Knowledge management styles and performance: a knowledge space model from both theoretical and empirical perspectives

Maen Al-Hawari
*University of Wollongong, uow@al-hawari.edu.au*

Follow this and additional works at: https://ro.uow.edu.au/theses

---

You may print or download ONE copy of this document for the purpose of your own research or study. The University does not authorise you to copy, communicate or otherwise make available electronically to any other person any copyright material contained on this site.

You are reminded of the following: This work is copyright. Apart from any use permitted under the Copyright Act 1968, no part of this work may be reproduced by any process, nor may any other exclusive right be exercised, without the permission of the author. Copyright owners are entitled to take legal action against persons who infringe their copyright. A reproduction of material that is protected by copyright may be a copyright infringement. A court may impose penalties and award damages in relation to offences and infringements relating to copyright material. Higher penalties may apply, and higher damages may be awarded, for offences and infringements involving the conversion of material into digital or electronic form.

Unless otherwise indicated, the views expressed in this thesis are those of the author and do not necessarily represent the views of the University of Wollongong.

---

**Recommended Citation**


Research Online is the open access institutional repository for the University of Wollongong. For further information contact the UOW Library: research-pubs@uow.edu.au
NOTE

This online version of the thesis may have different page formatting and pagination from the paper copy held in the University of Wollongong Library.

UNIVERSITY OF WOLLONGONG

COPYRIGHT WARNING

You may print or download ONE copy of this document for the purpose of your own research or study. The University does not authorise you to copy, communicate or otherwise make available electronically to any other person any copyright material contained on this site. You are reminded of the following:

Copyright owners are entitled to take legal action against persons who infringe their copyright. A reproduction of material that is protected by copyright may be a copyright infringement. A court may impose penalties and award damages in relation to offences and infringements relating to copyright material. Higher penalties may apply, and higher damages may be awarded, for offences and infringements involving the conversion of material into digital or electronic form.
CERTIFICATION

I, Maen Al-hawari, declare that this dissertation, submitted in fulfilment of the requirements for the award of Doctor of Philosophy in Information Systems, University of Wollongong, is wholly my own work unless otherwise referenced or acknowledged. The document has not been submitted for qualifications at any other academic institution.

Maen Al-hawari

August 2004
ABSTRACT

This thesis describes post-positivist research in the field of information systems, more specifically, in knowledge management. For company managers, deploying large-scale information systems such as knowledge management systems, the selection of an appropriate style for knowledge management initiatives are recognised as a dilemma. The study aims at helping to improve information systems applications for knowledge management in complex, technology-oriented organisations. The research addresses this dilemma by studying the relationships between organisational performance, knowledge availability, knowledge codification, knowledge application and knowledge management styles.

From an extensive study of the literature, an innovative knowledge space (K-space) model of organisational knowledge is developed as the first stage of the research. This leads to the identification of four knowledge management styles and a framework that relates these styles to knowledge creation and improved organisational performance. The K-space model is adapted from the I-space framework (Boisot, 1995, 1998) with its three dimensions of diffusion, codification and abstraction, to bring into play three corresponding knowledge dimensions of availability, codification, and application. Knowledge is viewed as an object in K-space so that knowledge processes are forces that act to move the knowledge objects within the three dimensions of K-space. The four traditional knowledge conversion processes of Nonaka and Takeuchi, (1995) socialisation, combination, internalisation and externalisation (SECI), map onto two-dimensional planes in K-space. Taking advantage of the three dimensions of K-space, four new dynamic knowledge conversion process are identified, namely Adoption, Standardisation, Systemisation and Articulation. These are used to define the four knowledge management styles.
The research framework suggests that knowledge creation, in terms of knowledge availability and codifiability, mediates the relationship between the four knowledge management styles and organisational performance. In addition knowledge application moderates the relationship between these knowledge creation processes. A set of hypotheses is generated from the framework and a survey instrument constructed to empirically test the hypotheses.

A pilot study involving 45 managers was used to check the reliability and validity of the constructs in the questionnaire. The resulting questionnaire was mailed to 338 organisations around Australia in different industries. Confirmatory analyses were used to check the constructs and multiple linear regression, simple linear regression and MANOVA analysis were used to test the set of hypotheses.

The results confirm that an organisation can improve its performance through better management of its knowledge capabilities. There is a particular benefit of deploying a balanced of knowledge management styles combining the human and technology perspectives. Knowledge management styles are shown to contribute positively to both knowledge codification and availability. Knowledge applicability is confirmed as a moderator factor between knowledge availability, as well as knowledge codification, and organisational performance. Using a MANOVA analysis, the four knowledge management styles are found to be deployed in significantly different ways by organisations in different industry types.

The findings demonstrate that the K-space model provides the basis for a new way of conceptualising knowledge creation processes within organisations. They underline the importance of continuing research that adds to the understanding of knowledge management capabilities in an organisation. Therefore, this study makes a significant
contribution to a burgeoning topic that is of increasing importance to both the academic literature and the organisational practice of knowledge management.
PUPLICATION FROM THE RESEARCH

The following papers and publications have been produced from the research reported in this thesis.


ACKNOWLEDGEMENTS

I wish to express my deepest appreciation and gratitude to all the people that have contributed to the completion of this dissertation. First of all, I had the great fortune to study under the supervision of Associate Professor Helen Hasan. I am very grateful for her guidance and encouragement. Her profound knowledge of different perspectives of studying Knowledge Management and Information Systems provided me with the opportunity to broaden my knowledge and to make significant progress. I am also very grateful for her friendly support and enthusiasm.

I also owe many thanks to Professor David Steel. As my statistical adviser, he provided statistical advice and alternatives for the analysis of the empirical data.

I am sincerely acknowledge the contribution of Professor Joan Pierson visiting professor in Information Systems at the Wollongong University for advice on parts of my thesis which was provided me a with extremely useful feedback.

A respect and very special appreciation goes to my parents, for encouraging and supporting me. I cannot forget to thank my brother Mohammad who has believed in my ability to achieve my goals. I also would like to thank my brothers; Mahmood and Moaen, and sisters; Manal, Muna, Eiman, Anwar, niece and nephews, who have believed in my ability and patiently waited for me.

Finally, I dedicate this dissertation to my dearest people father and mother, who have always inspired me to challenge myself.
# TABLE OF CONTENTS

Certification ........................................................................................................ii  
Abstract .............................................................................................................iii  
Publication from the Research .........................................................................vi  
Acknowledgements ............................................................................................vii  
List of Tables ......................................................................................................xv  
List of Figures ....................................................................................................xviii  
Acronyms ..............................................................................................................xix  

## CHAPTER 1 INTRODUCTION

1.1 Aims and Motivation for the Research ............................................................1  
1.2 Historical Glimpse of Knowledge Management (KM) ........................................4  
1.3 Significant Aspects of Knowledge Management ..............................................9  
   1.3.1 Knowledge Management and Organisational Performance ......................9  
   1.3.2 Knowledge Creation ...............................................................................9  
   1.3.3 Effectiveness of Knowledge Diffusion and Availability ............................10  
   1.3.4 Knowledge Codification .........................................................................11  
   1.3.5 Organisational Performance: Knowledge Codification and Knowledge  
       Availability ...............................................................................................12  
1.4 Statement of the Problem ..............................................................................13  
1.5 The Research Questions and Approach .........................................................16  
1.6 The Research Design ....................................................................................17  
1.7 Practical and Theoretical Value of This Research ...........................................18  
1.8 An Overview of the Thesis ..........................................................................19  

## CHAPTER 2. THE LITERATURE REVIEW

2.1 Introduction ....................................................................................................20  
2.2 Definitions of Knowledge ............................................................................21  
2.3 Defining Management ..................................................................................22  
2.4 Knowledge Management Definitions ............................................................23  
2.5 Knowledge Codification, Diffusion and Application .......................................26  
2.6 Knowledge Management Schools ..................................................................31  
   2.6.1 Technocratic .........................................................................................31  
   2.6.2 Commercial or Economic School ..............................................................33  
   2.6.3 Behavioural School ...............................................................................34  
2.7 The Five Knowledge Enabler Cycles .............................................................37
2.7.1 Instil Knowledge Vision Cycle (IKVC) ...................................................... 38
2.7.2 Manage Conversation Cycle (MCC) ....................................................... 41
2.7.3 Mobilise Knowledge Activist Cycle (MKAC) ........................................ 42
2.7.4 Create the Right Context Cycle (CRCC) ............................................... 45
2.7.5 Globalise Local Knowledge Cycle (GLKC) .......................................... 48
2.8 Knowledge Creation ............................................................................. 48
   2.8.1 Socialisation .................................................................................. 49
   2.8.2 Externalisation .............................................................................. 50
   2.8.3 Combination ................................................................................. 51
   2.8.4 Internalisation .............................................................................. 51
2.9 I-Space, i.e. Information Space ............................................................. 54
2.10 Economic Value and I–Space ............................................................... 55
2.11 The Implementation of I-Space ............................................................. 56
2.12 Knowledge Management Styles ........................................................ 58
2.13 Chapter Summary ............................................................................... 60

CHAPTER 3. DEVELOPMENT OF THE K-SPACE MODEL AND RESEARCH
HYPOTHESES ......................................................................................... 61
3.1 Introduction ........................................................................................ 61
3.2 K-Space (Knowledge Space) ............................................................... 61
3.3 Knowledge Classification for K-Space ................................................. 63
3.4 The SECI Modes Location in K-Space ................................................. 66
   3.4.1 Socialisation ................................................................................. 66
   3.4.2 Externalisation ............................................................................. 66
   3.4.3 Combination ............................................................................... 67
   3.4.4 Internalisation ............................................................................. 67
3.5 Knowledge as an Object in K-Space .................................................... 68
3.6 Knowledge Conversion within the K-Space ......................................... 69
   3.6.1 Adoption .................................................................................... 69
   3.6.2 Standardisation .......................................................................... 70
   3.6.3 Systemisation ............................................................................. 71
   3.6.4 Articulation ............................................................................... 72
3.7 The Four Forces and Knowledge Management Styles ........................................ 73
3.8 KM Styles and Knowledge Creation ........................................................................ 74
3.9 Knowledge Availability and Organisational Performance ...................................... 75
3.10 Knowledge Codification and Organisational Performance .................................... 76
3.11 Knowledge Application and Organisational Performance ..................................... 77
3.12 The Research Integrative Framework ...................................................................... 78
3.13 Knowledge Management Styles vs. Organisational Performance: A direct Relationship ........................................................................................................ 79
  3.13.1 Unbalanced Knowledge Management Styles vs. Organisational Performance .......... 79
  3.13.2 The Balance of Knowledge Management Styles Vs. Organisational Performance ................................................................. 79
3.14 Research Questions and hypotheses ........................................................................ 80
3.15 The hypotheses of the Study .................................................................................. 81
3.16 Chapter Summary .................................................................................................. 82

CHAPTER 4. The Methodology used for the Empirical Research ............................ 84
4.1 Introduction ........................................................................................................ 84
4.2 The Theoretical Paradigm ..................................................................................... 84
4.3 Quantitative Methodology .................................................................................... 86
4.4 Conceptualisation, Operationalisation and Measures ............................................. 86
4.5 Data Collection .................................................................................................... 88
4.6 Sampling Strategy ................................................................................................ 90
  4.6.1 Cochran’s Formula ..................................................................................... 91
  4.6.2 Sample Size Determination ...................................................................... 91
  4.6.3 Population Size ......................................................................................... 92
4.7 Mail Survey ........................................................................................................ 94
4.8 Ethical Considerations in the Study ..................................................................... 96
4.9 Administration of the Mail Survey ....................................................................... 96
4.10 Chapter Summary ............................................................................................... 97
CHAPTER 5. IDENTIFICATION OF CONCEPTS AND MEASURES LEADING TO THE DEVELOPMENT OF THE QUESTIONNAIRE

5.1 Introduction.................................................................98
5.2 Questionnaire Development ...............................................99
5.3 Positive and Negative Wording .........................................101
5.4 The Four Knowledge Management Styles and Knowledge Elements ..........102
  5.4.1 Descriptions of Knowledge Elements ................................102
5.5 Knowledge Availability.....................................................107
5.6 Knowledge Codifiableity ....................................................109
5.7 Knowledge Applicability....................................................110
5.8 Absorptive Capacity .........................................................112
5.9 Organisational Performance ..............................................113
5.10 Style Dispersion.............................................................114
5.11 Constructs and the Items..................................................115
5.12 The Scale Development...................................................120
5.13 Chapter Summary ........................................................121

CHAPTER 6. THE PILOT STUDY .............................................122
6.1 Introduction.................................................................122
6.2 The Planning Stage .........................................................125
6.3 Design Stage ...............................................................126
6.4 Conduct Stage .............................................................127
6.5 Evaluation Stage ..........................................................128
6.6 Descriptive Statistics ......................................................130
6.7 Scale Reliabilities ........................................................131
6.8 Scale Validity ..............................................................136
6.9 Cluster Analysis ..........................................................137
6.10 Limitations .................................................................139
6.11 Use Stage .................................................................139
6.12 Chapter Summary ........................................................140
CHAPTER 7. SURVEY DATA ANALYSIS ........................................................... 141
7.1 Preparation of the Survey Data for Statistical Analysis ..................... 141
7.2 Descriptive Statistic ............................................................................. 142
  7.2.1 Respondent Characteristics in Terms of Main Industry,
       Revenue and Employees’ Numbers ................................................. 144
7.2.2 Demographic of Study Sample ...................................................... 146
7.3 Validity of the Scales .......................................................................... 147
  7.3.1 Knowledge Applicability ............................................................... 147
  7.3.2 Organisational Performance ......................................................... 149
  7.3.3 Knowledge Availability ............................................................... 149
  7.3.4 Knowledge Management Styles .................................................. 150
7.4 Inter-rater Reliability .......................................................................... 153
7.5 Internal Reliability ............................................................................. 154
7.6 Non–Response Error Test .................................................................. 155
7.7 Chapter Summary ............................................................................... 157

CHAPTER 8. SURVEY FINDINGS: TESTING THE THEORETICAL
HYPOTHESES ......................................................................................... 158
8.1 Introduction......................................................................................... 158
8.2 Hypotheses Testing ............................................................................ 160
  8.2.1 Introduction .................................................................................. 160
  8.2.2 Testing the Underlying Assumptions for Multiple Regression ...... 161
    8.2.2.1 Linearity and Homoscedasticity .............................................. 161
    8.2.2.2 Normality ............................................................................. 162
    8.2.2.3 Multicollinearity ................................................................. 162
    8.2.2.4 Independence of Residuals .................................................. 162
    8.2.2.5 Outlier Analysis ................................................................. 162
8.3 Hypotheses H1-H4 ............................................................................ 163
8.4 Hypotheses H5-H6 ........................................................................... 167
8.5 Hypothesis 7 ................................................................................... 170
8.6 Hypotheses H8-H12 ......................................................................... 171
8.7 Hypothesis H13 ........................................................................................................175
8.8 Testing the Mediating Effect of Knowledge Availability and Codifiability ........177
8.9 Results of the Hypotheses Test ..............................................................................179
8.10 Chapter Summary ..............................................................................................184

CHAPTER 9. DISCUSSION AND CONCLUSIONS .........................................................186
9.1 Introduction ........................................................................................................186
9.2 Summary of the Main Findings ............................................................................186
9.3 Discussion of the Survey Findings ....................................................................188
  9.3.1 Research Question 1 Part 1: Hypotheses H1-H4 ........................................188
  9.3.2 Research Question 1 Part 2: Hypotheses H8-H11 ........................................193
  9.3.3 Research Question 1 Part 3: Hypothesis H12 .............................................194
  9.3.4 Research Question 2: Hypotheses H5-H7 ..................................................195
  9.3.5 Research Question 3: Hypothesis H13 .......................................................196
9.4 The Contribution to Academic Research ..........................................................196
  9.4.1 Academic Research Contribution 1 ............................................................197
  9.4.2 Academic Research Contribution 2 ............................................................198
  9.4.3 Academic Research Contribution 3 ............................................................198
  9.4.4 Academic Research Contribution 4 ............................................................200
  9.4.5 Academic Research Contribution 5 ............................................................201
  9.4.6 Academic Research Contribution 6 ............................................................201
9.5 The Managerial Contribution ............................................................................202
9.6 Limitations of the Study .....................................................................................204
9.7 Areas for Future Research ................................................................................205

REFERENCES ........................................................................................................208

APPENDICES ........................................................................................................229

  Appendix (I): Cover Letter for the Research Ethics Committee ............................229
  Appendix (II): Main Questionnaire .....................................................................230
  Appendix (III): The Ethics Committee Approval ..............................................238
  Appendix (IV): The Reminder Letter .................................................................239
  Appendix (V): Codebook ....................................................................................240

xiii
Appendix (VI): Descriptive Statistics for All the Variables..........................243
Appendix (VII): Knowledge Applicability Scale........................................244
Appendix (VIII): Organisational Performance Scale...................................247
Appendix (IX): Mann-Whitney test.............................................................249
Appendix (X): Cook’s Distance values of the predictors of Knowledge Availability vs. Adoption and Systemisation..................................................250
Appendix (XI): Centred leverage values of the predictors of Knowledge Availability vs. Adoption and Systemisation............................................251
Appendix (XII): Cook’s Distance values of the predictors of Knowledge Codifiability vs. Standardisation and Articulation.....................................252
Appendix (XIII): Centred leverage values of the predictors of Knowledge Codifiability vs. Standardisation and Articulation.....................................253
Appendix (XIV): Cook’s Distance values of the predictors of Performance vs. Knowledge Management Styles.........................................................254
Appendix (XV): Centered leverage values of the predictors of Performance vs. Knowledge Management Styles.........................................................255
Appendix (XVI): Significant Relationships in Regression Models..................256
| Table (1.1): A short Survey of KM Concept in the Literature from 1980-2002 | 6 |
| Table (3.1): An effect of the four KM Styles on K-Space Dimensions | 73 |
| Table (4.1): Condenses Procedures for Precision Improvement of Collected Data | 89 |
| Table (4.2): Comparative Information about three Methods for Collecting Data | 95 |
| Table (5.1): Five Knowledge Enablers and the Knowledge Elements | 103 |
| Table (5.2): Knowledge Functions for Individual, Group and Whole organisation | 109 |
| Table (5.3): Items Measuring Adoption Knowledge Management Style | 115 |
| Table (5.4): Items Measuring Systemisation Knowledge Management Style | 116 |
| Table (5.5): Items Measuring Standardisation Knowledge Management Style | 116 |
| Table (5.6): Items Measuring Articulation Knowledge Management Style | 117 |
| Table (5.7): Items Measuring Knowledge Availability | 118 |
| Table (5.8): Items Measuring Knowledge Applicability | 118 |
| Table (5.9): Items Measuring Knowledge Codification | 119 |
| Table (5.10): Items Measuring Organisational Performance | 119 |
| Table (5.11): Items Measuring the Absorptive Capacity | 119 |
| Table (6.1): Reasons for Conducting a Pilot Study | 123 |
| Table (6.2): Demographic Data for the Pilot Study | 128 |
| Table (6.3): Survey Items and their Relationship to the Measure of Interest | 129 |
| Table (6.4): Descriptive Analysis for the Pilot Study | 130 |
| Table (6.5): Internal Reliabilities for the Scales in the Pilot Study | 132 |
| Table (6.6): Correlation Matrix for Adoption Scale | 133 |
| Table (6.7): Correlation Matrix for Systemisation Scale | 133 |
| Table (6.8): Correlation Matrix for Standardisation Scale | 133 |
| Table (6.9): Correlation Matrix for Articulation Scale | 134 |
| Table (6.10): Correlation Matrix for Knowledge Availability to Individuals | 134 |
| Table (6.11): Correlation Matrix for Knowledge Availability to Departments | 135 |
| Table (6.12): Correlation Matrix for Knowledge Availability to the Whole Organisation | 135 |
| Table (6.13): Correlation Matrix for Knowledge Application Scale | 135 |
| Table (6.14): Correlation Matrix for Performance Scale | 136 |
| Table (6.15): Correlation Matrix for Absorptive Capacity Scale | 136 |
Table (6.16): Knowledge Management Styles Average Correlation within the Scale Vs. Average Correlation Between the Scales ................................................ 137

Table (6.17): Applicability and Absorption Capacity Average Correlation within the Scale Vs. Average Correlation Between the Scales Correlation ................................. 137

Table (6.18): Agglomeration Schedule for the Four Knowledge Management Styles Items .......................................................... 138

Table (7.1): Respondent Characteristics ........................................................................ 144
Table (7.2): Demographic Data for the Main survey ...................................................... 146
Table (7.3): Results of Factor Analysis for the Knowledge Applicability Scale .......... 148
Table (7.4): Results of Factor Analysis for the Organisational Performance Scale .... 149
Table (7.5): Loading factor of Knowledge Availability ................................................. 150
Table (7.6): Loading factor of the Items of the Four Knowledge Management Styles .......................... 151
Table (7.7): Goodness of Fit Index and the significance of Chi-square for the Knowledge Management Styles ................................................................. 152
Table (7.8): Inter-rater Reliability for all the Scales......................................................... 153
Table (7.9): Internal Reliability for all the Scales in the Main Study ................................ 154
Table (8.1): All Types of Analyses use in each Phase in the Framework ....................... 159
Table (8.2): All Separate Analyses use to Test the Rest of the Hypotheses ................. 160
Table (8.3): Collinearity Statistics: Adoption and Systemisation vs. Knowledge Availability ................................................................. 164
Table (8.4): Results of Multiple Regression Analysis for Adoption and Systemisation vs. Knowledge Availability ................................................................. 165
Table (8.5): Collinearity Statistics: Standardisation and Articulation vs. Knowledge Codifiability ......................................................................................... 166
Table (8.6): Results of Multiple Regression Analysis for Standardisation and Articulation vs. Knowledge Codifiability ......................................................................................... 167
Table (8.7): Collinearity Statistics: Knowledge Availability and Knowledge Codifiability vs. Organisational Performance ................................................................. 168
Table (8.8): Results of Multiple Regression Analysis for Knowledge Availability and Knowledge Codifiability vs. Organisational Performance ................................................................. 168
Table (8.9): Moderating Effect of Knowledge Applicability part 1 ............................. 169
Table (8.10): Moderating Effect of Knowledge Applicability part 2 ............................ 170
Table (8.11): Collinearity Statistics: Knowledge Management Styles vs. Organisational Performance ............................................................... 172

Table (8.12): Results of Multiple Regression Analysis for Organisational Performance vs. Knowledge Management Styles ........................................................................ 173

Table (8.13): Box’s M Test for the four Knowledge Management Styles in term of Industry type Effect ........................................................................... 176

Table (8.14): KMO and Bartlett’s Test for the Four Knowledge Management Styles ................................................................................ 176

Table (8.15): Industry type and the four Knowledge Management Styles .......................................................... 177

Table (8.16): Mediating Analysis Result (Beta values) .................................................................................... 178

Table (9.1): A summary of the Research Hypotheses .............................................................................. 186

Table (VII.1): Correlation Matrix for the Knowledge Applicability Scale ................................................ 244

Table (VII.2): KMO and Bartlett’s test for the Knowledge Applicability Scale ........................................ 244

Table (VIII.1): Correlation Matrix for the Organisational Performance Scale .............................................. 247

Table (VIII.2): KMO and Bartlett’s for the Organisational Performance .................................................... 247

Table (VIII.3): Anti-image Correlation of Organisational Performance Scale .............................................. 247
LIST OF FIGURES

Figure (1.1): Represents the Survey Result in Table 1.1 ........................................ 6
Figure (1.2): Basic Model for the Organisational Performance .......................... 12
Figure (1.3): Knowledge Creation Mediates the Relationship between Knowledge Management Styles and Organisational Performance .................. 15
Figure (2.1): Nonaka Four Modes of Knowledge Conversion .............................. 49
Figure (2.2): Dimensions of I-Space ................................................................. 55
Figure (3.1): K-Space ....................................................................................... 62
Figure (3.2): K-Space Showing the Four Planes on Cube .................................. 68
Figure (3.3): Knowledge Enabling Cycles in K-Space ...................................... 69
Figure (3.4): The Adoption Force .................................................................... 69
Figure (3.5): The Standardisation Force ........................................................... 70
Figure (3.6): The Systemisation Force ............................................................... 71
Figure (3.7): The Articulation Force .................................................................. 72
Figure (3.8) Framework Depicting the Relationship between the KMSs and Knowledge Creation ................................................................. 74
Figure (3.9): The Integrative Research Framework ............................................. 78
Figure (4.1): The Concept of Knowledge Availability ........................................ 87
Figure (5.1): Steps Used to Develop the Scales .................................................. 120
Figure (6.1): Pilot Steps ................................................................................... 124
Figure (8.1): The two Phases of the Analysis of the Framework in Figure 3.9 ...... 159
Figure (8.2): Scatterplot: Adoption and Systemisation vs. Knowledge Availability ................................................................. 163
Figure (8.3): Scatterplot: Knowledge Management Styles vs. Organisational Performance .......................................................................... 171
Figure (VII.1): Screen Plot for the Knowledge Applicability Scale ................ 246
Figure (VIII.1): Screen Plot for the Organisational Performance Scale ...... 248
<table>
<thead>
<tr>
<th>ACRONYMS</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC</td>
<td>Absorptive capacity</td>
</tr>
<tr>
<td>CKO</td>
<td>Chief Knowledge Officer</td>
</tr>
<tr>
<td>CRCC</td>
<td>Create the Right Context Cycle</td>
</tr>
<tr>
<td>GLKC</td>
<td>Globalise Local Knowledge Cycle</td>
</tr>
<tr>
<td>IKVC</td>
<td>Instill Knowledge Vision Cycle</td>
</tr>
<tr>
<td>I-Space</td>
<td>Information Space</td>
</tr>
<tr>
<td>KC</td>
<td>Knowledge creation</td>
</tr>
<tr>
<td>KM</td>
<td>Knowledge management</td>
</tr>
<tr>
<td>KMS</td>
<td>Knowledge Management Style</td>
</tr>
<tr>
<td>K-Space</td>
<td>Knowledge Space</td>
</tr>
<tr>
<td>MANOVA</td>
<td>Multiple Analysis of Variance</td>
</tr>
<tr>
<td>MCC</td>
<td>Manage Conversations Cycle</td>
</tr>
<tr>
<td>MKAC</td>
<td>Mobilise Knowledge Activists Cycle</td>
</tr>
<tr>
<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and development</td>
</tr>
<tr>
<td>SECI</td>
<td>Nonaka's SECI Model</td>
</tr>
<tr>
<td>SME</td>
<td>Small and Medium Enterprise</td>
</tr>
</tbody>
</table>