

## EFFECT OF THE KNOWLEDGE MANAGEMENT ON ORGANISATIONAL PERFORMANCE

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### Abstract

*The study assesses the effect of the of knowledge management on performance of listed food and beverages companies in Lagos State, Nigeria. The study employed Taro Yamane (1967) formula for determining the minimum sample size. Therefore, 267 were the sample size for this study. The study utilized primary source of data to collect data for the study. To ensure content validity and instrument reliability, the study underwent a pilot test. The study adopts quantitative method to analyze and statistically present and test the data that were collected. Findings from the analysis indicate that the model is adequately fit to measure the relationship between knowledge management and performance of food and beverages companies. First finding revealed that knowledge acquisition has a positive and insignificant effect on performance, second finding revealed that knowledge application has a positive and significant effect on performance, The study recommends that food and beverages companies should encourage their employees to engage in continuous learning and provide them with opportunities to acquire new knowledge and skills. Food and beverages companies should also place emphasis on knowledge sharing of their employees, especially through on-the-job training styles such as job rotation.*

### 1.1 Introduction

Generally, to sustain growth, innovation and competitive edge, organizations are required to manage knowledge effectively. Knowledge management certainly facilitates innovation, which in turn leads to organizational performance (Abbas & Lagraa, 2017). Many organizations focus on continuous performance because it is the only way they can grow and develop. Egena, and Rajenthyan, (2020) submit that an organization needs to engender an environment that integrates organization performance with knowledge management

to enable creation, sharing, application and knowledge conversion if they are to succeed.

The Knowledge that organization possesses is one of the most important assets that helps them in attaining competitive advantages, even in some cases, it becomes more important than the financial resources and all other tangible assets (Chawla & Joshi, 2018). Additionally, knowledge management can be attributed as a portfolio of strategies and activities that is related to the process of acquiring, transferring, and

sharing knowledge with all organization's people (Darwis, et, al. 2020). A firm can also achieve superior performance on the basis of its ability to generate new knowledge and utilize the existing base more effectively and efficiently than its competitors. Knowledge management is predominantly becoming an essential and significant component in business strategy (Bagnoli, & Vedovato, 2014).

Performance is how far businesses achieve its goals devoid of being constrained to debilitate its means or place extreme pressure on the workers. It is also the assessment of the elements that evaluate the competence and aptitude of a business to attain the constituents' aspiration heights through effectiveness, efficiency, or social significance standards (Venkatraman, & Ramanujam, 2016). Performance can be put into two sub-constructs, financial and non-financial performance. Sabina and Mersiha (2022), identify the financial measures as including profit, sales and market share, the non-financial measures comprise productivity, quality, efficiency.

### **Statement of the Problem**

Many manufacturing firms in Nigeria are facing high failure rate caused by huge funds wastage, unproductive management plan and financial crunches (Nwonyuku, 2016). These may possibly be accredited to poor knowledge management strategies among workers and the firm. As a result, it is difficult for several of these companies to keep up to the volume of contribution that will retain them in business. With these existing problems, knowledge management is essential in recent threshold of organizations if they are to flourish in their performance (Chawla & Joshi, 2017).

The inability of companies to properly create, share, apply and convert knowledge strategies between the employees and customers to give the organization a preferred image has been a problem in the industries. According to Adebisi and Abatunde (2021), manufacturing industries in Nigeria are faced with the challenge of customer shortage because of unsatisfactory management of knowledge within the organization. The problem turned out to be more noticeable by globalization and all that go along with it. Nigeria has also turned into a discarding ground for all categories of foreign products (Anwarul et al., 2017). Some products and services of the manufacturing sector in Nigerian, according to Anwarul *et al.* (2017), cannot contest favorably globally with goods from advanced countries most especially Europe and America. The pursuit of developing new innovations is not given serious attention in Nigeria among food and beverages companies (Adebisi & Babatunde, 2021). Hence, there is need for strategic innovation through knowledge creation capability, which is a crucial factor for industrial development. Based on the above problems, the effect of knowledge management on innovation among food and beverages firms in Nigeria is being investigated.

This study sought to fill the gap by examining the effect of knowledge management on performance of listed food and beverages companies in Lagos, Nigeria.

### **1.3 Research Questions**

The following questions guided the study:

- i. To what extent does knowledge creation affect organizational

- performance of listed food and beverages companies in Lagos state, Nigeria?
- ii. To what extent does knowledge application affect performance of listed food and beverages companies in Lagos state, Nigeria?

### Objectives of the Study

The main objective of the study is to examine the effect of knowledge management on organizational performance. The specific objectives are to;

- i. Investigate the effect of knowledge creation on performance of listed food and beverages companies in Lagos state, Nigeria.
- ii. Examine the effect of knowledge application on performance of listed food and beverages companies in Lagos state, Nigeria.

### Research Hypotheses

The following hypotheses guided the study

**Ho1:** Knowledge creation has no significant effect on performance of listed food and beverages companies in Lagos state, Nigeria.

**Ho2:** Knowledge application has no significant effect on performance of listed food and beverages companies in Lagos state, Nigeria.

## 2.0 Literature Review

### 2.1 Conceptual Framework

#### 2.1.1 Concept of Knowledge Management

Knowledge management has its origins in a conceptual perspective based on theory developed by Cohen and Levinthal (1990) that involves the absorptive capacity of employees to be more innovative.

Knowledge management focused on extracting knowledge from technology, competitors and investment in Research and development that generate productivity in an organization (Caragliu & Nijkamp, 2012). Knowledge is acquired from both inside and outside the company using a spiral model suggested by Nonaka and Takauchi (1994). This model involves the members of all lines of the organization and allows them to gain competitive advantage (Chen et al., 2009, porter, 2011; Zack et al., 2009). Other theories solely consider explicit knowledge as the means to generate innovation and productivity in an organization (Hansan et al., 2005).

Knowledge management is a systematic process to acquire, share and use productive knowledge in the process of improving the performance of organization (Augier & Teece, 2009). Knowledge management is of utmost importance for the value of the business (Anond et al., 2012; Battistella et al., 2015). Knowledge management encourages the transfer of information for the purpose of enhancing the capabilities of employees and strengthening the organizational culture (Amidon et al., 2005; Davenport et al., 2012). This corporate strategy is an effective way to encourage innovation and to increase competitiveness and profitability in companies of different sizes (Abdolvahabi et al., 2014; Bognoli & Vedovato, 2014; palacios-Marques et al., 2015). Since its proposition, knowledge management has been adopted mainly by large corporations (Cohen & Olsen, 2015; Delen & Zaim, 2013).

Knowledge creation and its expansion are essential and inherent characteristics of the knowledge management process (Dul et al.,

2011). It is important for an organization to develop competency in creating knowledge in order for surviving in the competition (Hislop, 2013). Knowledge creation is the outcome of our day to day activities in our work or in social setting. Knowledge creation takes place through various vibrant ways. Some of these emerge through some human actions or through some technical means. New knowledge that emerges from knowledge creation process helps organizations to develop its ability to generate new knowledge, innovate, and add value. This new knowledge fosters developing new and innovative product, improving internal processes, or enhancing organizations' decision-making ability (Omotayo, 2015). Ramirez et al. (2011) contended that knowledge creation influences specifically and in a roundabout way organizational learning indicating larger existence of the knowledge creation process in the organization, i.e. organizational learning promotes attempts to enhance organizational performance.

Creativity requires the support of knowledge—creativity itself is the result of knowledge creation (Wang & Noe, 2010). An employee's engagement in innovative work behavior requires the employee to be both able and willing to be innovative. Employees may exhibit creativity by developing new knowledge, advanced technologies, or by making process improvements that will lead to innovations (Parjanen, 2012). Auernhammer and Hall (2013) mentioned that individuals need to be supported so that they both engage in the routine to develop their expertise and experience, and periodically step out of it in order to explore new ideas. Exposure to

heterogeneous knowledge is found to improve both the creative potential of focal actors as well as work team's innovation in general (Wu et. al., 2011). By interacting with others, employees can accumulate pooled informational resources relevant to their task or problem identified in the workplace, be exposed to a variety of ideas and ways of thinking and have higher chance of synthesizing the shared resources into a new body of domain of knowledge, which facilitates creativity (Gong et. al., 2012).

Empirical studies have found relationship between knowledge creation and organizational performance (Shahbakhsh, 2013; Derakhshan, 2016; Abtahi, 2012, Berraies & Chaher, 2014). Mills and Smith (2011) mentioned that organizations not only need to plan their tangible assets effectively, but also require to operationalize information in proper way in order to become successful. An organization's capability to generate new knowledge is contingent upon ability to create new knowledge (Nonaka & Takeuchi, 1995). Superior application of knowledge creation process enables an organization to link new knowledge in innovative ways that enhance customer value through augmenting market offerings of the organizations (Huang et al., 2009). According to Yong et al. (2009), firms that are better in creating knowledge through SECI process are more successful in attaining capability, growth, and yield. Hence, knowledge creation is key to improve organizational performance (Huang et al., 2009).

**Knowledge Acquisition**

Knowledge can be acquired from within and outside of the organization (Schulze & Hoeg, 2016). To survive in competitive environment, organization are depending more on knowledge acquisition. Effective knowledge acquisition process helps to deliver unique product in other to create value for customers and also helps in gaining and sustaining competitive advantages (Hanif & Gul, 2018). Those organizations that take part in implementation of knowledge acquisition process can perform financially, operationally and socially better than others; not implementing it. Knowledge acquisition is a crucial resource for the enhancement of organizational performance (Plessis, 2017).

Choo (2013) viewed knowledge acquisition or generation as the activities that increase the stock of organizational knowledge. According to Wilfred and Esteves (2013) Knowledge acquisition can be enabled through an organization's external and internal networks to promote employee self-actualization within the organization to make employees more motivated and more committed and to improve their work satisfaction. For example, customer feedback systems, data mining, business intelligence and collaboration with partners and research institution are characteristic highly developed knowledge acquisition practices.

Knowledge acquisition is improved use of existing knowledge and effectively producing new knowledge through active conversation and externalized and distributed as new knowledge (Lawson, 2013). Some examples of knowledge

acquisition include conducting an external survey, acquiring a knowledge rich firm, sending employees to external training, hiring an employee, purchasing a data set, monitoring technological advances, purchasing a patented process, and gathering knowledge through competitive intelligence (Holsapple & Singh, 2016).

Knowledge acquisition is related to the use of either existing improved knowledge or acquiring a new set of improved knowledge (Lin, 2017). Acquiring knowledge within and outside the organization, each member organization can enhance its ability to transform current knowledge into new knowledge and generate new knowledge (Chen & Huang, 2015).

**Theoretical Framework**

The theory guiding this study is the knowledge-based view (KBV)

**The Knowledge Based View**

A knowledge-based perspective of the firm builds upon and extends the resource-based theory of the firm initially promoted by Penrose (1959) and expanded by others (Barney 1991; Wernerfelt, 1984 as cited in Alavi & Leidner, 2001). The KBV presents 'knowledge' as the most valuable resource of the firm (Curado, 2006; Spender, 1996). The knowledge resident in human capital allows firms to improve distinctive competencies and discern innovation opportunities (Hansen et al., 1999; Wright et al., 2001; Takeuchi, 2013). When firms engage on improvement of their management processes and develop new products, they require the ability of human capital to produce creative ideas, develop innovative approaches, and exert new opportunities (Scarborough, 2003). The

$$no = \frac{820}{1+2.05}$$

$$no = \frac{820}{3.05}$$

$$no = 267$$

Therefore, 267 were the minimum sample size for this study. So as not to fall short of the minimum sample size of 267, it was advised by Israel (2013) that 10% to 20% should be added to the minimum sample size. Therefore, 15% was added back to the minimum sample size;

$$\text{Thus: } 0.15 \times 267 = 40.05$$

$$267 + 40.05 = 307$$

**Table 4.1: Administration of Instrument**

Description	Responses	Percentage (%)
Completely filled and returned	276	90
Not properly filled but returned	31	10
Total	307	100

*Source: Fieldwork, 2023*

The study distributed a total of 307 copies of questionnaire which was a 15% increase in the sample size so as to account for unreturned questionnaire which may affect the minimal sample size and as indicated from the table 276 (90%) questionnaire

distributed were completely filled and returned, 31 (10%) were not properly filled but returned. Subsequent analyses were conducted using the 276 instruments returned given a reasonable return rate of 90%.

**4.1.1 Descriptive Statistics**

**Table 4.2: Descriptive Statistic**

	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
KC	4.55	4.8	3	5	0.63	1.57	-1.44
KA	4.48	5	3	5	0.67	0.20	-1.00
PERF	4.30	4.8	2	5	0.80	1.56	-1.20

**Source: SMART PLS Output, 2023**

Table 4.2 above provided statistical description of the variables as expressed in the data collected in terms of the mean, minimum, maximum, standard deviation, skewness and kurtosis values. Knowledge

creation (KC) had minimum and maximum values of 3 and 5 respectively. The average value stood at 4.55 and a standard deviation value of 0.63, while skewness and kurtosis values stood within the normality range.

KBV of the firm therefore holds that the firm's capability to create and utilize knowledge is the most important source of a firm's SCA (Prahalad & Hamel, 1990; Grant, 1996a).

### 3.0 Research Methodology

#### 3.1 Research Design

The study adopted the survey research design, this design includes collecting and analyzing of data from respondents concerned with the research. Similar study, for example Kising'u (2017), Mark, et al (2022) adopted this method. The special interest in survey design lies in the breath and representative of the population under study. Questionnaire was designed and administered on respondents to assess the effect of knowledge management on performance of food and beverages companies in Lagos state, Nigeria. This approach enabled the researcher to access a robust data and analysis technique that eliminate any forms of bias or influence (Saunders et al., 2009).

#### Data Presentation

#### 3.3 Sampling Technique and sample size

Purposeful sampling technique was adopted for this study. The study employed Taro Yamane (1967) formula for determining the minimum sample size: Thus:

$$n_o = \frac{N}{K+N(e)^2}$$

Where:

$n_o$  = is the sample size,

$N$  = Population of the study,

$K$  = Constant (1),

$e$  = degree of error expected.

Therefore: Substituting these figures into the formula we have

$$n_o = \frac{820}{1+820(0.05)^2}$$

$$n_o = \frac{820}{1+820(0.0025)}$$

#### Population of the Study

Population is a collective term used to describe the total quantity of cases of the type which are the subject of the study. Since population constitutes the totality of units about which the research intends to study. The population consists of 820 top and middle level staff of selected organization.

#### Justification for Methods Used

A survey research design was used for this study. This is viewed as the most appropriate design because it saves time and it is cost effective for this study compare to longitudinal research design which consumes much and highly cost ineffective. Also, a purposive sampling technique was employed in this study. The rationale for the choice of this sampling method is that the population of this study is a heterogeneous one (That is, the population of this study is divided into subgroups).

Knowledge acquisition (KA) showed minimum and maximum values of 3 and 5 respectively with an average value of 4.48 and a standard deviation value of 0.67.

**4.2 Data Analysis**

In assessing the partial least square results, there are basically two steps: the first is to assess the measurement model and the second is to assess the structural model (Hair, et al., 2016). The measurement model entails assessing the validity and reliability of the constructs using the convergent and discriminant validity. While the structural model involves assessing the path coefficients and specific indirect effects.

**Measurement Model: Indicator Reliability**

In assessing the measurement model, we begin by assessing the item outer loadings. As a rule, loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 percent of the indicator’s variance, thus providing acceptable item reliability (Hair, et al., 2019). However, Hair, et al., (2019) also posited that low but significant indicator loading (less than 0.50) can be included. Also, outer loadings less than 0.4 should be deleted and in exploratory research, loadings more than 0.4 and less than 0.7 can be retained if the average variance extracted in satisfied (Hair, et al., 2014) hence justifying why indicators with loadings less than 0.70 and above 0.40 were not deleted from the model.

**Factor Loadings of the Constructs**

	<b>Knowledge Application</b>	<b>Knowledge Creation</b>	<b>Performance</b>
KAP11	0.692136		
KAP12	0.653084		
KAP13	0.791701		
KAP14	0.856711		
KAP15	0.829265		
KC1		0.618635	
KC2		0.668336	
KC3		0.788928	
KC4		0.803094	
KC5		0.698074	
PERF21			0.753646
PERF22			0.834015
PERF23			0.832679
PERF24			0.799649
PERF25			0.876605

*Source: SMART-PLS Output, 2023*



**Construct Reliability**

To establish internal consistency of the study constructs, the Cronbach’s alpha and composite reliability were examined. According to Hair, et al., (2019) the minimum threshold for measuring composite reliability (CR) and Cronbach’s alpha is 0.7.

**Convergent Validity**

This explains the extent to which constructs converge to explain the variance of its items. It is assessed by evaluating the average variance extracted (AVE). The minimum value of the AVE should be higher than 0.50. All the constructs satisfied this requirement as shown in the table below and as such are valid for the study.

**Table 4.4: Construct Reliability and Validity of the Indicators**

Cronbach's Alpha	rho_A	Composite Reliability	Av. Variance Extracted (AVE)
KC	0.768	0.786	0.841
KA	0.799	0.830	0.857
PERF	0.879	0.889	0.911

*Source: SMART PLS Output, 2023*

**Discriminant Validity**

Discriminant validity is the extent to which a construct is empirically distinct from other constructs in the structural model. Traditional methods such as Fornell-Larcker and cross loadings were used to assess discriminant validity however, Henseler et al. (2015) show that the Fornell-Larcker criterion does not perform well, particularly when the indicator loadings on a construct differ only slightly.

As a replacement, Henseler, et al., (2015) proposed the Heterotrait-monotrait (HTMT) ratio of the correlations. The HTMT is defined as the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct. Discriminant validity problems are present when HTMT values are higher than 0.90 (Henseler, et al., 2015).

**Table 4.5: Heterotrait-Monotrait Ratio (HTMT)**

<b>KA</b>	<b>KC</b>	<b>PERF</b>
<b>KA</b>		
<b>KC</b>	0.953	
<b>PERF</b>	0.727	0.428

*Source: SMART-PLS Output, 2023*

**Inner VIF Values of the Structural Model**

<b>Variables</b>	<b>Performance</b>
Knowledge Creation	2.279
Knowledge Application	3.805

*Source: SMART-PLS Output, 2023*

**Test of Hypotheses**

The table below showed the path coefficients, t-values and p-values used to test the first four null hypotheses of the study:

**Table 4.8: Path Coefficient of the Model**

<b>Variables</b>	<b>Beta</b>	<b>T Statistics</b>	<b>P Values</b>	<b>Decision</b>	<b>F<sup>2</sup> Values</b>
<b>Knowledge Creation -&gt; Performance</b>	0.106	2.517	0.012	Rejected	0.016
<b>Knowledge Application -&gt; Performance</b>	0.433	8.348	0.000	Rejected	0.161

*Source: SMART-PLS Output, 2023*

**Hypothesis One**

H<sub>01</sub>: Knowledge creation has no significant effect on performance of food and beverages companies in Lagos State, Nigeria.

The result from table 4.8 shows that knowledge creation has positive and

significantly affects performance of food and beverage company in Lagos State, Nigeria, with  $\beta = 0.106$  and  $p = 0.012$ . This result does not support the null hypothesis three and was therefore rejected at 5% level of significance. Since there is enough evidence to reject the null hypothesis, the study therefore concludes that knowledge creation has significant

positive effect on performance of food and beverages companies in Lagos State, Nigeria.

**Hypothesis Two**

**H<sub>02</sub>:** Knowledge application has no significant effect on performance of food and beverages companies in Lagos State, Nigeria.

The result of the test as shown in table 4.8 revealed that Knowledge application positively and significantly affected performance of food and beverages companies in Lagos State, Nigeria, with  $\beta = 0.433$  and  $p = 0.000$ . Thus, hypothesis two was not supported and therefore rejected at 5% level of significance. There is adequate evidence to reject the null hypothesis and

the study therefore conclude that Knowledge application has positive and significant effect on performance of food and beverages companies in Lagos State, Nigeria

**Coefficient of Determination, Effect Size and Predictive Relevance**

The explanatory power of the model was assessed using the coefficient of determination (R-square). The R<sup>2</sup> value stood at 0.694, implying that 69.4% of variation in performance is explained by knowledge management proxied by knowledge acquisition, and knowledge application. The remaining percentage of variation could be explained by other factors not included in the study.

**Table 4.9: R<sup>2</sup> and Predictive Relevance of the model**

	R Square	Q <sup>2</sup> (=1-SSE/SSO)	P-value
<b>Employees' Performance</b>	0.694	0.691	0.000

*Source: SMART-PLS Output, 2023*

The predictive sample reuse technique (Q<sup>2</sup>) can also effectively show predictive relevance (Chin *et al.*, 2008). Based on the blindfolding procedure, Q<sup>2</sup> shows how well data can be reconstructed empirically using the model and the PLS parameters. In this thesis, Q<sup>2</sup> was obtained using cross-validated redundancy procedures. As a guideline, Q<sup>2</sup> values should be larger than zero for a specific endogenous construct to indicate predictive accuracy of the structural model for that construct. As a rule of thumb, Q<sup>2</sup> values higher than 0.25, and 0.5 depict small, medium, and large predictive relevance of the PLS-path model, whereas a Q<sup>2</sup> less than zero means the

model lacks predictive relevance. As shown in table 4.7, Q<sup>2</sup> for both endogenous variables indicate acceptable predictive relevance.

**4.3 Discussion Of Findings**

The study examined the effect of knowledge management on performance of food and beverages companies in Lagos State, Nigeria. The findings from the analysis above indicate that the model is adequately fit to measure the relationship between knowledge management and performance of food and beverages companies. Based on the foregoing, the study tested two hypotheses and evidenced

were provided by the study results that knowledge management affects performance of food and beverages companies in Lagos State, Nigeria moderately as indicated by the coefficient of determination ( $R^2$ ). The findings on the specific independent variables and how they affect performance are discussed below:

The first findings reviewed that knowledge creation showed a positive and significant effect on performance of food and beverage companies in Lagos State, Nigeria. This implies that increase in knowledge creation will lead to increase in performance of food and beverages companies. This finding agrees with the findings of Yusuf, et al., (2022) and Musa (2019) who found positive and significant effect of knowledge creation on performance but the finding however, disagreed with that of Onuh and Peter (2020) who found negative effect on performance while studying the relationship between knowledge creation and performance of banks in Kogi State, Nigeria. This finding also aligns itself with the knowledge based view theory which holds knowledge as the most valuable resource of the firm and knowledge resident in human capital allows firms to improve distinctive competencies and discern innovation opportunities

The second finding revealed that knowledge application has a positive and significant effect on performance, this indicate that increase in knowledge application will lead to positive and significant increase in performance of food and beverages companies. The finding is in agreement with that of Abuezhayeh, et al., (2021) who found positive and significant

effect of knowledge application on performance of manufacturing sector of Kenya. However, the finding disagrees with the finding of Astuti, et al., (2020) who found insignificant effect of knowledge application on performance in selected private universities in Lagos State, Nigeria. This finding also aligns itself with the resource based view (RBV) theory which holds that firms gain and sustain competitive advantage by deploying valuable resources, and knowledge is seen as a strategic asset or capability with the potential to be a source of sustainable competitive advantage (SCA) for an organization.

## 5. Conclusions And Recommendations

The study examined the effect of knowledge management proxied by knowledge creation, and knowledge application on performance of selected food and beverages companies in Lagos State, Nigeria. The study began by giving a clear and in-depth background to the study regards to knowledge management and how they relate to performance with specific reference to the manufacturing sector. The problem of the study was clearly spelt out of which questions, objectives and hypotheses were drawn. Therefore the study recommended that:

- i. Food and beverages companies should realign their knowledge application process to allow employees partake in the process of applying their initiative to their task. This will give employees better understanding as to what is expected of them and also provide an avenue

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- for the employees to seek for clarification when necessary.
- ii. Food and beverages companies should create a platform where employees can learn new and improve technology, as well as to be

innovative, initiative and creative. This will give employees a better chance to create knowledge in other to contribute to the performance of the company.

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