

The Relationship among Knowledge Management, Emotional Intelligence and Organizational Productivity: A Conceptual Study



Deepali Dabas
Research Scholar,
School of Management,
Ansal University,
Gurgaon

Deepa Rani
Assistant Professor,
Deptt. of Psychology,
Royal College of Education,
Gurgaon

Puja Chhabra Sharma
Professor,
School of Management,
Ansal University,
Gurgaon

Abstract

Over the years there have been in-depth and elaborate discussions exploring the relevance of knowledge management in our society. Management of knowledge is regarded as one of the most critical factors for survival of an organization and is one of the critical factor of knowledge-based society. The main purpose of this paper is to find the relationship among Knowledge management, Emotional intelligence and Organizational productivity. If employees are aware of their own emotions and are able to manage them, they work more effectively and productively. Employees who have high level of emotional intelligence they are more satisfied with their job and experience less level of stress. After reviewing the literature it has been found that knowledge management and emotional intelligence is positively related with job satisfaction and productivity. Successful relationship at work helps in increasing employee's productivity and performance. To remain competitive in business environment, organizations need a capacity to develop, retain, utilize and organize employees' potential and capabilities. The present paper is conceptual, may analytical paper provide more accurate results according to variables measurement. Thus, this paper gives a message to organizers to develop their organizations.

Keywords: Knowledge Management, Emotional Intelligence, Stress, Job Satisfaction, Productivity.

Introduction

A continuous increasing pressure of global market and competition is forcing organizations to become productive. Knowledge is being acknowledged as an important part of the organization. Knowledge helps to enlighten mind, molds attitude, emotions and shapes behaviors of individuals. To make society more civilized all agree that to gain knowledge is one of the most essential activities. Knowledge is considered as a powerful tool. Within the organization knowledge must be shared amongst employees and emotional intelligence helps employees' to be more productive and performance oriented at workplace. Organization that shares knowledge and helps employees to develop higher level of emotional intelligence ensures its management grows at a rapid rate and become more competitive.

Knowledge Management

In order to understand the knowledge management, it is important to first understand the concept of knowledge. Knowledge is the core of knowledge management. In today's economy, knowledge has become more important asset compared to labor, land and capital.

1. Knowledge means awareness, understanding, cognition, cognizance, science, skill, insight, experience, competence, practical ability, learning, wisdom, capability and certainty. The definition depends on the context in which the term is used.
2. Karl-Erik Sveiby, The New Organizational Wealth.

There are two types of knowledge:

Explicit Knowledge is knowledge which is contained in documents and other forms of storage other than human brain. It is basically codified and stored in documents, websites, databases, emails etc. Explicit knowledge includes anything that can be documented and codified which includes knowledge assets such as business plans, reports, drawings, memos, patents, methodologies, trademarks etc.

Tacit Knowledge is knowledge that is stored in the brain of a person. It is personal and is gained from experience and study. It is context-specific. It includes intuition, subjective insight and conjectures. Tacit knowledge can be shared through various mechanisms and activities including workshops, conversations, conferences etc.

Concept of Knowledge Management

Knowledge management is a process which enables creation of relevant knowledge throughout the business in order to create organizational value.

– David Smith

Knowledge Management is a process which clearly defined methods used to search key knowledge among different operations.

– Wigg

Knowledge Management is a process which helps organizations to be selective, organized and then transfer key information and expertise help for activities.

– Gupta et al.

Knowledge management is the process through which organizations create value from knowledge and intellectual assets. Knowledge management is a process of acquiring, distributing, identifying and maintaining knowledge that is relevant to the organization.

Knowledge Management Components

Wiig quoted that knowledge management goals to facilitate an organization in acting smartly and intelligently in order to ensure its success, and helps organizations to achieve the best value of its knowledge assets.

Knowledge Management Infrastructure are for the organizations to develop knowledge and stimulate the creation of it with I the organization as well as the sharing and protection of it. Following are the elements of the knowledge management infrastructure as discussed by many researchers: technology, culture, human resources and structure (figure1)

Figure 1

Elements of Knowledge Management Infrastructure

Elements	Definition	Authors
Technology	Refers to as the technical systems which determine how knowledge travels throughout the organization and how knowledge is accessible.	Gold A., Malhotra A. &Segars A., (2001), Lee H. & Choi B., 2003, Quink U (2008),Chang T. & Chuang S., (2011),Mills A. & Smith T., (2011), Chang T. & Chuang S., (2009), Nguyen Q., Neck P., & Nguyen T., (2009), Fan Z., Feng B., Sun Y. &Ou W., (2009).
Culture	Refers to the set of shared norms, beliefs and values.	
Human Resources	Refers to the extent to which an individual specialize in a particular field and demonstrate the potential of applying knowledge to interact with other individuals.	
Structure	Refers to the extent of an organization's arrangements toward encouraging knowledge-related activities.	

Knowledge Management Process refers to the degree to which organizations creates, shares and utilizes knowledge across boundaries, Following are the elements of the knowledge management

infrastructure as discussed by many researchers: conversions, application, acquisition, storing and protection. (Figure 2).

Figure 2

Elements of Knowledge Management Process

Elements	Definition	Authors
Conversion	Is a process which converts knowledge from external and internal sources into useful forms to improve productivity.	Gold A., Malhotra A. &Segars A., (2001), Mills A. & Smith T., (2011),
Application	Actual use of knowledge. The application of knowledge helps organizations to translate their organizational expertise into embodied products.	Aujirapongpan S., Vadhanaasindhu P., Chandrachai A. &Cooparat P., (2010), Zahra S. & George G., (2002), Weisberg R.(2006),
Acquisition	Process which covers the activities of the accessibility, collecting and application of acquired knowledge.	Lee L. &Sukoco B.(2007), Cui A. Griffith D. &Cavusgil S., (2005),
Storing	Process of keeping Knowledge within the organization.	Chan I. & Chao C., (2008),
Protection	Process of securing the knowledge asset and keeps it safe.	Yli-Renko H., Autio E& Sapienza H.,(2001), 22(6).

Current Status of Knowledge Management Strategy

In a study conducted by Griffith University and BML consulting on Knowledge Management

2002, the participants were questioned whether their organization had knowledge management strategy in place. Overall, 75% of the participants responded that there is knowledge management strategy in place.



Source: Griffith University- School of Management & BML Consulting

Emotional Intelligence

According to Goleman, Emotional intelligence refers to capabilities that differentiate and normalize feelings in yourself as well as others. Emotional intelligence, an individual who is aware of the present information and emotional nature. Emotional intelligence can be used as a phrase that refers to the ability to manage, recognize and influence one's and as well as other's emotions (Keating & Harper et al., 2013). Emotional intelligence attributes skills such as self-efficacy which includes emotional intelligence capabilities. Emotional intelligence helps in improving the performance and productivity of employees. Chopra & Kanji (2010) put emotional intelligence in a very simple terms as an individual's self-perceived ability of their emotional abilities. Emotional intelligence plays an important role in the workplace. Previous studies have proved the relationship between emotional intelligence, employees' performance, job satisfaction. Emotional intelligence is one of the important factor in both organizational performance and individual performance. Emotional intelligence plays an important role in the workplace. Previous studies have proved the relationship between emotional intelligence, employees' performance, job satisfaction. Emotional intelligence is one of the important factor in both organizational performance and individual performance. The level of emotional intelligence among employees has been found to be directly related to effective behaviors (Downey, et al., 2006), psychological well-being (Slaski & Cartwright, 2002), Organizational commitment (Carmeli, 2003), and job satisfaction (Wong & Law, 2002). There are number of difficulties faced by different professional whether in public or private sector. In banking sector the level of job satisfaction among employees is due to various reasons such as the priority on demand solution (Salovey, et al., 2002). consequently it strive to establish association among emotional intelligence and job satisfaction. Job satisfaction is directed related to employee's organization and work.

Stress is an unpleasant emotional condition. Every individual face stress in their personal and professional lives. Society has set certain regulations to help individuals live in a healthy manner. Thus,

stress free life is impossible for individuals in such a competitive environment and has become a characteristics of one's existence. Researchers have suggested that employees with high level of emotional intelligence are more capable of managing and understanding their emotions which allow them to adjust to their environment and they get more tolerant power to face challenges including stress (Goleman, 2005). Job satisfaction and high level of productivity is directly related with mental health. Job satisfaction not only affects one professional lives but also one's personal lives. The long working hours under stress, has a direct impact on the level of one's job satisfaction, performance and productivity. For successful organization outcomes such as job satisfaction, performance and productivity. Daus & Ashkanasy, 2005 in their study Suggested Emotional intelligence as one of the prime factor. Emotional intelligence plays an important role in managing and understanding ones as well as others emotions. Work related stress is a major factor for job satisfaction.

Aim of the Study

1. To investigate the relationship among Knowledge Management and Organizational Productivity
2. To investigate the relationship among Emotional Intelligence and Organizational Productivity

The Relationship among Emotional Intelligence and Organizational Productivity

Emotional Intelligence is the ability to have empathy, positive outlook and transparency and capability to inspire others (Sharma, 2007b). Emotions plays important role in employees well-being, psychological health, mood, self-esteem, performance, life satisfaction, productivity, stress and preventing burnout. Researchers have found that there is a positive association among emotional intelligence and job satisfaction. Emotional intelligence have a great impact on job performance of employees. Afolabi, Awosola and Omole in 2010 examined the influence of emotional intelligence on job performance and job satisfaction among officers and found that officers who have lower level of emotional intelligence are not satisfied with their jobs and didn't perform well. Lopes, P. N., Grewal, D., Kadis, J., Gall, M., & Salovey, P. (2006). In their study found that emotional intelligence is directly related to job performance and attitudes at workplace. The sample was collected from 400 insurance companies. Employees with high level of emotional intelligence received greater merit and held higher positions than their counterparts. They received better supervisors/peer ratings of interpersonal skills and stress tolerance when compared with others.

Catwright, (2002) found that individuals with higher level of emotional intelligence reported lower level of stress and distress, higher morale and good quality of work life and notably better work performance and health. Emotional intelligence is one of the strong predictor of psychological well-being or mental health. In life growth of emotional intelligence draw a major influence in finding out ways of handling different life situations. Self-understanding is one of the important key for better mental health. Individuals who understand and manage their own emotions in a meaningful way have more ability to put off their

psychopathologies i.e anxiety, depression and other emotional thoughts and mental health problems. Such people are highly emotionally intelligent (Hamachek, 2000). People who are highly emotionally intelligent have the ability to repair their moods and negativity around (Schutte et al, 2002). Nikkheslat, M., Asgharian, R., Saleki, Z. S., &Hojabri, R. (2012). Investigated the impact of emotional intelligence on organizational commitment and job satisfaction. According to the finding of the study, it was stated that emotional intelligence has positive impact on organizational commitment and job satisfaction among employees.

Tischler, Biberman and McKeage (2002) investigated the link between emotional intelligence, spirituality and workplace performance. The study found that there is a positive relationship between emotional intelligence and workplace success. In a study by Ngirande and Timothy (2014) chose 92 participants in South Africa and examined the effect of emotional intelligence on employees' job satisfaction and found out that there is a significant positive relationship between emotional intelligence and employees' job satisfaction. In a similar study by Onuoha and Segun-Martins (2013) it was found that the employees' with higher level of emotional intelligence are more satisfied with their job as compared to employees' having lower level of emotional intelligence. In a study by Montes-Berges et al. (2007) it was found that emotional intelligence is a skill that decreases the negative stress consequences.

The Relationship among Knowledge Management and Organizational Productivity

Knowledge management is a process which enables creation of relevant knowledge throughout the business in order to create organizational value.

– **David Smith**

Shankaret. Al., (2003) investigated that knowledge management creates competitive advantage. Ju, Li and Lee (2006) developed a strategic model to identify interrelationships among knowledge management, knowledge characteristics, knowledge management capability, knowledge integration, organizational integration and innovation. They found that knowledge characteristics with higher levels of explosiveness enhance organizational integration and learning. They found that knowledge integration, organizational learning and knowledge management capability to play a significant role at workplace. Drucker (1994) quoted that knowledge is one of the prime factors besides conventional factors like labor, land and economic development. In today's era, the organizations which utilize their knowledge in an effective manner will be the winner at workplace.

A study by Liao and Chuang (2006) claimed important role that knowledge management has played for the knowledge capability and on activity and speed of innovation. Brockman et al. (2003) in his study argued that knowledge management tools "Efficient information gathering" and "use of innovative information" improves innovativeness of new products at workplace which leads to job satisfaction among employees'.

Researchers have attempted to measure the contribution of knowledge management by different models. Figure 3 summarized the knowledge management performance.

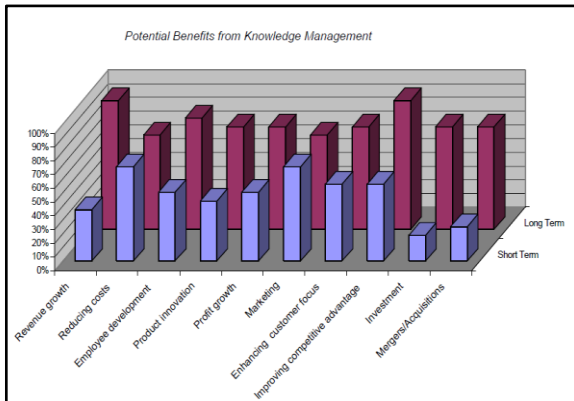
Figure 3

Knowledge Management Performance Measures

Performance Measure	Authors
Perceived usefulness	Lee H. & Choi B., (2003).
Market share	Quink U., (2008).
Customer satisfaction	Suzana R. &Kasim R., (2010)
Profitability & Growth rate	Chang T. & Chuang S., (2011)
Innovativeness	Lin C. & Tseng S., (2005)
Sales growth	Cost performance
Efficiency & Effectiveness	Productivity
Return on investment	Competitiveness
Higher level of job Satisfaction	Higher level of commitment
	Anantamula V. &Kanungo S., (2006)
	Li E., Chen J. & Huang Y., (2006)
	Tay W., (2007)

KijpokinKasemsap in his study introduced a framework of organizational learning, culture, knowledge management and job satisfaction and found out that knowledge management have positive effect on job satisfaction among employees'. Becerra-Fernandez et al. (2004) investigated that the knowledge management practices at workplace have a great impact on products, processes, performance and people. These practices put a great impact on employees' level of commitment, adaptability and job satisfaction. They further argued that knowledge management have a great impact on employees. Knowledge management can expedite their learning and cause employees to be more adaptable and upgrade their work fulfillment. In a study by Jelena R., Vesna B.V (2012) it was concluded that knowledge management is a ongoing process which transforms individual knowledge into organizational knowledge. The main objective was to show that through organizing, creating and using knowledge organization can enhance organizational performance. The sample consisted of 50 participants and data analysis was done using structural equation modelling. The results concluded that knowledge management had a positive impact on organizational performance of employees'. In a research report on Knowledge management by Griffith University and BML Consulting it was found that participants were asked about the role of Knowledge management in achieving long term and short term goals in organization. The participants from the survey reported that benefits on a long term would be in context of improving "revenue" and further will lead to "competition". Another long term benefit would be "employee development" and "innovation" which are very important in measuring the success of knowledge management implementation. On the other hand short term benefits would be "reducing costs", "enhancing focus of customer", "improving marketing strategies" and "facilitating profit growth". Refer to figure 4

Figure 4
Benefits from Knowledge Management



Source: Griffith University- School of Management & BML Consulting

Conceptual Framework

Based on the previous researches, this paper develops a conceptual framework of how knowledge management and emotional intelligence leads to job satisfaction and organizational productivity among employees'. This framework emphasized on variables like knowledge management and emotional intelligence. These independent variables are positively related to employee's high level of Job satisfaction and Organizational Productivity. The diagram framework is given below:



Figure 1: Proposed Conceptual Framework of this Study

Discussion

The present study investigates the relationship among knowledge management and emotional intelligence on organizational productivity. Emotional intelligence is one of the crucial factor which plays an important role in increasing job satisfaction, management, employees' relationship and have a significant impact on organizational productivity. Researchers have stated that emotional intelligence is one of the important factor which predicts job satisfaction. After review of extensive literature it has been analyzed that relationship between employees and higher management is positively related with job satisfaction. If there exists communication gap between management and employees' the performance of employees decreases. One of the main reason is lack of emotional intelligence. Relationship between management and employees is directly correlated with productivity and performance as it creates positive and direct impact on organizational productivity. The level of job satisfaction is more among employees if the organizations pay good rewards or incentives to their employees, they are more satisfied and their efficiency increases. Emotional intelligence is positive correlated with job satisfaction. Knowledge management represents the quality of organizational

knowledge that are utilized in decision making in organizations. The quality of knowledge is good, which directly enhances the performance of employees. In a study by Ibrahim and Reid (2009) it was concluded that knowledge management directly improves organizations activities in number of ways such as cost and improving the quality of the product. O'Dell and Grayson (1998) found that knowledge management leads to less-frustration among employees' and directly effects their productivity at workplace. Researchers have found that there is a positive relationship between knowledge management and productivity. The present study found out that knowledge management creates competitive advantage for an organization. Based on the extensive literature it has been found that there exists a positive relationship among knowledge management, emotional intelligence and organizational productivity.

Limitation

This study determined the relationship between Knowledge Management, Emotional Intelligence and Organizational Productivity. Knowledge management and Emotional intelligence are prominent indicator for employee's success at workplace. The present paper is positively and take a devoted importance to contribute conceptual, may analytical paper provide more accurate results. Furthermore, research work can be carried out on leadership and check their effect on organizational productivity.

Managerial Implication

These days organizational productivity is one of the major aspect for employees. Due to high level of stress employees face dissatisfaction at workplace. Emotional intelligence and knowledge management are key factors at workplace which contributes to employee's success. If employees' are aware of their emotions they are able to deal with their challenges more productively and efficiently. Employees also recognizes and appreciated emotions of other employees at workplace. Due to high level of job satisfaction the productivity of employees increases. Management need to develop emotional intelligence and knowledge management skills in order to improve performance and productivity of employees. Organizations must create desire for knowledge management among employees. Top management people need to be supportive and cooperative in building knowledge management system in the organization. Organizations must transform knowledge through coaching, mentoring, formal and informal meetings so that knowledge can be shared with other employees. Organizations need to develop an effective way of rewarding system which enhance the creativity and innovation at workplace, managers need to encourage employees to present their creative ideas and views. Learning environment should be opulent in tolerance, team spirit of the genuine mistake caused by creative predisposition and emotional sensitivity. Organizations should adapt emotional intelligence strategies that will further promote a better person-job fit through more training opportunities. The Systematic approach can be employed at individual, group and organizational levels to enhance knowledge and emotional

intelligence among employees'. Improving emotional intelligence enhance positive climate at workplaces and would serve as a strategic tool for promotion of wellbeing, job satisfaction and organizational productivity.

Conclusion

The research findings show that there is positive relationship between knowledge management, emotional intelligence and organizational performance. It was also observed that properly designed knowledge management systems and proper training of emotional intelligence gives employee flexibility. Knowledge management and emotional intelligence are positive related with organizational productivity therefore emphasis should be on the learning and behavior if the employees'. The research findings show that there is positive relationship between knowledge management and organizational performance. It was also observed that properly designed knowledge management systems gives employee flexibility and reduces design time and organizational costs. However, the research recommends that there is need to carry out further research at a wider scale involving other parastatals in order to generalize the research findings from this conceptual study. The learning and sharing platform should be provided to employees' to display their knowledge and emotional intelligence. However, the research recommends that there is need to carry out further research at a wider scale involving other parastatals in order to generalize the research findings from this conceptual study.

References

- Afolabi, A.O., R.K. Awosola and S.O. Omole, 2010. Influence of emotional intelligence and gender on job performance and job satisfaction among Nigerian policemen. *Journal of Social Science*, 2(3), 147-154.
- Aujirapongpan S., Vadhanasindhu P., Chandrachai A. &Cooparat P. (2010). Indicators of knowledge management capability for KM effectiveness", *The journal of information and knowledge management systems*, 40(2), 183-203.
- Aujirapongpan S., Vadhanasindhu P., Chandrachai A. & Cooparat P., "Indicators of knowledge management capability for KM effectiveness", *The journal of information and knowledge management systems*, 2010, 40(2), 183-203.
- Becerra-Fernandez, I., Gonzalez, A., & Sabgerwak, R. (2004). *Knowledge management: Challenges, solutions, and technologies*. Upper Saddle River, NJ: Prentice Hall.
- Cameli, A. (2003). The relationship between emotional intelligence and work attitudes, behaviors and outcomes. *Journal of Managerial Psychology*, 18(8), 788–814.
- Chan I. & Chao C. (2008). Knowledge management in small and medium-sized enterprises, *Communications of the ACM*, 2008, 51(4), 83–88.
- Chang T. & Chuang S. (2009). Performance Effects of Knowledge Management: Corporate Management Characteristics and Competitive Strategy Enablers, *Asian Journal of Management and Humanity Sciences*, 4(4), 181-199.
- Chang T. & Chuang S. (2011). Performance implications of knowledge management processes : Examining the roles of infrastructure capability and business strategy, *Expert Systems with Applications*, 38, 6170–6178.
- Chopra, P. K. & Kanji, G. K. (2010). Emotional intelligence: a catalyst for inspirational leadership and management excellence. *Total Quality Management*, 21 (10), 971-1004.
- Cui A. Griffith D. &Cavusgil S. (2005). The Influence of Competitive Intensity and Market Dynamism on Knowledge Management Capabilities of MNC Subsidiaries", *Journal of International Marketing*, 13(3), 32-53.
- Daud S. & Yusuf W. (2008). An Empirical Study of Knowledge Management Processes in Small and Medium Enterprises", *Communications of the IBIMA*, 4, 169-177.
- Daus, C.S. and N.M. Ashkanasy, 2005. The case for the ability-based model of emotional intelligence in behaviour. *J. Organizational Behavior*, 26, 453-466.
- Davidson P. & Griffin R. (2006). *Management*, 3rd Australasian edition. Milton, 2006, John Wiley & Sons Australia.
- Downey, L. A., Johnston, P. J., Hansen, K., Schembri, R., Stough, C., Tuckwell, V., et al. (2008). The relationship between emotional intelligence and depression in a clinical sample. *European Journal of Psychiatry*, 22 (2), 93-98.
- Drucker, P. (1994), *The Theory of Business*, Harvard Business Review, Sep, Oct, 95-104.
- Fan Z., Feng B., Sun Y. &Ou W. (2009). Evaluating knowledge management capability of organizations: a fuzzy linguistic method, *Expert Systems with Applications*, 36, 3346–3354.
- Fan Z., Feng B., Sun Y. & Ou W. (2009). Evaluating knowledge management capability of organizations: a fuzzy linguistic method", *Expert Systems with Applications*, 36, 3346–3354.
- Gold A., Malhotra A. & Segars A. (2001), Knowledge management: an organizational capabilities perspective, *Journal of Management Information Systems*, 2001, 18(1), 185-214.
- Gold A., Malhotra A. &Segars A. (2001), Knowledge management: an organizational capabilities perspective, *Journal of Management Information Systems*, 18(1), 185-214.
- Goleman, D. (1998). *Working with emotional intelligence in businesses with different characteristics affect behavior intelligence*. New York: Bantam Books.
- Gupta B., Iyer L. & Aronson, J. (2000), "Knowledge management: practices and challenges", *Industrial Management & Data Systems*, 2000, 100(1), 17-21.
- Hamachek, D. (2000). Dynamics of self-understanding and self-knowledge: Acquisitions, advantages and relation to emotional intelligence. *Journal of Humanistic Counseling, Education and Development*, 38(4), 230-242.
- Hoegl, M., & Schulze, A., (2005). 'How to support knowledge creation in New Product Development: An investigation of Knowledge

- Management Methods': *European Management Journal*, 23(3), 269-273.
24. Ibrahim, F., & Reid, V., (2009). 'What is the value of Knowledge Management Practices?' *Electronic Journal of Knowledge Management*, 7(5), 567-574.
 25. Jelena, R., Bosilj, V., & Štemberger M. (2012). The impact of knowledge Management on organizational Performance. *Economic and business review*, 14 (2), 147–168.
 26. Jelena, R., Vesna, B. & Mojca, I. (2012). The Impact of Knowledge Management on Organizational Performance. *Economic and Business Review*, 14(2).
 27. Keating, R. J., Harper, S. C. & Glew, D. J. (2013). Emotional intelligence dilutes the toxins. *Industrial Engineer*, 45 (6), 30.
 28. Kipokin, K. & Sunandha, S. (2011). The Role of Knowledge Management on Job Satisfaction: A Systematic Framework. Rajabhat University, Thailand. DOI: 10.4018/978-1-4666-4940-8.ch006
 29. Lee H. & Choi B. (2003). Knowledge management enablers, processes, and organizational performance: An integrative view and empirical examination", *Journal of Management Information Systems*, 20(1), 179–228.
 30. Lee L. & Sukoco B. (2007). The effects of entrepreneurial orientation and knowledge management capability on organizational effectiveness in Taiwan: the moderating role of social capital", *International Journal of Management*, 24(3), 549-573.
 31. Lee Y. & Lee S. (2007). Capabilities, Processes, and Performance of Knowledge Management: A Structural Approach, *Human Factors and Ergonomics in Manufacturing*, 17(1), 21–41.
 32. Leifer, R. and O'Connor, G.C and Rice, M. (2001). Implementing Radical Innovation in Mature Firms: The Role Hubs. *The Academy of Management Executive*, 15(3), 102- 113.
 33. Liao C. & Chuang S. (2006). Exploring the Role of Knowledge Management for Enhancing Firm's Innovation and Performance, *39th Hawaii International Annual Conference on System Sciences*, USA, 1-10.
 34. Liao C., Wang H., Chuang S., Shih M., & Liu C. (2010). Enhancing knowledge management for R&D innovation and firm performance: An integrative view, *African Journal of Business Management*, 4(14), 3026-3038.
 35. Lopes, P.N., D. Grewal, J. Kadis, M. Gall and P. Salovey, 2006. Evidence that emotional intelligence is related to job performance and affect attitudes at work. *Psicothema*, 18(1): 132-138.
 36. Mills A. & Smith T. (2011). Knowledge management and organizational performance: a decomposed view, *Journal of Knowledge Management*, 15(1), 156-171.
 37. Montes-Berges, B. and Augusto, J.M. (2007). Exploring the relationship between perceived emotional intelligence, coping, social support and mental health in nursing students, *Journal of psychiatric mental health Nursing*, 14(2), 163-71.
 38. Montes-Berges, B. and Augusto, J.M. (2007). Exploring the relationship between perceived emotional intelligence, coping, social support and mental health in nursing students, *Journal of psychiatric mental health Nursing*, 14(2), 163-71.
 39. Ngirande, H., & Timothy, H. T. (2014). The relationship between leader emotional intelligence and employee job satisfaction. *Mediterranean Journal of Social Sciences*, 5(6), 35-40.
 40. Nguyen Q., Neck P., & Nguyen T. (2009). The Critical Role of Knowledge Management in Achieving and Sustaining Organizational Competitive Advantage, *International Business Research*, 2(3), 3-16.
 41. Nikkheslat, M. Saleki, Z. Asgharian, R & Hojabri R. (2012). The relationship between Emotional Intelligence and Organizational Commitment. *International Journal of Research in Management & Technology*, 495-498.
 42. O'Dell, C., & C.J. Grayson. 1998. If only we knew what we know: identification and transfer of internal best practices. *California Management Review*, 40(3), 154–174.
 43. O'Dell, C., & Grayson, C.J., (1998). *If we only know what we know: The transfer of internal knowledge and best practice*: The Free Press: New York.
 44. Onuoha, U. C., & Segun-Martins, I. O. (2013). Predicting job satisfaction of married female employees: The role of age and emotional intelligence. *Gender and Behaviour*, 11(2), 5745-5751.
 45. Onuoha, U. C., & Segun-Martins, I. O. (2013). Predicting Job Satisfaction of Married Female Employees: The Role of Age and Emotional Intelligence. [Article]. *Gender & Behaviour*, 11(2), 5745-5751.
 46. Quink U. (2008). *An Exploration of knowledge management and intellectual capital in a nonprofit organization context*", master thesis, the Queensland University of Technology.
 47. Salovey, P., L.R. Stroud, A. Woolery and E.S. Epel, 2002. Perceived emotional intelligence, stress reactivity AND symptom reports: Further.
 48. Schutte, N. S., & Malouff, J. M. (2002). Incorporating emotional skills content in a college transition course enhances student retention. *Journal of the First-Year Experience*, 14(1), 7-21.
 49. Sharma, Radha R. (2006b). Emotional intelligence as a mediator in executive burnout. *Cutting Edge Monograph*, Academy of HRD, USA. 7–13.
 50. Slaski, M., & Cartwright, S. (2002). Health, performance and emotional intelligence: An exploratory study of retail managers. *Stress and Health*, 18(2), 63–68.
 51. Smith T., Mills A. & Dion P. (2010). Linking Knowledge Management Capabilities to the Business Strategy for Organizational Effectiveness, *International Journal of Knowledge Management*, 6(3), 22-43.
 52. Smith T., Mills A. & Dion P., "Linking Knowledge Management Capabilities to the Business Strategy for Organizational Effectiveness",

- International Journal of Knowledge Management*, 2010, 6(3): 22-43.
53. Suzana R. & Kasim R. (2010). The Relationship of Knowledge Management Practices, Competencies and the Organizational Performance of Government Departments in Malaysia", *International Journal of Human and Social Sciences*, 2010, 5(4), 219-225.
54. Suzana R. & Kasim R. (2010). The Relationship of Knowledge Management Practices, Competencies and the Organizational Performance of Government Departments in Malaysia, *International Journal of Human and Social Sciences*, 5(4), 219:225.
55. Theriou N., Maditinos D., & Theriou G. (2010). Knowledge Management Enabler Factors and Firm Performance: An empirical research of the Greek medium and large firms. *International Conference on Applied Business and Economics*, Technological Educational Institute of Kavala, Kavala, Greece, 1-20.
56. Tischler, L. Biberman, J. & McKeage, R. (2002). Linking emotional intelligence, spirituality and workplace performance: Definitions, models and ideas for research. *Journal of Managerial Psychology*, 17(3), 203-218.
57. Weisberg R. "Expertise and reason in creative thinking: evidence from case studies and the laboratory". In: Kaufman J. & Baer J, "Creativity and Reason in Cognitive Development. Cambridge", Cambridge University Press; 2006.
58. Wiig K, *Knowledge management foundations-thinking about thinking-how people and organizations create, represent, and use Knowledge*, 1995, Texas: Schema Press Arlington.
59. Yeh Y., Lai S. & Ho C. (2005). Knowledge management enablers: a case study, *Industrial Management & Data Systems*, 106(6), 793-810.
60. Yli-Renko H., Autio E & Sapienza H. (2001). Social capital, knowledge acquisition, and knowledge exploitation in young technology-based firms", *Strategic Management Journal*, 22(6), 587-613.
61. Zahra S. & George G. (2002). Absorptive capacity: A review, reconceptualization, and extension, *Academy of Management Review*, 27(2), 185-203.
62. Zaim H., Tatoglu E. & Zaim S. (2007). Performance of knowledge management practices: a causal analysis, *Journal of Knowledge Management*, 11(6), 54-67.
63. Zaim H., Tatoglu E. & Zaim S. (2007). Performance of knowledge management practices: a causal analysis, *Journal of Knowledge Management*, 11(6), 54-67.