

KNOWLEDGE SHARING AND ORGANIZATIONAL PERFORMANCE OF FOOD AND BEVERAGES FIRMS IN SOUTH-SOUTH, NIGERIA

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Executive Summary

The study investigated the relationship between Knowledge sharing and Organizational performance of food and beverages firms in south-south, Nigeria. An extensive literature was reviewed in the course of the research. The study adopted a correlational design research and a cross-sectional survey design while the philosophical assumption was the quantitative (nomothetic) research as it emphasizes the importance of basing research on systematic techniques including the testing of hypotheses in accordance with the canons of scientific rigor. The population was twenty-five food and beverages firms; however, the respondents were five hundred and ninety-one in south-south, Nigeria. The researcher adopted the population as the sample size in order to get more response. The sampling techniques adopted were the census sampling while the content validity was applied to scrutinize the research instrument. Data were collected using the primary source (structured questionnaire). The reliability test adopted was the Cronbach's Alpha Coefficient in which all the items on the research instrument was said to be reliable or above (0.7). However, the Spearman's Rank Order Correlation Co-efficient were used to determine the relationship between knowledge sharing and organizational performance. The major findings revealed that there is a significant relationship between knowledge sharing and organizational performance of food and beverages firms in South-South, Nigeria. The study concludes that organizations can hardly compete without highly skilled workers and without the continual investment in human capital, hence the need for every organization to employ adequate knowledge management practices in order to greatly improve the performance of the organization. Also, Management of food and beverages companies should make the transfer of knowledge more rewarding as it would make employees willing to share their knowledge and not keep it to themselves. However, creating a knowledge bank is hereby recommended.

Keywords: Knowledge Sharing, Organizational Performance, Market Share, Customer Satisfaction and Service Quality

INTRODUCTION

Performance is not solely about defining objectives but also addresses the resolution of organizational problems and challenges (Wogwu et al., 2023). As a result of the increase inflation rate in Nigeria and the globe at large with its attendant effort on operational cost. It was observed that organizations are struggling daily to survive and experiencing decline in growth rate, profit, productivity, market share in the industry. Quality of service in terms of timely response to client which has posted a major threat to the survival of organisations. Consequently, Zeng et al.(2010) asserts that the kind of service rendered by an organisation in terms of quality is a critical issue in securing customer satisfaction in several industries. Nwokah et al. (2012) pointed out that an organisation products, sales, profit and by extension services may increase initially but due to inflation rate, little or no knowledge sharing practices, organizations experience a decline in their day-to day activities. Moreover, there is need for organization to improve on their invention or creation of knowledge to compete better in the marketplace. This concern appears to be more

critical to the creative businesses or firms that are in the manufacturing sector in South-South, Nigeria.

On the other hand, knowledge can be viewed or considered one of the factors leading to higher performance, especially through mutual learning and the discovery of new perspectives and ideas to enhance competitiveness. Knowledge sharing is reflected in the flow of knowledge between individuals or groups within an organization. Knowledge-sharing practices are generally considered beneficial regarding the performance of organizations. Nonetheless, placing knowledge at the center of activities is a complex task due to its intangible nature, especially in the case of knowledge associated with expertise (Geiger & Schreyögg, 2012; Danko, & Crhova, 2024). The current knowledge economy is facing challenges concerning economic and technological changes resulting from globalization, rapid development of new technologies, and augmented reality (Hadad, 2017). It is important to state that Knowledge could be considered the most valuable resource because of its uniqueness and the challenging process of imitating it in other organizations. In the same vein, Oliveira et al. (2022) argued that this highlights the need for a balance in organizational processes, primarily between sharing knowledge and managing the flow of information to avoid overloading. It was observed that the current research on knowledge sharing primarily emphasizes theoretical aspects and lacks empirical evidence to support the suggested relationships. However, this study established a path for measuring the advantages of sharing knowledge by referencing prior research that has demonstrated the influence of knowledge management on overall organizational performance (Tarn & Yen, 2023). The rationale behind the main aim is reflected in limited evidence on knowledge sharing and its implications for gaining competitive advantage (Ibidunni et al., 2023). Thus, Latilla et al. (2018) pointed out that the relationship between knowledge and performance should be further explored, considering an overview of quantifying the benefits of knowledge sharing for organizations. Therefore, study seeks to address the research gap, by providing valuable insights into the role of managerial perceptions in shaping knowledge-sharing practices and their impact on organizational performance in an organization. However therefore, organizations are aware of the interdependencies in knowledge transfers or sharing and should be proactive or protective in preserving knowledge and skills in organizational settings (Özveren & Gulpinar, 2023).

1.1 Purpose and Objectives of the Study

The aim of this study is to examine the relationship between knowledge sharing and organizational performance of food and beverage companies in South-South, Nigeria.

1. To evaluate the relationship between knowledge sharing and market share of food and beverages companies in South-South, Nigeria.
2. To find out the relationship between knowledge sharing and customer satisfaction of food and beverages companies in South-South, Nigeria.
3. To ascertain the relationship between knowledge sharing and service quality of food and beverages companies in South-South, Nigeria

Conceptual Framework

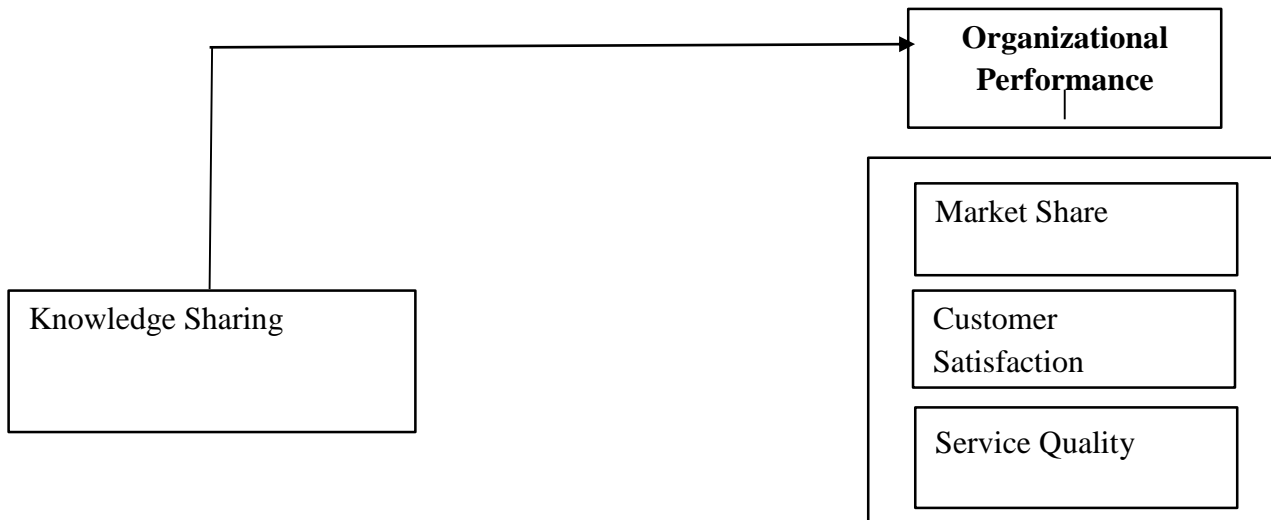


Figure 1.1: Conceptual framework depicting the relationship between **knowledge sharing** and organizational Performance

Source: **Researchers Desk (2025)**, Danko, and Crhova (2024); Turner, Zimmaman, & Allen, 2012; Chebii, Lewa and Ngari (2019).

Research Questions

The following research question was formulated for the study.

Statement of Hypotheses

HO¹: There is no significant relationship between knowledge sharing and market share of food and beverages companies in South-South, Nigeria.

HO²: There is no significant relationship between knowledge sharing and customer satisfaction of food and beverages companies in South-South, Nigeria.

HO³: There is no significant relationship between knowledge sharing and service quality of food and beverages companies in South-South, Nigeria.

LITERATURE REVIEW

Theoretical Review

Resource Based Theory

The underpinning baseline theory for this study was anchored on Resource Based Theory. Penrose (1959) developed the theory and in his work espoused the theory and was subsequently published by Werner Felt in 1984. The resource-based theory recognizes knowledge as a strategic resource of any firm (Grant, 1996; Hunt & Morgan, 1996; Teece, 1998). The capacity to create and utilize knowledge will enable small and medium enterprise to develop a sustainable competitive advantage since knowledge possesses the characteristics of heterogeneity, uniqueness, and immobility. The theory holds that resources available or acquired by an establishment or enterprise are the basic drivers of its performance or growth outcome. Therefore, it is the organization's resources that give it competitive power and advantage (Prime & Butler, 2001; Hunt, 1991). Sandamaria (2018) pointed out that ever since Penrose (1959) pioneering work for firm growth has been one of the central themes in the strategic management research. Previous research has extensively explored different growth strategies companies can pursue as well as their relative advantages. Hence, the resource-based view of the firm starts from the concept that an organization's performance is determined by the resources it has at its disposal. The way these resources are used and configured enable the firm to perform and can provide a distinct competitive advantage in turbulent times. Hence, based

on the fact that knowledge creates awareness or familiarity in different situations, however, it is relevant to the study variable.

Conceptual Review Knowledge Sharing

Knowledge sharing is a process of sharing idea with other person (Khan & Azam, 2022). Knowledge sharing in organization is considered by many researchers, analysts and practitioners as one of the most critical elements of the process of knowledge management. Most of them also agree that our understanding of how individuals share knowledge within an organization is poor. On the other hand, its indicator such as explicit knowledge which be seen as a form of information that can be classified, written down, saved, and accessible to others within a system. That is to say, the implication of this form of knowledge on the organization is that, it serves as a guideline and procedure, manual, database, under which things are done or not done. However, it is usually formal in nature as well as an intellectual property to an organization. Explicit knowledge is academic or technical data (or only information) described in formal language (Kozjek & Ovsenik, 2020).

Organizational Performance

Organizational performance as achieving or exceeding the objectives set by the organisation, which can be assessed by financial, market and innovation aspects (Mohammed & ShadiHabis, 2019). Organizational performance has been the most essential or important concern for every organization be it profit or non-profit organization (Tamunomiebi & Alechi, 2020). It has been very important for manager to know which factor influence an organization's performance in other for them to take appropriate step to initiate them. The performance of an organisation refers to the results achieved by it in a certain period, which are evaluated by means of quantifiable parameters called indicators (Hamad at al., 2020). Imran and Ismail (2022) pointed out that organizational performance is essential in all firms. However therefore, the word "performance" is often used to assess the work done by an enterprise and to access competitiveness. In literature there is a unified vision about performance concept and especially the business performance concept (Wogwu et al., 2023).

Measures of Organizational Performance

Market Share

The market can be defined as broadly as the industry, or all substitutes, or as narrowly as a specific market segment. "The choice of market depends on which level gives the best insight into competitive position" (Hsu, 2022: 26). Similarly, market share can be defined as a key indicator of the organizational growth. The market share of any firm is its portion of total sales in a particular period as it relates to the overall industry operation (Nwulu & Nwokah, 2018; Koontz & Donnell, 1993). Furthermore, market share increases will enable firms to achieve greater economic of scale in product and service innovation, firm's revenue and improve its operations.

Customer Satisfaction

The concept of customer satisfaction can be defined as a consumer fulfilment response where consumers experience contentment with the product or service that they have purchased (Oliver, 2010). Service user satisfaction is determined by service users' perceptions of product or service performance in meeting service user expectations (Permana et al., 2021). In general, satisfaction is a person's feelings of pleasure or disappointment arising from the compare products (or results) against an expectation of them (Riyanto et al., 2021). According to Chattopadhyay (2019) customer satisfaction can help to present the current standing of customer satisfaction. This utilization often goes beyond reporting statistical data such as mean, range, and standard deviation.

Service Quality

Service quality can be defined as the individual's experience of a service forms the basis of an assessment of its quality. It is great to listen to customers and study their reactions of what they perceived (Zeithaml,1988; Ramya et al. 2019). Service means any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Quality has come to be recognized as a strategic tool for attaining operational efficiency and better performance of business. Service quality means the ability of a service provider to satisfy customer in an efficient manner through which he can better the performance of business. In the service sector too quality is an important element for the success of business. It is because of the realization of its positive link with profits, increased market share, customer satisfaction. Kara et al. (2005) and Widiyanto et al. 2021) pointed out that the delivery of quality service is important for any firm in order to survive and succeed in today's business environment. On the other hand, responsiveness is the ability of service providers to support clients and provide timely service (Shukri et al. 2020).

Empirical Review

Below are previous studies conducted on the study variables;

A study conducted by Mahfooh and Obeidat (2020) titled: Knowledge sharing and its effect on enhancing organizational performance. The researcher conducted this study at Jadara University. To achieve the goals of the study and obtain the necessary data for the study, the researcher developed a questionnaire consisting of (40) paragraphs, and the study community reached (420) employees and a simple random sample was chosen from the study community amounting to (201) employees (Male / Female) of the Jadara University employees. The study found that there was a statistically significant effect at the significance level ($0.05 \geq \alpha$) to share knowledge of its dimensions (Organizational Culture, Training, Knowledge Bases, Best Practices) in enhancing organizational performance at Jadara University. In addition to have a statistically significant effect of the dimensions of knowledge sharing in all dimensions of organizational performance.

Another study conducted by Danko, and Crhova .(2024), titled: Rethinking the role of knowledge sharing on organizational performance in knowledge-intensive business services. The study made use of partial least squares structural equation modelling on profit-oriented organizations in knowledge-intensive business services (KIBS). The sample consists of 237 observations based on a two round questionnaire survey, which was distributed to randomly selected companies in the Czech Republic. The results suggest that knowledge sharing between managers and employees enhances organizational performance. Organizations with such kind of knowledge sharing nurture both horizontal and vertical information flow, which in turn fosters innovativeness. Sharing knowledge as a part of work duties are key activities to increase market efficiency and innovativeness.

METHODOLOGY

The study adopted a quantitative research approach and the correlational research design as it focused on evaluating the relationship between knowledge sharing and organizational performance of food and beverage companies in South-South, Nigeria. The population covers ten (10) companies in Rivers State, as published by the Nigerian Directory of Food and Beverage firms, (10) ten in Edo State and Five (5) in Cross Rivers State, all in South-South, Nigeria, from 2019-2022 record. The element or subjects was (591) five hundred and ninety-one employees of (25) twenty-five firm in the sector studied and are involved in manufacturing/production, processing, distributions (Logistics), and packaging. Therefore, our choice of the three states, were based on the fact that, Edo State (Benin City) is an ancient city in the zone, and is populated, Cross-Rivers State as the Formal Capital Territory (Centre of Excellence) alongside the Tourist Centre that attracts multitudes to the area, and Rivers State which is the Head of South-South Geo-political Zone and the Treasure Base of the Nation. Due to the fact that the number of the population was small and can easily be covered, a census method was used and as such accordingly represents the sample for the study. A census method is a study that obtains from every member of a population (Sekaran & Bougie,

2010). The study utilized a well-structured questionnaire, designed in Likert five-point scale of strongly agree to strongly disagree as the instrument used in collecting primary data from the respondent, its reliability was ascertained through Cronbach's Alpha reliability coefficient with a threshold of 0.70. While the content validity was adopted. The Spearman's Rank Order Correlation Coefficient) was used to determine the strength and direction of the relationship between study variables which were stated in the null form with the aid of Statistical Package for Social Science (SPSS).

DATA ANALYSIS AND FINDINGS

Distribution for Field Result

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Total	591	515	76	7	508

Source: Field Survey Result, 2025

Univariate Analyses

The presentation of the response rate of individual study begins with the predictor variable and dimensions of knowledge management practices such as knowledge sharing, it then proceeds to the criterion variable (organizational performance and measures such as: market, customer satisfaction and service quality. In generating the data on the operationalized variables, the study used a 5-point Likert scale instrument. Therefore, in interpreting the mean values, the study is relying on Ahiauzu, and Asawo (2016) categorization of responses with mean (x) thus: $1 < x \leq 2.5$ = low; $2.5 < x \leq 3.5$ = moderate; $3.5 < x \leq 4.5$ = high and $4.5 \geq x$ = very high.

Bivariate Data Analysis

The bivariate hypothetical statements for the study were tested using the Spearman's rank order correlation coefficient. The Spearman Rank Order correlation was adopted as the correlation tool as a result of its non-parametric features (normality of distribution, homogeneity of variance for the variables) and its suitability for data which is either scaled on the interval or ordinal level of scaling. The Spearman's rank order correlation also allows for the assessment of the assumptions of ranking in the effect and associations between the variables. Specifically, the tests covered hypotheses H_{01} to H_{03} which were bivariate at all, stated in the null manner.

Knowledge Sharing and Organizational Performance Measures

Table 1.1 showed the result of correlation matrix obtained for knowledge sharing and organizational performance and its measures (market share, customer satisfaction and service quality) of food and beverages firms in South-South, Nigeria. Table 1.1 shows the result of correlation matrix obtained for knowledge sharing and measures of organizational performance. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

Table 1.1 Correlations Matrix for knowledge sharing and measures of Organisational performance

	knowledge sharing	increased market share	customers satisfaction	service quality
Spearman's rho	1.000	.768**	.806**	.797**
Correlation Coefficient				
Sig. (2-tailed)	.	.000	.000	.000
N	508	508	508	508

market share	Correlation Coefficient	.768**	1.000	.418**	.414**
	Sig. (2-tailed)	.000	.	.000	.000
	N	508	508	508	508
customers satisfaction	Correlation Coefficient	.806**	.418**	1.000	.888**
	Sig. (2-tailed)	.000	.000	.	.000
	N	508	508	508	508
service quality	Correlation Coefficient	.797**	.414**	.888**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	508	508	508	508

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

Source: Field Data (2025)

Therefore, to enable us accept or reject hypotheses 1, 2 and 3 as well as generalize our findings to the study population the p- value was used as shown below:

H₀₁: There is no significant relationship between knowledge sharing and market share of food and beverages companies in South-South, Nigeria.

Similarly displayed in the table 1.1, is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1.1, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between knowledge sharing and market share of food and beverages companies in South-South, Nigeria.

H₀₂: There is no significant relationship between knowledge sharing and customer satisfaction of food and beverages companies in South-South, Nigeria.

Also displayed in the table 1.1, is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1.1, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between knowledge sharing and customer satisfaction of food and beverages companies in South-South, Nigeria.

H₀₃: There is no significant relationship between knowledge sharing and service quality of food and beverages companies in South-South, Nigeria.

Also displayed in the table 1.1, is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1.1, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between knowledge sharing and service quality of food and beverages companies in South-South, Nigeria.

DISCUSSION OF FINDINGS

The interpretation of fieldwork compared to what has been done by other researchers on these study variables. The study adopted or made use of the bivariate statistical methods in investigating the relationship between knowledge sharing and organizational performance of food and beverages firms in South-South, Nigeria. However, from the statistics above, the findings revealed that there is a significant and positive relationship between knowledge sharing and organizational performance using the spearman’s correlation co-efficient tool.

This study agrees with the study conducted by Mahfooh and Obeidat (2020) titled: Knowledge Sharing and Its Effect on Enhancing Organizational Performance. The researcher applied this study

at Jadara University. To achieve the goals of the study and obtain the necessary data for the study, the researcher developed a questionnaire consisting of (40) paragraphs, and the study community reached (420) employees and a simple random sample was chosen from the study community amounting to (201) employees (Male / Female) of the Jadara University employees. The study found that there was a statistically significant effect at the significance level ($0.05 \geq \alpha$) to share knowledge of its dimensions (Organizational Culture, Training, Knowledge Bases, Best Practices) in enhancing organizational performance at Jadara University.

Moreover, the findings of this study was incongruent with the study of Danko, and Crhova .(2024), Titled: Rethinking The Role Of Knowledge Sharing On Organizational Performance In Knowledge-Intensive Business Services. The study made use of partial least squares structural equation modelling on profit-oriented organizations in knowledge-intensive business services (KIBS). The sample consists of 237 observations based on a two round questionnaire survey, which was distributed to randomly selected companies in the Czech Republic. The results suggest that knowledge sharing between managers and employees enhances organizational performance. Organizations with such kind of knowledge sharing nurture both horizontal and vertical information flow, which in turn fosters innovativeness. Sharing knowledge as a part of work duties are key activities to increase market efficiency and innovativeness.

CONCLUSION AND RECOMMENDATIONS

The notion which compelled this research was to evidently or clearly establish that knowledge management practices associates or relates with organizational performance in an organization. Due to the dynamic nature of business and the level of competition that has attracted much concern at all levels of the organization, many food and beverage firms are making effort to empower their workers which would in-turn yield better productivity and improved service delivery. It has been established by scholars and professionals as discussed above that knowledge management practice is a crucial concept need to improve employee productivity and performance in an organization. In conclusion, due to rivalry, improvement in technology and intangibility nature of service is a continuous battle to retain customers or satisfy them. Knowledge management practice by its holistic nature is concerned an organizations wide behavior that is likely to trigger functional outcomes. Based on the study findings; the following recommendations were made;

- i. Management food and beverages companies should evolve practical ways of creating knowledge by identifying employees who have relevant knowledge and tap some for the betterment of their organization, else, they will continue to be deprived of very important resource.
- ii. Management of food and beverages companies should make the transfer of knowledge more rewarding as it would make employees willing to share their knowledge and not keep it to themselves. This can be done by evolving practical ways of identifying employees who have relevant and requisite knowledge and tap some for the improvement of their innovativeness and to seek to gain better competitive advantage.
- iii. Management of food and beverages companies should practically create knowledge repositories as a means of storing and retaining its knowledge resources for future retrieval and usage. Therefore, creating a knowledge bank is hereby recommended.

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