Cite This Article: Sanjar Salajegheh, Mahdieh Sheikhpour and Ali Mahfozi., “Researching Relationship between Social Capital and Knowledge Management in Employees' Empowerment”. *Adv. Environ. Biol.*, 8(25), 290-297, 2014

INTRODUCTION

Social capital is norms in social systems that will promote cooperation between members of community and decrease costs, exchanges and connections. In Robert Putnam's idea, social capital refers to various aspects of social organization, such as trust, norms and channels that can facilitate societies' efficient by creating and facilitate coordinate equipments [2].

Social capital improves our chances for more productivity out of existing potential in society through increasing our knowledge. Doing chores jobs and social transactions make costs less in an environment that people are trustworthy, and each as knowledgeable person repeat interactions with fellow citizens constantly. People who are in dynamic and reliable relationship with others grow features that are beneficial for society [10].

Knowledge management is achieving organizational goals through motivate staff and giving them facilities according to organization's strategy to their ability be added to interpret data by means of meaning information. Management's current status in our society reflects an imbalance between the increasing complexity of organizations and inability of these organizations to anticipate and counter this development and complexity. Increasing manager's ability for of changes phenomenon management is one of main requirements in management in face environment changes. Enabling starts with change in beliefs, thoughts and attitudes of staff. This means that they have come to believe that have ability and competence to perform their tasks successfully, feel that have freedom and independence in carrying out their activities, believe that have influence ability and control their work's results, feel that they follow meaningful and rewarding career goals and they would be treated honestly and fairly. Empowerment is one of the most and basic characteristics of human that almost effect on" all dimensions and aspects of his life and it's establish procedures should be evaluated and the best way be selected and if necessary, some measures be presented. Accordingly, a question that has been created is

Corresponding Author: Mahdieh Sheikhpour, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

that: is there any relationship between social capital and knowledge management in empowerment of Azad University of Kerman employees?

Research Literature:

Knowledge Management:

Knowledge management is not a new topic, it can be said that hundreds of years ago that have transport owners of family businesses, merchants, farmers, and other needed skills to their children, concept of knowledge management have existed too [1]. According to many studies that have been done in the field of knowledge management, a unit definition of knowledge management has not presented yet and experts look at it from a different perspective (Former source). Most of current mismatch is due to ambiguities in definition of knowledge. Hence, meditation on meaning of data, information and knowledge seems necessary in order to explain concept of knowledge management.

The main purpose of knowledge management application in different institutions is quick adaption to changing of environment in order to promote efficiency and greater profitability. As a result, knowledge management refers to the process of creation, dissemination and application of knowledge in organization. In other words, ultimate goal of knowledge management is knowledge sharing among employees to enhance the value of existing knowledge in organization. Knowledge management principles suggest that knowledge management will not form in organizations automatically and require specific fields and skills .Some organizations may delegate implement knowledge management task to a part of their directors or employees. Experience shows that only organizations have been successful that have involved in their organizational levels in this matter. Knowledge management is known as organization's strategic effort that tries to achieve excellence by control and use of intellectual assets of supporting organization and personnel. Obtaining, storage and distribution of knowledge (knowledge management) are caused personnel work smarter, reduce duplication, and ultimately generate innovative products and services that satisfy customers' needs better, so these can be deduced:

First is that knowledge management is something that occurs in institutional environment; second, its materials are organizational knowledge or intellectual capital. Therefore, concept of knowledge management can be expressed in this way: "interaction between technology, techniques and human gives depth to knowledge management concept, because pattern of interaction between technology and techniques and human is unique for each organization which is not easily traded or imitated by other organizations." Generally, any change in an organization observes three constructions related to each other. These three building consist of structure, technology and human [4].

Social Capital:

Concept of capital can be pursued by Marx's vote. On Marx's concept, asset is a part of additional capital that financiers-those who have means of production-obtain it by circulation commodities and money in production and consumption processes. Asset is as a part of additional value of product of a process. Therefore in Marcsi (classic) idea, capital is theories about exploitative social relations between two levels [12]. However, in other definitions capital is sum work that can be owned by individuals or groups for exclusive use of interests and increasing capital property. In fact, terms of capital productive nature and implications. The investment are usually divided to physical (economic), cultural, human and social capital. Human capital and social capital are often supplementing each other. Value of social capital concept is this fact that diagnosis concrete aspects of social structure by their applications. «Old men, young »and children are human capitals, but when community structure allows youth to get up from his chair in bus to elders sit, it is social capital and in sitting and getting up relations we find social capital. Chair is physical capital, but it's using way that how to work is social capital, i.e. an application which will be determined by social capital, values and aspects of social structure to actors who can use them to fulfill their interests.

From an economic perspective, we can consider social capital as one of assets of any government, organization or community. In previous models, only human factor in all types of capital, " was raised Human capital " that is mostly based on the number , expertise's, knowledge and skills of human resources at different levels of employees and managers. But according to a political system or an organization as a social system also, this leads to social capital be put on this list as an indicator of economic value of trust networks and reducing transaction and communication costs. In other words, social capital reflects economic store of social and culture components between human capitals.

Putnam emphasis on this point that human capital is refer to individual. While, social capital is related to relationship between individuals, social networks and two-lineage norms that are raised from such relation. Celman says, social capital has productivity like others, but it will dwindle if doesn't be revealed and replaced.

Social capital is a set of norms in social systems that will promote cooperation between members of community and decrease costs levels, exchanges and connections. Fokuyama defines social capital as individual's ability to work together for common goals in groups and organizations [8]. In Robert Putnam's idea,

social capital is various aspects of social organization, such as trust, norms, and networks that can facilitate efficiency of community with creating and facilitating coordinate equipments [2].

Doing chores jobs and social transactions make costs less in an environment that people are trustworthy, and each as knowledgeable person repeat interactions with fellow citizens constantly. People who are in dynamic and reliable relationship with others grow features that are beneficial for society. In such societies, people more bear, undoubted [10].

Robert Putnam in researching social asset importance has assigned his book's fourth section to this issue and start input chapter of discussion by asking this question that why social capital is important?

He in answering to this question, in addition to familiar us with why and importance of studying social capital, explain importance and style of its connection with concept of social trust. He says: First, existence of social capital allows citizens to solve their collective problems easier. When people work together and contribute collectively, they often act better then, act individually. First Putnam concluded by chance has high affinity to basic principles of social psychology; it means social orientation of Norman Triplett.

Second, social capital provides positions for communities to proceed towards development and progress. When people trust each other in mutual interaction and they are reliable also, their links coherent between them will be stronger, routine actions and social interactions less costly in the theory of rational action.

Third, social capital improves profits and portions from scarce resources with expanding awareness. People who have dynamic and reliable relationships with others develop and improve personality elements in themselves which are appropriate for peace of community. In this case, members of society tolerate more and suspect and reproach lesser and are more kind. When people are denied from establishing relations with others, they unable to test and experience their personal views. In this case, accidentally spoke will increase and also, some actions such official advice doesn't change it a lot. As a result of fact, in such circumstances people are more likely to keep up with their misconduct and abnormal behaviors.

Fourth, social capital uses of a whatnot psychological and biological processes in order to improve people's lives. There is strong evidence to suggest that people who have a richer social capital come along with emotional trauma better and cope with their disease more effectively. Thus it could be argued that, there is a relation between benefits of high levels of social capital and "physical, mental and social "health.

As pantham showed in his book, joy of a permanent presence in sport clubs, engage in volunteer activities, participation in recreational camps, organizing parties and family celebrations, permanent presence in religious ceremonies and excursions collective is equal to getting a college degree or its enjoy is more than doubling revenue.

Finally, social capital due to its connection with other fundamental phenomena of community such as social order, social solidarity, social satisfaction, commitment and social bonding, social cohesion, social communication and interaction, security and social sense and social participation, is very importance to study and explanation [3].

Empowerment:

Nowadays, human force is as most important, most expensive and most expensive organizational resource and it is the only conscious element that acts as coordinator of other institutional factors and has main role among all factors. We can simply say that it is impossible to achieve organizational goals without competent person help. Hence, human resources play a fundamental role in growth, dynamism and destruction or build organizations. The importance of this factor as the most important factor in operational chain has proven for a long time and organizations that have had great success, have put according to people in forefront of their works. A new approach that can be implemented by organizations managers with a flexibility and bring competitiveness in future, proceeding products and new services and don't missing knowledge investments is knowledge management.

Social Capital and Empowerment:

Scientists have different opinions about relationship between empowerment of staff and social capital but most of them emphasize on this point that social capital provides a good platform for presenting entrepreneurial capability. In other words, most scholars of social capital including effective factors in the promotion strengthening and emphasize on role of social capital in the activities and process of empowerment and positive impressibility of empowerment indicators of links and social communication.

Social capital as social phenomenon cause creativity, idea-making, facilitates innovation behaviors and risk-taking that are considered as empowerment indicators [7].

Individuals with higher social capital access to more information and resources that can have effect on process of formation and development of business and access to new markets. Hence, social capital has significance is important in empowerment and staff in social groups that have more social capital will stay in profit situations in channels, therefore more likely to be able to effectively detect and exploit business opportunities.

Knowledge Management and Empowerment:

History of knowledge management goes back to ancient Greece. But in recent years, this issue has been raised with more prominence. This field of human knowledge is rooted from areas such as artificial intelligence, industrial management, information technology, business administration, sociology, educational sciences, psychology and economics. Growth of knowledge management and empowerment as a strategy for management in organizations is considered as a new approach. Several approaches so far have appeared in field of management, but gradually have been changed after short time [13].

Human resources are most valuable sources of knowledge management view. Experts of organization as a database of knowledge collect experiences, processes, solutions, initiatives, and so on as hidden or tacit knowledge during years. NGOs knowledge use of this valuable resource only in accidents and have no plans to manage these resources. While knowledge-based organizations try to increase capital, extraction, and maintenance and maximizing the exchange between them. Organizational knowledge and empowerment management is a good opportunity for organizations to know and apply in today quick world. Meanwhile they are serious threats to organizations that attention to environmental changes little and not know it. Currently, knowledge management and empowerment management are new and popular concept and a process that helps organization to identify, select, organize, and transfer and distribution important information and expertise that are a part of organization memory likely are in organization as no-structure state [11].

Lack of trust among employees is one of main barriers to knowledge transfer and tendency to empowerment. Increase exchange knowledge is due to mutual that create knowledge and empowerment. Trust in cross-functional systems and inter-organizational is also an essential factor because withhold in information serious damage to knowledge creation [12].

Research Methods:

Since research results are applied and applicable to organizations and because they study and know relations between variables in the presented situation more, they will put in descriptive research group. It is considered as a kind of correlation research, because study relationship between variables. Statistical society of this research consist of 120 people of Islamic Azad University staff at Kerman including government employees, contractual and contractual requirements that 92 of them will be selected base on Morgan krejcie table. Sampling method is random group (class). Nonaka and Takeuchi's standard questionnaire is used to assess knowledge management component which contains 26 questions that four main components Knowledge management involves: externalization, combination, internalization and socialization are designed base on likert 5 point spectrum.

Table 1: Questions related to component of knowledge management

Main component of knowledge management	Questions	Number
Externalization	1-2-3-4-5	5
Combination	6-7-8-9-10-11-12-13-14-15-16	11
Internalization	17-18-19-20	4
Socialization	21-22-23-24-25-26	6
Sum		26

Spritzer standard questionnaire is used to measure dimensions of employee empowerment containing 22 questions on a five-item Likert-type spectrum (from 1 lowest and 5 highest settlement agreement) that assesses psychological empowerment dimensions of employees within five aspects framework: meaningful feeling in work, competence feeling at work, sense of choice, sense of being effective, feeling of fellowship with others. In this study, Cronbach's alpha was used to measure reliability of knowledge management, because questionnaire is composed of components. This method is used for calculating internal consistency of questionnaire that measures various characteristics. Minimum reliability coefficient is 70% for research questionnaires that trust coefficient level was calculated by SPSS software and Cronbach's alpha that its results are presented in table below.

Table 2: final results of knowledge management questionnaire

Questionnaire Indicators	Number	Cronbach's alpha
Externalization	5	0.810
Combination	11	0.683
Internalization	4	0.72
Socialization	6	0.839

Results in table 2 indicate that knowledge management questionnaire has reliability or in other words has a good reliability. Spearman's test was used to analyze data.

*Hypothesis:**Main Hypothesis 1:*

There is relationship between knowledge management role and empowerment staff of Islamic Azad University of Kerman.

Sub-hypothesis:

1-1. There is relationship between socialization role and empowerment staff of Islamic Azad University of Kerman.

1-2. There is relationship between externalization role and empowerment staff of Islamic Azad University of Kerman.

1-3. There is relationship between combination role and empowerment staff of Islamic Azad University of Kerman.

1-4. There is relationship between internalization role and empowerment staff of Islamic Azad University of Kerman.

Main Hypothesis 2:

There is relationship between role of cognitive social capital and empowerment staff of Islamic Azad University of Kerman.

Sub- hypothesis:

2-1. there is a significant relationship between trust and empowerment staff of Islamic Azad University of Kerman.

2-2. there is a significant relationship between solidarity and empowerment staff of Islamic Azad University of Kerman.

2-3. there is a significant relationship between conflict and empowerment staff of Islamic Azad University of Kerman.

*Data Analysis**Main Hypothesis 1:*

There is relationship between knowledge management role and empowerment staff of Islamic Azad University of Kerman in 2014.

Table 3: Spearman correlation matrix between knowledge management role and empower staffs

Variable name	Empower	knowledge management
Empower	1.000	
knowledge management	**831.000	1.000
Correlation is significant at the 0.01 level (2-tailed). **		

According to statistics, significant level that was obtained 0.00 represents a meaningful relationship at level of 99% between role of knowledge management and empowerment employees. Also, results of Spearman correlation test show that there is no significant relationship between role of knowledge management and empowerment employees, this results also indicate a direct and positive relationship between studied variables. Data comparison shows that solidarity of knowledge management and empowering employee's role (0.831) has been directly, i.e. employees empowerment will be raised by improvement knowledge management role.

Sub-hypothesis:

1. There is relationship between socialization role and empowerment Islamic Azad University management staff of Kerman in 2014.

Table 4: Spearman correlation matrix between socialization role and empower staffs

Variable name	Empower	socialization
Empower	1.000	
socialization	**811.000	1.000
Correlation is significant at the 0.01 level (2-tailed). **		

According to statistics, significant level that was obtained 0.00 represents a meaningful relationship at level of 99% between role of socialization role and empowerment employees. Also, results of Spearman correlation test show that there is a significant relationship between role of socialization and empowerment employees, these results also indicate a direct and positive relationship between studied variables. Data comparison shows that solidarity of socialization role and empowering employee (0.811) has been directly, i.e. employees empowerment will be raised by improvement socialization role.

2. There is relationship between externalization role and empowerment Islamic Azad University management staff of Kerman in 2014.

Table 5: Spearman correlation matrix between externalization role and empower staffs

Variable name	Empower	externalization
Empower	1.000	
externalization	**0.780.000	1.000
Correlation is significant at the 0.01 level (2-tailed). **		

According to statistics, significant level that was obtained 0.00 represents a meaningful relationship at level of 99% between role of externalization and empowerment employees. Also, results of Spearman correlation test show that there is a significant relationship between role of externalization and empowerment employees, these results also indicate a direct and positive relationship between studied variables. Data comparison shows that solidarity of externalization role and empowering employee (0.780) has been directly, i.e. employees empowerment will be raised by improvement externalization role.

3. There is relationship between combination role and empowerment Islamic Azad University management staff of Kerman in 2014.

Table 6: Spearman correlation matrix between combinations role and empower staffs

Variable name	Empower	combination
Empower	1.000	
combination	**0.712.000	1.000
Correlation is significant at the 0.01 level (2-tailed). **		

According to statistics, significant level that was obtained 0.00 represents a meaningful relationship at level of 99% between role of combination and empowerment employees. Also, results of Spearman correlation test show that there is a significant relationship between role of combination and empowerment employees, these results also indicate a direct and positive relationship between studied variables. Data comparison shows that solidarity of combination role and empowering employee (0.712) has been directly, i.e. employees empowerment will be raised by improvement combination role.

4. There is relationship between internalization role and empowerment Islamic Azad University management staff of Kerman in 2014.

Table 7: Spearman correlation matrix between internalization role and empower staffs

Variable name	Empower	internalization
Empower	1.000	
internalization	**0.820.000	1.000
Correlation is significant at the 0.01 level (2-tailed). **		

According to statistics, significant level that was obtained 0.00 represents a meaningful relationship at level of 99% between role of internalization and empowerment employees. Also, results of Spearman correlation test show that there is a significant relationship between role of internalization and empowerment employees, these results also indicate a direct and positive relationship between studied variables. Data comparison shows that solidarity of internalization role and empowering employee (0.820) has been directly, i.e. employees empowerment will be raised by improvement internalization role.

Main Hypothesis 2:

Main hypothesis:

There is relationship between cognitive social capital role and empowerment staff of Islamic Azad University of Kerman.

Table 8: Spearman correlation matrix

Variable name	Empower	internalization
Empower	1.000	
Social capital	**0.814.000	1.000
Correlation is significant at the 0.01 level (2-tailed). **		

According to statistics, significant level that was obtained 0.00 represents a meaningful relationship at level of 99% between role of internalization and empowerment employees. Also, results of Spearman correlation test show that there is a significant relationship between role of social capital and empowerment employees, these results also indicate a direct and positive relationship between studied variables. Data comparison shows that solidarity of social capital role and empowering employee (0.814) has been directly, i.e. employees empowerment will be raised by improvement psychological capital role.

Sub-hypothesis:

1. There is relationship between trust and empowerment Islamic Azad University management staff of Kerman.

Table 9: Spearman correlation matrix

Variable name	Empower	internalization
Empower	1.000	
Trust	**0.723.000	1.000
Correlation is significant at the 0.01 level (2-tailed). **		

According to statistics, significant level that was obtained 0.00 represents a meaningful relationship at level of 99% between role of internalization and empowerment employees. Also, results of Spearman correlation test show that there is a significant relationship between trust variable and empowerment employees, these results also indicate a direct and positive relationship between studied variables. Data comparison shows that solidarity of trust and empowering employee (0.723) has been directly, i.e. employee's empowerment will be raised by improvement trust role.

2. There is relationship between Solidarity and empowerment Islamic Azad University management staff of Kerman.

Table 10: Spearman correlation matrix

Variable name	Empower	internalization
Empower	1.000	
Solidarity	**0.890.000	1.000
Correlation is significant at the 0.01 level (2-tailed). **		

According to statistics, significant level that was obtained 0.00 represents a meaningful relationship at level of 99% between role of internalization and empowerment employees. Also, results of Spearman correlation test show that there is a significant relationship between solidarity and empowerment employees, these results also indicate a direct and positive relationship between studied variables. Data comparison shows that correlation of solidarity and empowering employee (0.890) has been directly.

3. There is relationship between conflict and empowerment Islamic Azad University management staff of Kerman.

Table 11: Spearman correlation matrix

Variable name	Empower	internalization
Empower	1.000	
Conflict	**0.750.000	1.000
Correlation is significant at the 0.01 level (2-tailed). **		

According to statistics, significant level that was obtained 0.00 represents a meaningful relationship at level of 99% between role of conflict and empowerment employees. Also, results of Spearman correlation test show that there is a significant relationship between variables of conflict role and empowerment employees, these results also indicate a direct and positive relationship between studied variables. Data comparison shows that correlation of conflict role and empowering employee (0.750) has been directly.

Conclusion:

Social capital is economic impact of facilities which are made by networks of trust and culture components in a social system. Networks of trust because most time and capital assigned to main activities in addition to reduce management costs also, cause transfer knowledge of group member to each other's and prepare a good process of learning between them and it can be effective in reducing managerial costs and social and organizational development. It can be possible if high managers and politics of organization have correct information about current situation of social capital in organization and believe social capital heartily.

Organization staffs can cause personal and organizational growth and play an important role for developing he and organization level if they develop their empowerment morale and know the value of opportunities and use of sources for more innovation and maker contest.

An organization which has good social capital can cause creating new ideas in people by its effect on exchange information and transfer tacit and clear knowledge then, these idea create creation in people finally these creation cause innovation and empowerment in organization. Therefore, an organization which has good social capital can be a powerful one potentially and in opposite state, an organization which hasn't got social capital or isn't in good level learning and trust (one of main component of social capital) isn't more in it and trust shortcoming cause people be punished because of losing in doing jobs; so not accept fault and cover it is optimum strategy for lost person that this situation reduce inner-organization empowerment that staff will attach organizational knowledge, can know their environment and give meaning to it after performing effective

knowledge management approaches. They can find new and better ways for doing jobs, work together, relief lack of knowledge, increase exploitation, satisfy customers and finally, gain ability of effective contest.

Use of knowledge management in organization reduce costs and improve quality, exploitation and productivity of organization. Nowadays, according to geographical dispersal organizations can contribute by new technology, trough virtual groups and telecommunication. Selecting implements and suitable system for performing knowledge management is one of managerial considerations in beneficial use of clear and hidden knowledge in organizations. Indicators show that, although a systematic and long approach is needed for performing general system of knowledge management, but some levels of this system can be performed. Organizations which are engaged to empowerment staffs motivated them and have been loyal to them. Accordingly, committed management can increase staff motivation also, empower them in their job and organizations.

REFERENCES

- [1] Abtahi, S.H., A. Salavati, 2005. knowledge management in organization. *Journal of Management and Development*, 25: 53-64.
- [2] Azkia, M., G.Ghaffari, 2004. rural development with emphasis on rural sociology, Tehran , Ney publication
- [3] Azimi, H., 2005. social sciences education. *Journal of growth*, 2.
- [4] Asadzadeh, A., M. Jalalian, 2013. knowledge management, management comprehensive site.
- [5] Brito, E., L. Cardoso, C. Ramalho, 2010. Knowledge Management in Local Government Sector: the Role of the Quality Certification. *European Conference on Intellectual Capital2*, portugal, pp: 127-166.
- [6] Coleman, J., 1998. *Foundations of Social Theory* , translated by M, Saboori, Tehran, Ney publication
- [7] Coleman, J.S., 1988. Social capital in the creation of human capital. *American Journal of Sociology*, 95.
- [8] Fukuyama, F., 2000. order-social capital end and maintaining it, translated by GHA Tavassoli, Tehran, Iranian society.
- [9] Ghorbani, S., 2009. Nature of knowledge management. *Journal of work and society*, 116 and 117: 48-56.
- [10] Hosseini Nei, M., 2005. *Social Capital and industrial Development*. Tehran, Hadise zendegi.
- [11] Lajevardi, S.J., A. Khanbabaee , 2007. Evaluation facilitating factors for knowledge management in work teams (Case Study: Agricultural Bank). *Management Science Quarterly*, 20(76): 97 to 116.
- [12] Lee, H., B. Choi, 2004. Knowledge Management Enabler, Process and Organizational Performance: An Integrative View and Empirical Examination. *Management Journal*, 17(Z): 22-37.
- [13] Mehralizadeh, Y., 2001. Global economy, organizational change, education and training and creation and exploitation of expertise in industry. *Journal of Management Studies*, 27: 28.
- [14] Ndlela, L.T., A.S.A. du Toit, 2001. Establishing a knowledge management programme for competitive advantage in an enterprise. *International Journal of Information Management*, 21: 151-165.