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Impact of Knowledge Application and Monitor as Indices of Knowledge Process Management on Organizational Performance of Selected Manufacturing Firms in Abia State

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Abstract

The study focused on the impact of knowledge application and monitors as indices of knowledge process management on organizational performance: a study of selected manufacturing firms in Abia State. The specific objectives of the study were to: determine the effect of Knowledge monitor on organizational performance of selected manufacturing firms in Abia State and evaluate the effect of knowledge retention on organizational performance of selected manufacturing firms in Abia State. The study was guided by a descriptive survey design because it gives detailed information about issues, problems, events and describes events as they are. Both primary and secondary data were used. The population of the study was 210 employees and the sample size of 175 respondents was obtained using Taro Yamane techniques. The researcher used questionnaire for data collection. The data gathered for the study was analyzed using descriptive analysis. Pearson correlation was used to test hypotheses with the aid of statistical packages for social sciences (SPSS). The empirical result of the study showed that knowledge application has significant effect on organizational performance of selected manufacturing firms in Abia State, there is no significant effect of Knowledge monitor on organizational performance of selected manufacturing firms in Abia State. The study recommended that manufacturing firms in Abia State should adopt policies that will encourage knowledge creation as means of fostering their organizational performance.

Keywords: Knowledge Management, Knowledge Application, Knowledge Monitor, Employees' Performance

Introduction

The importance of knowledge lies in the creativity value that it adds to the organization's assets, and in its ability to improve the effectiveness of an organization's intellectual capital which defined as the sum of an organization's ideas, inventions, technologies, general knowledge, computer programs, designs, data skills, processes, creativity, and publications. In general knowledge management concentrates on processes such as creating, sharing, and acquiring knowledge, and the cultural and technical bases that support them. An understanding of the knowledge concept is crucial since it is what organizations are attempting to manage (Venkatesh, Brown & Sullivan, 2016)

Knowledge is becoming a valuable asset for most organizations and the quest to manage this asset is gaining popularity among researchers and management. Organizational

management's main objective is to ensure effective and efficient use of its diverse resources such as labor, capital, materials, energy and information in their quest to achieve competitiveness as well as to increase productivity that must be managed. In today's rapid technological change, companies are in constant struggle to maintain competitive advantage through market differentiation by providing superior products and services (Namdev, 2015).

The management in organizations is increasing their focus on employees' know-how, past experiences and expertise in their quest to excel in achieving their goal. In short, Knowledge has become an integral asset for most organizational functionalities. Knowledge management promises to create the proper structure and the necessary technological infrastructure in organizations, human driven placement and helps in the stimulation of the organisatioal performance. Organizational performance is one of the most important variables in the context of management and business studies. This is because the organizational performance is an indicator of the level of the economy and can determine to large extent the level of employment, Gross Domestic Product (GDP), and Foreign Direct Investment. A better performance is of extreme importance to stakeholders in general and shareholders in particular, as it helps to increase the value of the business, and offers the basis for distributing dividends, which in turn may attract investors. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (Müller & Young, 2019).

Statement of the Problem

Poor knowledge harnessing is now a big challenge among many manufacturing firms in Nigeria. This is as a result of inadequate availability of up to date data on manufacturing sector. Moreso, poor knowledge building and preserving have constituted a milestone towards effective performance of Nigeria manufacturing sector. However, when it comes to share highly sought-after intellectual property, it is hard to stop consumers from taking such intellectual property. Furthermore, any attempt to enforce intellectual property rights could reduce an organizations' customer base. As intellectual property rights become reduced, so too will the quality of the product being created. That is because there is much less of an incentive to do the work and put the time and resources in, especially if the organization knows that its intellectual property rights are not absolute. Also, many manufacturing firms are having the problem of low standardization and lack of intellectual property protection because of poor knowledge management in the organisation.

Specifically, the study investigated:

i) The effect of Knowledge application on organizational productivity of selected manufacturing firms in Abia State
ii) The effect of Knowledge monitor on organizational profitability of selected manufacturing firms in Abia State

Related Literature Review
Conceptual Framework
Knowledge

Knowledge can be termed as tacit knowledge that is the knowledge in people's heads and it is hard to explain or communicate with other people, and on the other hand explicit knowledge is that knowledge which can be expressed in text form or by speaking (Smith, 2017). Knowledge management deals with the acquisition, handling, and use of explicit knowledge as well as the management of tacit knowledge in terms of improving people's capacity to communicate and collaborate with one another (Al-Hawamdeh & Al-edenat, 2019).

Tacit or implicit knowledge on the other hand is more intuition based and is hard to define. It is sometimes referred to as "know-how". It is hard to communicate and deeply rooted in action, commitment and involvement. Tacit knowledge is regarded as the most valuable source of knowledge and the most likely to lead to breakthrough in organizations. Lack of focus on tacit knowledge leads to a reduced capability for innovation and sustained competitiveness. Tacit knowledge mostly resides in the minds of humans and includes cultural beliefs, values, attitudes, mental models, skills, capabilities and expertise (Botha, Kourie and Snyman, 2015).

Another type of knowledge as highlighted in the literature is known as embedded knowledge. Embedded knowledge refers to knowledge that is locked in processes, products, culture, routines, artifacts, or structures. Knowledge is embedded formally such as through a management initiative to formalize a certain beneficial routine, or informally as the organization uses and applies the both tacit and explicit knowledge. It is found in rules, processes, manuals, organizational culture, codes of conduct, ethics, products etc. It is worthy of note that while embedded knowledge exists in explicit form (such as rule which could be written in a manual) it is not in itself explicit (Alavi, Leidner & Dorothy, 2017).

Knowledge Management

Knowledge management can be used to enable firms to have more effective decision-making processes and to enable firms to create new knowledge and to apply this knowledge to generate more innovations in products, strategy, and processes. It can be also used to enable firm to have greater and long term returns. Knowledge management can be classified into individual knowledge and organizational knowledge. Individual knowledge is the knowledge that resides in an individual's mind, while organizational knowledge is the knowledge that is formed through interactions between technologies, techniques and people. In reality, many knowledge management projects are information projects that yield to little innovation in products and services; which make management to develop structures that allow firm to recognize, create, transform and distribute knowledge (Gold, Malhotra & Segars, 2017).

Knowledge Management (KM), as a field of practice and study, gained momentum from the rise of the World Wide Web (Web) in the 2015s. With the extant growth of the Web into a full scale social space and the emergence of Social Media (SM) platforms like Twitter, the hierarchical boundaries within the organisation are broken down and a lateral flow of information is created. As socio-technical platforms, social media are regarded as social machines that are co-constituted by humans and technology to facilitate the social processes of knowledge sharing. These processes are enabled by the ordinary social interaction and communication flow that exists within a corporate organisation. In recent years, these social interactions have been phenomenally facilitated by the increased use of social media (SM) as well as the consumerisation and adoption of mobile devices within the workplace. Apart from the exponential increase in the amount of potentially insightful data being generated, this trend has created some tension between KM and SM in which SM is perceived as a new trend that threatens the sustainability of KM as a viable field of practice. There is a division between scholars who question the value of KM within the current socio-technical trends, given that KM has previously suffered an image problem in the past, and those who argue for these new socio-technical trends as an extension of knowledge management (MacNeil & Portuese, 2014).

On the other hand, knowledge management process starts with capturing knowledge, followed by examining the tools for acquiring the knowledge (using techniques and technologies), then capturing knowledge, which is subsequently filtered, refined, analyzed, stored and shared; as knowledge is disseminated, new knowledge is created through knowledge utilization in the new production process and a new cycle of knowledge management process begins (Chen & Mohamed, 2015).

Knowledge management is focused on processes and mechanisms for locating and sharing what an organization or its external stakeholders know. The ability to share internal best practices is important to overall organizational performance and exploiting external knowledge is crucial in driving new product innovation and to organization performance in general. To this end, items were included to measure the extent to which the organization is able to identify internal sources of expertise, transfer best practice throughout the organization, and exploit external knowledge of stakeholders such as customers (Sher & Lee, 2016).

Types of Knowledge Management

The following are some of the types of knowledge management:

i. Knowledge Storage,
ii. Knowledge Sharing,
iii. Knowledge application Process,
iv. Knowledge monitor,
v. Knowledge identification,
vi. Knowledge Utilization

Contribution of Knowledge Management

Knowledge management (KM) efforts typically focus on organizational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organization. Knowledge management efforts overlap with organizational learning, and may be distinguished from that by a greater focus on the management of knowledge as a strategic asset and a focus on encouraging the sharing of knowledge. Knowledge Management efforts can help individuals and groups to share valuable organizational insights, to reduce redundant work, to avoid reinventing the wheel per se, to reduce training time for new employees, to retain intellectual capital as employee's turnover in an organization, and to adapt to changing environments and markets (McAdam & McCreedy, 2016).

The success of Knowledge Management will not take place without the collective work of many enablers. These include the extent that the management believes in KM effects, the information technology used, human resource management, and the culture of the organization. In fact, any knowledge management system will include these variables to make knowledge-related organizational functions workable. On the employees' or even the management side, sharing knowledge or information may not be encouraged by both sides until or unless they recognize its benefits or effects in solving problems or its use within the decision making process. The problem may be exacerbated depending upon the organizational structure and the willingness of departments to cooperate and contribute in knowledge sharing, either individually or collectively. Employees' skills or experience represents the other side of the coin in exploiting creating and benefiting from the new knowledge developed within the organization. When both sides (such as employees and management) underestimate knowledge effects, knowledge becomes a second priority, and such situation is a barrier in sharing (King & Lekse, 2016).

The Place of Knowledge and Knowledge Management in the Organization

Organizations have come to know that in the 21st century, knowledge proves to be the principal economic unit of business, just as the industrial revolution made managers rely more on mechanical engines and other technologies in the 18th century. In the past, the common practice was to hoard knowledge due to the clitche "knowledge is power", but now, there has been a paradigm shift in that clitche (Uriarte, 2015).

The new perspective sees knowledge as a useful tool that has to traverse all facets of the organization in other to gain advantage over competitors. Knowledge is the most important resource an organization has that is worth more than land, labor, and capital because it does not diminish in value like other traditional assets". Rather, its application adds more value than the traditional factors of production like capital, labor and raw materials. Competition tends to be

pivotal to the success or failure or any organization. And as such, possessing knowledge and properly managing it makes an organization better placed in the competitive field of business (Moroni, Dumont, Trautwein and Baeriswyl, 2016).

Moroni (2016) avers that the need for knowledge has witnessed an upsurge since 2015 to the point of a near unanimous of the all-important role of the acquisition and dissemination of information and knowledge in determining the competitive capacity of firms, the performance of economic systems, and the rate and direction of economic growth in the present dispensation. Knowledge in recent times has been adopted as an important strategic tool by organizations. The knowledge an organization is able to acquire and store forms its distinct competitive advantage for business success in the modern economy. Increase in knowledge not only causes the productive opportunity of the firm to change in ways unrelated to changes in the environment, but also contributes to the "uniqueness" of the opportunity of each individual firm. This assertion emphasizes the importance of knowledge to organizations in their quest for competitive advantage. Consequently, organizations that operate manufacturing-centered, or capital intensive economy of the past risk failure as they are totally out of touch with the evolutionary direction of the future (Le and Le, 2020).

Knowledge Management Process

Smith and Mckeen (2015) similarly proposed five steps of knowledge management – knowledge identification, knowledge acquisition, storing knowledge, creating knowledge and Knowledge application. Thongchai (2009) states that the process of knowledge management consists of;

i. **Knowledge Identification**: This aims to identify knowledge based on needs, problems, vision, direction of the organization, objectives, goals, work improvement and value of products.
ii. **Knowledge Creation and Acquisition:** A process of getting knowledge from work systems in organizations and from outside organizations. This knowledge is further synthesized and developed to suit current situations of organizations especially the knowledge from research methodology employed for developing personnel's competencies in organizations.
iii. **Knowledge Storing**: A process of saving knowledge in a data base or knowledge bank, and repository.
iv. **Knowledge Distribution**: focuses on sharing knowledge through seminars, teaching, storytelling, online communication, and learning experience.
v. Knowledge application concerns with connecting and applying knowledge from various fields/areas for organizational development.
vi. **Knowledge Application/validation**: This concerns following and evaluating knowledge management, a process which develops and creates new knowledge. In conclusion, six processes of knowledge management could be

summarized as being predominant in the various views presented; knowledge identification, knowledge creation/acquisition, knowledge storing, knowledge exchange, Knowledge application and knowledge validation.

Knowledge Management Techniques

Knowledge management techniques do not depend on information technology, though it provides some sort of support in some cases. For instance, knowledge sharing which is a sub-process of knowledge management can take place through face-to-face meetings, recruitments, mentoring, and training. Some of the knowledge management techniques include according to Tsui, Tian, Nakamori and Wierzbicki (2016):

i) **Brainstorming:** This is a process where a group of people meet to focus on a problem, or idea, and explore such ideas with a view to coming up with solutions or further developing the ideas. Brainstorming helps in problem solving and creating new knowledge from existing knowledge (Tsui et al., 2016).

ii) **Communities of Practice (COP):** This is also known knowledge communities, knowledge networks, learning communities, communities of interest, and thematic groups. These comprise of people of different skill sets, development histories, and experience backgrounds that work together to achieve commonly set goals. Members of a Community of Practice can perform the same jobs or collaborate on a shared task for instance, software developers, manufacturing specialists, marketers etc (Ruggles, 2015).

iii) **Face-to-face Interaction:** This is an informal approach for the sharing or transfer of tacit knowledge among organizational members. It provides strong social ties and tacit shared understandings that give rise to collective sense-making (Lang, 2017).

iv) **Post-project Reviews:** These are debriefing sessions used to highlight lessons learnt during the course of a project. These reviews are important to capture knowledge about causes of failure, how they were addressed, and the best practices identified in a project. Other techniques include recruitment, apprenticeship, mentoring, and training (Ruggles, 2015).

Knowledge Management Technologies

Knowledge management technologies rely to a large extent on information technology. It consists of a combination of hardware and software technologies. The hardware technology forms a platform for the software technology to operate, for instance, storage and transfer of knowledge. The hardware requirements and technologies for a knowledge management system include: Personal computer or a work station to facilitate easy access to the required knowledge; highly powerful servers to allow organizations to be networked; open architecture to ensure interoperability in distributed environments; media rich applications

requiring Integrated Services Digital Network (ISDN) and fibre optics to provide high speed; asynchronous transfer mode (ATM) as a multi-media switching technology for handling the combination of voice, video, and data traffic simultaneously, and; use of the public network (e.g the internet) and private networks (intranet, extranet) to facilitate access to and sharing of knowledge (Mauro and Julio, 2020).

Tsui (2016) while acknowledging the important contributions of the software technology to knowledge management process lists the following tools as being useful: data and text mining which is a technology used to extract meaningful information/knowledge from an array of data or text. It helps in identifying hidden relationships between data thereby creating new knowledge; groupware – a software product that facilitates communication among members of a group, and information sharing. It mostly contains email communications, instant messaging, discussion areas, file area or document repositories, information management tools (like calendar, meeting agenda, minutes and contact lists). Others include intranet, which is an intra-organizational network with restricted access to outsiders using special security tools called firewalls and extranet, which is an intranet with limited access allowed for outsiders to collect and deliver information and knowledge (Ruggles, 2015).

Theoretical Framework

This study is anchored on Resource Base View Theory. Resource Base View Theory was propounded by Peteraf in the year 1993. The resource-based theory (RBT) underlines the organization's assets as the critical determinants of competitive advantage and performance. It takes into account two assumptions in researching advantages of performance. First, this model assumes that firms within an industry (or within a strategic group) may be heterogeneous with respect to the bundle of resources that they control. Second, it assumes that resource heterogeneity used to implement firms' strategies are not perfectly mobile across firms (i.e., some of the resources cannot be traded in factor markets and are difficult to accumulate and imitate). An approach to strategy with this view then seeks to find or develop distinctive competencies and resources, applying them to produce superior value.

To the degree that these capabilities can be kept extraordinary, to the firm, they can be utilized to build up an upper hand. The resources and capabilities of a firm are the central considerations in formulating its strategy: they are the primary constants upon which a firm can establish its identity and frame its strategy, and they are the primary source of the organisation's profitability. The key to a resource based approach to strategy formulation is an understanding of the mechanisms through which competitive advantage can be sustained over time. This requires the design of strategies which exploit to maximum effect the firm's unique characteristics. This theory is of significance for the study to understand whether there exists unique resources and capabilities in the bank

gives it an edge when implementing strategies in a manner that influences the performance positively.

Methodology

This study adopted survey research design, primary and secondary data. The population of this study comprised of 444 staff of Chellarams Plc Aba, Starline Nigeria Limited, Aba and PZ Cussons Nigeria Plc, Aba in Abia State. The firms was selected because of their high customer patronage and easy access of data. A sample size of 210 which was determined using Taro Yamene's formula, simple stratified sampling technique was used by the researcher in obtaining information for the research. A five (5) Point Likert Scale Format (of Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree) questionnaire was adopted in the study. Content validity and test-retest reliability which gave 0.70 as benchmark were adopted.

Data were analyzed and presented using different descriptive and non-parametric methods. The data was presented using simple percentage table, while the hypotheses formulated earlier was tested using "Chi-square" and correlation (Pearson). Data generated from the questionnaire are presented in frequency distribution tables and analyzed by the use of simple percentage techniques. Hypothesis i, ii, iii and iv was tested with the aid of regressions model with the aid of Statistical Packages for Social Sciences (SPSS) Windows.

Results

Questionnaire Distribution and Return

Table 1: Distributed and Return of the Questionnaire

Organization	Questionnaire Distributed	Percentage (%)	Questionnaire Returned	Percentage (%)	Questionnaire not Returned	Percentage (%)
Chellarams Plc Aba	57	27.14	50	23.81	7	3.33
Starline Nigeria Limited, Aba	66	31.43	60	28.57	6	2.86
PZ Cussons Nigeria Plc, Aba	87	41.43	65	30.95	22	10.48
Total	**210**	**100%**	**175**	**83.3%**	**35**	**16.7%**

Source: Field Survey, 2023

Table above showed that 210 copies of questionnaire were distributed and 175 (83.3%) of the questionnaire were returned and used, while 35 (16.7%) were not returned and were not used.

Data Presentation

Research Question 1: What are the Effects of Knowledge Application on organizational growth of selected manufacturing firms in Abia State?

Table 2: To examine the Effect of Knowledge Application on organizational growth of selected manufacturing firms in Abia State

S/No	Item Statement	SA 5	A 4	N 3	D 2	SD 1	Total	$\bar{X}$	Sd	Remark
a	Knowledge application enhances organisational growth	34	70	11	11	49	555	3.17	1.532	Accept
b	Knowledge application stirs technological innovation	109	16	17	15	18	709	4.05	1.413	Accept
c	Knowledge application brings about knowledge Accumulation	71	30	14	12	48	590	3.37	1.686	Accept
d	Promotes continued learning and development	53	55	26	14	27	618	3.53	1.397	Accept
e	It fosters a collaborative and Positive work culture	75	19	17	12	52	578	3.30	1.734	Accept

Source: Field Survey, 2023

Key: $\bar{X}$ = mean sd = standard deviation

Table 4.2.4 above investigated the Effect of Knowledge Application on organizational growth of selected manufacturing firms in Abia State. All the five item statement listed as the Effect of Knowledge Application on organizational growth of selected manufacturing firms in Abia State were accepted. This was validated based on the fact that the individual mean score was above the criterion (cut off) mean of 2.50. Respondents generally accepted that the effect of knowledge application on organizational growth of selected manufacturing firms in Abia State include; knowledge application enhances organisational growth, knowledge application stirs technological innovation, knowledge application brings about knowledge accumulation, it promotes continued learning and development and fosters a collaborative and positive work culture.

Research Question 2: What is the effect of Knowledge monitor on organizational performance of selected manufacturing firms in Abia State?

Table 3: **Effect of Knowledge monitor on organizational performance of selected manufacturing firms in Abia State**

S/No	Item Statement	SA 5	A 4	N 3	D 2	SD 1	Total	$\bar{X}$	Sd	Remark
a	Knowledge monitor ignites innovative thinking	35	69	11	11	49	555	3.17	1.532	Accept
b	Knowledge monitor prevents the staff from repeating the same mistakes	100	25	17	15	18	709	4.05	1.413	Accept
c	Knowledge monitor helps in regular knowledge transfer	74	27	14	12	48	590	3.37	1.686	Accept
d	It makes best practices reusable	50	58	26	14	27	618	3.53	1.397	Accept
e	Knowledge monitor encourages easy access to	70	24	17	12	52	578	3.30	1.734	Accept

	relevant information application

Source: Field Survey, 2023

Key: $\overline{X}$ = mean sd = standard deviation

The effect of knowledge monitor on organizational performance of selected manufacturing firms in Abia State was examined. All the five item statement listed as the effect of knowledge monitor on organizational performance of selected manufacturing firms in Abia State were accepted. This decision was based on the fact that the mean score of the item statements were above the cut of mean (cut off mean = 2.50). The respondents had a mean score range of 3.17 to 4.05. Respondents with mean score of 3.17 knowledge monitor ignites innovative thinking, respondents with mean score of 4.05 asserted that knowledge monitor helps in regular knowledge transfer, respondents with mean score of 3.37 agreed that It makes best practices reusable, respondents with mean score of 3.53 supported that it aid organizational efficiency, respondents with mean score of 3.30 reported that knowledge monitor encourages easy access to relevant information application.

Test of Hypotheses

$H0_4$: Knowledge application has no significant effect on organizational productivity of selected manufacturing firms in Abia State

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Knowledge application * organizational productivity	175	100.0%	0	0.0%	175	100.0%

Knowledge application * organizational productivity Crosstabulation

			Lack of employee participation in decision making					Total
			Disagree	strongly disagree	undecided	agree	strongly agree	
Ineffective leadership	disagree	Count	24	5	0	0	0	29
		Expected Count	2.2	4.3	1.5	5.5	15.6	29.0
	strongly disagree	Count	0	46	0	0	11	57
		Expected Count	4.2	8.5	2.9	10.7	30.6	57.0
	undecided	Count	2	1	17	0	0	20
		Expected Count	1.5	3.0	1.0	3.8	10.7	20.0
	Agree	Count	0	0	1	66	9	76
		Expected Count	5.6	11.3	3.9	14.3	40.8	76.0
	strongly agree	Count	0	0	0	0	168	168
		Expected Count	12.5	25.0	8.6	31.7	90.2	168.0
Total		Count	26	52	18	66	188	175

	Expected Count	26.0	52.0	18.0	66.0	188.0	175.0

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1079.948[a]	16	.000
Likelihood Ratio	725.217	16	.000
Linear-by-Linear Association	289.225	1	.000
N of Valid Cases	175		

a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is 1.03.

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Interval by Interval	Pearson's R	.910	.021	41.034	.000[c]
Ordinal by Ordinal	Spearman Correlation	.901	.022	38.709	.000[c]
N of Valid Cases		175			

a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.
c. Based on normal approximation.

The table above is the output of the computed Chi-Square values from the cross tabulation statistics of observed and expected frequencies with the response options of agree and disagree based on the responses of the research subjects from the study area. Pearson Chi-Square computed value (X^2c= 1079.948) is greater than the Chi –Square tabulated value (X^2t = 26.296) with 16 degrees of freedom (df) at 0.05 level of alpha (X^2c =1079.948, $p < 0.05$)

Decision Rule

The decision rule is to accept the alternate hypothesis if the computed Chi- Square value is greater than tabulated Chi-Square value otherwise reject the null hypothesis.

Decision

Since the Pearson Chi- Square computed X^2c= 1079.948 is greater than Chi- Square table value X^2t = 26.296, the null hypothesis is rejected and alternate hypothesis is accepted. Thus, we conclude that knowledge application has significant effect on organizational performance of selected manufacturing firms in Abia State

$H0_5$: There is no significant effect of Knowledge monitor on Organizational profitability of selected manufacturing firms in Abia State

Descriptive Statistics

	Mean	Std. Deviation	N
Knowledge monitor	4.2395	1.06418	175
Organizational profitability	4.3526	.98370	175

Correlations

		Knowledge monitor	Organizational profitability
Knowledge creation	Pearson Correlation	1	.916**
	Sig. (2-tailed)		.000
	N	175	175
Organizational profitability	Pearson Correlation	.916**	1
	Sig. (2-tailed)	.000	
	N	175	175

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

Hypothesis five stated thus: there is no significant effect of Knowledge monitor on Organizational profitability of selected manufacturing firms in Abia State was investigated with the aid of Pearson Product-moment Correlation (r). The Pearson product-moment correlation coefficient (r) in the study is 0.916 = 91.6.0%. This connotes a positive and significant relationship at 0.05 level of significance. Therefore, pending other statistical evidence, we reject null hypothesis and accept the alternate hypothesis that there is significant effect of Knowledge monitor on Organizational profitability of selected manufacturing firms in Abia State.

Summary of Findings

Knowledge management and its relationship on organizational productivity of selected manufacturing firms in Abia State was examined. The key findings of the study include;

i. Knowledge application has significant effect on organizational productivity of selected manufacturing firms in Abia State
ii. There is significant effect of Knowledge monitor on organizational performance of selected manufacturing firms in Abia State.

Conclusion

Knowledge sharing stems from personal beliefs, perceptions and structure of the organisation that reflects employee behaviours to share knowledge with others. Organisation structure reflects the extent to which cooperation, teamwork and shared values are followed in the organisation. Although some studies have noted the role of organisational culture and structure in knowledge sharing, they lack to find its impact on job satisfaction.

Recommendations

Based on the findings, the study recommended that;

i. Effective leadership and employee knowledge application should be encouraged in the selected manufacturing firms in Abia State in order to enhance Knowledge identification
ii. The management should set standards that will aid in knowledge monitor as a means of stimulating organizational profitability.

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