

TOPIC:

“Examining the influence of knowledge management on organizational performance of CADBURY Nigeria PLC”

A paper presented

By

Saidi Adedeji Adelekan, PhD

at

6th Academic International Conference on Business, Marketing and Management, at University of Cambridge, United Kingdom,

May 21-23, 2018.

PRESENTATION OUTLINE

- **Introduction**
- **Literature Review**
- **Research Objective**
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- **Research Methodology**
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INTRODUCTION

- Knowledge is increasingly being recognized as the new strategic imperative of organizations. The most established paradigm is that knowledge is power (Funmilola, 2015).
- Therefore, one has to hoard it, keep it to oneself to maintain an advantage. The common attitude of most people is to hold on to one's knowledge since it is what makes him or her an asset to the organization (Mukhtar, 2015).
- Today, knowledge is still considered power – an enormous power in fact – but the understanding has changed considerably, particularly from the perspective of organizations.
- The new paradigm is that within the organization knowledge must be shared in order for it to grow. It has been shown that the organization that shares knowledge among its management and staff grows stronger and becomes more competitive.

- This is the core of knowledge management – the sharing of knowledge (Eugenie, John & Laura, 2016).
- Organizations have also realized that the huge funds invested in Information Technology can only be harnessed when they serve as enablers to creating, capturing, storing, processing and sharing knowledge (Ohioirenoya & Eboreim 2014).
- Thus the real stock they have is their knowledge. This has given rise to the search for ways to manage knowledge and the eventual emergence of the term Knowledge Management.
- The impact of Knowledge Management in the performance of Cadbury Nigeria Plc. can be seen as an integrated approach to achieving organizational goals by placing particular focus on “knowledge”, now considered as the new factor for production.

- Thus, several research studies have been conducted on impact of knowledge management on organizational performance; still there are lots of challenges facing organization.
- The declining productivity of employees in an organization has become a subject of concern in recent time.
- However, the vital role of knowledge management on organizational performance has not been fully explored thereby creating a research gap in this area.
- Therefore, until organizations learn to identify employees who have relevant knowledge and tap some for the betterment of their organization, these organizations will continue to be deprived of very important resource.
- Hence, this study filled the glaring lacuna by examining the influence of knowledge management on organizational performance of CADBURY Nigeria Plc.

LITERATURE REVIEW

- According to Eugenie *et al* (2016) knowledge is a conclusion drawn from the information after it is linked to other information compared to what is already known. Knowledge, as opposed to data, always has a human factor.
- Martin (2015), had earlier posited that knowledge refers to tools, concepts and categories used to create, store, apply and share information.
- It can be stored in a book, in a person's mind, or in a computer programme as a set of instructions that gives meaning to streams of data Smith, (2014), Information, on the other hand, is the knowledge derived from data that people have transformed to make their meaningful and useful.
- Knowledge Management according to Davond, (2016) therefore comprises a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of insights and experiences.
- Such insights and experience comprise knowledge, either embodied in individuals or embedded in organizations as processes or practices.

- KM efforts typically focused on organizational objectives such as improved performance, competitive advantage, innovation, sharing of learned, integration and continuous improvement of the organization.
- According to Abdel, Gawaher and Mohamed (2016), knowledge plays an important role in an organization because according to Hussein, (2014), knowledge, is a mixture of information and human context that improves the ability to act.
- Shahbakhsh (2015) opined that knowledge is only priceless when coupled with human experience and interpretation.
- Owing to the multi-natured concept and complex meanings of knowledge, researchers have been trying to explore its idea for many centuries.
- To this end, several researchers have defined knowledge and knowledge managements concurrently.
- Among these researchers, Owutuamor (2016) consider knowledge as what the individual believes in that could help solve organizational problems through synthesis of concepts in both epistemology and psychology.

Challenges to the Implementation of Knowledge Management

The following are the challenging factors to the implementation of knowledge management:

- Organisational control challenge
- Business and technology challenges
- Knowledge Representation Challenge
- Information sharing challenge
- Command and control challenge
- Return on investment challenge
- Organisation structure challenge

Empirical Review

- Majority of studies have tackled the link between knowledge management and organizational performance.
- One of these studies is Ohioerenoya and Eboreim (2014) looked into the relationship between knowledge management and organizational performance in the Egyptian software firms. This study showed that all dimensions of knowledge management influenced organizational performance.
- Eugenie *et al* (2016) investigated the relationship between knowledge management and organizational performance in the United Arab Emirates among business sectors comprising banking, manufacturing, investment, insurance, and service sectors. The study revealed that knowledge management was significantly related to organizational performance.
- In the same vein, Stemberger, (2015) examined the impact of knowledge management on organizational performance in Slovenia and Croatia. The study revealed that knowledge management practices have a positive impact on organizational performance.

- The effect of knowledge management resources on organizational performance was also examined by Mohamed, (2016). The study was conducted in Isfahan and used 245 owners and managers from 86 small sized enterprises as respondents. The study found that knowledge acquisition, knowledge application, knowledge protection, and organizational structure had a positive relationship with organizational performance.
- Hussein and Hassan (2014) also investigated the influence of knowledge management practices on organizational performance of 282 small and medium enterprises in Iran. Results indicated that knowledge management practices directly influence the organizational performance of small and medium enterprises.
- This study therefore fills the glaring lacuna in existing literature by using Pearson's product moment correlation coefficient to analyze the generated data that was retrieved from the employees of the Cadbury Nigeria Plc.

RESEARCH OBJECTIVES

- To investigate the relationship between Knowledge identification and organization turnover.
- To examine the extent to which Knowledge acquisition affect organizational performance.

RESEARCH QUESTIONS

- What is the relationship between Knowledge identification and organization turnover.
- To what extent does Knowledge acquisition affect organizational performance.

RESEARCH METHODOLOGY

- The research design adopted for this study was the survey design.
- The estimated research population was 512 staff and management of Cadbury Nigeria plc.
- Therefore, the sample size is 225 consisting of staff and management of Cadbury Nigeria plc as a case study using Bartlett *et al.*, (2001) table for determining minimum returned sample size for a given population size for both categorical and continuous data was used to estimate the research sample size for this study.
- Primary data were used in collecting data from the major players including Human Resource managers and employees of Cadbury Nigeria plc.
- A structured questionnaires was adapted to measure the principal factors investigated: organizational performance, Knowledge identification and Knowledge acquisition on a 5-point Likert type scale.

Test of Hypotheses

Hypothesis One

H_{01} : Knowledge identification has no significant effect on and organization turnover.

Knowledge Identification has significant effect on Organization Turnover.

	Observed N	Expected N	Residual
Strongly Agree	145	56.3	78.7
Agree	70	56.3	13.7
Strongly Disagree	5	56.3	-51.3
Disagree	5	56.3	-51.3
Total	225		

Test Statistics

	Knowledge identification has significant effect on and organization turnover.
Chi- square	51.8 ^a
df	3
Asymp. Sig	.000

a. 0 cells (.0%) have expected frequencies less than 5. the minimum expected cell frequency is 56.3.

DECISION RULE

From the above table, it implies that the chi square calculated 51.8 is greater than the chi square tabulated at 0.05 level of significant. The null hypothesis (H_0) is rejected while the alternative hypothesis (H_1) is accepted. Hence, Knowledge identification has significant effect on and organization turnover.

Hypothesis Two

H_0 : Knowledge acquisition has no significant effect on organizational performance.

Knowledge Acquisition has significant effect on Organizational Performance.

	Observed N	Expected N	Residual
Strongly Agree	139	56.3	82.7
Agree	60	56.3	3.7
Strongly Disagree	16	56.3	-40.3
Disagree	10	56.3	-46.3
Total	225		

Test Statistics

	Knowledge acquisition has significant effect on organizational performance
Chi- square	47.2 ^a
df	3
Asymp. Sig	.000

a. 0 cells (.0%) have expected frequencies less than 5. the minimum expected cell frequency is 56.3.

DECISION RULE

From the above table, it implies that the chi square calculated 47.2 is greater than the chi square tabulated at 0.05 level of significant. The null hypothesis (H_0) is rejected while the alternative hypothesis (H_1) is accepted. Hence, Knowledge acquisition has significant effect on organizational performance.

DISCUSSION OF FINDINGS

- The findings showed that Knowledge identification has significant effect on and organization turnover.
- This finding therefore is in agreement with the report of Mukhtar (2015) who also find out that Knowledge identification has significant effect on and organization turnover.
- This was fully supported by the data analysed. The above findings align with the work of Davond, (2016) who postulates that knowledge identification has significant effect on and organization turnover.
- Moreso, the second hypothesis shows that Knowledge acquisition has significant effect on organizational performance.
- This is therefore in consonance with the findings of Abdel, Gawaher and Mohamed (2016) who also find out that knowledge acquisition has significant effect on organizational performance.
- The above findings align with the work of Katun et al (2015) who affirms that knowledge acquisition has significant effect on organizational performance.

Summary of Findings

- Based on the responses elicited by the respondents and the results from the tested hypotheses, it was established that knowledge identification has significant effect on and organization turnover.
- The finding also shows that knowledge acquisition has significant effect on organizational performance.
- It was noted that identification of knowledge within the organization is very important and knowledge identification helps to improve your organization's performance.
- Additionally, the organisation puts-in so much effort in identifying existing knowledge and knowledge acquisition is detrimental to profit maximization.

CONCLUSION

- Organizations are often faced with the challenge of remaining competitive in a dynamic business environment, and also sustaining its comparative advantage which they hold over their competitors.
- Knowledge is the key resource needed if an organization intends to operate at a level that is equal to no other.
- However, an effective knowledge management system cannot be practiced if organizations do not what knowledge that exists within their organization and where the knowledge resides.
- It is also important to note that it is only when organizations have identified the relevant knowledge will they then talk about the acquisition of the identified relevant knowledge.
- Based on the responses elicited by the respondents and the results from the tested hypotheses, it was concluded that there is significant relationship between knowledge identification and Organization Performance.
- The finding also shows that knowledge acquisition has significant effect on organizational performance.

Recommendations

- Based on the findings, this study recommended that, organizations who crave to remain competitive in business should embed knowledge identification into their knowledge management strategy.
- It is believed that organizations do practice knowledge identification, but it is not done as extensively as it should be. An effective system should be put in place to ensure that relevant knowledge that will boost performance is identified.
- However, management should note that the need for Identification of knowledge within the organization is very important and Cadbury Nigeria plc should note that Knowledge identification helps to improve his organization's performance and put in so much effort in identifying existing knowledge.

Thank you