Knowledge Management and Organizational Performance: Evidence from Selected Commercial Banks in Delta State, Nigeria

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Abstract
Prior studies had shown that knowledge management affects the performance of organizations; however, studies are yet to show whether knowledge management dimensions of creation, acquisition and sharing affect the performance of commercial banks in Delta State, Nigeria. The knowledge-based theory and descriptive survey research design was employed. Questionnaire was administered on fifty-six (56) employees of selected commercial banks in out of which fifty-four (54) were fully completed and returned. Data obtained were analyzed using descriptive, diagnostic and inferential statistical techniques. Specifically, the regression revealed among others that knowledge acquisition, creation and sharing had significant effect on the performance of commercial banks. Impliedly, when knowledge is well managed, it would lead to increased organizational performance. Given the findings, it was recommended among others that management of commercial banks should strive towards ensuring increased knowledge management practices in the workplace; this can be realized by making sure that knowledge among employees are adequately shared while new knowledge or talents acquired in order to enhance their performance. This study contributes to knowledge by filling the literature gap on what is known about knowledge management and organizational performance, particularly as it concerns commercial banks. In addition, the study contributes to knowledge by affirming that knowledge management dimensions of creation, identification, acquisition and sharing positively and significantly influence the performance of commercial banks in Nigeria.

Keywords: *Knowledge identification; Knowledge creation; Knowledge acquisition; Knowledge sharing; Performance; Commercial banks*

1. INTRODUCTION

The advancement of information and technology (IT) has necessitated the quest for knowledge in most organizations, particularly the bank industry that is characterized by competitiveness of the use of advanced technologies in driving bank operation processes and in enhancing performance. The advancement of technologies had subjected many organizations to continuous development and also paying attention and valuing employees who possess the right knowledge required for the job. In recent times, there has been rapid change in the environment of business resulting from advancement in IT and strategic human resource practices (SHRM); these SHRM are partly those linked with proactive recruitment processes of ensuring that candidates who are competent are employed as intellectual capitals in the organization (Costa 2010 as cited in Didhl, 2020).

Organization with these categories of intellectual capitals always succeeds in the technology age; this is so because organizations recruiting IT experts possess current knowledge that serves as competitive advantage to them. Thus has further widened the scope of knowledge management among organizations. Knowledge management are increasingly vital because it serve as a tool to simplify better interaction via information flow and learning within the organization. Keny Boon Ooi (2014) as cited in Rahmayanto (2019) sees knowledge management as an intangible asset that is almost impossible to duplicate and it is considered as a competitive instrument that must be managed effectively.

Shawagfeh, Alganed and Jaradat(2019) opined that knowledge management is one of the modern intellectual developments that focus on people who engage in knowledge activities. The interest in knowledge management stems from the increasing role of cognitive objectives that focuses on knowledge management, leading to enhancement of productivity, efficiency and effectiveness in organizations. Knowledge has been termed an essential resource of gaining competitive (Integari & Gressel, 2017). According to Yru and Law (2014), knowledge management is key sources of completive advantage for organizations as it enables them acquire skills and understanding the structure of the organizations via experimentation.

Knowledge management and organizational performance are imperative for businesses. Performance is linked with expectation for growth and development and a measure of how well organizations have achieved their goals in the most efficient way (Okoro & Ekwueme, 2018; Okoro & Egberi, 2019; Okoro & Ekwueme, 2020; Okoro & Egberi, 2020; Ososuakpor & Okoro, 2023). Shah and Kant (2020) cited in Adhikari (2020) revealed that successful knowledge management enhances socialization and internalization of organizations; thus, knowledge management can enhance organizational performance.

Knowledge is a core competency that brings desired results like improved organizational performance. Prior studies had shown that knowledge management has a positive effect on organizational performance(Nnbuife & Onwuka 2015; Raza Uhani & Rafigue, 2016 Khanal & Poudyal, 2017; Shah & Kant, 2020; Shanker 2021, Mbah & Aloysius 2022). Additionally, Hussainnank (2018) showed that knowledge management is a process that transforms individual knowledge into organizationsal knowledge and which eventually translates into increased organizational performance. In the literature, numerous dimensions of knowledge management have been employed ranging from knowledge identification, acquisition, creation, and sharing among others.

A study by Lee (2001) showed that knowledge acquisition positively and significantly influences organizational performance. Similarly, Mbah and Maduefor (2022\) found that there is a positive link between knowledge identification and organizational performance. According to Lee and Choi (2003), the use of knowledge management can help organizations identify, acquire, create and share knowledge within the organization which further impacts on organizational performance.

Regardless of the viewpoints of prior studies, Hasan(2016) asserted that knowledge management is very vital for the banking industry, as it enables them simplify and improve service delivery to their customers. Predominantly, the banking industry seeks to achieve efficient operations via the delivery of quality services and improving customers' satisfaction that will translate to increased revenue. Notably, research has been done concerning how knowledge management impacts on organizational performance in other countries and sectors, however, very few studies have been done in the context of Delta State, Nigeria. Thus, this study attempts to fill the gap in literature on what is known about the influence of knowledge management on organizational performance in the banking industry with emphasis on employees of some selected commercial banks in Delta State as the unit of analysis.

1.1 Hypotheses of the Study

In line with the specific objectives, the following research hypotheses were formulated:

Ho_1: Knowledge acquisition has no significant influence on the performance of commercial banks

Ho_3: Knowledge creation has no significant effect on the performance of commercial banks

Ho_3: Knowledge sharing has no significant effect on the performance of commercial banks

2. REVIEW OF RELATED LITERATURE

2.1 Knowledge Management

The concept knowledge management is comparatively new, a concept that has received increasing attention by management scholars and practitioners. Moreover, one cannot specifically say that there is one comprehensive and most acceptable definition of knowledge. There are numerous differences about defining one specific concept for this new term (Abu, 2004 as cited in Shawaqfeh, Algaied and Jarada, 2019). Al-Buhaisi (2005) sees knowledge management is a coordination processes by organization of acquiring relevant knowledge for the job and a tool for improving performance in an organizations. Knowledge management is way of acquiring knowledge and sharing the knowledge for smooth and successful operations in the organizations.

Knowledge management is the act of assembling and dispersing an organization collective expertise in order to ensure that the appropriate information reaches the appropriate individuals at the appropriate time. Knowledge management especially when successfully implemented, provides a business a competitive edge and improves organizational performance through educating employees. There is abundance of knowledge management definitions in management and knowledge management literature and involve various theorist opinion and techniques that applied to mainly codification process. Knowledge is defined by different authors differently when studying the various economics and organizations.

Emadejade et al (2012) was of the view that codification of knowledge is compulsory to implement the knowledge management capabilities and framework and codification process helped organizations to gain the knowledge from the minds of expert and retain it in the repositories of the organizations that will help to solve existing and new problem. Ikujiro Nonaka (1994) categorized knowledge into two brand categories. First is the tacit knowledge that is the property of the individuals and they use it to solve the existing, complex and new problems and gain with through this tacit knowledge in the organization.

Second is the explicit knowledge that is in published form and in the authentication in the organizations. Easterly Smith and Prieto (2008) defined knowledge management in general way as the process through which knowledge and expertise has located, stored and disseminated to make organizations more competitive. Here it is a holistic approach to make processes and strategies that make organization to acquire and apply the required knowledge and expertise to make better decisions and become competitive in the market.
Different factors along with the knowledge management performance jointly affect the organizationsal performance like leadership, strategic vision future environment internal policy but in all knowledge management performance played the hub role to joint all elements together, and perform outstanding (Ikujiro, Nonak & Takenlin, 1995; Ozbag, Es & Esen, 2013; and Zaied, 2012). Many scholars have unanimously identified four types of knowledge, namely explicit, implicit personal, social knowledge. Explicit knowledge is tangible and can be described formally and systematically. This type of knowledge is independent from employees. Rather, it lies in books information system of computers and other organizational documents, and is also codifiable and verbally expressible. This type of knowledge can be easily transferred from one person to another through speech or writing (Janshidi & Mirabi, 2011)

Explicit knowledge is tangible and cannot be easily accessed because its content and sources are inside the individual mind, it is acquired through experience and operational learning and is in fact, unrecorded knowledge within the organization. This type of knowledge is deeply embedded in subconscious mind and thus few other than the experts can gain access to and describe it. It is embodied in the form of ideas, facts, assumptions questions, decision, and guesses through which hardly turn into documents and mastery is a daunting if not impossible task Jamshidi and Mirabi, (2011). Personal knowledge resides in the individual and has roots in their personal actions, social knowledge. However, lies in social and cultural system of an organization some scholar argued that knowledge reside in man’s mind and cannot be easily identifies or transferred from are person to another. It is believed to lie in experiences, beliefs, value and culture of a person or an organization.

2.2 Dimensions of Knowledge Management

2.2.1 Knowledge Creation

Knowledge creation is the generation of ideas which is a process that will lead to actions intake towards the generation of the ideas by the organization's capability to build recent ideas and prefers solutions that is connected to various levels of organization activities from manager products to products and services to technological innovations (Un & Cuervo Cazurra, 2014). The first process of the knowledge management is knowledge creation and this involves associated with knowledge input into the system, which are development, discovery, and captive and understanding. This new knowledge is established or the current content of knowledge is changed with current content (Alavis& Weidner, 2001).

The next process is referred to a knowledge creating by evolution (Snider & Nissen, 2003). Knowledge creative and acquisition is a stage in knowledge management life cycle, ideas or information are acquired and created by employees and this could be individually or employees working as the team. Ideas or information can also be gotten or acquired externally through outstanding or purchased from consultants and the mechanisms for this stage include documentation, instrumentation, knowledge engineering and programming, Bergeron (2013).

2.2.2 Knowledge Sharing

Knowledge sharing which can also be referred to as knowledge distribution and transfer, involves knowledge flow from one department or individual to another. This is in connection with translating, transferring, interpreting and recycling of knowledge. It can also be called knowledge dissemination, knowledge cannot be meaning to organizations when not shared or distribution to employees or individual who need the knowledge to ensure that they apply the relevant knowledge for the accomplishment of organizational objective. Knowledge sharing is seen as a channel through which intangible assets and solution migrate from destruction to another, albeit quite often such knowledge is not written or stored and shared but simply reside in the heads of individuals resulting to a risk to having such expertise forgotten or totally lost(World Bank, 2015)

An organization establish a disciplined knowledge sharing altitude, knowledge must be seen as an important currency that should be leverage upon in order to achieve or improve organizational performance. Knowledge sharing is considered as the most essential process of knowledge management Bock & Kim (2012). Knowledge distribution is a pre-requisite to quality management practice. According to Robinson (2011) knowledge hoarding is a destroyer to knowledge passing among employees; he further encourages employees not to seen expert knowledge as power but power being equal to knowledge dissemination.

2.2.3 Knowledge Acquisition

Knowledge acquisition indicates activities related to execution of knowledge in organizations processes as it is the process of micro knowledge life cycle. The knowledge shared is applied to is for the purpose of performing task or for solving of problems in the organizations. Knowledge management is a method for simplification and improvement of process of creating, sharing, distributing, capturing, and understanding knowledge in a company (Karlsen & Godtschalk, 2004. According to Beunfour (2003), cited in Torabi, Kyam and Halaking (2016), knowledge management is a set of procedures of infrastructure, technical and managerial tools designed for creation, sharing and implementation of information and knowledge in an organization to create value that leads to competitive advantage (Zhang, 2007).

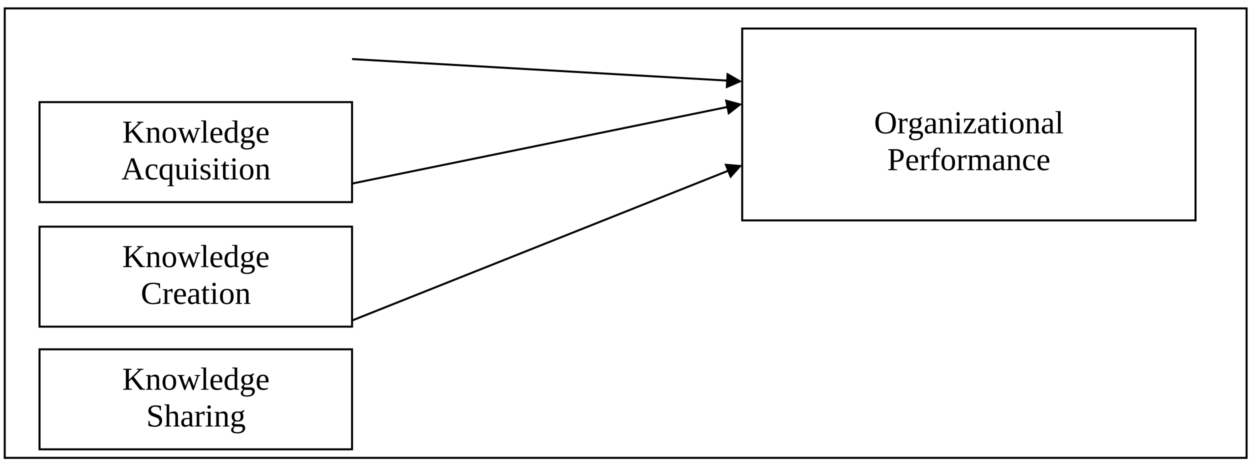

Figure 1: Conceptual Model of the Study
Source: Conceptualized by the Researcher (2024)

2.3 Theoretical Framework

This study is hinged on knowledge-based view theory. The knowledge-based view of the firm thinks about learning as the most deliberately critical asset of a firm. Its advocates content that, since learning based assets are normally hard to mimic and socially perplexing, heterogeneous information bases and capabilities among firms are the real deferments of maintained upper hand and prevalent performance of the corporate (Kitchlew, 2015).

Speedily due to obsolesce and imitating, the knowledge-based view KBV is in contravention of the resource-based view, as argued by Miller (2002) organizations are bodies that generate, integrate and distribute knowledge and the capacity to create value is not based on physical or financial, but on a set of intangible knowledge-based capabilities. However, knowledge base view (KBV) and the resource-based view are significant is this research work as they provide method to recognize how strategic resources and capabilities (knowledge) assist organizations in gaining amazing performance. The knowledge-based view reveals a correlation with knowledge management. Mitra, O'Regan and Sarpong (2017) explained the rationale for knowledge management to catch an organizations aptitude and appropriate it wherever it can accomplish the great result.

The literature reviewed showed that knowledge management process seen broadly or specifically held a significant positive effect on organizational performance. There is a consensus that performance will not see only in financial terms: as non-financial performance is also very important especially in the service sector like the Nigerian banking industry Tubigi, Alshawi and Alalwany (2013) established that not every component of knowledge management influence non-financial performance significantly. Hence, this study aims to bridge the gap by exploring the influence of components of knowledge management on non-financial performance of selected commercial banks in Delta State, Nigeria.

3. METHODOLOGY

In this study, the survey research design was used since the study is concerned with obtaining the perceptions of people on how knowledge management influence organizational performance. In view of this, the study employed primary data (questionnaire) in obtaining the perceptions of people on the research theme. The study population comprised of all the employees of three (3) commercial banks branches in Warri, Delta State, amounting to sixty-five (65) employees in the three (3) commercial banks. Furthermore, Taro-Yamane (1964) sample size formula was used in obtaining a sample of 56 respondents.

The major instrument of data collection was the structured questionnaire, which was designed on a 4-point scale of 'strongly agree', 'agree', 'disagree' and 'strongly disagree' and presented in a precise way to minimize respondents time on answering the question. The questionnaire was designed to elicit respondents' perceptions on knowledge management (creation, acquisition and sharing) and organizational performance. The instrument was adapted from the works of Mbah, et al, (2022); Shawaqfeh, et al (2019); Un and Cuervo Cazurra (2014).

The questionnaire was based on four (4) knowledge management dimensions. The questionnaire was designed into two sections – bio-data of the respondents and themes relating to knowledge management and organizational performance. The choice of using questionnaire is based on the fact that the study was designed to assess the views of individuals on knowledge management and organizational performance.

The Cronbach Alpha reliability technique was used in ascertaining the reliability of the research instrument. The procedures entailed the administration of the validated instrument to 20 per cent of the sample of the study, which amounts to eleven (11) respondents who are not employees of the selected commercial banks in Warri, Delta State, Nigeria. Data from the pilot test was correlated to find the instrument stability; the Cronbach Alpha coefficient results were presented in Table 1 as follows:
Table 1: Cronbach Alpha Reliability Results

Parameters	Alpha Coefficients
Organizational Performance	0.81
Knowledge Creation	0.68
Knowledge Acquisition	0.77
Knowledge Sharing	0.62

Source: Compiled by the Researcher (2023)

The study used several techniques to analyse the data as follows: descriptive statistics (mean, standard deviation, minimum, maximum values and Karl Pearson correlation); Post-estimation statistics (variance inflation factor) and inferential statistics (simple regression). The f-value (simple regression) was used in testing the relevant hypotheses of the study and the decision rule is that if f-prob. is < than level of significance (0.05%), the null hypothesis is rejected while the alternative hypothesis is accepted vice-versa. Given the dependent and independent variables, the following simple regression models were estimated to examine the influence of knowledge management on organizational performance:

$$OrgP = f(KAcq) \quad \text{eq. 1}$$
$$OrgP = f(KCrea) \quad \text{eq. 2}$$
$$OrgP = f(KShar) \quad \text{eq. 3}$$

Equations 1-3 can be written econometrically as follows:

$$OrgP_i = \eta_0 + \eta_1 KAcq_i + \varepsilon_i \quad \text{eq.4}$$
$$OrgP_i = \eta_0 + \eta_1 KCrea_i + \varepsilon_i \quad \text{eq.5}$$
$$OrgP_i = \eta_0 + \eta_1 KShar_i + \varepsilon_i \quad \text{eq.6}$$

Where: $_i$ is individual respondents (employees of the commercial banks); *OrgP* is organizational performance; *KAcq* is knowledge acquisition; *KCrea* is knowledge creation; *KShar* is knowledge sharing.

4. RESULTS

Table 2: Descriptive Results for Knowledge Management and Organizational Performance

Parameters	OrgP	KAcq	KCrea	KShar
Mean	2.6215	2.5120	2.4401	2.7222
Standard Deviation	0.4063	0.4702	0.4430	0.4220
Minimum Value	1	1	1	1
Maximum Value	4	4	4	4
Observations	54	54	54	54

Source: Field Survey, 2024

Presented in Table 2, is the descriptive result for knowledge management (sharing, creation, and acquisition) and the performance of the three (3) selected commercial banks in Warri, Delta State of Nigeria. It was found that organizational performance (OrgP) had a mean score of 2.6215 with a standard deviation of 0.4063 while the knowledge management dimensions had mean scores and corresponding standard deviation values of 2.5120(0.4702 knowledge acquisition – Kacq), 2.4401(0.4430 – knowledge creation – Kcrea), and 2.722(0.4220 – knowledge sharing – Kshar) respectively.

The descriptive results indicated that the perceptions of the respondents on knowledge management and organizational performance were not too far from each other as captured in the standard deviation values. Furthermore, the mean scores are clear indications that respondents supported all the items in the research instrument as good indicators for assessing the relationship between knowledge management and organizational performance, since the mean scores beat the mean benchmark of 2.0.

Table 3: Correlation Results for Knowledge Management and Organizational Performance

Parameters	OrgP	KAcq	KCrea	KShar
OrgP	1.0000			
Kacq	0.0413	1.0000		
KCrea	0.0313	0.0561	1.0000	
KShar	0.0239	0.3910	0.2238	1.0000

Source: Field Survey, 2024

In Table 3, the Pearson correlation result revealed that the knowledge management dimensions (KAcq, KCrea, and KShar) are positively correlated with organizational performance (OrgP). Also, the Pearson correlation coefficients showed that no two independent variables were perfectly correlated, since none of the correlation coefficients exceeded 0.8.

Table 4: VIF Results for Knowledge Management and Organizational Performance

Parameters	VIF	1/VIF
Knowledge Sharing	1.1383	0.8785
Knowledge Creation	1.0283	0.9724
Knowledge Acquisition	1.0038	0.9962
Mean VIF	1.0987	

Source: Field Survey, 2024

Table 4 showed whether multicollinearity exists among the pairs of the independent variables in the estimated model of knowledge management and organizational performance. The mean VIF = 1.0987, which is not greater than the accepted VIF of 10.0, suggesting that there is absence of multicollinearity among the pairs of independent variables of the study.

Ho_1: Knowledge acquisition has no significant influence on the performance of commercial banks

Table 5: Regression Result for Knowledge Acquisition and Organizational Performance

Source	SS	df	MS			
Model 2	7.1792	1	2.3047	Number of obs.	=	54
Residual	31.322	52	0.2392	F(1, 53)	=	24.1
				Prob. > F	=	0.000
Total	38.501	53	2.5439			
OrgP	Coefficient	Std. Error	t-value	R-Squared	=	0.857
KAcq	0.1277	0.1160	12.9	Adj. R-Squared	=	0.781
_cons	4.3308	0.3831	22.4			

Source: Field Survey, 2024

In Table 5, the regression result showed that R-squared is 0.857, indicating that knowledge acquisition (KAcq) explained 85.7% of the systematic variation in organizational performance. The f-statistics (df=1, 53, f-value = 24.1) with a p-value of 0.0000 revealed that the relationship between knowledge acquisition and organizational performance is significant at 5% level. Thus, the null hypothesis was rejected while the alternative hypothesis was accepted; this means that knowledge acquisition has significant influence on the performance of commercial banks

Ho2: Knowledge creation has no significant effect on the performance of commercial banks

Table 6: Regression Result for Knowledge Acquisition and Organizational Performance

Source	SS	df	MS			
Model 3	7.53816	1	2.4199	Number of obs.	=	54
Residual	32.8881	52	0.2511	F(1, 53)	=	25.3
Total	40.4260	53	2.6710	Prob. > F	=	0.000
OrgP	Coefficient	Std. Error	t-value	R-Squared	=	0.899
KCrea	0.1340	0.1218	9.22	Adj. R-Squared	=	0.820
_cons	4.5473	0.4022	13.1			

Source: Field Survey, 2024

In Table 6, the regression result showed that R-squared is 0.899, indicating that knowledge creation (KCrea) explained 89.9% of the systematic variation in organizational performance. The f-statistics (df=1, 53, f-value = 25.3) with a p-value of 0.0000 revealed that the relationship between knowledge creation and organizational performance is significant at 5% level. Thus, the null hypothesis was rejected while the alternative hypothesis was accepted; this means that knowledge creation has significant effect on the performance of commercial banks.

Ho_3: Knowledge sharing has no significant effect on the performance of commercial banks

Table 7: Regression Result for Knowledge Sharing and Organizational Performance

Source	SS	df	MS			
Model 4	7.68892	1	2.4682	Number of obs.	=	54
Residual	33.5458	52	0.2561	F(1, 53)	=	14.2
Total	41.2345	53	2.7244	Prob. > F	=	0.000
OrgP	Coefficient	Std. Error	t-value	R-Squared	=	0.916
KShar	0.1366	0.1242	9.40	Adj. R-Squared	=	0.836
_cons	4.6382	0.4102	13.4			

Source: Field Survey, 2024

In Table 7, the regression result showed that R-squared is 0.916, indicating that knowledge sharing (KShar) explained 91.6% of the systematic variation in organizational performance. The f-statistics (df=1, 53, f-value = 14.2) with a p-value of 0.0000 showed that the relationship between knowledge sharing and organizational performance is significant at 5% level. Thus, the null hypothesis was rejected while the alternative hypothesis was accepted; this means that knowledge sharing has significant effect on the performance of commercial banks.

Consequent upon the above results, the study concluded that when knowledge is well managed, it would lead to increased organizational performance. The study's findings agree with the results of

Mbah et al (2022); and Adhukari (2020)who found positive and significant relationship between knowledge management and organizational performance. On the other hand, the study disagrees with the results of Agogbua and Nzcwi (2022); Bhandari (2021) who found negative significant relationship between knowledge management and organizational performance.

5. CONCLUSION AND RECOMMENDATIONS

In recent times, the need for knowledge management has attracted much academic debates among strategic human resource management professionals, management and researchers alike. This debate stems from the fact that human resource management role has drifted from hiring, benefits and wages of employees to strategic human resource management where emphasis is on how knowledge can be managed in order to enhance organizational performance (Mbah, et al 2022; Shawaqfeh, et al, 2019; Un & Cuervo Cazurra, 2014). Prior studies had shown that knowledge management influences organizational performance; however, studies are yet to establish if knowledge management dimensions of knowledge creation, sharing and acquisition (particularly as it concerns commercial banks in Delta State, Nigeria) influence organizational performance.

The results call for some policy recommendations; first, that management of commercial banks should strive towards ensuring increased knowledge management practices in the workplace; this can be realized by making sure that knowledge among employees are adequately shared while new knowledge or talents acquired in order to enhance their performance. Additionally, the management of commercial banks should devise measures towards knowledge identification and creation in order to sustain and promote knowledge management practices among employees.

This study contributes to knowledge by using the knowledge-based view theory in explaining the influence of knowledge management on organizational performance. More so, this study contributes to knowledge by filling the literature gap on what is known about knowledge management and organizational performance, particularly as it concerns commercial banks in Nigeria. In addition, the study contributes to knowledge by affirming that knowledge management dimensions of creation, identification, acquisition and sharing positively and significantly influence the performance of commercial banks in Nigeria.

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