

## **WORK HUMANIZATION AND INFORMATION MANAGERS' PERFORMANCE: A MODERATING ROLE OF ORGANISATIONAL CULTURE IN MANUFACTURING SECTOR IN RIVERS STATE**

**Beauty Gbefah**

**Doctorial Student, Department of Office and Information Management  
Faculty Of Business Studies, Ignatius Ajuru University of Education, Port Harcourt,  
Rivers State, Nigeria**

### **ABSTRACT**

*This study examined the relationship between work humanization and information manager performance in manufacturing sector in Rivers State. The objective of the study was to examine the extent of relationship between the dimensions of work humanization such as job security, equity in remuneration and job individuation and information manager performance in terms of innovativeness, service quality delivery and efficiency. Ten research questions and hypotheses were formulated to guide the study. Hence, it was concluded that all the dimensions of work humanization enhances information manager performance in manufacturing sector in Rivers State. The study recommended that management should ensure that organizational justice prevails in every situation and adopt a reward system which will in turn propel information managers in the path of competence and competitiveness. It is further recommended that management should organize on-the-job and off-the-job training sessions that will build competency, autonomy and craftsmanship in information managers to boost their performance. The study has therefore bridged the knowledge gap that existed concerning the relationship between work humanization and information managers' performance in literature by providing an empirical explanation of how work humanization such as job security, equity in remuneration, and job individuation interact with measures of information managers' performance in terms of innovativeness, service quality delivery, and efficiency within the context of manufacturing sector in Rivers State.*

**Keywords: Work Humanization, Information Manager, Organizational Culture**

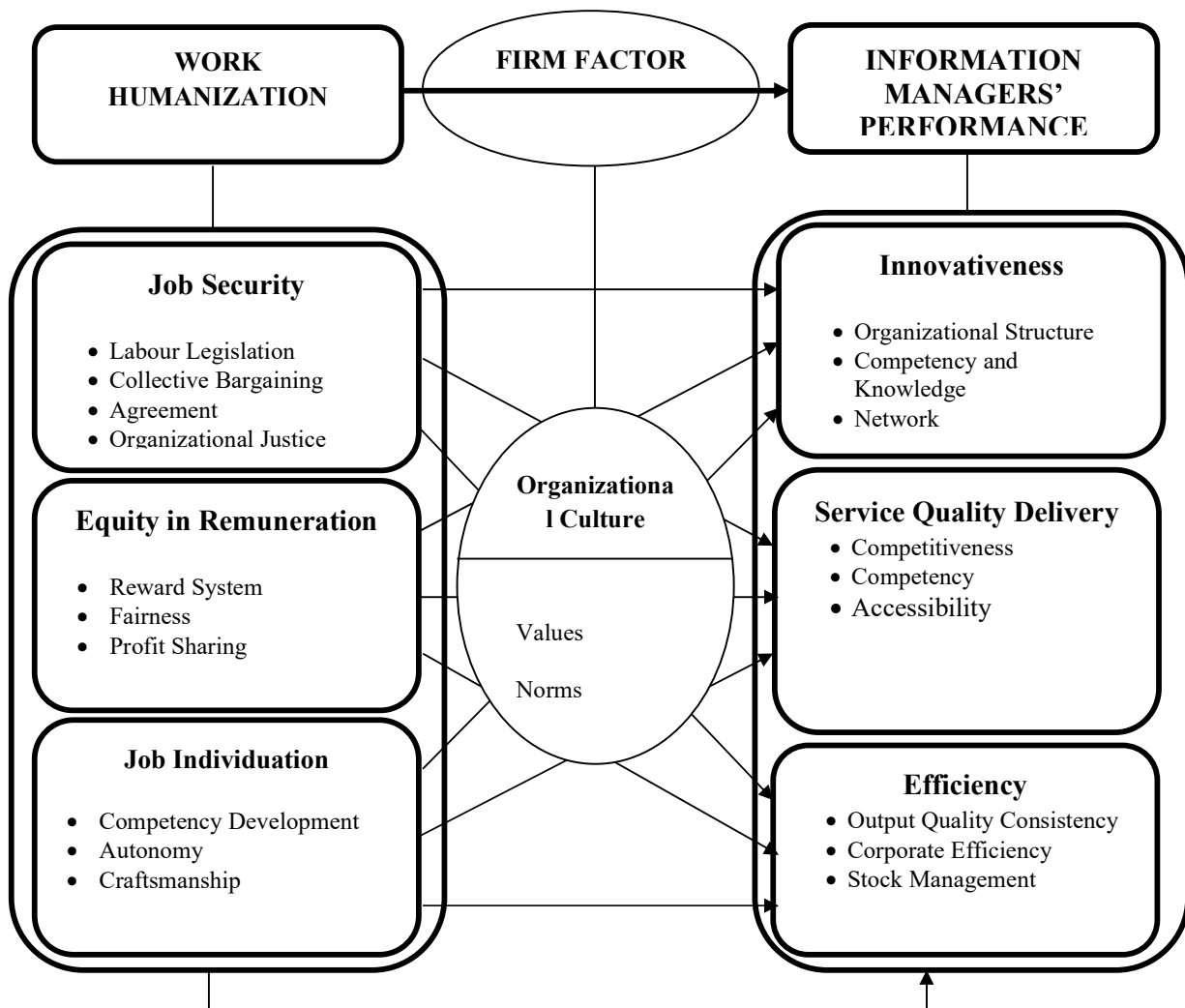
### **INTRODUCTION**

The inadequacy of work humanization can account for poor performance in the manufacturing sector in Rivers State. One of the most fearsome challenges faced by workers in manufacturing in Rivers State, Nigeria currently appears to be job security (Banjoko, 2018). The soul of the matter is that workers are not given equity in their wages/package. Workers in the manufacturing sector are perceived or viewed as second class citizens and are therefore, not given the privilege of job individuation on the job i.e they do not control what they do and how they do it (Ahiauzu, 1999). This scenario has resulted in lack of job security, no job satisfaction, boredom, job alienation, and loss of performance in many manufacturing firms in Nigeria (Banjoko, 1996). An average worker/employee should be committed and proud of the result emanating from his contribution to an organization, but because of lack of work humanization which has affected the performance in the manufacturing sector in Rivers State workers are not committed to their work and are not proud of the result of their work. This is further manifested as, lack of commitment to the job they do, absenteeism, hostility, improper use of assets provided. These are clear problems associated with lack of work humanization and how it affects the quality of output produced from this sector (Ahiauzu, 1999).

Information Manager's performance has remained a serious challenge in many manufacturing firms in Rivers State. Some of the managers exhibit negative, indifferent, casual, nonchalant attitude to the timely dissemination of information across the organization. Misinformation, sending out inaccurate or misleading information can cause motivational problems. Information Managers who promise the heavens and do not deliver to employees will not be trusted but those

who clearly and unambiguously communicate will be trusted and valued and the organization will attain its vision (Nwakaego & Opara, 2020). Generally, these studies revealed that factors such as job security, equity in workers' remuneration and job individuation enhance organizational performance. However, none of these studies was able to unravel the empirical relationship between work humanization and information managers' performance within the context of manufacturing sector in Rivers State. This implies that the relationship between work humanization and information managers' performance in manufacturing sector may not have received adequate research attention. This is the knowledge gap which this study sought to fill. Hence, the need for the study.

### Operational Framework



**Figure 1: Operational Framework showing the Relationship between Work Humanization and Information Managers' Performance**

**Source: Desk Research (2022)**

with dimension of work humanization from the work of Herrick and Maccoby (1975), Ahiauzu (1999), Helliwell (2006), Appleby (1994) and measures of information managers' performance sourced from the work of Valmohammadi and Ahmadi (2015, and Drucker (1993) identified three dimensions of information managers' performance which include: innovativeness, service quality

delivery and efficiency. The measures of organizational culture were derived from the work of (Robbins, 1998).

### **Aim/Objectives of the Study**

Based on the issues raised in the statement of problem, the aim of the study was to examine the relationship between work humanization and information managers' performance in manufacturing sector in Rivers State. The objectives of the study are to:

- i. examine the relationship between job security and innovativeness in the manufacturing sector in Rivers State.
- ii. examine the relationship between equity of workers' remuneration and service quality delivery in the manufacturing sector in Rivers State.
- iii. determine the relationship between job individuation and efficiency in the manufacturing sector in Rivers State.
- iv. investigate the relationship between equity in workers' remuneration and innovativeness in the manufacturing sector in Rivers State.

### **Concept of Work Humanization**

Work Humanization gave birth to machine technology with new system of work organization, such that the pace of division of labour, automation, capital growth, functional specialization of production, accelerated very fast. Before man could realize himself and comprehend the full consequence of the new technology, he had become isolated and estranged from his own inventions, as his labour had merely become an instrument in the services of machine technology. Herrick and Maccoby (1975) have explained that to optimize workers well being and correspondingly that of society, four principles of humanization of work, but for this study three principles are adopted. They are; job security for the worker, equity of workers' remuneration, and job individuation. It is a concept of rethinking our work for the workers. Humanization makes workers feel valued, and improves relationship. It focuses on the importance of person-centred processes and not machine-centred process. It improves on finding ways to enhance people's sense of being active in their organization.

Helliwell (2006), Inyang, (2008) posits that work humanization deals with the meaning people get from their work and the meaningfulness of their work as it affects their economic and social life. Humanizing the workplace is expedient because it affects a large part of the future of humanity. A dehumanized work place accounts for most of the problems in general life (Ahiauzu, 1999). Processes and structures are built in a way that makes people cogs in machines. This indeed makes them eminently replaceable. Work Humanization focuses on providing an appropriate physical work environment. Certain physical features induces a stress response, lack of natural lighting, close-packed uncomfortable seating that invades personal space, monochrome colour schemes, once stressed, an individual worker is prone to respond negatively to subsequent activities, making increased errors or reacting with irritability to situations normally within their capabilities. Simple change to the work place can help alleviate the stress. It is established that natural views through the window have a positive effect on increasing positive mood, and improve concentration on a task, reducing errors and fatigue Ahiauzu (1999).

Herrick and Maccoby (1975) asserts that work humanization addresses issues such as job security for the worker, which involves a feeling of freedom from fear and anxiety regarding present and future employment. Equity of workers' remuneration, which has to do with how commensurate the remuneration received by the worker is to the effort he puts in at work. Job individuation, this is another dimension in the work humanization, it encourages craftsmanship, autonomy, and learning in the place of work.

Work humanization in a broader sense is also humanistic management (HM), regards and concern for persons and human aspects in managing organizations. It is oriented not only to obtaining

results through people, but also, and above all, toward people themselves, showing care for their flourishing and well-being Pison & Lawrence, (2010).

### **Concept of Information Managers' Performance**

The concept of information managers are the personnel's responsible for the collection and management of information from one or more sources and the distribution of that information to those who have right to it (Robertson, 2005). Information managers are multidisciplinary that combines skills and resources from different fields. The managers as used in this context means the persons responsible for the organization and control over the structure, the processes and the delivery of information. Henczel (2000) and Ravi (2011) consider information managers as the systematic responsibility of management of information in order to create and use information that will contribute strategically to the achievement of an organization's goals and make sure that groups and individuals have efficient access to and make effective use of the information they need to do their work and to develop themselves. Information managers is theorized to involve a continuous cycle of closely related activities such as identification of informational needs, acquisition and creation of information, analysis and interpretation of information, organization and storage of information. Information access and dissemination and information use (Hensel, 2000; Robertson, 2005; Ravi, 2011).

Identification of informational needs involves realization of the pivotal roles of information in the achievement of organizational goals and strategically plan for it. Maceviciute and Wilson (2002) define information managers to include developing and implementing information policy and strategy; data creation and management; processing, storage and information delivery; and information usage. Ravi (2011) indicates that information managers combine technological innovations and intelligent processes to deliver cost effective information compliance and data protection. This suggests using the information technology and other accessories to properly manage information to create, organize, store, process and distribute information to those who have to use them for the achievement of organizational objectives. Information management is the communication of meaningful information through the use of understandable signs, symbols, and semantic rules. Communication of information is meant to effect timely actions that guides to achieve organizational goals and objectives. Information is communicated to bring in new ideas, feelings, and also to create and share meaning. Communication of information is also a means of connecting people. It is a management function in an organization. It is the sending and receiving of messages among interrelated individuals within a particular environment meant to achieve common goal. It encompasses all the means, both formal and informal by which information is passed from top to down (Nwakaego & Opara, 2020).

Information management is key and strategic in the achievement of organizational goals. The strategic role of information in giving an organization major advantage over the competition it faces in the local and global market ----- cannot be overemphasized Weintraub *et al.*, (2013). Therefore, management of information becomes key to any organization and the need to have competitive advantage over competitors (Kahraman *et al.*, 2011).

### **Work Humanization and Information Managers Performance**

Many human resources experts have revealed that there is strong impact of work humanization on the productivity, motivation and job satisfaction of employees in an organization. In other to circumvent these issues, it is relevant to look for different strategies and advances to work humanization and job individuation (Ahiauzu, 1999). Effective work humanization is a measure of the extent to which employee is concerned in his/her tasks and assignments. Many researchers have analyzed the relationship of work humanization and managers' performance and concludes that there is a strong positive relationship between them, to this effective performance stimulates employee satisfaction and loyalty as well boosts information managers' performance.

Rison and Lawrence (2018) observed that designing work using the work humanization model enhance employee work outcomes, motivation and commitment to work which results to increased performance and efficiency within the organization. The influence of workers' commitment with regards to increased labour turnover and workers performance cannot be overemphasized; this is because it has commonly become a well-known challenge facing most managers of organizations today. This problem within the context of the Nigeria work environment most importantly, the manufacturing sector which is the focus of this study results due to lack of security, poor remuneration and very poor level of job individuation for workers who are the most essential asset of every organization.

### **Job Security and Information Managers' Performance**

Job security is rooted in the position employees occupy in an organization. It is the assurance in employee's job continuity. When employees are convinced of their continuity in an organization, they become more committed, loyal to the organization and are easily motivated to put in their best. Organizations demand greater dedication, energy and engagement from employees, these demands can only be met when there is guaranteed security (Banjoko, 1996).

Ahiauzu (1999) posits that job security is a workplace important working tools. Vivek et al. (2021) on the study of effects of job security on performance found that, job security can encourage innovativeness in an organization. The study recommended that, an employee should be properly protected until his/her retirement. Appleby (1999) advocates that for a worker to develop his/her present skills and potentials, his/her present and future employment need to be secure. In another study, Baridam (2002), Herrick and Maccoby (1975) concluded that people with secured and perceived security about their job, experience fewer distressing emotions and are better able to organize the complex cognitive skills required to cope with demanding environment.

Self-secured individuals hold stronger beliefs in their ability to successfully perform task in all situations, set more challenging goals for themselves, invest more, persist longer and are better in dealing with failing experiences than persons with low security (Spitzeck, 2011). Highly secured individuals are expected to make better use of and generate resources in their work environment to deal with demanding tasks in all given situations because they have positive mood, and improve concentration on a task, thereby reducing errors and fatigue (Ahiauzu,1999).

Job security is rooted in employees' perception of future and present employment in an organization. It can be seen to encourage employees to become more committed, versatile and resourceful thereby improving service quality delivery (Brithany, 2020). According to Baridam (2002), most firms that have in place a good quality of worklife where employees are secured view employees as a resource whose primary function is not to provide goods and services but rather are seen as critical to their aptitude for providing quality service delivery and their ability to grow and evolve continuously. Moreso, there is the need for firms to evolve action plans that enables them transfer knowledge from experience or highly qualified employees and managers to all other employees within the organization. Job security can be seen to encourage employees to evolve better service quality delivery thereby providing customers with experience that meets up and exceed their expectations. This increases loyalty and satisfaction (Drucker, 1993).

### **Equity in Remuneration and Information Managers' Performance**

Lillydahl and Singell (1993) argued that equity in remuneration is a systematic way of encouraging employees to be committed by creating for them an opportunity to be compensated commensurably with their contribution to the value of a service or product. Mabey et al. (2015) opined that equity in remuneration spurs job satisfaction in employees by increasing the level of accountability and engendering the sense of partnership and loyalty. Walton (2016) posited that equity in workers' remuneration is giving the workers the impetus to work thereby increasing innovativeness in an organization.

Valmohammadi and Ahmadi (2015) asserted that the business environment has become increasingly competitive and dynamic and therefore, for organizations to closely monitor performance there must be equity in workers' remuneration to encourage employees to be ready to take on higher responsibilities in the organization. Wang and Ahmed (2004) posit that for any organization to realize its set goals, it must be productive. He recognizes and identified multiple aspects of innovativeness and established that for organization to meet with this target its work force must be properly motivated through implementing equity in their remuneration. According to Rogers (2003), equity in workers remuneration would evoke in employees the required behavioural change needed for the organization to be innovative and competitive in a challenging environment.

Hult (1998) and Van de Ven *et al.* (1999) posited that innovativeness is an important source of growth and a key determinant of competitive advantage for many organizations. They established that to achieve innovativeness requires coordinated efforts of many different actors and the integration of activities across the organization that establish equity in workers remuneration.

Koontz and Weihrich (2005) positioned that an important factor in motivation is whether individuals perceive the reward structure to be equitable and fair. Walton (1975) says that the typical impetus to work is to earn a living. Bapuji *et al.* (2020) asserts that the principle of equity results in greater productivity which increases and improves better service quality delivery in an organization. Inyang (2008) maintained that equity theory motivates employees as they see themselves being equitably treated in their work relationship with others and will attempt to reduce any unfairness or inequity in such work environment. The principle of equity increases the job vertically and increases different tasks in a job (Robbin & Judge, 2011).

### **Job Individuation and Information Managers' Performance**

Ahiazu (1999) described job individuation to stimulate the development of unique abilities, craftsmanship and the capacity for continued learning. The author further highlighted that an essential predictor of individuals conduct at work is job individuation. He asserted if the principle of individuation is adopted, it can lead to work environment in which workers are encouraged to develop themselves and learn as much as they wish, which is bound to bring more innovativeness in an organization. Amis *et al* (2020) asserts that job individuation refers to an environment in which employees are encouraged to develop themselves to their fullest competence, a system of work which facilitates fullest possible development and individual potential.

In a further research carried out by Ekhund and Bergman (1998) establish that it is a work environment that job is more interesting, provide more autonomy and allow workers to develop abilities and make innovative contributions. Anthanason (1999) asserted that the principle of individuation can lead to a non-bureaucratic work environment where workers learn more and grow.

Enders and Teacher (1997) in a research on job individuation asserts that it impacts on employee performance and increases the volume of work done by workers thus decreasing errors caused by stress and lack of commitment to work they do. The study further established a direct relationship between boredom, destructiveness and wastage in employees in an organization.

Kirkcaldy and Ahanason (1999) in a study on job individuation impact on performance of employees to work in an organization found that owing to boredom on the job employees do, there is increased absenteeism, destructiveness and lack of commitment to what workers do. The job individuation principle advocates for increased autonomy to increase motivation and commitment of workers thereby increasing their innovativeness in an organization. Job individuation increases motivation level and reduces wastage in man hour and material in organizations.

### Concepts of Organizational Culture

The concept of organizational culture typically is taken to refer to the beliefs, values, behavioural, patterns, and understandings that are shared by members of an organization and which are distinctive of it. It is an organizational unique personality. Organizational culture is difficult to define extensively but it is an invisible but powerful force that influences the behavior of the members of the group. It affects the way people and groups interact with each other, clients, and with stakeholders (Nwakaego & Opara, 2020). Organizational culture refers to the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Needle, 2004). It is the way things are done around an organization. A set of shared assumption that guide what happens in an organization by defining appropriate behavior for various situations (Deal & Kennedy, 2000; Ravis & Schultz, 2006). These maybe associated with organizational symbols, stories, and myths that are expressive of the culture and help to socialize people into the organization; or images, products, clothing, buildings, and other artifacts that materially embody the culture. The concept is distinct from corporate culture as being naturally occurring and less consciously constructed by managers. The culture of an organization is often seen in relation to its structure and strategy (Linstead, 2001).

Nwakaego and Opara, (2020) established that organizations need to offer employees a sense of belonging and a mission to accomplish something remarkable. An organization is not sustainable in the 21<sup>st</sup> century without a culture. Elements of culture are: values, rite and rituals, communication network, norms, and history/folklore. Organizational culture has the following functions:

- a) It has a boundary defining role; creates distinction between one organization and the other.
- b) Conveys a sense of identity for an organization's members
- c) It facilitates the generation of commitment to something larger than individual self-interest.
- d) Culture enhances the stability of the social system
- e) It is the social glue that holds the organization together by providing appropriate standards for what employees should say and do
- f) Culture is a sense-making and control mechanism that uides and shapes employees' attitudes and behavior
- g) It defines the rules of the game.

Organizational culture concept is important both because of what it drew attention to and what it enabled (Linstead, 2001). It underlines that organizations are multidimensional, and that how individuals made sense of and felt about them could often be more important than what figures revealed about them. It places emphasis on the hidden creative potential of human beings to transform organizations, and the importance of what happens in everyday relations rather than solely in the annual company report (Banjoko, 1999; Baridam, 2002; Brayson, 2008).

When we talk about organizational culture we are talking about the employee experience, the internal view. It is a steady setting for every organizations' daily operations. Organizational culture is the filter through which everything else happens. Creating a positive employee experience is a universal goal, but the lines between functions and duties are often blurred (Morcos, 2018).

### Abraham H. Maslow Hierarchy Theory.

The study was anchored on the motivation theory propounded by Abraham Maslow in 1954. The theory posits that the hierarchy of needs follow in an ascending order of

- a) Physiological Needs: In an organizational context, physiological needs are the employees' concern for salary and basic working conditions. It is only when these basic needs are met in the organization that that the employee can be motivated to progress to higher level needs.
- b) Safety or security needs: These are needs for safety and security and emotional injuries, threat from danger and deprivations. In the organizational context, the safety needs are

job security, salary increase, safe working environment etc. To satisfy safety needs of employees the manager should provide safe working conditions, pension schemes, gratuity, grievance procedures.

- c) Social needs (belongingness and love needs): This is the need for meaningful interaction – love acceptance by others, affectional relationship. These needs equated for peer acceptance, need for compatible work group, professional friendship and team spirit.
- d) Esteem needs: They are two fold in nature.
  - i) Self-esteem needs which include the needs for self-confidence, achievement, competence, self-respect, and knowledge and for independence and freedom.
  - ii) Esteem of others – these are related to one's reputation needs for status, for recognition, for appreciation and respect from one's associates. The esteem needs are egoistic in nature.

In the organization, esteem needs are: job title, recognition, challenging work and responsibility.

- e) Self-Actualization needs: This represents the highest level of need in the need hierarchy. It is the need to realize one's potentials, or the desire to become what one wants to become, accomplishing things in life and reaching the peak of one's potentials. This need is seldom met by human beings.

In the organization it can be equated to one's desire to excel in one's job, promoting innovative ideas and achieving highest performance in managing a unit in the organization.

The theory offers that the organization or the manager should create the right work environment to enhance employee motivation (Inyang, 2008). The theory posits that each person has a hierarchy of five sets of needs that must be satisfied ranging from basic psychological needs, safety needs, social belonging, esteem needs, and finally self –actualization.

The basic assumptions of the theory are as follows:

- i) Human beings have needs that are never completely satisfied.
- ii) Human action is targeted at fulfilling the needs that are unsatisfied, at a given point in time.

This theory was concisely adopted as the theoretical support for this study because it is related to the variables (work humanization and information managers' performance). The theory predicts that as employees' personal needs are met, it influences their performance to getting higher needs satisfied. A person with an unfulfilled need could be persuaded to work to satisfy that need.

## CONCLUSIONS

The study suggest that organizations, especially manufacturing firms that desire to enhance the performance of their information managers in terms of innovativeness, service quality delivery and efficiency, should put in place job security, equity in remuneration and job individuation, among others. The study therefore concludes that the ensuring of job security, equity in remuneration and job individuation by an organization are true paths with which information managers' performance can be achieved, especially when organizational culture mediates. This therefore implies that organizations that keenly seek for this improvement should go by the path of work humanization.

## RECOMMENDATIONS

Base on the findings of the study, the following recommendations are made:

1. Information managers should be assured of job security by management, so as to boost their morale towards innovativeness.
2. Manufacturing firms and other organizations should ensure the presence of labour legislation, in order to tighten the job security of their information managers and other staffs, thereby encouraging better performance amongst the information managers.

3. Management should resort to collective bargaining during crises, as this will give their information managers and other staffs a strong sense of belonging and job security that will drive them towards improved performance.
4. Management should ensure that organizational justice prevails in every situation, thereby giving everyone the feeling of fairness, and as well as encouragement of service quality delivery and innovativeness.
5. Management should adopt a reward system, which will in turn propel information managers in the path of competence and competitiveness, among others.
6. Information managers should enjoy equitable remuneration so as to encourage them to perform better in terms of innovativeness, service quality delivery and efficiency.
7. Manufacturing firms should adopt values and norms that will encourage job security, equity in remuneration and job individuation, leading to enhanced performance.
8. Management should organize on-the-job and off-the-job training sessions that will build competency, autonomy and craftsmanship in their information managers. This will in turn boost their performance.
9. Information managers should carry out their duties with competence, so as to enhance service quality delivery and efficiency.
10. Information managers should at times be allowed autonomy in their duty post, as this is capable of boosting their confidence and competence as well.

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