

KNOWLEDGE SHARING AND COMPETITIVENESS OF SELECTED PHARMACEUTICAL MANUFACTURING COMPANIES IN ANAMBRA STATE, NIGERIA

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ABSTRACT

Poor knowledge sharing has made many employees inadequate and less capable in performing their duties. It has consequently placed many organisations in a less competitive position. This study focused on knowledge sharing and competitiveness in selected Pharmaceutical Manufacturing Companies in Anambra state. The specific objective is to determine the relationship between staff training and customer satisfaction in pharmaceutical companies in Anambra state. A research question and hypothesis were formulated in line with the specific objective. The study was anchored on Penrose resource based view of the firm and a descriptive survey design was adopted. Complete enumeration method was adopted due to manageable size of the population. Reliability test was conducted using cronbach alpha while Pearson Moment Correlation was used for hypothesis testing at 0.01 level of significance. The finding of the research revealed that knowledge sharing through employee training was linked to improved employee performance and customer satisfaction. Based on the findings, the study concludes that shared knowledge through staff training is a basis for individual action and organisational competitiveness. It recommended that management should encourage knowledge sharing through on-the-job and off-the-job staff training and reward employees' initiatives. Experts should be employed to enhance knowledge sharing and product quality of pharmaceutical firms.

Keywords: Knowledge sharing, staff training, competitiveness, customer satisfaction, Pharmaceutical companies.

INTRODUCTION

Background of the Study

In this current and fast changing global economy, knowledge sharing is becoming a very important source of competitive advantage especially to organisations that are not only interested in survival but also in achieving growth through customer's satisfaction. Pharmaceutical Manufacturers Group of Manufacturers Association of Nigeria (PMG-MAN) is the umbrella body of the local manufacturers of the medicines and healthcare products in Nigeria with over one hundred members, having established factories that manufacture life-saving medicines to support the healthcare delivery system. The major target of the PMG-MAN is to realise Government objective of making Nigeria self sufficient in essential medicines through local manufacturing of Drugs. They are also focusing on the exportation of locally manufactured quality medicines to the West African region. The pharmaceutical companies in Nigeria is one of the most promising and rapidly growing pharmaceuticals markets in West Africa with more than 150 pharma formulation manufacturing facilities. The Nigerian pharmaceutical industry is growing at 13 % annually. About 60% of drug manufacturing in the ECOWAS (Economic Community of West African States) sub-region takes place in Nigeria (WHO, 2007). They are responsible for the production of medicines,

drugs, infusion and all surgical and medical equipment. However, the high rate of substandard and adulterated drugs produced and imported in this country is a great cause for concern. Some pharmaceutical companies that produce drugs in Nigeria have contributed to the mortality rate in the country as a result of fake and substandard drugs. One of the major reasons could be poor knowledge sharing (through staff training) which can lead to gross mistakes on production of goods and services. One good sustainable competitive advantage is likely the organization's ability to efficiently create, protect, retain and commercialize intellectual knowledge. The active sharing of knowledge will likely make employees to perform effectively and efficiently. In the views of Sher and Lee, (2004) knowledge sharing is a vital means of gaining competitive advantage. High and low qualities of drugs are dependent upon the knowledge shared in the organization.

Pharmaceutical companies in Anambra state like, Gauze Pharmaceuticals and Lab.Nig.Ltd Awka and Rico Pharmaceutical Industries Ltd Onitsha, producers of drugs and medicine have also contributed adequately to the employment level in the state. They are however faced with lots of challenges as a result of poor knowledge sharing. These challenges range arise because many employees are reluctant to share knowledge and ideas with other workers. Employees perceives that their job might be threatened when they share all they know with their colleagues and will no longer be considered as outstanding or role models. Some employees want rewards, promotions and other financial benefits in exchange for their knowledge. There is also fear that someone will take credit for their work and ideas leading to distrust among employees (chin, 2005). Similarly, some employees prefer to seek knowledge from authoritative sources or internet rather than from their colleagues (Keyes, 2008). The resultant effect is that pharmaceutical companies in Anambra state have been plagued by poor quality of drugs and medicines. Poor attitude of employees towards knowledge sharing and the management inability to encourage the sharing of necessary knowledge needed in the organization are major problems of knowledge sharing. Poor staff training has lead to the manufacture of substandard product which has resulted to delayed recovery of patients, disabilities, injuries or even death of patients (WHO, 2007). A case at hand was during the National Agency for food and Drug Administration and control (NAFDAC) inspection to Onitsha Head Bridge drug market. Many dealers of substandard products were apprehended. Most of these drugs contained insufficient or low quantities of active ingredients (Akunyili, 2005). The resultant effects were costly mistakes, substandard products and services, customer dissatisfaction, poor competitiveness, general poor performance and closure of these firms by NAFDAC.

There is also a wide spread mentality that the more you know, the more indispensable you are. Again, some employees have the knowledge but lack the basic skills to impact the knowledge. It is important to mention that most sophisticated machines used in production process require a lot of training before they can be operated. The management has probably not positively encouraged workers to share knowledge because of their failure to organize on-the-job trainings and also educate staff properly on the need to share knowledge that is beneficial to the organization in terms of improved quality of products and services. According to Gurteen (1999), the survival of all businesses is dependent on the creation and utilization of new knowledge that is essential for the organization to become more productive. The poor knowledge culture from both the employees and the management to ensure proper knowledge dissemination has necessitated this study. The specific objective of the study therefore is to determine the extent of relationship between knowledge sharing and competitiveness of pharmaceutical companies in Anambra state.

Research Question: what is the extent of relationship between staff training and customer satisfaction in pharmaceutical companies in Anambra state?

Research Hypothesis: There is significant relationship between staff training and customer satisfaction in pharmaceutical companies in Anambra state.

REVIEW OF RELATED LITERATURE

Conceptual Review

Knowledge Sharing

Knowledge sharing (KS) is an aspect of knowledge management, it is the fundamental means through which employees can contribute to knowledge application, innovation and ultimately the competitive advantage of the organization (Jackson, Chuang, Harden,Jiang and Joseph,2006). Knowledge sharing refers to organising ,reusing ,capturing and transferring experience-based knowledge that is in an organisation and ensuring that such knowledge are made available to others in the business (Ngah and Jusoff,2009). It is a process by which existing information from different sources is shared in organization in a way that leads to the formation of new knowledge for the organization (Bessant and Tidd,2007). Bryant (2005) says that KS can be enhanced by increasing employees 'beliefs about their capability through peer mentor training. Similarly, employees are highly motivated to share their knowledge if they are confident in their ability to contribute knowledge that will enhance the success of their organization. Knowledge sharing between employees and within and across teams allows organizations to exploit and capitalize on knowledge based resources (Cabrera and Cabrera, 2005: Damodaran and Olphert 2000: Davenport and Prusak, 1998). Research has proven that knowledge sharing enhances reduction in cost of production, fasten completion of new projects, team performance, firm innovations and performance, increase in revenue from new products and services (Arthur and Huntley,2005:Collins and smith,2006: cummings,2004:Hansen,2002:Lin,2007:Mesmer-Magnus and Dechurch,2009).

Knowledge is a necessary resource of an organization that provides a sustainable competitive advantage in a competitive and changing economy (Tanriverdi and Venkatraman, 2005 in Chang and Chuang, 2009). It is very useful and mandatory for organizations to achieve the organizational objectives through proper staffing and trainings system. In this 21st century, knowledge exchange is the element of high value among all the organizational individuals (Aliakbar, Yusoff, and Nik Mahmood1, 2012). Knowledge sharing is the joint sharing of knowledge and to maintain a healthy relationship in the context of exchange of knowledge, it is keenly important for the smooth execution of business (Scars and Bolisani, 2011).It is very important to develop the system of advance equipment and technology to facilitate knowledge sharing in the organization because effective communication between members of organization is an integral part for the knowledge exchange culture (Zamiri and Baqtayan,2012). Knowledge sharing is characterized by freedom to share and disseminate ideas without restriction. It is a voluntary process (Yu, Lu, and Liu, 2010).Many researchers have linked knowledge sharing to performance and innovation (Wang and Wang, 2012). Knowledge management according to Brikend,Vesli and Ibraimi(2013) is a conscious effort to get the right knowledge to the right people at the right time so that it can be properly shared and acted upon. Knowledge management is an organized management of an organization's assets for the purpose of creating value and meeting tactical strategic necessities. It also consists of process, systems, strategies, and initiatives that sustain the storage, sharing, assessment and knowledge creation (Alan, 2012). It is also viewed by Aloyalat and Alhawari (2008) as the creation of processes that combine both knowledge and

communities in a common ecology that will retain the creation, utilization and knowledge retention. (Albescu,Pugna and Paraschiv,2009).

Knowledge can be in form of explicit and tacit. Explicit knowledge is objective, tangible, codified, and consciously accessible and can be easily communicated whereas tacit knowledge is deeply rooted in an individual's experience and consciousness (Sallis and Jones, 2002). Tacit knowledge according to Davenport and Prusak (2000) is a complex knowledge developed and internalized by the knower over a long period of time. Alvesson (2004) argued that no knowledge is entirely explicit or tacit. It is tacit knowledge that puts explicit knowledge to work (Maznevski and Athanassiou, 2007). Ichijo and Nonaka (2007) points out that knowledge sharing within organization is not so easy because of the tacit aspect of knowledge. The effective management of tacit knowledge, the unwritten memory of the firm is essential for the success of organizations (Holste and Fields, 2010). Yi (2009) suggests that knowledge sharing behavior can be in form of written contribution, personal interaction, organizational communication and community of practice (COP) (sharing knowledge within a group of individuals with common interest). Knowledge sharing is influenced by trust because trust is a key factor for sharing knowledge and the success of building trusting relationship for knowledge sharing is determined upon management upholding knowledge management principles (Deng,2008). Renzl(2008) conducted a research to determine the relationship between trust in management and knowledge sharing. He found that trust in management increases employee's KS and reduces the fear of losing their unique value in the KS process. Knowledge sharing and knowledge management systems are mostly associated with IT-related projects because of their joint storage such as the ability to exchange information through networking systems that are operating across thousands of machines, resulting to mass circulation of information. The interactions between technologies, techniques and people can have a direct impact on knowledge sharing. The applications of e-mail, intranet, bulletin boards and newsgroups can support the sharing of knowledge throughout the organization and allows members to debate, discuss and interpret information through various perspectives. These will ensure that organization can use stored and shared knowledge to achieve their competitive advantage (Shahid and Alamgir, 2011). Knowledge management can be viewed in four different dimensions, the leadership, organization, technology and learning (Stankosy, 2008). There are three main components of knowledge sharing they are people, process and technology (Garfield, 2006).

Competitiveness

The organization's ability to improve or protect their position in relation to their competitors in the market and also to do better in terms of sales, market share or growth make the firm highly competitive (Lall,2001). Competitiveness can be literally described as the ability of firms or industries to stay competitive which in turn, affect their ability to improve or protect their position in relation to competitors that are active in the market. This means that competitiveness of a firm can be seen as the ability to do better than comparable firms in sales, market share, or profitability (Lall, 2001). There are two levels of competitiveness according to Porter (2004), the global/national and the firm level of competitiveness. The firm or industry level of competitiveness focuses on the capacity of a company to increase profit and grow on a sustainable basis. This can be as a result of effect of policy on industry and firm based factors in competitiveness, issues of trade policy, investment and business environment as well as government policies and their impact on industry competitiveness. There is a sustainability concern for competitive edge based on strategic values and vision that enables a company to remain consistently more competitive than the other. Companies

have realized that competitive advantage will be gained when companies value their tacit knowledge. It can be the source of a huge range of opportunities and potentials that constitute discovery and creativity (Alwis and Hartmann, 2008). The competitive advantage of an organization depends on the quality, quantity, creation, use and application of knowledge (Ahn,Park and Jung, 2009). Competitive advantage depends upon the new knowledge, which integrates the existing knowledge into activities that creates quality, flexibility, timeliness, delivery and cost strategies to give an organization an edge but to create substantial competitive advantage (McEvily,Eisenhardt, and Prescott, 2004). One has to come out with new ideas with the help of knowledge, abilities and competencies, which in turn enhances the innovative capacity of the organization (Hana, 2013).

Organization can always attain knowledge that would lead to intelligent behavior. Alexandra (2013) proposes that organizational learning is a development of new knowledge or insights that can easily influence one's behavior. Knowledge sharing behavior is positively related to firm innovation which is important to the enhancement of the organization's relative competitive advantage (Laio, 2006). Organizations that encourage employees to share knowledge and use shared knowledge to perform essential task achieve competitive advantage (Grant, 1996). Jue,Marr and Kassotakis(2010) proposes that organizations can use the valuable knowledge to their competitive advantage and successful organizations use knowledge to improve their products and services. They also suggest that shared knowledge would be a new currency because knowledge would be the medium of exchange in the knowledge market.

Staff Training

Training is referred to as a planned effort to facilitate the learning of job-related knowledge, skills and behaviour by employee (Noe, Holleneck, Gerhart, and Wright, 2006). It is the process from which employees acquire the capabilities to perform their jobs and is an essential part of any successful business. Wan (2007) posits that the only strategy for organizations to radically improve workforce productivity and enhance their retention is to seek to optimize their workforce through comprehensive training and development. To achieve this purpose, organizations will have to invest on their employees to acquire the requisite knowledge, skills and competencies that will enable them function effectively in a rapidly changing and complex work environment. Batt (2002) argues that high-involvement practices such as autonomy, team collaboration, and training are related to reduce employee turnover and increase productivity. Employees consider training, education and development as crucial to their overall career growth and goal attainment and will be motivated to remain and build a career path in an organization that offers them such opportunity (Samuel, 2008). Nnabuife (2009) emphasized that it is worthy to state that internally sourced information is cheaper and that people have different types of knowledge from different backgrounds and fields of study also of different quality and form. Information gathering process is seen as very important quality in decision making. Knowledge management is seen in global economy as a form of intercultural management.

Customer Satisfaction

Customer satisfaction is the degree to which a customer perceives that an individual, firm or organization has effectively provided a product or service that meets the customer's needs in which the customer is aware and using the product or service. Measuring customer satisfaction is about productivity and competitive advantage. There is a strategic link between

customer satisfactions and overall firm performance (Anderson, Fornell and Lehman, 1992). The training of staff leads to production of quality and standard product which in turn makes customer satisfied and improve competitiveness.

Theoretical Framework

This study is anchored on the Resource-Based View of the firm (RBV) by Penrose (1959). The view has been further developed as Knowledge-Based View of the firm (KBV) by Robert Grant (1996). The theory states that the source of competitive advantage in a changing business environment is not the knowledge that is repository to the organization since such knowledge erodes faster as a result of obsolesce and imitation, rather sustained competitive advantage is determined by non documented knowledge in the form tacit knowledge. Tacit knowledge can be a form of competitive advantage because it is immobile and unique. The theory emphasizes that knowledge creation is an individual activity and that the primary role of the organization is the application of the knowledge created into the production of goods and services, this can be done through multiple individuals integrating and sharing their specialized knowledge. Organizations exist in the manner they do because of their ability to manage efficiently than under other types of organizational structures. This means that organizations are social entities that make use of and store internal knowledge that are essential for firm's survival, success and growth (Hakanson, 2010). The main idea of this theory to the work is the organization's ability to manage these individuals knowledge and integrate them into the organization in other to gain competitive advantage. Hence, the equipping of employees with this relevant knowledge will enable them contributes to the production of quality products that will make the customers satisfied thereby increasing the organization's level of competitiveness. The above theory supports the view of the current study on knowledge sharing through training in the form of mentoring to achieve customers' satisfaction.

Empirical Review

Knowledge sharing is one of the most attractive areas in practice of knowledge management. There has been some research on knowledge sharing. Ohiorenoya and Obadan (2014) conducted a research on knowledge sharing in small and medium scale enterprise in Benin City. They compared knowledge sharing in two companies in hospitality business. Knowledge internalization, knowledge sharing method, and barriers to knowledge sharing were examined. Stratified sampling technique was adopted. Questionnaires and personal observation were also used with a sample size of 67. The method of data analysis was a descriptive statistics. The findings showed that there were differences and similarities between the two companies. Discovery and innovation were recommended as a means of eliminating barriers to knowledge sharing and recruiting more educated and experienced employees to improve knowledge sharing. Mohammed, Nawaz and Rizwan (2014) carried out a research on key factors to promote knowledge sharing in Karachi pharmaceutical industry, Pakistan. Questionnaires were collected with a sample size of 130 of both lower and management staff. The result of the study showed that organizational culture and structure is essential to promote knowledge sharing in the organization. Pai and Chang (2013) investigated the effect of knowledge sharing and absorption on organizational innovation performance: A dynamic capabilities perspective. The partial least square method was employed to examine the relationships. Questionnaires were collected from the top 500 manufacturing companies in a typical emerging market in Taiwan. The results showed a positive effect of knowledge absorptive capabilities on dynamic capability and then on

organizational innovation performance but varied on companies with high and low innovation investment. Abeeza and Bariha (2012) conducted a research on the effect of employees training on the organization competitive advantage: private sector Pakistan. The effect of employees training has been analyzed as to how it brings competitive advantage to an organization. Variables were analyzed through the results of various scholars on the subjects. Result reveals positive relations between training and competitive advantage.

Cruz (2011) carried out a research on the relationship between knowledge sharing and competitiveness of professional service firm in California. The qualitative research method was used. Three focus groups were used with interview including, managers, knowledge workers and a combination of the two. Based on the findings, five categories of behavior were identified as a result of sharing knowledge. They are; spiritual essence of business, openness and believability, whole brain learning, ethical responsibility and connectivity. Advancement of knowledge management through encouragement and support of knowledge sharing in organization has a positive impact on organization and the success of the organization creates a value to the well being of its shareholders. Skinnarland, Itera, Oslo and Sharp (2011) conducted a research on Knowledge sharing, Organizational Learning and Competitive advantage in a Scandinavian Hotel Company. Questionnaire data was obtained from 60 employees in the areas of learning orientation, market orientation, trust in knowledge sharing and sharing using information systems. Interview was also carried out. The findings suggest that learning is important to organization and that the three elements: knowledge sharing, organizational learning and competitiveness are all related and mutually reinforcing. Shahid and Alamgir (2011) carried out a research on impact of ICT on knowledge sharing barriers; a case of Avanede. The research was conducted using Questionnaire and interview, findings and result showed that ICT is effectively used, a number of knowledge sharing barriers, in addition to time and space barriers can also be reduced successfully with management support on employees' involvement. Zhao, Xu and Liu (2010) investigated on a game theory based Analysis of the Tacit knowledge sharing in consulting enterprise. Static and repeated game models of knowledge sharing were constructed according to the measures of enhancing rewards, punishment and improving mutual trust between employees. The results indicated that these measures are effective for improving tacit knowledge sharing to a certain extent but it is not enough to solve the problem, hence there is need for establishing a flat organizational structure, building sharing culture, improving rewards and punishment, adopting a friendly knowledge system and establishing a proper management maturity in a Chinese consulting firm.

Keyes, (2008) carried out a research on identifying the barriers to knowledge sharing in knowledge intensive organizations in United States. The study investigated possible causes of resistance by knowledge workers to sharing knowledge in the organization. Qualitative study with semi-structured, taped and transcribed interviews was conducted to explore barriers to sharing of knowledge within the organization. Data was encoded within NVivo software developed for the qualitative analysis. The findings were that knowledge was not effectively disseminated throughout the organization resulting in loss of productivity and opportunity as a result of failure to exploit available knowledge. Law and Ngai, (2007) conducted a research on the effect of knowledge sharing and learning behaviors on firm performance. A comprehensive empirical research using 134 firms was used to determine the benefits of knowledge sharing activity across a broad cross-section of industries: manufacturing, retail and wholesale. The outcome revealed that knowledge sharing, the learning patterns and behaviors of workers are strongly linked to improving business processes and productivity. Danskin, Solomon, English, Davey and Goldsmith (2005) conducted a research on Knowledge

management as competitive advantage in Textile and Apparel value chain. The project examines the process of acquisition, retention, maintenance and retrieval of knowledge both within the firm through organization memory across value chain. Qualitative interviews were used to assess the state of the industry internal and external knowledge. The result showed that there is gap on knowledge management in the industry.

Summary of Reviewed Literature

The studies reviewed, highlighted the relationship between aspect of knowledge sharing and competitiveness. None of the reviewed studies examined the staff training and customer satisfaction thus creating a gap which this study intends to fill. This study closes the gap by examining the relationship that exist between staff training as a critical determinant of knowledge sharing and customer satisfaction as an indicator of competitiveness in some selected pharmaceutical companies in Anambra state.

METHODS

Research Design

The descriptive survey design was used in carrying out this research work. The aim is to collect detailed information that describes a prevailing situation. It targeted Gauze pharmaceutical and Lab. Nig.Ltd. Awka and Rico pharmaceutical Nig.Ltd.Onitsha Anambra state.

Population of the Study

The population of this study is made up of employees of the two selected pharmaceutical companies in Anambra state. The population is made up of 23 staff from Gauze pharmaceutical and Lab.Nig.Ltd.Awka and 17 staff from Rico Pharmaceutical Industries Nig.Ltd Onitsha. Complete enumeration was adopted because the population of the study is manageable.

Method of Data Collection

Sources of data were primary and secondary sources. Structured questionnaire was administered.

Validity of the Instrument

The study adopted content validity which means that the objective of the study runs in line with hypothesis, research question and literature review carries enough content to close the gap identified. The question also judged to operationalise the dependent and independent variables.

Reliability the Instrument

A Reliability test was carried out using Cronbach Alpha at 5% level of significance.

Reliability Statistics	
Cronbach's Alpha	No. of Items
.954	10

From the table above, the computed cronbach/coefficient Alpha value is .954, N=10, as suggested by most a value greater than .70 indicates a strong degree of internal consistency.

Method of Data Analysis

Descriptive statistical tool was used to analyze the data collected with the aid of questionnaire. The tools include tables and frequency tables. Pearson moment correlation was employed to test the hypothesis at an alpha level of 0.01 with the use of SPSS version 22.

Correlations

Correlations			
		Staff training	Customer satisfaction
Staff training	Pearson Correlation	1	.848**
	Sig. (2-tailed)		.000
	N	40	40
Customer satisfaction	Pearson Correlation	.848**	1
	Sig. (2-tailed)	.000	
	N	40	40

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

Source: SPSS Ver.22

Summary of the Result

Pearson correlation coefficient was computed to determine the relationship between staff training and customer satisfaction. From the table above, the Pearson correlation coefficient was .848(positive), since p-value (0.000) is less than 0.01 (2-tailed), we accept the alternative hypothesis and reject the null hypothesis. We conclude that ‘There is significant relationship between staff training and customer satisfaction’.

DISCUSSION OF FINDINGS

Based on the outcome of the analysis carried out, it was observed that there is significant relationship between staff training (mechanism for knowledge sharing) and customer satisfaction (mechanism for competitiveness) in pharmaceutical companies. Since it was found that training has a significance influence on organisational competitiveness and performance, it becomes essential for employers to obtain the training necessary to effectively perform so that the organisation can compete favourably. Training makes employees to be well informed. Information is the important source of the organization which helps to sustain the market between competitors by developing a healthy competition. The positive impact of training will ensure that pharmaceutical firms manufacture standard goods which will not be detrimental to the health of consumers. This will create customers' satisfaction and consequently customers will not only want a repeat purchase but will also encourage other buyers to make purchase. From the findings, knowledge sharing through training will help in creating the necessary value chain for pharmaceutical organisations that want to remain not just competitive but also proactive in managing change in order to continuously ensure customers satisfaction. Every Pharmaceutical firm has a vision and goal.

All members should therefore understand, share and contribute in the process of achieving the goal. This is possible only when workers are empowered through training.

CONCLUSION

A poorly trained work force will lead to costly mistakes, substandard products and services, customer dissatisfaction, poor competitiveness, general poor performance and eventual collapse of the organisation. It is therefore paramount for management of pharmaceutical companies to encourage the sharing of knowledge through staff training. When knowledge is shared, employees are adequately equipped to avoid unnecessary mistakes, produce standard goods and services, meet customer's satisfaction, compete favourably, perform optimally and ensure organisational sustainability. Many employees will not reach their full potential and higher levels of productivity unless they are adequately trained.

RECOMMENDATIONS

Knowledge sharing can add value to an organisation through improving the quality of products, services, process and people. The following recommendations were made based on the findings.

- 1) The management of pharmaceutical firms should encourage the training of staff. Both on-the-job training and off-the-job training should be employed by pharmaceutical firms. . Training employees in-house with the use of internal trainers reduces cost and makes the employees more knowledgeable thereby developing internal capabilities that will create differential competitive advantage for innovating and managing external threats.
- 2) There should be formal reward and recognition system for knowledge sharing. Employees' initiatives should be rewarded as this will motivate them to want to share their knowledge thereby making the organization strongly competitive.
- 3) The organization should always recruit best brains; highly educated experts that will assist the organization in training and mentoring employees so that the quality of goods and services produced will meet customers' satisfaction and enable organisations attain competitive

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