

Impact of Knowledge Application and Knowledge Conversion on Organizational Performance: An Empirical Analysis

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ABSTRACT

*This work examines the effect of knowledge application and knowledge conversion on organizational performance among manufacturing firms in Ibadan Oyo State. The research design adopted is the survey research design. Stratified random sampling technique was used. The sample size of two hundred respondents was selected from six manufacturing firms in Ibadan that served as the population of this study. Of the two hundred (200) questionnaire administered to the respondents, one hundred and ninety-two (192) copies were successfully completed and retrieved for the analysis. Both descriptive and inferential statistics was used for the analysis. Results of the finding show that knowledge application has a significant positively relationship with four sub-variables of organizational performance namely, revenue ($r = .492^{**}$, $p = .000$), financial strength ($r = .538^{**}$, $p = .000$), public image ($r = .543^{**}$, $p = .000$) and goodwill ($r = .463^{**}$, $p = .000$). Knowledge conversion is also positively related to the four sub-variables of organizational performance namely, revenue ($r = .442^{**}$, $p = .000$), financial strength ($r = .537^{**}$, $p = .000$), public image ($r = .478^{**}$, $p = .000$) and goodwill ($r = .443^{**}$, $p = .000$). The study concluded that the knowledge management has a significantly effect on organizational performance. It was recommended that organizations should redefine ways to promote knowledge conversion in order to maximize human potential in the workplace. Also, organization needs to combine the technology infrastructure, processes, incentives and culture in order to motivate employees to integrate and use knowledge management, in order to keep up with ever-changing business environment, and to ensure organizational success in addressing unforeseen challenges.*

Key Words: *Knowledge application, knowledge conversion, productivity, organizational performance*

INTRODUCTION

The survival and success of any organization rely on the organization's adaptability to the changing business environment. The aggressive environment is no longer predictable and it is changing unexpectedly in terms of complexity and uncertainty. In consequence Knowledge Management (KM) has been recognized as a source for enhancing an organization's capabilities resulting in the success of the organization (Singh, 2022). Knowledge management (Knowledge application and Knowledge conversion) is the basic need for organizational performance (Kharabe, Burghate & Jeswani, 2016). It's the ability of an organization to manage knowledge and its knowledge workers to compete globally. Earlier, it was thought to be a basic requirement of any knowledge-based industry like consultancy, software etc.

However, today it has become an integral part of any organization irrespective of type of industry. Moreover, the organizations that are able to create and manage a culture of knowledge management will only manage to survive and achieve growth. Knowledge management (Knowledge application and Knowledge conversion) has extended to service industry too, beyond manufacturing industry. There are not much studies available in literature focusing service industry, but rigorous study is required as the service industry is growing at much faster pace. Thus, it is necessary to understand the situation and how the service sector develop and implement knowledge management, as it plays an important role to make companies compete productively.

Literature on knowledge management emphasizes the importance of culture as a major determinant in creating a supportive organizational environment for innovation Ha, Lo, Suaidi, Mohamad, & Razak, (2021) and Tajpour, Hosseini, Mohammadi, & Bahman-Zangi. (2022). To create knowledge application and knowledge conversion culture, organizations need to develop policies of sharing and the dissemination of these policies in the organization. Culture is reflected not only in the visible aspects of the organization, such as its mission and espoused values, but also in the way people act, what they expect of each other and how they share their information (Raudeliuniene, & Matar, 2022).

The result of the investigation on the relationship between knowledge management (Knowledge application and Knowledge conversion) and organizational performance has been positive in most literature (Tilahun, (2022)). These positive relationships appeared over four phases of the knowledge management process which are knowledge creation, knowledge capture and storage, knowledge sharing and knowledge applications correlated with the three essential pillars of performance which are innovation, quality of service delivery and operational efficiency of services (Adeinat, & Abdulfatah, 2019). It's strongly believed that organizations' survival and success depend on sharing skills, knowledge and experiences within employees and transform them into ideas of innovations (Haitao, (2021)).

In other words, helping employees in creating new knowledge and motivate them with learning abilities will promote the culture of creativity and innovation in the organization which influence on employees' attitude, behavior, skills and performance (Afandy, et.al 2022). Despite the growing interest and studies in knowledge, there is yet, a scarcity of literature on the impact of knowledge management variable such as knowledge application and knowledge conversion on organizational performance. It is from this offshoot that this study seeks to investigate the impact of knowledge

application and knowledge conversion on organizational performance among manufacturing firms in Ibadan Oyo State

Statement of the problem

Regarding the degree to which knowledge management practices can affect organizational performance, there doesn't appear to be a common understanding. The majority of research on the relationship between knowledge management constructs and organizational performance has, according to the literature, been done in Europe, North America, and the Middle East. Little, if any, research has been done on the subject in developing or third-world nations like Nigeria (Mbah & Maduafor, 2022; Nnabuife, Onwuka, & Ojukwu. 2015).

In addition, a number of studies (Adams, Graham, 2017; Brix, 2017; Esterhuizen, Schutte, & du Toit, 2012; Li, Huang, & Tsai, 2009; Vila, Cabrer, & Pava, 2015) have discussed the significance of knowledge management on organizational outcomes such as organizational learning, innovation, product quality, in addition to creative, financial, economic, and organizational performance. A sound assessment and research on the influences of decision-making style on the processes and facilitators of knowledge management on organizational performance, however, is what is lacking in the literature and practice of knowledge management and organizational performance.

It is crucial to ascertain the contributions of knowledge management to organizational performance since factors other than knowledge may also influence the success or failure of Nigerian manufacturing enterprises. It is also necessary to confirm the veracity of the hypotheses that the existence or lack of a strong knowledge management strategy or process is primarily responsible for the ineffectiveness and inefficiencies of the majority of Nigerian manufacturing enterprises. As a result, this study is investigative in nature and was centered on determining the effect of knowledge application and Knowledge conversion on organizational performance in Nigerian manufacturing.

Objective of the study

The main objective of the study is to empirically investigate the impact of knowledge application and knowledge conversion on organizational performance among manufacturing firms in Ibadan Oyo State. Specifically, the study is set to:

- i) Evaluate the relationship between knowledge application and organizational performance.
- ii) Assess the relationship between knowledge conversion and organizational performance.
- iii) Determine the main and interactive effect of knowledge application and knowledge conversion on organizational performance.

Research Hypotheses

The following hypotheses have been stated in null form on purpose to ensure that the study achieves both its specific and general aims.

H₀₁: Knowledge application has no significant relationship with organizational performance

H₀₂: Knowledge conversion has no significant relationship with organizational performance.

H₀₃: There is no main and interactive effect of knowledge application and knowledge conversion on organizational performance.

LITERATURE REVIEW

Concept of Knowledge Application

Knowledge Application referred to in studies as knowledge utilization (Sahibzada, Jianfeng, Latif & Sahibzada, 2020), is the process that guides how effectively and efficiently knowledge is used in the form of problem solving, decisions, new idea development, or alterations to behavior. It leads to attaining objectives and the possible transformation of prevailing practices within an organization (Cheng, & Lee, 2016). In comparison, knowledge creation refers to the collaborative and interdependent process of generating new knowledge and updating current expertise inside an organization. As a result, this process generates new knowledge (Das, 2022) at the individual and corporate levels (Tajpour, et.al 2022). Accordingly, knowledge application enables an organization to respond swiftly to shifting macro- and micro-environment conditions by incorporating existing knowledge into activities and processes (Ha, et.al, 2021).

Knowledge Conversion

Knowledge **conversion** (KNR) is when ideas developed over time in the human brain are converted for enhanced efficiency and effectiveness of job performance. KNC is fundamental in every organization (Enakrire & Smuts, 2022). KR implies the ways through which the organizations grow, thus resulting in having a competitive advantage other their competitors. Therefore, Knowledge **conversion** entails that individual carry diverse expertise in the organization is important, because it helps to transform the knowledge economy.

Organizational Performance

Increasing organizational performance is a goal every organization is pursuing. Organizational performance can be most simply defined as company performance compared to goals and objective. Measuring organizational performance was in the past limited more or less on financial measures in the form of revenue, profit, net operating income, ROA (Return on Assets), ROE (Return on Equity), ROS (Return on Sales) and other mostly revenue and profit related measures. Although very practical and useful, traditional financial measures cannot create advantages for the organization in an intense competitive environment (Novak, 2017).

Literature on strategy usually associates organizational performance with the achievement of strategic goals such as sales growth, market share, new products development, quality and customer satisfaction targets among others. Also in strategy, organizational performance is associated with the achievement of financial goals such as return on assets, return on equity, return on investment etc. (Makore & Eresia-Eke, 2015). Through various studies, researchers identified factors that impinge on the performance of a company (Makore & Eresia-Eke, 2015). Right

Management further built on the previous performance models to come up with an organizational effectiveness framework (Makore & Eresia-Eke, 2015).

The interplay amongst strategy, organizational structure and roles, leadership, people systems, employee engagement, organizational culture and values work together to deliver a well-executed strategy (Right Management, 2010 as cited in Makore & Eresia-Eke, 2015). Effective strategy implementation is a crucial financial performance driver and failure to fully engage employees in the business strategy will result in the production of negative, unsustainable business results. Employee engagement impacts the customer's experience and eventually the overall performance of the company in terms of productivity and profitability (Makore & Eresia-Eke, 2015). Leadership in business will face substantial challenges in their endeavors to align and engage employees to their strategy and execute the strategy effectively. However, it is this research's assumption that a knowledge management focus in an integrated approach will ensure business performance under all economic conditions. Mullins (2013) cited in Makore and Eresia-Eke, 2015 views performance management as a practice that brings together many facets of people management and incorporates performance improvement at individual, team, department and organizational levels. Performance management is a vital process in a company and should aid management and staff in focusing on key issues and company objectives to ensure sustainable performance. The process ensures that individual and team effort supports organizational objectives through focusing on key value drivers (Makore & Eresia-Eke, 2015).

Knowledge Application and Organizational Performance

Aziz, Shafiq & Fatima (2022) confirmed the positive and significant influence of knowledge application processes on four constructs of firm competitiveness (innovation, delivery, quality, and financial performance). Further, knowledge application significantly impacts the firm's competitiveness through the mediation of technology, organization and people (TOP) core competence. The finding concluded that the effectiveness of knowledge management will increase the organizations' competitiveness in developing countries' research perspective. Bayari, Arwa, Said & Khaled (2022) shows that all the studies found a significant positive relation between knowledge application and OP. Bougoulia & Glykas (2022) shows that human resources, processes and technological enablers have been identified as primary factors and enablers in the prominent literature. Also, leadership may be a factor not so much encountered in literature and case studies results. Performance Measurement, Continuous Improvement and Change Management (mostly presented through the prism of corporate culture) are identified as secondary but still necessary factors for a successful KM implementation system.

Knowledge conversion and organizational performance

Islam, Low and Hasan, (2011) Result showed positive and significant relationship between, knowledge conversion and knowledge application with organizational effectiveness. Khalil, Pitafi & Yasin. (2022) reveals positive significant effect of the knowledge conversion on workers' productivity and organizational performance. Likewise, the knowledge worker's productivity also significantly enhancing the firms' performance. Khan, Muhammad & Kazimi (2022) indicated that there is a significant impact of knowledge management of organizational effectiveness and it is an important organizational and social concern. Dimensions of knowledge management like

knowledge conversion and knowledge application has statistical impact on organizational effectiveness. Mbah & Maduafor (2022) shows that Knowledge sharing and knowledge conversion has a significant positive effect on customer satisfaction in pharmaceutical manufacturing firms and concluded that knowledge management had a significant positive effect on organization performance using pharmaceutical manufacturing firms.

Researchers' Conceptual Framework

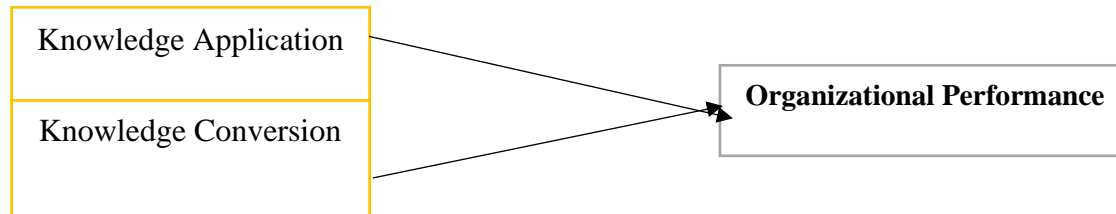


Figure 1: Conceptual Framework

Theoretical Framework

It is no doubt that we live in a knowledge intensive society where knowledge play a key role to success, organizations need to consider how they manage knowledge within their organization. Knowledge has always existed in all types of organizations, societies and individuals. Today knowledge is seen as one of the most important strategic resources with the ability of creating and maintaining a competitive advantage (Akanbi 2003). Based on this, this study will be based theoretical foundation of knowledge-based view theory because organizational knowledge presents a tremendous wealth creating potential. Also, application of the KBV has surfaced in the macro-economic literature related to the competitive advantage of nations. Also, Knowledge has received increased attention as the basis to explain differences in firm performance. Yet, the knowledge-based view of the firm in strategic management is still a contested and unmapped terrain with no unified clear-cut theories. This is another rationale for adopting the KNV theory

METHODOLOGY

The research design in this study is survey research design. The population of this study consists of employees of six selected manufacturing firm in Ibadan, Oyo state. Stratified random sampling technique was considered for the selection of the respondent (employees) from the selected company. This is to involve all categories of staffs in the study since knowledge management and organizational performance matters affect all employees of an organization. The study employed both primary data that was sourced using a well-tailored questionnaire. Data collected from one hundred and ninety-two (192) respondents were analyzed using Pearson Product Moment Correlation Coefficient and ANOVA. Hypothesis 1 and 2 was tested using Pearson correlation coefficients while hypothesis 3 was tested using ANOVA.

Result and Discussion

This study investigates the effect of knowledge application and knowledge conversion on organizational performance among manufacturing firms in Ibadan. The section presented the data

analysis for the three research hypotheses. The conceptual framework was used as a guide to test all the research hypotheses.

Demographic Characteristics of Respondents

Table 2. Demographic Characteristics of the Respondents

Variable	Sample Composition	Frequency	Percentage
Gender	Male	99	51.6
	Female	93	48.4
	Total	192	100.0
Age	18-25	14	7.6
	26 – 35	79	36.2
	36 – 45	51	26.3
	46-55	35	18.2
	56 and above	23	11.7
	Total	192	100.0
Marital status	Single	70	34.5
	Married	122	65.5
	Total	192	100.0
Educational background	Post Graduate	13	6.8
	BSC/HND	100	52.3
	NCE/OND	26	13.3
	Others	53	27.6
	Total	192	100
Cadre	Management staff	32	16.7
	Senior staff	75	39.0
	Junior staff	85	44.3
	Total	192	100
Department	Sales unit	32	16.7
	Marketing unit	37	19.3
	Personnel unit	26	13.3
	Store/purchasing unit	20	15.8
	Accounting unit	27	14.1
	Production unit	40	20.8
	Total	192	100

Author's Computation (2023)

The respondents in this study were employees of manufacturing firms in Ibadan, Oyo State. Table 2 provides the description of the demographic distribution of the respondents who partake in the survey. These detailed demographic findings provide valuable insights into the composition of the respondent pool, encompassing factors such as gender, age distribution, educational qualifications, and job status among the employees of manufacturing firms.

Respondents' Perception on Knowledge Application

Table 3: Distribution of Respondents According to Knowledge Application Survey Items

Knowledge Application	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)	Mean	SD
Our organization response to technological change on time	107(55.5)	69(35.9)	8(4.2)	4(2.1)	4(2.3)	4.40	.855
Our company utilize the knowledge and technology generated into new products and processes	22(11.2)	13(6.8)	33(16.8)	171(39.6)	49(25.5)	2.39	1.248
Our organization always apply of available knowledge to make decisions and perform tasks	130(67.4)	55(28.6)	2(1.0)	3(1.8)	2(1.0)	4.60	.705
Our company use knowledge to build greater meaning and increased engagement	98(50.8)	86(44.8)	2(1.3)	4(2.1)	2(1.0)	4.42	.722
Grand Mean and SD						3.95	.588

Source: Author's Computation (2023)

Decision Rule: strongly disagree = < 2.00; disagree = 2.00 – 2.49; neutral = 2.50 – 3.49; agree = 3.50 – 4.49; strongly agree = > 4.50.

The grand mean score for all knowledge application items was 3.95 with a standard deviation of .588. According to the provided decision rule, scores above 3.50 indicate agreement. Based on this rule, the findings suggest that respondents have a generally positive perception of knowledge application.

Respondents' Perception on Knowledge Conversion

Table 4: Distribution of Respondents According to Knowledge Conversion Survey Items

Knowledge Conversion	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)	Mean	SD
In our company, results of projects and meetings are documented	81(41.9)	102(52.9)	2(1.0)	4(2.3)	3(1.8)	4.31	.771
In our company, transformation of one	68(35.4)	58(29.9)	15(8.1)	26(13.6)	25(13.0)	3.61	1.419

kind of knowledge into another is easy							
In our company, mentorship is the way to disseminate information between	120(62.8)	60(31.0)	3(1.8)	3(1.8)	5(2.6)	4.49	.843
In our company, knowledge creation is also supported by relevant information and data	102(52.9)	79(41.4)	3(1.3)	3(1.8)	5(2.6)	4.40	.833
Grand Mean and SD						4.20	.752

Source: Author's Computation (2023)

Decision Rule: strongly disagree = < 2.00; disagree = 2.00 – 2.49; neutral = 2.50 – 3.49; agree = 3.50 – 4.49; strongly agree = > 4.50.

The grand mean score for all knowledge conversion items was 4.20, with a standard deviation of .752. According to the provided decision rule, above 3.50 indicate agreement. Based on this rule, the findings suggest that respondents have a generally positive perception of knowledge conversion.

Respondents' Perception on Organizational Performance

Table 5: Distribution of Respondents According to Organizational Performance Survey Items

Organizational Performance	Very low (1)	Somewhat low (2)	Low (3)	High (4)	Somewhat high (5)	Very high (6)	Mean	SD
What is the growth rate of sales or revenue in your organization?	-	5(2.3)	2(1.0)	2(1.0)	77(45.1)	96(50.8)	4.41	.770
How is the financial strength in your organization?	-	3(1.3)	4(2.1)	6(3.4)	75(39.1)	104(54.2)	4.43	.771
What is the public image of your organizations image?	-	2(1.0)	4(2.1)	12(6.3)	65(33.9)	109(56.9)	4.43	.789

How would you rate your organizations goodwill?	-	2(1.0)	4(2.1)	2(1.0)	79(41.1)	105(54.7)	4.46	.722
Grand Mean and SD							4.43	.609

Source: Author's Computation (2023)

Decision Rule: Very low = < 2.00; Somewhat low = 2.00 – 2.49; Low = 2.50 – 3.49; High = 3.50 – 4.49; Somewhat high = > 4.50; Very high > 5.50

The grand mean score for all Organizational Performance items was 4.43 with a standard deviation of .585. According to the provided decision rule, scores above 3.50 indicate high performance. Based on this rule, the findings suggest that respondents have a generally perception of high level of organizational performance.

Test of Research Hypotheses

Test of Hypothesis One

Knowledge application has no significant influence on organizational performance.

Table 6: Result of correlation analysis of knowledge application and organizational performance

Independent Variable	Mean	Std. Dev.	Pearson R	Dependent variables	Mean	Std. Dev.	N	Pearson R	P	Remark
Knowledge application	3.95	.588	.639**	Revenue	4.41	.770	192	.492**	.000	Sig.
				Financial strength	4.43	.771		.538**	.000	Sig.
				Public image	4.43	.789		.543**	.000	Sig.
				Goodwill	4.46	.722		.463**	.000	Sig.
				Organizational Performance	4.43	.609				Sig.

Source: Author's Computation (2023)

The above table 6 show the relationship between relationship between Knowledge application and organizational performance. The analysis shows that there is a positive correlation between Knowledge application ($r = .639^{**}$, $p = .000$) and the dependent variable (Organizational performance) and are significant at .01 level of significance this show that Knowledge application as a whole exhibits a moderately strong relationship with organizational performance. With this value, it means that 1% change in Knowledge application will result in 63.9% change in organizational performance. In the same line of analysis, Knowledge application is also positively

related to the four sub-variables of organizational performance namely, revenue ($r = .492^{**}$, $p = .000$), financial strength ($r = .538^{**}$, $p = .000$), public image ($r = .543^{**}$, $p = .000$) and goodwill ($r = .463^{**}$, $p = .000$). With these respective values, it means that 1% change in Knowledge application, will result in 49.2%, 53.8%, 54.3% and 46.3% change in revenue, financial strength, public image and goodwill respectively. As a result of this, we can conclusively say that knowledge application has significant influence on organizational performance

Test of Hypothesis Two

Knowledge conversion has no significant effect with organizational performance.

Table 7: Result of correlation analysis of knowledge conversion and organizational performance

Independent Variable	Mean	Std. Dev.	Pearson R	Dependent variables	Mean	Std. Dev.	N	Pearson R	P	Remark
Knowledge conversion	4.20	.752	.596**	Revenue	4.41	.770	192	.442**	.000	Sig.
				Financial strength	4.43	.771		.537**	.000	Sig.
				Public image	4.43	.789		.478**	.000	Sig.
				Goodwill	4.46	.722		.443**	.000	Sig.
				Organizational Performance	4.43	.609				Sig.

Source: Author's Computation (2023)

The above table 7 show the relationship between relationship between Knowledge conversion and organizational performance. The analysis shows that there is a positive correlation between Knowledge conversion ($r = .596^{**}$, $p = .000$) and the dependent variable (Organizational performance) and are significant at .01 level of significance this show that Knowledge conversion as a whole exhibits a moderately strong relationship with organizational performance. With this value, it means that 1% change in Knowledge conversion will result in 59.6% change in organizational performance. In the same line of analysis, Knowledge conversion is also positively related to the four sub-variables of organizational performance namely, revenue ($r = .442^{**}$, $p = .000$), financial strength ($r = .537^{**}$, $p = .000$), public image ($r = .478^{**}$, $p = .000$) and goodwill ($r = .443^{**}$, $p = .000$). With these respective values, it means that 1% change in Knowledge conversion, will result in 44.2%, 53.7% 47.8% and 44.3% change in revenue, financial strength, public image and goodwill respectively. As a result of this, we can conclusively say that knowledge conversion has significant effect with organizational performance

Test of Hypothesis Three

There is no main and interactive effect of knowledge application and knowledge conversion on organizational performance

Table 8: Result of ANOVA of knowledge application and knowledge conversion on organizational performance

Variables	F- Ratio	Sig of P	R	R ²	Adj R ²	B	t	P	Remark
Knowledge application	74.679	.000	.789	.623	.618	.294	3.251	.001	Significant
Knowledge conversion						.275	4.253	.000	Significant

Source: Author's Computation (2023)

Table 4.5.6 presents the results of a multiple regression analysis that investigated the combined effect of knowledge application and knowledge conversion on organizational performance among manufacturing firms in Ibadan. The findings reveal that these variables collectively have a significant impact on organizational performance ($F(2, 190) = 74.679, p < 0.01, R = 0.798, R^2 = 0.623$, and adjusted $R^2 = 0.618$). The coefficient of determination (R^2) indicates that approximately 62.3% of the variation in organizational performance can be explained by knowledge acquisition, knowledge conversion, knowledge sharing, knowledge application and knowledge retention. This suggests that these factors have a substantial influence on organizational performance in the studied industry. Examining the individual contributions of each predictor, the results show that knowledge application ($\beta = 126, p < 0.05$) and knowledge conversion ($\beta = 0.275, p < 0.01$). All, are statistically significant. The significant F-statistics value indicates that the overall model, including knowledge application and knowledge conversion is statistically significant. Consequently, the null hypothesis stating that there is no main and interactive effect of knowledge application and knowledge conversion on organizational performance is rejected. These findings provide evidence that knowledge application and knowledge conversion have meaningful main and interactive effects on organizational performance among manufacturing firms in Ibadan, South West, Nigeria.

Discussion of Findings

This section focuses on discussing the findings and outcomes of the study, which aimed to empirically investigate the impact of knowledge management on organizational performance among manufacturing firms in Ibadan Oyo State. The analysis involved a total of respondents, and the discussion of results are as follows.

The first research objective evaluates the relationship between knowledge application and organizational performance. The findings indicated a significant and positive relationship between knowledge application on organizational performance. This suggests that when employees adequately apply knowledge acquired it makes the more likely to reliably and improve their problem-solving skill in the organization. The findings support the outcome by Khan, Muhammad & Kazimi (2022); Mbah & Madafor (2022); Pattanasing, et.al (2022).

The second research objective of this study was to assess the relationship between knowledge conversion and organizational performance of manufacturing firms in Ibadan, Oyo State. The analysis revealed a significant and positive correlation between knowledge conversion and organizational performance. The findings suggest that when employees successfully convert acquired knowledge to productive activities within organization, their work quality tends to improve thereby resulting in organizational performance. The positive correlation between knowledge conversion and organizational performance indicates that organizations should make knowledge conversion press feasible and flexible. The findings are in line Barbier and Tengeh (2022); Bayari et.al (2022); Bougoulia and Glykas (2022)

Furthermore, the results of the ANOVA that seeks to determine the main and interactive effect of knowledge application and knowledge conversion on organizational performance demonstrated that knowledge application and knowledge conversion, collectively have a significant effect on organizational performance. These findings highlight the importance of considering two factors in driving organizational performance. Organizations should strive to create a comprehensive and supportive framework that encompasses knowledge application and knowledge conversion to optimize organizational performance. Overall, the findings of this study provide valuable insights into the relationship between among the independent variables and organizational performance within manufacturing firms in Ibadan, Oyo State, Nigeria. The results emphasize the significance of undertaking a robust, feasible and flexible knowledge management platform from time to time in the quest to enhance organizational performance. The finding is in line with Tilahun, (2022); Al Matrood et.al (2021); Haitao (2021); Imhanzenobe, Adejumo & Ikpesu (2021); Ogunbanwo et.al (2021).

Conclusion and Recommendation

This research investigates the effect of knowledge application and knowledge conversion on organizational performance among manufacturing firms in Ibadan Oyo State. After analyzing the data collected through the administration of copies of the questionnaire from the 192 employees, the study provided interesting results. Findings revealed significant positive effect of knowledge application on organizational performance; significant and positive correlation between knowledge conversion and organizational performance; knowledge application and knowledge conversion, collectively have a significant effect on organizational performance. Conclusively, the finding of the study shows that the knowledge management variable used in the study has a significantly effect on organizational performance. Based on the findings from the statistical analysis, the study recommended that organizations should to redefine ways to promote knowledge conversion in order to maximize human potential in the workplace. Also, organization needs to combine the technology infrastructure, processes, incentives and culture that would motivate people to integrate and use knowledge management, in order to keep up with ever-changing technology, and to ensure that a company is successful in addressing unforeseen challenges.

Suggestion for Future Research

As with any study, some limitations were acknowledged. Firstly, the study used only employees of selected manufacturing firm in the survey. This obstacle affected the study to generalizing its findings to the other sectors of the economy. Further studies should ensure that the other sectors of the economy to generalize their findings. Using a 5-point Likert-type scale with a neutral or

fence-sitting position option can distort preferences when doubt feelings exist about the question or items. Further studies should ensure that they remove the neutral option to ensure that respondents have no hiding place. There is also the need to extend the study to other areas different from the study area for a comparative analysis

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