



NEAR EAST UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES

INNOVATION AND KNOWLEDGE MANAGEMENT PROGRAM

**A QUANTITATIVE ANALYSIS OF THE IMPACT OF KNOWLEDGE MANAGEMENT ON
CORPORATE SOCIAL RESPONSIBILITY AND ORGANIZATIONAL PERFORMANCE:
“A CASE STUDY OF THE EURO ZONE”**

GABRIEL ODILI OLISE

MASTER'S THESIS

NICOSIA
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MASTER'S THESIS

THESIS SUPERVISOR
ASSOC. PROF. DR. BEHIYE TUZEL CAVUSOGLU

NICOSIA
YEAR 2021

ACCEPTANCE/APPROVAL

We as the jury members certify the 'A QUANTITATIVE ANALYSIS OF THE IMPACT OF KNOWLEDGE MANAGEMENT ON CORPORATE SOCIAL RESPONSIBILITY AND ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF THE EURO ZONE' prepared by the **GABRIEL ODILI OLISE** defended on 28/06/2021 has been found satisfactory for the award of degree of Master.

JURY MEMBERS

.....
Assoc. Prof. Dr. Behiye Tuzel Cavusoglu (Supervisor)

Near East University
Faculty Of Economics And Administrative Sciences
Department Of Innovation And Knowledge

.....
Asst. Prof. Dr. Nuru Giritli (Head of Jury)

European University of Lefke
Department of Economics

.....
Prof. Dr. Mustafa Sağsan

Cyprus International University
Department of Business Administration

.....
Prof Dr Hüsnü Can BASER

Head of Graduate School of Social Sciences

DECLARATION

I Gabriel O, Olise hereby declare that this dissertation entitled: A quantitative analysis of the Impact of Knowledge Management on Corporate Social Responsibility and Organizational Performance: "A case study of the Euro zone," has been prepared myself under the guidance and supervision of 'Assoc,Prof,Dr,Behiye Tuzel Cavusoglu' in partial fulfilment of the Near East University, Graduate School of Social Sciences regulations and does not to the best of my knowledge breach and Law of Copyrights and has been tested for plagiarism and a copy of the result can be found in the Thesis.

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Gabriel Odili Olise

DEDICATION

I dedicate this thesis to my support stsyem:

First, to God almighty for making resources available and keeping me in good health through out the period of this program.

Second, to my loving family who through their prayers gives me strenght and courage to push on.

Finally, special dedication to my dearest sister Ms Dianne Cole for constant encouragement, inspirations and material support toward the realization of this program

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Again, my gratitude goes to my dearest Sister Ms Dianne Cole for her wholehearted support through out the duration of this program, if anyone deserve thanks it is you.

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Gabriel O, Olise

ABSTRACT

A QUANTITATIVE ANALYSIS OF THE IMPACT OF KNOWLEDGE MANAGEMENT ON CORPORATE SOCIAL RESPONSIBILITY AND ORGANIZATIONAL PERFORMANCE: “A CASE STUDY OF THE EURO ZONE”

Knowledge management strategy is becoming more popular among organisational players to improve internal operational efficiency and boost overall performance. The central idea behind this study is to draw the attention of decision makers to extend knowledge management from within organisational compartment to external stakeholders, using the concept of social capital to increase “organizational-society relationship”. In order to incorporate social-environmental issues into operational management, the study investigated the impact of knowledge management on corporate social responsibility and organisational performance. 40 most sustainable corporations within the European zone were extracted and studied with quantitative research design, the result shows positive correlation among the three variables, which correspond to previous literature. The idea of extending knowledge management strategy beyond organisational processes to external stakeholders to enable knowledge re-engineering was a rare notion among scholars.

Keywords; Knowledge Management, Corporate Social Responsibility, Organisational performance, Social Capital, Stakeholders, Knowledge re-engineering.

ÖZ

A QUANTITATIVE ANALYSIS OF THE IMPACT OF KNOWLEDGE MANAGEMENT ON CORPORATE SOCIAL RESPONSIBILITY AND ORGANIZATIONAL PERFORMANCE: “A CASE STUDY OF THE EURO ZONE”

Bilgi yönetimi stratejisi, iç operasyonel verimliliği artırmak ve genel performansı artırmak için örgütsel oyuncular arasında daha popüler hale geliyor. Bu çalışmaların arkasındaki ana fikir, bilgi yönetimi kavramını kullanarak örgütsel bölümlerinden dış paydaşlara genişletmek için karar vericilerin dikkatini çekmektir. Sosyal-çevresel konuları operasyonel yönetime dahil etmek ve “örgüt-toplum ilişkisini” artırmak için sosyal sermaye çok önemlidir. Bu nedenle çalışma, bilgi yönetiminin kurumsal sosyal sorumluluk ve örgütsel performans üzerindeki etkisini araştırdı. Avrupa bölgesindeki en sürdürülebilir 40 şirket belirlenerek ve nicel araştırma tasarımı ile analizler yapıldı. Sonuç önceki literatüre karşılık gelen üç değişken arasında pozitif korelasyon olduğunu gösterdi. Bu çalışmanın orijinalliği ve önemi, bilim adamları arasında nadir görülen bir kavram olarak bilginin yeniden mühendisliğini sağlamak için bilgi yönetimi stratejisini organizasyonel süreçlerin ötesinde dış paydaşlara genişletme fikrine dikkat çekmekti.

Anahtar Kelimeler; Bilgi Yönetimi, Kurumsal Sosyal Sorumluluk, Örgütsel performans, Sosyal Sermaye, Paydaşlar, Bilgi yeniden mühendisliği.

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ABBREVIATIONS

OKM Organizational Knowledge Management

CSR Corporate Social Responsibility

OP Organizational Performance

SCF Success Critical Factors

BSC Balance Score Card

INTRODUCTION:

The dynamic nature of the socio-economic environments initiated by forces of globalization, regional unification, and business activities has propelled societies and organizations of all sizes to define new ways of interacting with each other, if the environments, societies and organizations were to continue to exist in harmony, there has to be a mutual understanding between the trio, which can only be possible through an effective and integrated approach, capable of serving as a mechanism of input and output strategy, combine with a practice that is beneficial to all stakeholder's, and also meeting the economic objectives of businesses, thus, most 500 fortune companies have integrated Knowledge Management (KM) into their operational strategy, this is due to its proven track record of helping companies achieved sustainable and competitive advantage through innovative practices (Kiantol et,al, 2013).

Knowledge generations, acquisitions, and diffusion is now a managerial strategy used by organizations to respond to current societal trends, knowledge management system is now being installed by global firms to effectively managed internal and external organizational knowledge processes, which in turn drive innovations and sustainable development. These knowledge generation processes can help an organisation to maximized its operations and services and also help to map out strategies of tackling its social and environmental issues (Balogun and Jenkins, 2003). Furthermore, Jackson, (2005), recognised, knowledge management as an internal processes of organisations while corporate social responsibility is external concern of stakeholders.

CHAPTER 1

BACKGROUND

1.1 Background overview of the study:

This research is a work borne out of curiosity to explore further into the application coverage of knowledge management, and its influence and benefits to institutions. As the concept continue to gain the attention of both public and private entities, related literature on knowledge Management suggests that, there is a strong relationship between Knowledge management, organizations innovative capacity, and sustained competitive advantages, this they claimed is due to its scope, structure and applications. Therefore, it is not only about knowledge creation, but also important, is the identification, acquisitions, location and sourcing of the right knowledge both within the internal and external environments of an organization, and also, transferring this knowledge through an effective social network, departments such as Research and Development, Public Relations, knowledge workers, etc. Increases collaborations among social groups and in turned leads to increased performance. The concepts of organizational social capital- that is, the value found in a network of relationships, which is one of the key terms used in measuring knowledge management best practices will be view as a “resource” used by organizational knowledge managers to strengthen the organization internal relationship across functional departments, and also connect external stakeholders

in order to established social ties, which invariably improve performance (Pfeffer and Salancik,1978).

Organisations used knowledge management as a tool that can help scale, renewed, and facilitate the development of their resources and human capital. Nonaka (1994), in his literature on Knowledge creation, organisations are perceived as a system that processes information in order to solve organisational and societal problems, central to his idea is how organisations handle informations and decision making in an ever changing environments, he believed that the solution is in the input-process-output of hierarchy of information processes, however, he also pointed a link between the two concepts by stating that, any organisations that is able to deal with the “dynamics” occurring in the environment does not only processed information efficiently, but also create knowledge imposed by the environment, it is this continuous flow of interactions between the organisations and the environment is what transformed into innovation and competitive advantage, because organisations are able to recreate and translate new knowledge into sustainable products and services.

It is no longer news, that the aim of doing business is being broaden from economic responsibility to include social and environmental responsibilities. The challenge for organizations is how best they can respond to these myriad rising issues of societal and environmental concerns fueled by local and international stakeholders, how organizations can initiate a sustainable development roadmap so that, they can consistently innovate for a sustainable society.

In light of the above, the researcher will not only focus attention on the internal processes of organizational knowledge used in daily office environments, but how

organizational Knowledge Management (KM) can spread its facts-finding and collaborative tentacles into the fabrics of sociocultural, economic, and political environments of its existence, thus, the researcher present a developed framework to help organizations managed both its internal processes and stakeholders demands, this is the foundation of this studies, to enable organizations address some of the salient issues of concerns, which can possibly lead to a two way feedback mechanism for the benefits of both the economic and non-economic stakeholders, hence knowledge management will be treated here, as playing a bridging role between organizations and relevant stakeholders to ensure the continuity of the system.

1.2 Statement of Research Problem:

The main challenge for organizations is how best to aligned the economic objectives of their business to those of social and environmental demands, since societies now expect a degree of responsibilities from businesses and as a part of a social system, organizations are obliged to respond in a way that is beneficial to all stakeholders.

So in this research work, Knowledge Management strategy will be view as an organizational interactive tools that can be used for the effective management of organizational knowledge, which is capable of enhancing collaboration between organizations and its stakeholders, thus, the researcher is wondering if knowledge management strategy can help companies meet their economic responsibilities and at the same time balance their activities to meet those societal and environmental responsibilities.

1.3 Main Research question:

Therefore it is necessary to ask the following research question. What is the impact of knowledge Management on Corporate Social Responsibilities and Organizational Performance? To address this question, past relevant literature will be review, hypothesis will also be formulated around these 3 variables to fully investigate the impact that knowledge management will have on Corporate Social Responsibility and if it will also affect the performance of organizations.

1.4 Aim of the study:

Campaigners of Corporate Social Responsibility (CSR) such as special interest groups, Nongovernmental organisations (NGO's), Trade associations and relevant stakeholders, proposes that, since organisations belong to a much larger social system they have a responsibility to play in order to create a more sustainable social environment, United Nations Industrial development Organisation stated that, Corporate Social Responsibility (CSR) is now a management concepts integrated into the organisation operations in order to address existing and rising social and environmental concerns.

Therefore the focus of this studies is to present a knowledge management framework that can help:

- Organization to use KM as a tool to integrate CSR initiatives, collaborate and work together with its stakeholders, innovate and initiate sustainable development

- Companies who are already practicing CSR but still find it challenging to integrate and address emerging social and environmental concerns into their business operations
- Launch an investigation into the linear effect of KM on CSR and its continuous impact on Organizational performance, this will be achieved through:

1-knowledge re-engineering.

2-Improved Performance.

3-Increase collaboration.

CHAPTER 2

LITERATURE REVIEW

Both manual and online searched were launched, in order to find related literature, but there seems to be a limited research work, the few ones only treated either two of the concerned variables and not a linear discourse on the three variables among such paper work is:

2.1 Related Research on the concepts of KM, CSR, OP

Preuss & Pashon (2009) in their paper work on knowledge Management (KM) perspectives of Corporate Social Responsibility (CSR) opined, that knowledge management processes can have a positive or negative impact on Corporate Social Responsibilities and also identify 2 knowledge management approach – KM as an element and KM as a process. According to Pashon et al. (2009), this two approaches systematically determine how organisations manage knowledge around Corporate Social Responsibilities, their idea is drawn from Newell et al.(2001) and Scarbrough, (1996); who argued, that knowledge Management exist in two form. A static perspective of the element that needs to be developed to facilitate knowledge capture, and a dynamic view of knowledge processes that lead to utilization and renewal, these two types has earlier being pointed out by Henderson and Clark (1990), as a component knowledge embedded in products and architectural knowledge which is coded in a system. A comparative analysis of

knowledge management perspective was made to identify areas links to Corporate Social Responsibility, from the element and process view point.

The element view of corporate social responsibility, knowledge is based on technical knowledge, whereas the Process view define new ways of working with various stakeholders and CSR advocates, this article lays a sound foundation of knowledge Management angle of Corporate Social Responsibility.

Skrzypek, (2013) theorized that, knowledge management is a tool supporting Corporate Social Responsibility in terms of sustainable development, this article only reveal the relationship between knowledge management and Corporate Social Responsibility for the sole aim of promoting sustainable development within the framework of organizations. This paper emphasized more on knowledge as a “resources” used by organisations to achieve growth and gained competitive advantage in a knowledge economy, importance is placed on organisational culture, employees philosophies, competency and qualities, capable of strengthening the market position of the firm. Because firm is considered successful, only when this happened, suggesting that, the concepts of knowledge management and sustainable development fit in when political, social and economic issues are considered in order to meet the needs of communities. This view is in alignment with the definition provided by Environment Protection Act, (2001). That sustainable development is the development that meet the needs of the present generations without compromising the ability of future generations to meet their own needs.

Siddiq and Javed (2014) published an article on European Journal of Business and Management (EJBM) titled: “the impact of Corporate Social Responsibility on

Organizational Performance” mainly focused on the importance of CSR on organizational performance, especially in the area of financial performance and how CSR can be used to improve shareholder and stakeholders relationship. This article draws idea from previous researched of Wood and Jones (1995), which pointed a consistent relationship between social and financial performance of firms.

Hill (2006) also suggested transparency of business to stakeholders which can result in profit maximization, the paper emphasized the importance of CSR to corporations.

Valmohammadi and Ahmadi (2014), researched the impact of knowledge management practices on organisational performance, focusing on seven critical success factors (CSF)- the role of leadership, organizational culture, KM strategy, processes and activities, training and education, information technology then motivation and rewarding system on organizational performance, with the introduction of the Balance Score Card (BSC) concept framework to examine the effect of KM on organizational performance a case studies of Iran National Petrochemical Company. The literature highlighted the best approach to adopting Knowledge Management strategies through identification of CSFs. Wong and Aspinwall (2005) by leadership roles, managers and individual commitment was sighted to be a critical success indicator in enhancing organizational learning. Anantatmula (2008) was associated to organizational culture which means the character of the organization is displayed by the people in the organizations, i.e pattern of communications, relationship and hierarchy. Tseng (2010) searched on the Knowledge Management Strategy, his review stressed that organizations need to define what action is supposed to be taken for competitiveness, and what is really

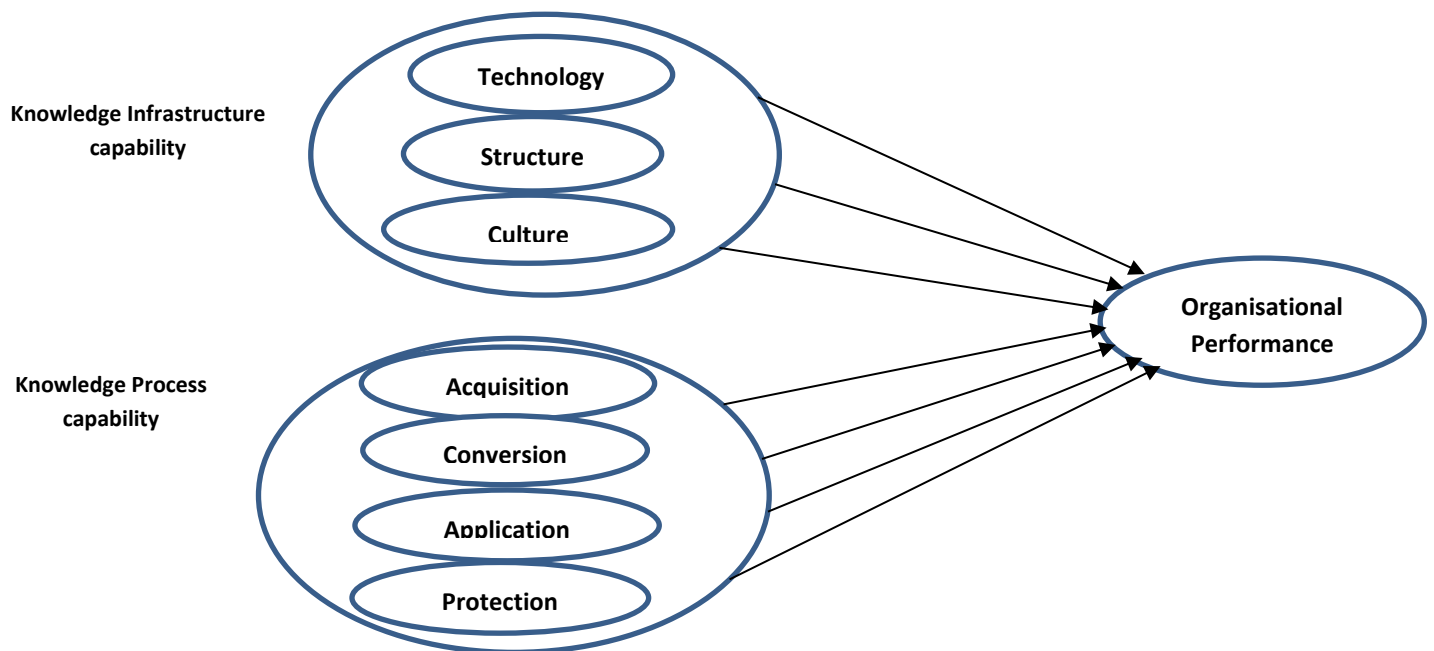
been done to identify strategic gap, then adopt Knowledge Management strategy to explore, exploit and identify knowledge sources and integrate this knowledge into the organization value chain. While Processes and activities success factor include all activities during KM implementation from knowledge creation, storing, transferring retrieving and describing it. Dalkir (2005) had another critical success factor includes Training and education, Information technology, Motivation and rewarding system, the key concept on these studies is the Balance Score Card Approach which, measure the cause and effect of KM on performance using four items of Finance, Customer, Business, Learning and growth. (Kaplan and Norton, 1990).

Ling et al (2016) researched on how knowledge management can help in the successful implementation of CSR in manufacturing companies in Vietnam. According to this article Knowledge Management (KM) can be classified into 3 categories namely, Social Issues, IT- centered, and Human- centered, and further concluded that KM has a significant influence on the successful implementation of CSR and that, social Issue is very important and must go along with Human-centered and IT-centered KM. This studies contends that, based on previous publications that KM and CSR are closely related because organisations which utilizes knowledge are enshrined in the society as such, deals with social issues, products and service qualities, workplace environments, Health and safety of the environment (Wood (1991); Turker (2009); Bowd et al (2006)). Hence KM enable a firm to manage its CSR practices and thereby avoiding white collar crime and its catastrophic consequences for both the business and society (Guadamillas et al, 2011).

Boafo and Kokuma (2016) in their paper aimed to find out the impact of Knowledge Management on Organisational Performance of Vodafone in Ghana. Since most companies operating in Ghana do not engaged in CSR practices like their counterpart in western world (Kwesi Amponsa, CSR in Ghana p109), this publication presented a detailed discussion of the benefits of Corporate Social Responsibility for both the firms and communities. Thus, a clarion call for firms in developing nations to integrate and implement social and environmental issues into their strategic operations.

The researched done by Mills and Smith, (2010) evaluated the impact of specific knowledge Management resources, such as knowledge management enablers and processes on organizational performance, using the (Gold et al, 2001) Model of Knowledge management capabilities that, the multidimensional concepts of KM process which include acquisitions, conversions, applications and protections. While KM infrastructure include technology, organizational structures and culture, however Mills and Smith (2010) attention was on the individual KM Resources i.e., acquisitions, conversions, applications and protection, technology, structure and culture with the use of a Structural model to depict the differential effect of individual resources on organizational performance, this will then provide a useful insight into Knowledge Management.

Figure 1, A decompose model of Knowledge Management Capability (Mills et al, 2010).



Source: Adapted from Annette M. Mills and Trevor A. Smith, “Knowledge management and Organizational performance: a decompose view,”

Related literatures have demonstrated severally, that there is a consistent relationship between Knowledge Management, Corporate Social Responsibility and Organizational Performance, but gap appear in both earlier and recent research on how organizations can continuously incorporate rising social and environmental issues into existing corporate strategy to meet the “Dynamism occurring in space”, as Bali et al, (2009), pointed out that, “ A trend or pattern in the Environments occurring within a timeframe”. It is also important to note that, most of these publications only examine either of the two variables. Obviously this will be the first direct research paper to investigate the Linear impact of Knowledge Management on Corporate Social Responsibility with a direct and indirect impact on Organizational performance, it is also vitally important to re-establish the key purpose of this research which is to:

- Show how organizations can use KM as a tool to integrate CSR initiatives, innovate and initiate sustainable development.
- Help Companies who are already practicing CSR but still find it challenging to integrate and address emerging social and environmental concerns into their business operations
- Launch an investigation into the linear effect of KM on CSR and its continuous impact on Organizational performance, this will be achieved through:

1-Knowledge Management re-engineering.

2-Improved Performance through KM.

3-Increase collaboration of stakeholders through KM.

2.2 Definition of Concepts:

A structural literature review have been established on the concepts of KM, CSR, and OP, now let consider these variables on individual basis, their meaning, and scope.

2.2.1 The Concept of Knowledge Management:

The concept of knowledge management continue to gain more attention among organizational players and stakeholders, as a result of the continuous shift from products economy to knowledge economy. However scholars in the field of knowledge management has successfully differentiated Knowledge from Knowledge Management, though there exist varied definitions of Knowledge, but for the purpose of this research, we will consider few definitions that are most relevant.

Davenport and Prusak (2000), defined knowledge as know-how and experience of an individual which include norms and inputs from their surroundings, Gamble et al further expanded this definition to include a collection of experiences, values, contextual information, expertise, and intuitions, that provide an environment for evaluating and incorporating new experiences and information to the corporation, this is then coded in documents, repositories and make up the organisational culture (Gamble and Blackwell, 2001).

At this point, it is imperative to differentiate the two types of knowledge that exist in an organisations which are Tacit Knowledge i.e the know-how, experiences and uncodified knowledge embedded in the mind of people, while Explicit Knowledge are coded in documents, contextualized, store and retrieved for usage. Both types of knowledge are transferable through interaction and relationship (Nonaka,1994). Thus, according to Zack (1999); knowledge management as a process through which knowledge is created, share and utilized in the organization.

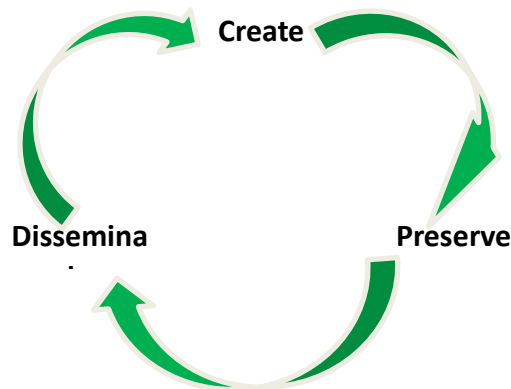
Haggie and Kingston (2003) acknowledged, that Knowledge Management in the knowledge economy is the acquisition, creation, and transfer of knowledge in order to achieve strategic economic gain and further add value to all facet of life using advance information technologies and human capital.

Bontis et al, (2003) articulated that, organizational performance is entirely depended on how well an organization is able to leverage the knowledge asset of its workforce to produce and share new knowledge which positively affect business performance.

Gomez et al (2011) theorized that knowledge obtained from different stakeholders help an organizations to aligned its business strategy to CSR principles and further offer the company business opportunities at the long term.

Figure 2 is a typical and simple illustration of how knowledge is managed in a global organisations.

Figure 2. The life cycle of knowledge in a global firm (Salisbury, 2003),



Source: Mark Salisbury, "A framework for managing the life cycle of knowledge in a global Organisation,"

The first phase is creation of new knowledge which take place when a new problem is solved by the members of an organization through projects implementation, dialogues and collaborations. The next phase is preservation of the newly created knowledge that initiated the solutions to the problems, and all the actions taken to solve the problems is described and preserved in the second stage, which is then disseminated at the last phase among organisational stakeholders, which can still be applicable in solving similar future cases. A more comprehensive model of knowledge management in a multinational organisations have being developed by Sagsan (2006); called knowledge management life cycle Model which comprises of five stages in the knowledge kitchen.

1-Knowledge Creating: This requires members of the organisations to enter into the knowledge kitchen to brain storm, articulate and pen down opinions, ideas and explores the skills and experience of organisational members or communities of practice, through this process two form of knowledge can appear, which is Tacit and explicit knowledge mentioned above.

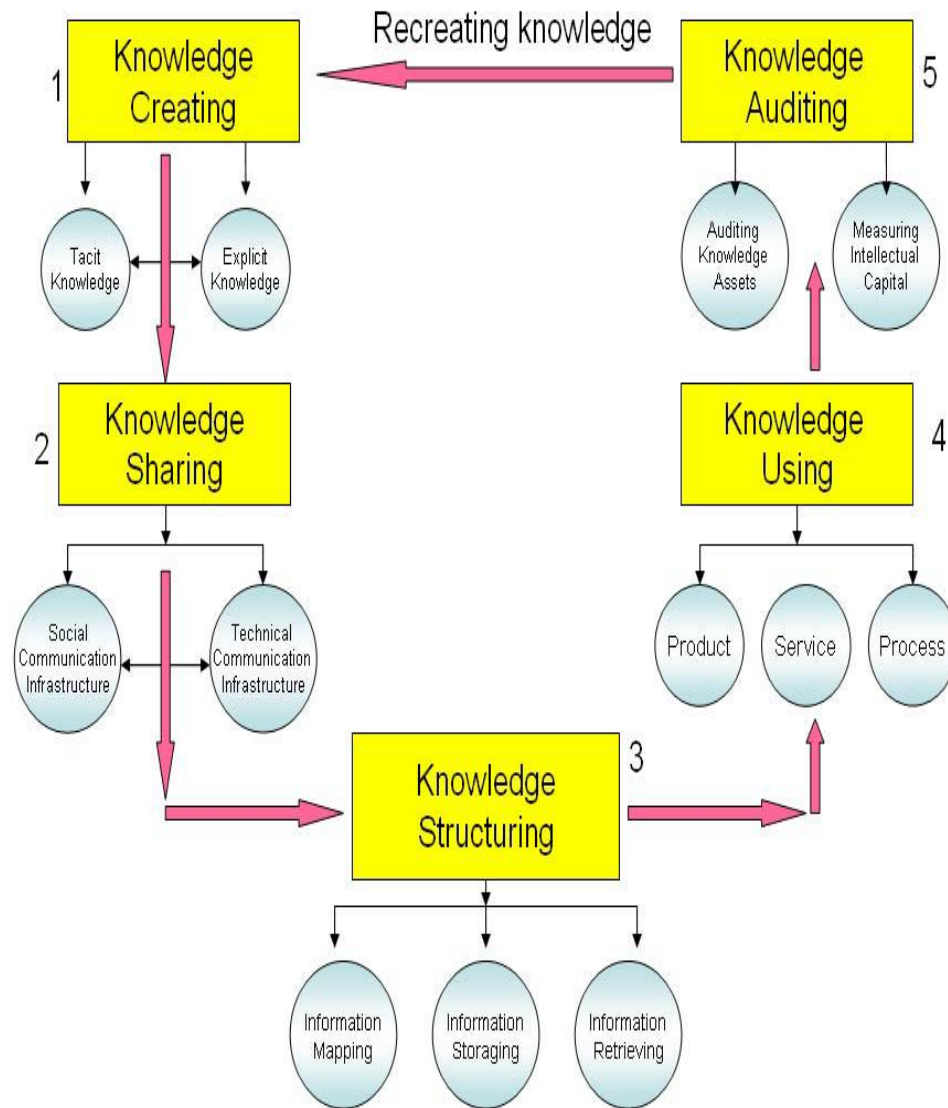
2-Knowledge sharing; knowledge sharing is the second stage which is done through Social communication infrastructures, that is through interpersonal interactions and relationships and while Technical infrastructure is aided with technology supported equipments.

3-Knowledge structuring; This stage comprises of three sub-division of Information Mapping-this is determining the sources of information within the organisations and what organisational players know, while information Storing is supported with technical electronic devices to store information in a way that it can be easily retrieve.

4-Knowledge using; Is the fourth stage, which is the main purpose of organisational knowledge management i.e knowledge is transform into tangible products, to support and improved service quality, strategic operations and work processes in order to gain and sustained competitive position. The last stage in the knowledge kitchen is

5-Knowledge Auditing stage; this is an evaluation stage where the amount of knowledge used in the work process, product makeup and services is measured, what new knowledge is available for reintegration. The last stage of the life cycle model of KM is very crucial to this studies, because, it help organisations to measure, evaluate and re-strategized their operations.

Figure 3. New Life cycle model of Knowledge Management (Sagsan, 2006)



Source: Mustafa Sagsan, A new life cycle model for processing knowledge management.

From the foregoing, knowledge management is essentially about creating, sharing, and preserving knowledge for quicker and easier access to informations within the organization in order to achieve a defined organizational goal, knowledge

management is all about gaining access to the right knowledge at the right time and to be apply to the right job at the right place.

2.2.2 The concept of Corporate Social Responsibility:

This means that companies be committed in meeting the triple bottom-line responsibilities I.e Economic, Social, and Environmental responsibilities to its internal and external stakeholders by complying with legal and ethical standards in their business operations. One of such definition is provided by: Bowd et al, (2006). According to them ethical system should be the guiding footprint for business operations which is demonstrated by actively participating in community development, charity donations, corporate governance, involvement in social issues, improved product quality and service, respect for human right, social norms, and environmental protection. Turker (2009) identify four components of CSR e.g CSR to Society, CSR to employees. CSR to customers and CSR to government. Portal and Kramer (2002) identify corporate philanthropy, on a broader note, Corporate Social Responsibility (CSR) is when a corporation seek to aligned its value, behaviours and strategic operations to various stakeholders such as employees, customers, suppliers, government, environmental groups and all those special interest groups who are impacted by the business operations of the company (Mallin,2009).

For the purpose of this research I will subscribed to the definition given by European Commission (2008), that CSR is when a company integrate social and environmental concerns into its business operations and their interactions with stakeholders on a voluntary basis, and not just complying to legal expectations but

also investing on the development of human capital, environment and increased interaction with stakeholders. Studies have shown that there is a strong link between Corporate Social Responsibility (CSR) and a firm performance, this is one, out of many drivers for organisations to engage in socially responsible business practices, however there seems to be a loophole or an effective approach toward the management of CSR activities (White et al. 2004), which is one of the major purpose behind this research endeavour, this figure is used by (Carroll, 1991), to sum up the definition of Corporate Social Responsibility

**Figure 4. Pyramids of Corporate Social Responsibility (Carroll, 1991)
(The Stakeholders Model)**



Source: Archie B, Carroll, "The Pyramids of Corporate Social Responsibility: Toward the moral management of organisational stakeholders" .

This pyramids according to Carroll(1991) present a comprehensive coverage of the four components of CSR focused, which begins with the primary aim of business the economic performance, then upward to legal compliance and best practices, and operating beyond codifies law to ethical standards of fairness, just and right, openness to stakeholders and judicious use of environmental resources, a term broader to covered norms and values, and lastly, philanthropic responsibilities of giving back to the society through financial support, capacity building, scholarships and other philanthropic acts. It is important to note that CSR activities evolve over time, and differ from place to place, as a result organisations constantly are confronted with these changes and must quickly adjust their strategies to accommodate these forces of concerns, and this is a major challenge for organisations, which is the single most important reason for this research to help with a model capable of addressing these varied issues.

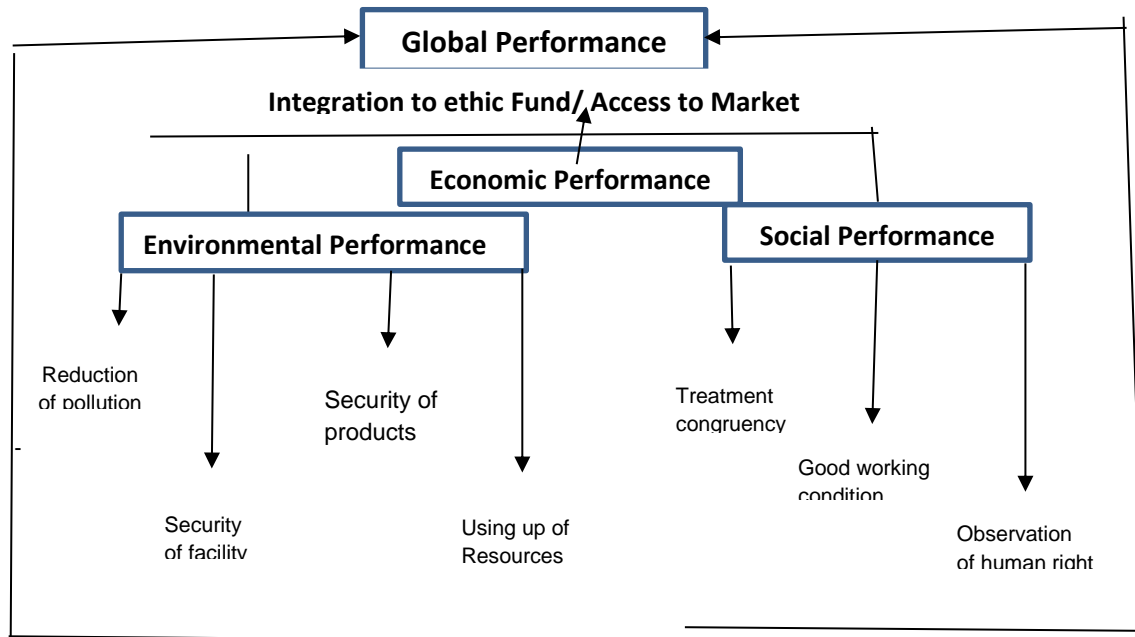
2.2.3 The concept of Organizational performance:

This is a terminology that measure how organizations are achieving set organizational goals and objectives or expected result, organizational effectiveness, innovativeness, efficiency, quality of work, and product quality are some of the common terms used in describing a firm performance (Ostrom,1975, Morgan,1984, Rolstadas,1998, Rogers, 1990, Selden, 2000). On a more elaborate form Luo et al, (2012); defined Organisational performance in terms of economic and operational performance: Economic performance-includes all financial and market result such as market share, profits, return on investment and all economic metrics, while Operational performance includes customers satisfactions, loyalty, organisation's social capital, and competitive position. Lorsch (1970 and Jenatabadi (2015) argued

that firms are perceived to be relevant when they are able to balance their internal capabilities and resources with environmental and stakeholders demands, such firms have a higher tendency to perform better. Richard et al. (2009); articulated that, organisational performance (OP) refers to financial performance, product market performance, shareholders return and organisational effectiveness which includes, customer satisfactions, corporate social responsibility and other non-financial indicators such as product and service quality, products development and level of productivity. Jianu (2006) stated that, a performing organisations create added value to its shareholders, meet customer requirements, take into account opinions of stakeholders and protect the environments.

Both earlier and recent literatures have consistently used similar concepts in trying to find meaning to organisational performance, but for the purpose of this research paper, it is important to consider Reynaud definition of global organisational performance that integrate the Triple bottom-line (TBL) of Economic, Social and Environmental responsibilities (Reynaud 2003).

Figure 5. Global Performance Model (Reynaud 2011)



- | | |
|--|---|
| 1 Reducing direct cost | 2 Reducing possibilities of strike type phenomena |
| 3 Reducing accident and legal risk | 4 Employees encouragement |
| 5 Gain of image | 6 Facilitate personal recruitment |
| 7 Opportunity for new product creation | |

Source: Adapted from Ion Elena-Iuliana and Criveanu Maria, "Organizational Performance- A concept that self-seek to find itself"

According to the model, performance of economic, social and environmental aspect is the total outcome of global performance, this is a "holistic approach" to the definition of organizational performance given the shifting interplay between business-society relationship in recent times.

CHAPTER 3

CONCEPTUAL FRAMEWORK AND HYPOTHESIS FORMULATION

This model is being conceived to critically examine the impact of organizational knowledge management (OKM) on Corporate Social Responsibility (CSR) and Organizational Performance (OP). Drawing ideas from a system theory, since organisations are considered to be a subsystem to a much larger interactive social system, made up of Society, and the Environment, it is imperative to state, that this research work perceived knowledge management as an organizational collaborative tool that can be utilized to manage organizational knowledge assets, sourced from various stakeholders, which is capable of enhancing collaboration between organizations and its stakeholders and also help organizations to meet their economic objectives.

Consequently hypothesis is formulated around these variables to access the degree of interrelationships, accompanied with research questions to further validate the hypothesis through statistical testing.

3.1 Organisational Knowledge Management and Corporate Social

Responsibility:

As stated earlier, knowledge management is the systematic creation, transfer, storage, and utilization of organised knowledge made available to the right people,

applied to the right job and at the right place for a particular period of time, using two major processes of KM infrastructure. This includes all the technological supported equipments and knowledge management system (KMS), that is used to structure, stored and retrieved explicit knowledge, and KM processes-this include all human effort invested in processing and utilizing knowledge retrieve from the KMS to facilitate organisational work processes within an organisations.

Gold et al (2001) suggested that for organisation to developed a unique selling point in the marketplace, that firm must be able to absorbed new information from their business environment and integrate these information into their existing knowledge in order to effectively respond to new market demands, through this processes new organisational knowledge assets and resources are created, this newly created knowledge is only achievable through the presence of Social Capital-“the intangible value or resources embedded in a network of relationships with external stakeholders”. Gomez et al (2011) supported this view by stating that knowledge obtained from various stakeholders help an organisations to properly defined its operational strategies to meet emerging societal demands, thus offering business a longer term business opportunities to gained and sustained competitive advantage. Gomez et al, deduced that, learning organisations tends to established a framework of collaborations between its stakeholders. According to Moreira (2009), this mechanisms will then serve as a two way feedback for creating and integrating new information, as Capra (1982) argued earlier that organisations need to subscribed to the systemic view of perceiving the real world in terms of “Networks of relationships and integration” rather than the basic “Element “. He further advised

that since organisations cannot understand the problems of the society in isolation, therefore the system should be treated as an integrated whole.

Gold et al (2001) noted that, business intelligence enable a firm to capture knowledge regarding its economic environments and also collaborate and distributes its knowledge among organisational stakeholders.

In light of the above literatures, organizations should focus more on using knowledge management strategy to collaborate with its various external stakeholders instead of concentrating only on enhancing internal processes. KM can be used to play a bridging roles in today's conscious environment, which allows firms to benefits from a larger pool of knowledge base, made possible by the presence of norms of trust and reciprocity among organizational members and its stakeholders. This pattern of collaboration will facilitate quicker access to information, emerging social and environmental issues can be easily decoded by organizations because of the activities of organisational knowledge brokers making contacts with the various external stakeholders in the larger business environment, the closer the network members, the better for both the firm and the stakeholders to create and re-engineer knowledge, this feedback mechanism, will further reduced the increasing turbulence witness in the socio-cultural business environment.

The model used in this research paper present Organisational Knowledge Management (OKM) with a two-way arrow pointing to Corporate Social Responsibility (CSR) to show a continuous flow of information, ideas, skills, and experts advice etc, accelerated by collaborations, and dialogues of highly socialized

and close networks of relationships between organisational members and external contacts, comprising of different stakeholders such as Suppliers, Customers, Governments representatives, Special interest groups, Nongovernmental organisations,(NGO's) Trade unions and so on, at the end of the process knowledge is re-engineered and created by all players.

3.2 Corporate Social Responsibility and Organisational Performance;

In a system of continuous flow of knowledge creation, acquisition and usage, initiated by the collaborative effort of both the firm and all stakeholders. This can possibly lead to improvement of organisational capabilities and make them more efficient and find innovative and creative ways of doing business, which can eventually lead to sustainable development-A development that is more durable and economical in nature, because CSR demands that, organizations go beyond their economic responsibility to cover social and environmental aspects, reaching such areas entails that firms be socially responsible and operates in ways capable of enhancing the quality of living and judicious use of the earth natural resources, in order to support both the present and future generations (Brundtl and Commission, 1987). This means businesses are to become more environmentally friendly in their operations by introducing cost-efficient and eco-friendly products and services, and reduced their negative impacts on the society.

Organisational performance in the form of sustainable initiatives become a source of value creation for all players. McWilliams and Siegel (2011); Carpenter and White, (2004); Lorsch(1970) studied on firm performance and stated that, firms who are able to matched their organisational capabilities with environmental concerns tends

to perform better, because of sound knowledge of existing and emerging issues in the social environment, facilitated by high level of collaborations and relationships. Socially responsible firms always outperform and meet their economic and sustainability goals, the aim of this study is to validate this claimed. Therefore in the framework an arrow extend from Corporate Social Responsibility (CSR) to Organisational performance (OP) to depict the mediating effect of CSR on OP, all the knowledge that has been re-engineered and sourced from all stakeholders is infused into the organizations, to enhance organisational processes, improve products and service quality and meet the demand of all stakeholders in the system.

3.3 Knowledge Management and Organisational Performance:

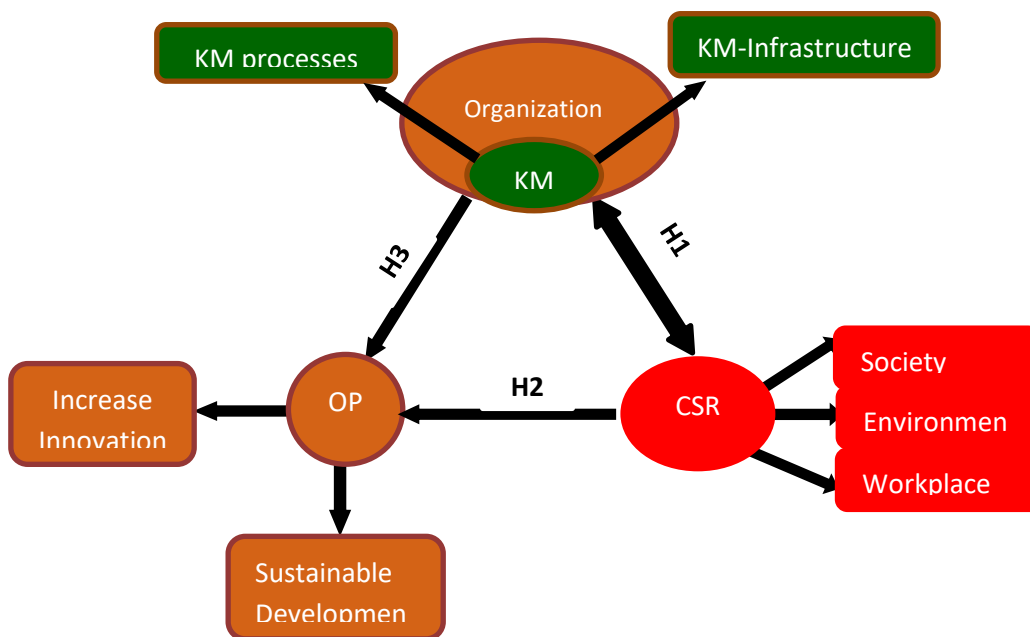
There are many scholarly literatures on the direct impact of organisational knowledge management on the performance of organisations. The single most important driver for corporations to established organisational knowledge processes and infrastructure is to define knowledge management roadmap which enhances organisational capabilities, whose resultant effect is improved performance. The framework of this research will study the direct and indirect relationship between Knowledge Management and organisational performance through the integration of CSR, that could lead to sustainable development and intensify the innovative level of organizations. It is also important to note that, this research uses innovative capacity and sustainable development of firms, as indicators for measuring organisational performance, since OP cannot be measured directly, except with many other performance indicators of which innovations and sustainability is one of them.

In today highly competitive business environment characterized by social expectations, shorter product life cycle and influx of new products. How organizations can seamlessly innovate using corporate sustainability pathways is demonstrated by the work Cavusgil et al (2003); proposed, that organisations used knowledge management strategy to increased innovations and sustained competitive position, and that large organisations leverage on collaborative relationships across organisational boundaries to ensure that innovation and competitive advantage is sustained. Cardinal et al (2001), also postulated that, the amount of knowledge assets available to organizations determine the innovative level of such organizations. Parlbay and Taylor (2000) agreed that, all the knowledge resources obtained from various stakeholder through collaborations is the major driver of innovation. Pyka (2002) put it in another way, that innovative networks is a synergy of knowledge management. Baumgartner (2014) offer specific insight, linking sustainability to innovation, theorizing that corporate sustainability leads organizations to innovations, productivity and cost reduction offering, necessary for organisations to survive in today's dynamic economy.

Hence in the model an arrow protrude directly from OKM to OP, meaning that organisational knowledge management has a direct impact on how organisations perform. The key goal of this research is to present a framework that help organisations solve existing and emerging social issues characterised by today dynamic business environment through continuous knowledge re-engineering. At this junction, a simplified diagrammatic framework is presented, that could be of importance to both private and public bodies, and also to interested researchers for further studies, the model capture the three latent variables of Organizational

Knowledge Management (OKM), with a two-way pointed arrow to Corporate Social Responsibility (CSR), depicting a two way communication mechanism between Organisational knowledge brokers and the various stakeholders, another arrow from Corporate Social Responsibility (CSR), mediating toward Organization Performance (OP), showing a curvy-linear relationship from OKM, lastly, the arrow from OKM directly extending toward OP to show the link between the two variables, then all the observe variables have also been indicated for clarity.

Figure 6. Research model (Olise, 2021)



3.4 Research Hypotheses:

Hypothesis 1-Organisational Knowledge Management enhances Knowledge Re-engineering through the integration of Corporate Social Responsibility.

Hypothesis 2- The Mediating effect of Corporate Social Responsibility positively impact Organisational Performance.

Hypothesis 3- Organisational Knowledge Management directly enhances Organisational Performance.

To test these hypotheses, research questions are therefore mandatory

3.5 Research Questions:

RQ 1: Does Organisational Knowledge Management enhances Knowledge Re-engineering through the integration of Corporate Social Responsibility?

RQ 2: Does the mediating effect of Corporate Social Responsibility positively impact organisational performance?

RQ 3: Does Organisational Knowledge Management directly enhance organizational performance?

CHAPTER 4

RESEARCH METHODOLOGY

This chapter present and followed scientific methods of research by first, defining the sampling frame, which includes the participants, sample size, study area, sample source and criteria for being sampled out, secondly, the measuring instruments that described the survey materials such as, the demographic information, and measuring items used for the variables, and finally, the procedures used in preparing the measuring instruments for data collections and how, it was distributed to respondents, duration of data collection, sources of survey instrument and statistical plan.

4.1 Sampling Frame:

The Participants were made up of 10 employees, each from 40 companies out of a population of 49 organizations, selected from various service, manufacturing and energy producing industry across Europe, that made the list of Corporate Knights in 2020 global ranking of the first 100 most sustainable corporations worldwide, being the criteria used to determine the suitability of the populations and sample size. A sampling size of 150 to 200 respondents is required Malhotra et al, (2010), with a simple random probability sampling method, deployed to increase the number of participants and to enable a broader view on the variables, (McCombes, 2019); since the major aim is to examine the impact of knowledge management on Corporate Social Responsibility and Organizational performance.

These corporations have been able to implement knowledge management strategy with good corporate social responsibility (CSR) practices and proven track records of sustained organisational performance.

4.2 Measurement:

The variables to be measure include demographic information and the 3 latent variables of Organizational Knowledge Management, Corporate Social Responsibility, and Organizational Performance, these details are further provided in subsequent sections.

Table 1. Demographic variables:

D1	Gender
D2	Age
D3	Marital Status
D4	Educational Level
D5	Organizations

The aim of this item is to find out all the demographic information of those who took part in the survey, like the number of males and females, the age range, educational level, marital status and their organizations.

Table 2. Variables:

Independent Variables	Organizational Knowledge Management (OKM) <ul style="list-style-type: none"> • This is the key predictor of this research model impacting CSR and OP
Mediating Variables	Corporate Social Responsibility (CSR) <ul style="list-style-type: none"> • The CSR is the linear mediator between OKM and OP
Dependent Variables	Organizational Performance (OP) <ul style="list-style-type: none"> • OP is the outcome showing the effectiveness of OKM and CSR practice

The aim of measuring these variables is to investigate their relationships and the resultant impact they have on each other

4.3 Measuring instrument:

Based on previous studies, a structured multiple-choice questionnaire with 5-point Likert scale adopted from an original article co-authored by (Gold, Malhotra, and Segars, 2001); to measure knowledge management and Organizational performance and another from Siddiq et al, (2014), to obtained information relating to Corporate Social Responsibility.

4.3.1 Organizational Knowledge Management Scale:

The structured questionnaire adopted from (Gold et al, 2001), to collect quantitative data about organizational knowledge management (OKM) comprising of 6 items with 5-point Likert scale of 5=strongly disagree to 1-strongly agree

Table.3 Survey questions measuring organizational knowledge Management

5=strongly disagree, 4=Disagree, 3=Neutral, 2=Agree, 1=strongly disagree

OKM1	My organization has clear rules for formatting or categorizing its product knowledge
OKM2	My organization. has clear rules for formatting or categorizing process knowledge
OKM3	My organization uses technology that allows it to monitor its competition and business partners
OKM4	My organization uses technology that allows Employees to collaborate with other persons inside the organization
OKM5	My organization uses technology that allows employees to collaborate with other persons outside the organization
OKM6	My organization uses technology that allows People in multiple locations to learn as a group from a single source or at a single point in time

The purpose of this, is to measure the aspect of organizational knowledge management practices in organisations and also to helped in testing the hypotheses

4.3.2 Organizational Performance Scale:

The survey object used to obtained quantitative information relating to organizational performance, adopted from (Gold et al, 2011), contained 6 questions anchor with 5-point Likert scale of 5=strongly disagree to 1=strongly agree

Table 4. Object measuring Organizational Performance

5=strongly disagree, 4=Disagree, 3=Neutral, 2=Agree, 1=strongly disagree

OP1	Over the past two years, my organization has improved its ability to Innovate new products/services
OP2	Over the past two years, my organization has improved its ability to Identify new business opportunities.
OP3	Over the past two years, my organization has improved its ability to Anticipate potential market opportunities for new products/services
OP4	Over the past two years, my organization has improved its ability to Rapidly commercialize new innovations
OP5	Over the past two years, my organization has improved its ability to React to new information about the industry or market
OP6	Over the past two years, my organization has improved its ability to Be responsive to new market demands

The purpose of this questionnaire was to measure organizational performance and also help in testing hypothesis.

4.3.3 Corporate Social Responsibility Scale:

This section contained 6 structured questionnaires adopted from (Siddiq and Javed, 2014), to collect quantitative data relating to corporate social responsibility with 5-point Likert scale of 5=strongly disagree to 1-strongly agree.

Table 5. Measuring Corporate Social Responsibility engagement

5=strongly disagree, 4=Disagree, 3=Neutral, 2=Agree, 1=strongly disagree

CSR1	Being socially responsible is a path of healthy competition, ethical and transparent business practices that help to establish harmonious relationship in or outside the firm.
CSR2	There is no single 'Recipe' for attaining sustainable growth or competitive advantage. CSR is one of its Ingredients
CSR3	CSR can be a source of opportunity, innovation and competitive advantage- much more than a cost, a Constraint or a charitable deed
CSR4	Attitude towards CSR may help the firms to develop strategies – more sustainable and ultimately more value-creating
CSR5	Firms can improve their market positioning through strengthening corporate culture by social welfare Activities
CSR6	Investor's attitude is influenced positively for CSR firms while subscribing their shares

The sole purpose of this questionnaire was to measure CSR engagement by organizations and also support hypothesis testing.

4.4 Procedure

The multiple choice questionnaire was prepared using google platform with attached consent note and informed letter about the purpose of the survey. Also, confidentiality of participants were strictly considered while preparing the survey instrument to reduce survey bias, and distributed online through google link to respondents individual corporate email addresses with repeated reminder to boost responses (Dillman et al, 2009). This was an intended field study of face to face, but due to the current global pandemic situation, accompanied by varying degrees of restrictions and protocols, hence, the online method become inevitable and considered the best alternative (Adam et al, 2012). Data collection lasted for a period of 45 days from 4th May to 17th June 2021, to obtained demographic data,

information relating to organizational knowledge management, corporate social responsibility and organizational performance.

These 40 organizations within the European zones were extracted from the list of corporate knights' global ranking of the first 100 most sustainable corporations worldwide in the year 2020, and feature firms from services, manufacturing, and energy producing organisations, who have installed knowledge management practices with ground breaking CSR activities that lead to improved performance indicators such as innovations and sustainable developments developments.

4.5 Analytical Plan:

The researcher makes use of statistical software i.e., IBM statistical package for social sciences, version 26 in analysing the data to provide descriptive information about the variables. Correlation techniques was used to explore relationships between the variables and to provide answers to research questions.

CHAPTER 5

DATA ANALYSIS

5.1 Descriptive Statistics:

The total number of respondents from the distributed survey were 143 this were processed using descriptive statistics.

5.1.1 Demographic information:

The demographic data have being analyzed with descriptive statistics with a graphical presentation and also summarized with statistical display from the central tendency division such as mean median and mode.

Figure 7. Gender description:

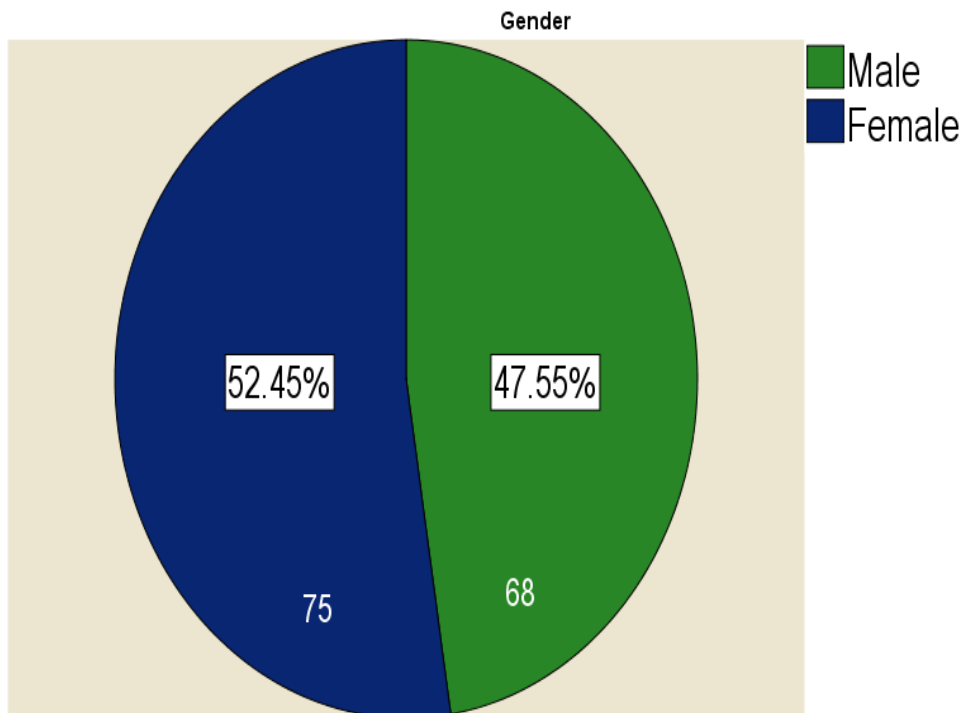


Figure 7 shows a descriptive statistic of both genders i.e., the number of male employees who participated in the study was 68 with a percentage round up of 48% while the number of female employees were 75 with a percentage round up of 52%, this also indicate that, there were no missing value.

Figure 8. Histogram showing the number of participants within each age bracket

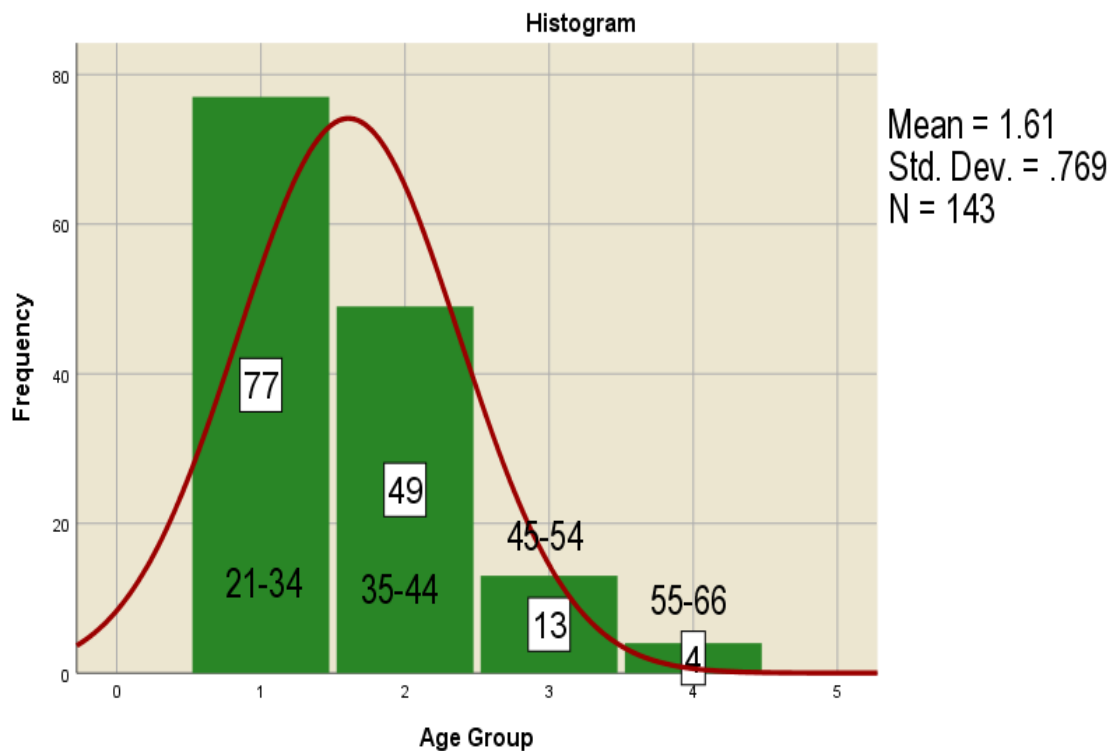


Figure 8 shows the age categories of both male and female employees from the various selected 40 organizations who participated in the survey. The first age groups i.e., 21-34 have a total number of 77 employees with (53.8%) being the highest, the second age category is between 35-44, with a total number of 49 (34.3%) respondents, while the third group is between 45-54 with 13 participants that is, (9.1%), the last age division is between 55-66 with just 4 (2.8%) respondents.

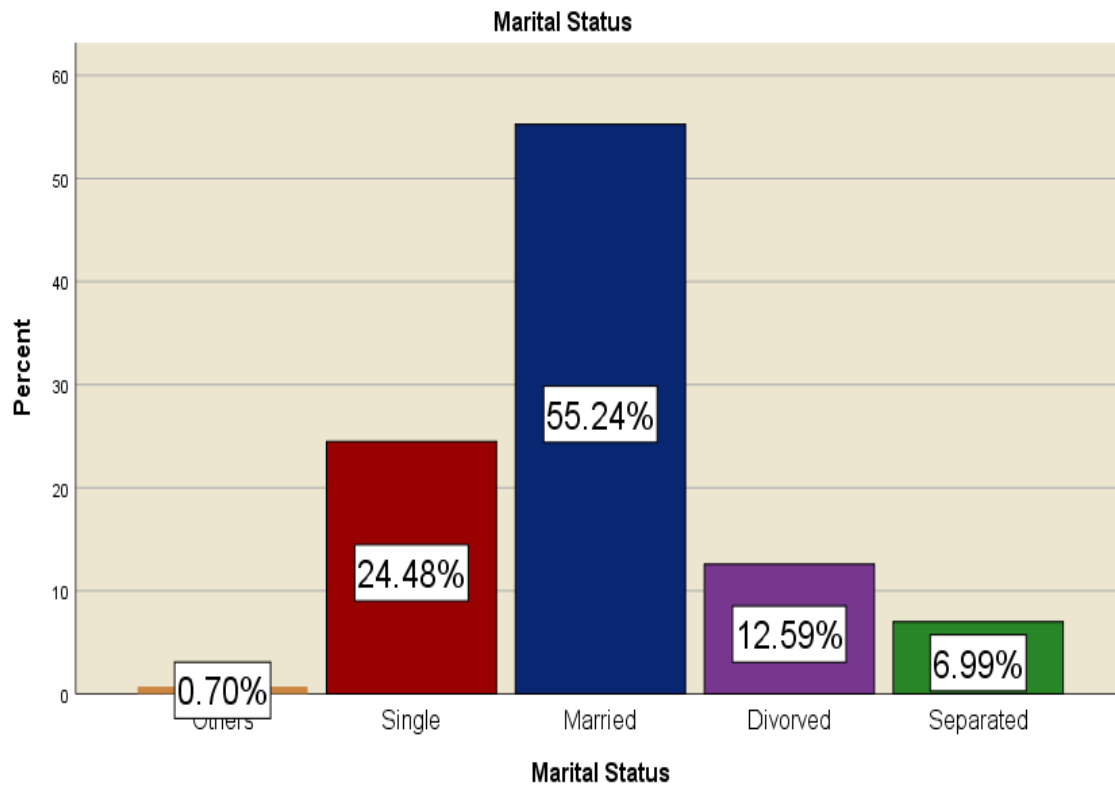
Figure 9. Marital Status

Figure 9 shows marital status of participant for example, the numbers of single employees were 35 (24.48%) while the number of married participants were 79 (55.24%), that of divorced respondents were 18 (12.59%), while 10 (7.0 %) respondents were separated. The bar chart graph in figure 7 shows the actual unrounded percentage of each marital status.

Figure 10. Bar graph showing the actual percentage of educational level of participants

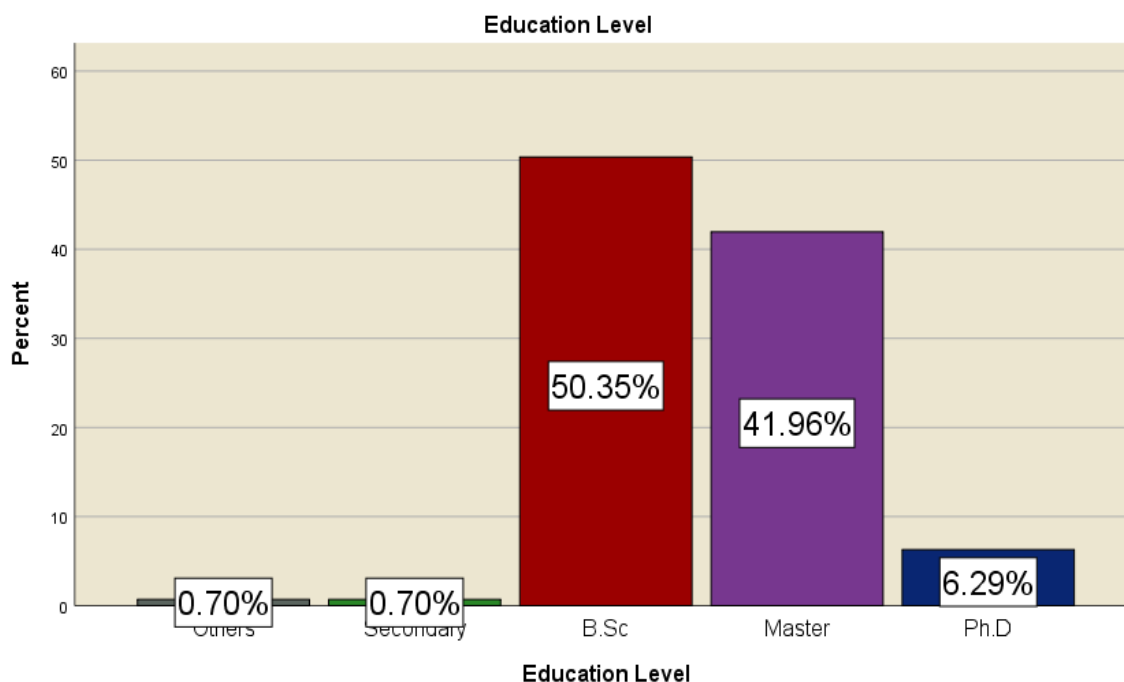


Figure 10 is a descriptive information of educational level of respondents for example, the total number of secondary graduates who took part in the survey were only 1 respondent with a percentage of 0.70%, while the number of those with bachelor certificate were 72 (50.35%), and the number of Master graduates 60 (42.0%) and those with Ph.D. were 9 (6.29%) respondents respectively, the bar graph in figure 8 depict the unrounded percentage of all educational level.

Figure 11. Pie chart showing participants Organizations

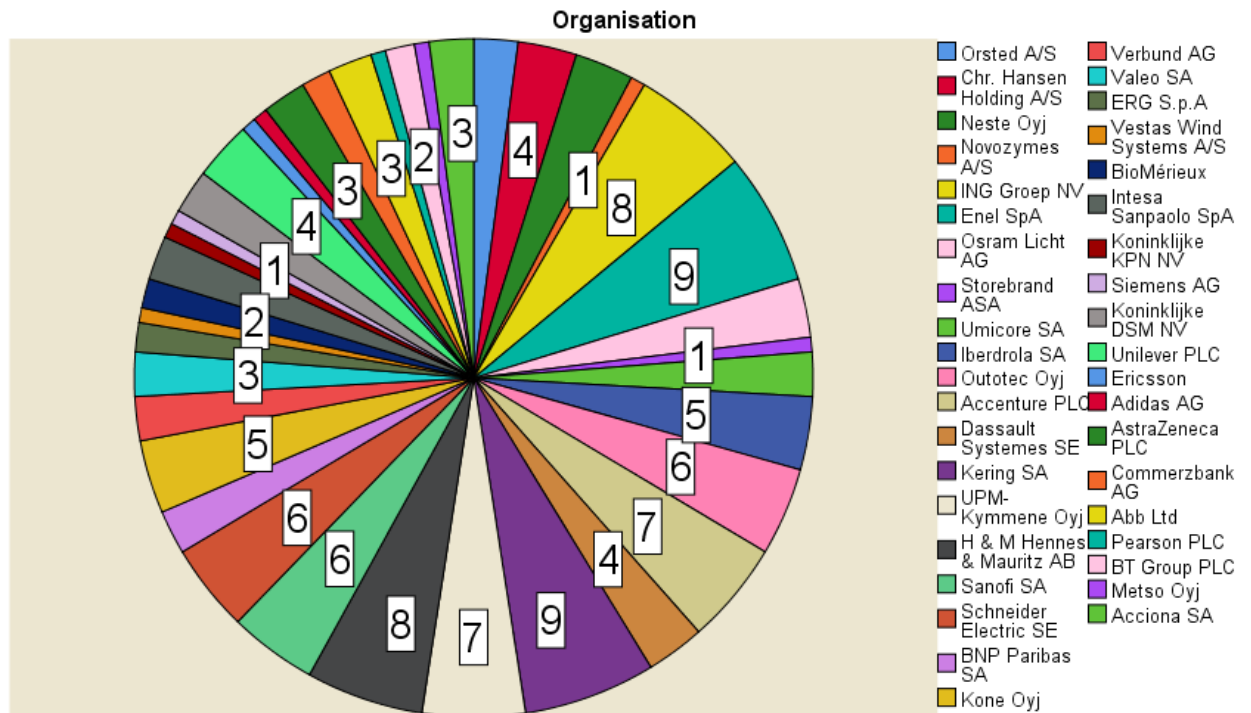


Figure 11 shows the number of respondents from each 40 organizations who took part in the study, while the pie chart depicts the actual number of respondents for quicker interpretations. It should also be noted, that only one organization included in the sample did not take part in the survey.

Table 6. The descriptive statistics of demographic variables

	Gender	Age	Marital Status	Education Level	Org	
N	Valid Missing	143 0	143 0	143 0	143 0	
Mean		1.52	35.79	2.01	3.52	16.46
Median		2.00	34.00	2.00	3.00	15.00
Std. Deviation		.501	8.352	.826	.691	10.016
Mode		2	32	2	3	6 ^a
Minimum		1	21	0	0	1
Maximum		2	66	4	5	40

Table 6 contained a summary description of the demographic variables, such as the mean, median, Standard deviation, variance, minimum and maximum statistical details.

5.1.2 Descriptive statistics of items measuring organizational knowledge management:

Table 7. The descriptive statistics of items measuring OKM

Valid	Items measured	Scale	frequency	%
	OKM1 categorizing the organisation product knowledge	Strongly agree	61	42.7
		Agree	70	49.0
		Neutral	6	4.2
		Disagree	5	3.5
		Strongly disagree	1	.7
		Total	143	100.0
Valid	OKM2 categorizing process knowledge	Strongly agree	84	58.7
		Agree	46	32.2
		Neutral	3	2.1
		Disagree	9	6.3
		Strongly disagree	1	.7
		Total	143	100.0
Valid	OKM3 My organizational technology that monitor competition & business partners	Strongly agree	79	55.2
		Agree	54	37.8
		Neutral	7	4.9
		Disagree	3	2.1
		Total	143	100.0
Valid	OKM4 Collaborative technology within the organization	Strongly agree	94	65.7
		Agree	40	28.0
		Neutral	7	4.9
		Disagree	2	1.4
		Strongly disagree	-	-

		Total	143	100.0
Valid	OKM5	Strongly agree	88	61.5
	Collaborative technology outside the organization	Agree	47	32.9
		Neutral	5	3.5
		Disagree	1	.7
		Strongly disagree	2	1.4
		Total	143	100.0
Valid	OKM6 Integrated	Strongly agree	91	63.6
	technology that facilitate learning from different locations	Agree	48	33.6
		Neutral	3	2.1
		Disagree	-	-
		Strongly disagree	1	.7
	Total	143	100.0	

Table 7 in item 1 (OKM1) shows that 61 (42.7%) employees from these high performing organizations who participated in the survey strongly agreed that, their organizations categorized their product knowledge, while 70 (49.0%) respondents ticked agreed, 6 respondents' ticked neutral while 6 both disagreed and strongly disagreed, that their organizations do not categorized their product knowledge.

On the other hand OKM2 measured categorization of knowledge process in organizations, again, 84 (58.7%) participants strongly agreed that, their organizations categorized their process knowledge, while 46 (32.2%) respondents ticked agreed. 3 selected neutral, while the total number of respondents who disagreed and strongly disagreed that their organizations do not categorized their product knowledge were 10.

The item 3 OKM3 measured technology that monitors competitors and business partners 79 (55.2%) respondents ticked strongly agreed, 54 (37.8%) ticked agreed while 7 (4.9%) respondents ticked neutral, only 3 participants disagreed to this view. OKM4 measured the availability of a collaborative technology within organizations, 94 (56.7%) participants strongly agreed that their organizations have collaborative

technology that allow workflow within the organization, while 40 (28.0%) agreed to this item, 7 ticked neutral. And another 7 disagreed to this item.

Item 5, measured the availability of collaborative technology outside the organizations, the total number of participants who agreed and strongly agreed that, their organizations have collaborative technology used to engaged outsiders were 135 (94.4%), while 3 (2.1%) respondents disagreed and strongly disagreed that their organizations do not have technology that collaborate with outsiders, 5 participants ticked neutral.

OKM6, measured the availability of technology that support and facilitate learning from multiple locations, 139 (97.2%) respondents both agreed and strongly agreed that, their organizations have centralized technology that support and facilitate learning across different locations, only 1 participant strongly disagree to this notion that, their organization do not have integrated collaborative technology that support learning from different locations, lastly, 3 respondents selected neutral to this item.

5.1.3 Descriptive Statistics of items measuring Organizational performance;

Table 8. The descriptive statistics of items measuring OP

Valid	Items measured	Scale	Freq	%
	OP1 Organisation ability to innovate new product	Strongly agree	77	53.8
		Agree	57	39.9
		Neutral	7	4.9
		Disagree	-	-
		Strongly disagree	2	1.4
		Total	143	100.0
Valid	OP2 Organisation ability to identify new business opportunities	Strongly agree	88	61.5
		Agree	49	34.3
		Neutral	4	2.8
		Disagree	1	.7
		Strongly disagree	1	.7

		Total	143	100.0
Valid	OP3 organization ability to anticipate potential market opportunities for new products/services	Strongly agree	97	67.8
		Agree	40	28.0
		Neutral	5	3.5
		Disagree	1	.7
		Strongly disagree	-	-
		Total	143	100.0
Valid	OP4 organization Ability to commercialize new innovations	Strongly agree	98	68.5
		Agree	42	29.4
		Neutral	2	1.4
		Disagree	1	.7
		Strongly disagree	-	-
		Total	143	100.0
Valid	OP5 organization ability to React to new information about the industry or market	Strongly agree	89	62.2
		Agree	48	33.6
		Neutral	5	3.5
		Disagree	1	.7
		Strongly disagree	-	-
		Total	143	100.0
Valid	OP6 Organization ability to respond to new market demand	Strongly agree	96	67.1
		Agree	41	28.7
		Neutral	5	3.5
		Disagree	1	.7
		Strongly disagree	-	-
		Total	143	100.0

Table 8 contained all the descriptive statistics of 6 items used in measuring organizational performance. First, the item 1 OP1 measured the organization's ability to innovate new products and services, 134 (93.7%) respondents both ticked agreed, and strongly agreed that, their organizations have the ability to develop and innovate new products, while only 2 (1.4%) participants ticked strongly disagreed, 7 (4.9%) respondents ticked neutral.

Item 2, measured the organization's ability to identify new business opportunity, 137 (95.8%) participants from various selected organizations ticked agreed, and strongly agreed that, their organizations have the ability to identify new business opportunity while only 2 (1.4%) disagreed, and strongly disagreed to this view, 4 (2.8%) selected Neutral.

OP3, item measured the ability of organization to anticipate new market opportunities for new products and services, 137 (95.8%) participants ticked agreed. and strongly agreed, while 5 (3.5%) respondents ticked neutral and only 1 ticked disagree.

Item 4, OP4 measured the ability of organization to commercialized new innovation, 98 (68.5%) respondents strongly agreed, and 42 (29.4%) ticked agreed that their organizations commercialized new innovation, only 1 (0.7%) respondent disagree, to this question 2 participants selected neutral.

Item 5, measured the ability of organization to react to new information about the industry or market, 89 (62.2%) participants ticked strongly agreed, 48 (33.6%) ticked agreed, while only 5 (3.5%) ticked neutral, only 1 respondent disagreed.

OP6, measured organization's ability to respond to new market demand, a total of 137 (65.8%) participants from various selected organizations agreed and strongly agreed to this view that, their organizations respond to new market demand while only 1 (0.7%) respondent ticked disagreed that their organization do not respond to new market demand, lastly, 5 (3.5%) participants ticked neutral to this item.

5.1.4 Descriptive Statistics of items measuring Corporate Social responsibility;

Table 9. shows the descriptive statistics of all 6 items used to measure CSR.

Table 9. shows the descriptive statistics of items measuring CSR

Valid	Items measured	Scale	Freq	%
	CSR1 Socially responsible firm as a path of healthy competition	Strongly agree	76	53.1
		Agree	59	41.3
		Neutral	5	3.5
		Disagree	1	.7
		Strongly disagree	2	1.4
		Total	143	100.0
Valid	CSR2 CSR is one of the Ingredients for attaining sustainable growth or competitive advantage	Strongly agree	93	65.0
		Agree	44	30.8
		Neutral	6	4.2
		Disagree	-	-.
		Strongly disagree	-	-
		Total	143	100.0
Valid	CSR3 CSR is a source of opportunity, innovation and competitive advantage	Strongly agree	96	67.1
		Agree	44	30.8
		Neutral	3	2.1
		Disagree	-	-
		Strongly disagree	-	-
		Total	143	100.0
Valid	CSR4 CSR help firms to develop more sustainable strategies & ultimately more value-creating	Strongly agree	104	72.7
		Agree	32	22.4
		Neutral	6	4.2
		Disagree	1	.7
		Strongly disagree	-	-

		Total	143	100.0
Valid	CSR5 Corporate culture by social welfare Activities improve a firm market positioning	Strongly agree	99	69.2
		Agree	36	25.2
		Neutral	4	2.8
		Disagree	4	2.8
		Strongly disagree	-	-
		Total	143	100.0
Valid	CSR6 CSR positively influenced Investors attitude while subscribing to a firm shares	Strongly agree	101	70.6
		Agree	36	25.2
		Neutral	5	3.5
		Disagree	1	.7
		Strongly disagree	-	-
		Total	143	100.0

Item 1, CSR1 measured the social responsibility aspect of a firm that can eventually lead to a healthy competition, 76 (63.1%) participants strongly agreed, while 59 (41.3%) respondents ticked agreed that social responsibility engagement can lead to a strong competition, while 5 respondents ticked neutral, 3 respondents disagree and strongly disagree respectively.

CSR 2, measured CSR as one of the sources of gaining competitive advantage and sustainable growth, 93 (65.0%) respondents strongly agreed, while 44 (30.8%) participants agreed to this business notion that CSR can be a source for organizations to gained competitive advantage, 6 (4.2%) selected neutral.

Item 3, measured CSR as a source of opportunity, innovation and competitive advantage, 140 (97.9%) respondents both agreed, and strongly agreed that CSR can be a source of opportunity, innovation and competitive advantage, while only 3 (2.1%) participants ticked neutral.

CSR4, measured the firm's ability to develop sustainable strategy through CSR integration, 104 (72.7%) respondents strongly agreed, while 32 (22.4%) respondents agreed, while 6 (2.4%) participants selected neutral, 1 disagreed.

Item 5, CSR5 measured a firm market positioning through strengthening corporate culture, 99 (69.2%) participants strongly agreed to this item, 36 (25.2%) respondents agreed, while 4 respondents ticked neutral, another 4 participants disagreed to this idea.

CSR 6, measured the positive influence of CSR on investor's attitude, 101 (70.6%) participants strongly agreed, while 36 (25.2%) respondents agreed, 5 (3.5%) participants ticked neutral, only 1 respondent disagreed to this view.

5.2 Validity and Reliability Tests:

To further confirm the suitability of the measuring instruments, adopted for the current research work, a reliability test was carried out and the Cronbach's Alpha of 0.628, for organizational knowledge management, 0.661 for organizational performance, 0.682 for corporate social responsibility, and 0.803 for the overall items revealed that, the internal consistency of the data instrument utilized in the present study was acceptable and thus reliable (Sekaran, 2003) as presented in Table 10.

Table 10. Validity and reliability test

Variables	Cronbach's Alpha	No of Items
Organizational Knowledge Management	0.628	6
Organizational performance	0.661	6
Corporate social Responsibility	0.682	6
Overall	0.803	18

5.3 Correlation:

Table 11 shows the Pearson correlation test result between Organisational Knowledge Management (OKM Score), Organisational performance (OP Score) Corporate Social Responsibility (CSR Score).

Table 11. Correlation

Variables	1	2
(1) OKM Score		
(2) OP Score	0.53**	
(3) CSR Score	0.31**	0.50**

** . Correlation is significant at the 0.01 level (2-tailed).

N=143. OKM Score = Organisational Knowledge Management; OP Score = Organisational performance; CSR Score = Corporate Social Responsibility. ** $p < 0.05$

The results suggest that there was a statistically significant positive relationship between organizational knowledge management and organizational performance ($r = 0.53^{**}$, $p < 0.05$). Additionally, there was a statistically significant positive relationship between organizational knowledge management and corporate social responsibility ($r = 0.31^{**}$, $p < 0.05$). It also appears that organizational performance and corporate social responsibility have a significant meaningful positive correlation ($r = 0.50^{**}$, $p < 0.05$). Accordingly, as organizational knowledge management increases, organizational performance and corporate social responsibility of organizations also increases. However, it must be noted that correlation does not indicate causality but provides an indication that, there is a relationship between two variables.

5.4 Regression Analysis:

5.4.1 The Impact of Organizational Knowledge Management and Corporate Social Responsibility:

Table 12 showed the regression summary, by the *R* square value, that 9.8% of the variation in corporate social responsibility (the dependent or observed variable) is accounted for by organizational knowledge management (independent or predictor variable). Therefore, this indicates that 90.2% of the variation is due to intensive concentration of internal organizational knowledge management than external collaborations of knowledge management, it suggest that, establishing platforms that enable external knowledge diffusion will help to meet stakeholders needs.

Table 12. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.313 ^a	0.098	0. .092	2.189

a. Predictors: (Constant), OKM Score

b. Dependent Variable: CSR Score

Table 13 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.456	1	73.456	15.330	.000 ^b
	Residual	675.635	141	4.792		
	Total	749.091	142			

a. Dependent Variable: CSR Score

b. Predictors: (Constant), OKM Score

The ANOVA Table (Table 13) shows how the regression equation fits the data, significantly ($p < 0.05$) predicting corporate social responsibility. This indicates

that the model shows a statistically meaningful variance in corporate social responsibility (dependent variable) impacted by organizational knowledge management (independent variable).

Table 14. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.809	0.678		8.574	.000
	OKM Score	0.280	0.071	0.313	3.915	.000

a. Dependent Variable: corporate social responsibility Score

The positive beta coefficient Table 14, indicates that for every one unit increase impacted by organizational knowledge management, there will be a 0.313 unit increase for corporate social responsibility. Taken together, the regression was significant ($P < 0.05$, $F(1, 141) = 15.330$, $R^2 = 0.098$). Organizational knowledge management (independent variable) significantly predicts corporate social responsibility (dependent variable).

5.4.2 The impact of corporate social responsibility on Organizational performance:

Table 15. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.494 ^a	0.245	0.239	1.975

a. Predictors: (Constant), Corporate Social Responsibility

b. Dependent Variable: Organizational Performance

Table 15 showed the regression summary, by the R square value, that 24.5% of the variation in Organizational Performance (the dependent or observed variable) is

accounted for by Corporate social responsibility (independent or predictor variable). Therefore, this indicates that 75.5% of the variation is likely caused by other related operational factors than corporate social responsibility. Therefore, exploring other variables may help improve the fit of the model.

Table 16. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	177.938	1	177.938	45.636	0.000 ^b
	Residual	549.769	141	3.899		
	Total	727.706	142			

a. Dependent Variable: Organizational Performance Score

b. Predictors: (Constant), Corporate Social Responsibility Score

The ANOVA, Table 16, shows how the regression equation fits the data, significantly ($p < 0.05$) predicting organizational performance. This indicates that the model shows a statistically meaningful variance in organizational performance (dependent variable) is impacted by corporate social responsibility (independent variable).

Table 17. Coefficients^a

Model		Unstandardized Coefficients		Standardize d Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.441	.626		7.099	0.000
	CSR	0.487	.072	0.494	6.755	0.000
	Score					

a. Dependent Variable: Organizational Performance

The positive beta coefficient Table 17, indicates that for every one unit increase impacted by corporate social responsibility, there will be a 0.494 units increase for organizational performance. Taken together, the regression was statistically significant ($P < 0.05$, $F(1, 141) = 45.636$, $R^2 = 0.245$). Corporate social responsibility

(independent variable) significantly predicts organizational performance (dependent variable).

5.4.3 The Impact of Organisational Knowledge Management and Organisational Performance:

Table 18. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.531 ^a	0.282	0.277	1.925

a. Predictors: (Constant), Organizational Knowledge Management

b. Dependent Variable: Organizational Performance

Table 18, from the *R* square value, the regression output showed that 28.2% of the variation in Organizational performance (the dependent or response variable) is accounted for by Organizational knowledge management (independent or predictor variable). This indicates that 71.8% of the variation is caused by other organizational managerial factors than knowledge management. For this reason, adding other variables may help to improve the fit of the model.

Table 19. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	205.223	1	205.223	55.383	0.000 ^b
	Residual	522.483	141	3.706		
	Total	727.706	142			

a. Dependent Variable: OP Score

b. Predictors: (Constant), OKM Score

The ANOVA table 19, shows how the regression equation fits the data (or predicts the dependent variable). The results show that, there is a statistical significance $p < 0.05$, meaning the model shows a statistically significant variance in Organizational

performance (dependent variable) impacted by Organizational knowledge management (independent or predictor variable).

Table 20. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.248	0.596		7.130	0.000
	OKM Score	0.468	0.063	0.531	7.442	0.000

a. Dependent Variable: organizational performance Score

The beta coefficient in Table 20, tells of the degree to which the response (or dependent) variable changes for every one unit change in the predictor (independent variable). The positive beta coefficient indicates that for every one-unit increase in the predictor variable, there will also be a corresponding one-unit increase in the response or observed variable. Accordingly, for every one unit increase of organizational knowledge management, there will be a 0.531 units increase in organizational performance.

Correspondingly, the regression was significant $P < 0.05$, $F(1, 141) = 55.383$, $R^2 = 0.282$, suggesting that organisational knowledge management (independent variable) significantly predict organisational performance (dependent variable).

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

This chapter present a discourse of the result from the present studies, details of limitations encountered during the period of the research and recommendation for further studies.

6.1 Discussion:

Knowledge management have continued to draw attention from both institutional researchers and organizational players, there's a large body of literature covering the beneficial impact of an effective knowledge management system, "system" here refers to approaches that can lead to "best practice" of knowledge management implementations.

Virtually all organizations engage knowledge management, but how effective and consistent to meeting emerging societal demands remained a worrisome challenge for organizations, as a result, scholars in the field of knowledge management have propose different knowledge management models, most focusing on knowledge creation and transfer within organizational walls (Nonaka, 1994; Salisbury, 2003; Sagsan, 2006). Recent literatures have also explored the relationship between knowledge management, corporate social responsibility and separately on performance of organizations (Valmohammadi and Ahmadi, 2014; Ling et al, 2016; Bofo and kokuma, 2016).

However gap appear in the area of integrating emerging social issues and stakeholders expectations into the strategic operations of organisations, it is this lack of comprehensive model that birthed this research work.

6.1.1. Organizational Knowledge Management and Corporate social responsibility:

First, the result from the correlation analysis showed that, there was a positive correlation between organizational knowledge management and Corporate social responsibility (OKM, and CSR,) i.e the relationship between OKM and CSR was ($r = 0.313$, $p < 0.05$). With that said, to measure the degree of effect a regression analysis was needed to provide answer to the first research question, from the Model summary table 12, the R square provide a useful information of the amount of effect OKM have on CSR i.e 10% variation in corporate social responsibility is influence by organizational knowledge management, this also revealed the level of knowledge management engagement by these organizations, higher level of knowledge management that engages all internal and external stakeholders will invariably increase the impact of knowledge management on corporate social responsibility, furthermore, the standardized coefficient beta (Table 14), corporate social responsibility is increase by 0.313 by every one unit increase in organizational knowledge management.

In practice, the more organizations engage all stakeholders through collaborations, more knowledge can be created, shared and utilized for the overall benefits of all stakeholders, therefore; Hypothesis 1, sustained, that organizational knowledge management enhances knowledge reengineering through the integration of corporate social responsibility.

6.1.2 Corporate social responsibility and organizational performance:

The findings from the Pearson correlation also revealed a statistical positive relationship between corporate social responsibility and organizational performance (CSR and OP), which was ($r = 0.50^{**}$, $p < 0.05$), in order to understand the amount of effect corporate social responsibility have on the performance of organizations, a regression analysis was conducted and the model summary table 15, of the R square read that, 24.5% variation in organizational performance is determined by corporate social responsibility, the coefficient standardized beta table 17, also helped in knowing the predicted amount of increase that is likely to appear at every increase in CSR practices i.e at every one unit increase in CSR practices there will

be a corresponding increase of 0.494 increase in organisational performance. It suggest that, the more organizations incorporate CSR principles and knowledge created through collaborations by all organizational stakeholders, there will be greater chances for that organizations to perform through the introduction of sustainable products and services, thus Hypothesis 2 supported, that the mediating effect of corporate social responsibility positively impact organisational performance.

6.1.3 Organizational knowledge management and organizational performance:

The result from Pearson correlation analysis also revealed a statistical positive relationship between organisational knowledge management and organizational performance (OKM and OP), the correlation read ($r = 0.531^{**}$, $p < 0.05$). Which appear to be the strongest among the studied variables, the regression information further predicted the amount of possible impact cause by OKM to OP i.e the model summary table 18, revealed that, 28.2% variation in organizational performance is accounted for by organizational knowledge management, furthermore, the coefficient standardized beta table 20, revealed that, for every one unit increase in organizational knowledge management, there will also be a corresponding increase of 0.531 increase in organisational performance, in essence the more knowledge is effectively managed, the greater organizations are able to perform and respond to societal dynamism. Therefore; Hypothesis 3 is sustained that, organizational knowledge management directly enhances organizational performance.

Table 21. Summary of hypotheses

Hypothesis 1-OKM enhances Knowledge Re-engineering through the integration of CSR	Sustained and statistically significant ($r = 0.31^{**}$, $p < 0.05$).
Hypothesis 2- The Mediating effect of Corporate Social Responsibility positively impact Organizational Performance	Sustained and statistically significant ($r = 0.50^{**}$, $p < 0.05$)

Hypothesis 3- Organizational Knowledge Management directly enhances Organizational Performance	Supported and statistically significant ($r = 0.53^{**}$, $p < 0.05$).
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6.2 Conclusion

This studies have attempted to put forward a simple business model that provide insight on how organizations can continuously manage and integrate existing and rising social issues into its operations, through the implementation and extension of knowledge management strategy beyond organisational boundaries.

Effort should be made by decision makers to established a collaborative platforms between relevant external stakeholders to facilitate knowledge creation and exchange, this will not only position a firm to perform better, but will also provide all stakeholders the opportunities to share knowledge on disturbing issues relating to environmental problems, products quality, globalizations, human right issues and so on.

The central idea behind this research is, “knowledge management” based on definitions and scope should not only be limited to improving internal organizational processes, but should be used as an interactive organizational tool to strengthen external relationships through planting of “bridging contacts” contact that mediate between organizations and external stakeholders.

6.3 Limitation of the study:

The limitation of this research include sample size, due to the current pandemic access to the targeted respondents was limited to online survey, there were cases of automatic email responses of been out of the office, as a result could not take part in the survey, secondly the model appear too simple, which in practice may require more variables. The deployment of multidimensional measurement of scale for accuracy and effectiveness is sstrongly recommended.

6.4 Recommendations:

Organizations should consider the integration of knowledge management strategy together with strategy management to help them respond promptly to environmental, social and political changes taken place in the social system. That said, organizations should explore the maximum potentials of knowledge management strategy and extend this beyond organizational walls to the involvement of external stakeholders to facilitate the creation of new knowledge and quicker access to informations.

Researcher can also explore further about the effective extension of knowledge management strategy beyond the internal organizational processes to outside stakeholders enshrined in the larger society, in order to expand their knowledge based and report social issues as it is in realtime.

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APPENDIX

A quantitative analysis of the Impact of Knowledge Management on CSR and Organizational Performance: “A case study of the Euro zone”

Dear Participant,

Your Organisation is part of an ongoing research survey, selected from the list of Corporate Knight global ranking of the first 100 most sustainable corporations worldwide in 2020. A total of ten respondents will be needed from your organisation to complete the sample size.

The major focus of this research design is to investigate the impact of Organizational Knowledge Management on Corporate Social Responsibility and Organizational Performance, the data collected will be used to measure the inter-relationship between the three variables, thus, by filling this questionnaire you agree to take part in this study.

Please note that your participation in this study is voluntary and whether you partake or not will not in any way affect your job, your information will not be disclose to third parties and will only be used for the purpose of the research and /or publications, you may quit participating in this study at any time by contacting us, and if you opt out of this study, your data will be deleted from our data file, for further questions or concern please contact us using the contact information below

Thank you once again for your participation

Regards

Researcher: Gabriel Odili Olise
Innovation and knowledge
Management
Near east University Cyprus
Tel: +90338615190
Email: ogabriel0@hotmail.com
20194903@std.neu.edu.tr

Section A Demographic Data

D1-Gender? Male Female Others

D2-Age?

D3-Marital status? Single Married Divorced Separated Others

D4-Education level? Primary Secondary B.Sc Master Ph.D
Others

D5-Organisation?

Section B- Knowledge Management

This Section measure knowledge Management in your organisation

Organisational Knowledge Management

5= Strongly disagree, 4=Disagree, 3=Neutral, 2= Agree, 1=Strongly agree.

KM1-My organization has clear rules for formatting or categorizing its product knowledge

KM2-My organization. Has clear rules for formatting or categorizing process knowledge

KM3-My organization uses technology that allows it to monitor its competition and business partners

KM4=My organization uses technology that allows Employees to collaborate with other persons inside the organization

KM5-My organization uses technology that allows employees to collaborate with other persons outside the organization

KM6-My organization uses technology that allows People in multiple locations to learn as a group from a single source or at a single point in time

(Gold, A H. Malhotra A; And Segars, A. H; 2001),

Section C -Organizational Performance

This section measure how your organisation is performing

Organisational performance

5= Strongly disagree, 4=Disagree, 3=Neutral, 2= Agree, 1=Strongly agree.

OP1-Over the past two years, my organization has improved its ability to Innovate new products/services

OP2 Over the past two years, my organization has improved its ability to Identify new business opportunities.

OP3-Over the past two years, my organization has improved its ability to Anticipate potential market opportunities for new products/services

OP4-Over the past two years, my organization has improved its ability to Rapidly commercialize new innovations

OP5-Over the past two years, my organization has improved its ability to React to new information about the industry or market

OP6- Over the past two years, my organization has improved its ability to Be responsive to new market demands

(Gold, A H. Malhotra A; And Segars, A. H; 2001),

Section D Corporate Social Responsibility

This section measures the CSR activities in your organisation

Corporate social Responsibility

5= Strongly disagree, 4=Disagree, 3=Neutral, 2= Agree, 1=Strongly agree.

CSR 1-Being socially responsible is a path of healthy competition, ethical and transparent business practices that help to establish harmonious relationship in or outside the firm

CSR 2-There is no single 'Recipe' for attaining sustainable growth or competitive advantage. CSR is one of its Ingredients

CSR 3-CSR can be a source of opportunity, innovation and competitive advantage- much more than a cost, a Constraint or a charitable deed

CSR 4-Attitude towards CSR may help the firms to develop strategies – more sustainable and ultimately more value-creating

CSR 5 Firms can improve their market positioning through strengthening corporate culture by social welfare Activities

CSR 6-Investors attitude is influenced positively for CSR firms while subscribing their shares

(Siddiq, S. Javed, S. 2014)

PLAGIARISM REPORT

A QUANTITATIVE ANALYSIS OF THE IMPACT OF KNOWLEDGE MANAGEMENT ON CORPORATE SOCIAL RESPONSIBILITY AND ORGANIZATIONAL PERFORMANCE: "A CASE STUDY OF THE EURO ZONE"

Masters Thesis

ORIGINALITY REPORT



PRIMARY SOURCES

1	"Encyclopedia of Corporate Social Responsibility", Springer Science and Business Media LLC, 2013 Publication	1%
2	issuu.com Internet Source	1%
3	Submitted to Case Western Reserve University Student Paper	1%

ETHICS COMMITTEE APPROVAL



BİLİMSEL ARAŞTIRMALAR ETİK KURULU

03.05.2021

Dear Gabriel Odili Olise

Your application titled **“A Quantitative Analysis of the Impact of Knowledge Management on Corporate Social Responsibility and Organizational Performance “A case study of the Euro Zone”** with the application number NEU/SS/2021/963 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

Direnç Kanol

Note:If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.