
IMPACT OF KNOWLEDGE MANAGEMENT ON ORGANIZATIONAL COMPETITIVENESS: A STUDY OF NIGERIAN BREWERIES ENUGU, ENUGU STATE

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Abstract

This study determined the impact of Knowledge Management on Organizational Competitiveness of Nigerian Breweries Enugu, Enugu State. Having analyzed the distributed 98 questionnaires, descriptive survey approach was adopted and analyzed using regressions with the help of SPSS version 22.0. The study found positive and significant effect of knowledge acquisition on competitive advantage of Nigerian Breweries Enugu, Enugu State. Secondly positive and significant effect of application of knowledge on competitive advantage of Nigerian Breweries Enugu, Enugu State. Therefore, knowledge is considered as an essential asset in any organization. Thus, many organizations are trying to apply Knowledge management in order to improve their organizational performance. This article has reviewed the positive impact of knowledge management and some of its practices on organizational competitive advantage. The study recommends the need for more knowledge acquisition in promoting awareness among senior managers and other employees in Nigerian Breweries Enugu. Knowledge acquisition is important for suppliers and customers because they are responsible for providing the latter group with resources that enable the organization to achieve excellence and a sustainable competitive advantage.

Keywords: Management, Organization, Performance, Productivity, Profitability and Effectiveness.

INTRODUCTION

Background of the Study

In this dynamic competitive world and with the clearly influence of information technology (IT) on the business environment, the need arises to get a competitive advantage amid the vast amount of competitors. It has been noticed that a strong tendency within organizations to consider knowledge and its management as a core asset and valuable concept, where their competitive advantage -which they all aspire to- lies in (Lucas, 2010). Knowledge is not just facts and numbers that organizations have on spreadsheets or in maps but rather it concerns the whole human experience acquired through education and working skills and experience (Lucas, 2010). Today's businesses are characterized by a high degree of complexity and that indicates for a more accumulation in knowledge, and for

sure this leads to a more difficulty in managing and controlling it in terms of storage, organizing and retrieval, etc.

The desire of every management of most organizations is to maximize profits and shareholders' wealth. Sound knowledge management and strategic plans to have an edge over competitors in the industry is a demonstration of such desires. The future of strategic management largely lies on how best an organization can create and management knowledge and information (Drucker, 1993). In particular, from a strategic standpoint, and especially from the directive management perspective, it is collective tacit knowledge (Nonaka and Takeuchi, 1995) which contributes the greatest value to the organisation, given its inimitable, non-transferable and immutable character. This tacit knowledge, derived from learning and communications, can be transformed into explicit knowledge. This reference to directive management compels us to define more explicitly the essence of this function.

The increasing recognition of the importance of Knowledge Management as a source of Organisational Competitiveness (OC) has pushed many government organisations to try and overcome obstacles towards full utilisation of knowledge in different ways (Bogner and Bansal, 2007). However, recent studies suggest that KM is still not well linked with certain appropriate practices relevant to organisational development despite the rapidly expanding Knowledge Economy (Lucas, 2010). Effective KM practices require an organisational climate with a reward system that value, encourage cooperation, trust, learning and innovation, which all are seen to be still missing in many government organisations (Zack, 1999). Knowledge Management as an organisational internal resource can support the development of a comprehensive system, allowing the generation of new specific knowledge according to the organisation needs; taking into consideration availability of proper environment and the organisational status (Salisbury, 2013). In different industries, the observed increases in knowledge management are associated with organizational changes towards better productivity that enables service or product differentiation, better organisational competitiveness through effective results and integrated understanding of both organisational developments with knowledge capabilities in particular environment (Thornhil, 2016).

In ensuring organizational competitiveness which in turn leads to profitability, knowledge management has to be given due priority. Healthy competition is an essential competitiveness for growth and development of any firm or organization. Knowledge management is simply the process of capturing, developing, sharing, and effectively using organizational knowledge. It refers to a multi-disciplinary approach to achieving organizational objectives by making the best use of knowledge (Wikipedia)

Knowledge management efforts have a long history, to include on-the-job discussions, formal apprenticeship, discussion forums, corporate libraries, professional training and mentoring programs. With increased use of computers in the second half of the

20th century, specific adaptations of technologies such as knowledge bases, expert systems, knowledge repositories, group decision support systems, intranets, and computer-supported cooperative work have been introduced to further enhance such efforts.

In 1999, the term personal knowledge management was introduced; it refers to the management of knowledge at the individual level for the profitability of a firm or organization. In the enterprise, early collections of case studies recognized the importance of knowledge management dimensions of strategy, process, and measurement. The operational origin of knowledge management originated from the consulting community and from there the principles of knowledge management were rather rapidly spread by the consulting organizations to other disciplines.

Perhaps the most central thrust in knowledge management is to capture and make available, so it can be used by others in the organization, the information and knowledge that is in people's heads as it were, and that has never been explicitly set down.

Many say that organizational management has little or nothing to do with the organizations favourably competing with their contemporaries. But whichever way we look at it, knowledge management should be essential in the realization of profitability in the Nigerian market.

Statement of the General Problem

Adequate knowledge management in companies and organizations has been neglected especially in Nigeria where knowledge generally is not placed at the front burner of the society, this has led to the lack of consistent progress in terms of profitability in Nigeria. This has regrettably spilled over to the economy which today has been a far cry from what it used to be in the 70's and early 80's.

Investing in Knowledge is an expensive venture most serious minded and business oriented organizations must invest in, if they are to strategically align themselves above competitors with substitute products/services (Winter, 2002). Creating, Designing, implementing and managing a robust knowledge system effectively in an organization is where most managers find it difficult.

The aim of every KM system is to share knowledge in the organization in the most effective manner and improving performance in the process. This aim is usually not achieved because of poor communication structures that exist in most public or government owned organizations in Nigeria (Orji, 2008). KM goes beyond mere training and retraining of staff to review of lessons learnt from each training. Every member of the organization contributes to the organization by sharing knowledge on a subject matter for strategic positioning of the organization. When there is a cut in the communication flow, knowledge is not effectively shared. According to Orji (2008), an internship student can contribute immensely to an organization by sharing his/her experiences in his/her previous job that could strategically align the organization in a vintage position.

Objectives of the Study

The main objective of this study is to determine the impact of Knowledge Management on Organizational Competitiveness of Nigerian Breweries Enugu, Enugu State. Other specific objectives are to;

- i. Ascertain the effect of knowledge acquisition on competitive advantage of Nigerian Breweries Enugu, Enugu State.
- ii. Evaluate the impact of knowledge storage/sharing on competitive advantage of Nigerian Breweries Enugu, Enugu State.
- iii. Determine the effect of application of knowledge on competitive advantage of Nigerian Breweries Enugu, Enugu State.
- iv. Access various knowledge management dimensions that affect competitive advantage of Nigerian Breweries Enugu, Enugu State.

Research Questions

This study has the following research questions to answer;

- i. What is the effect of knowledge acquisition on competitive advantage of Nigerian Breweries Enugu, Enugu State?
- ii. What is the impact of knowledge storage/sharing on competitive advantage of Nigerian Breweries Enugu, Enugu State?

Research Hypotheses

The following hypotheses are formulated for this study as follows;

- HO₁:** There is no significant effect of knowledge acquisition on competitive advantage of Nigerian Breweries Enugu, Enugu State.
- HO₂:** There is no significant impact of knowledge storage/sharing on competitive advantage of Nigerian Breweries Enugu, Enugu State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Meaning and Relevance of Knowledge Management

Knowledge management is process which through organizations deals with generating wealth of knowledge and their intellectual capital (Nasimi, *et. al.*, 2013).As well simple, knowledge management is a process that during the organization deals to create value from intellectual assets and knowledge - oriented. Often, creation of value requires the sharing of knowledge between employee, organizational units, and other organizations; successful managers are always used from available intellectual property in their organizations and have found it. But most of these activities have been done as systematic and structured, so that managers haven't ensured from developing and publishing from achieved knowledge across the organization. It is estimated that 85 percentage knowledge

organization assets rather than storage in databases have been replaced in mail, files of word, and presentation files (Nasimi, *et. al.*, 2013).

According to another definition, knowledge management is process or activity by created, acquiring, capturing, sharing and using knowledge, wherever it exists, to enhance learning and performance in organizations (Nasimi, *et. al.*, 2013). Leading companies for competitive advantage rely heavily on existing knowledge. The important point in knowledge capital is that data is the real and it is important that before knowledge can be accepted and is distributed in organization level, is confirmed by experts, due to organization acquire a large potential competitive advantage.

Knowledge Management cycle involves both, the creation and the acquisition of organizational knowledge. Knowledge creation involves developing new knowledge or replacing existing knowledge with new content. Organization have to develop a culture for the creation of knowledge through developing ways of encouraging employees to share by creating incentives as well awareness regarding the positive values and influence sharing has to the individual, the groups and the organization. In contrast to knowledge creation, knowledge acquisition involves the search for, recognition of, and assimilation of potentially valuable knowledge, often from outside the organization (Nasimi, *et. al.*, 2013).

In order to boost organizational competitiveness, knowledge management should play a key role through the creation, sharing, dissemination and retention of knowledge and by offering the organization a superior value proposition based on this knowledge. To create a knowledge sharing culture the organization needs to encourage people to work together more effectively, to collaborate and to share - ultimately to make organizational knowledge more productive.

Conceptual nature of Knowledge Management (KM)

Knowledge management is a discipline (branch of knowledge) that has been defined in various ways by scholars globally over the years. Ghani (2009) asserts that KM is essentially defined by the need to manage knowledge in an organization like an asset. Mutula and Mooko (2008) quoting Groff and Jones (2003), refer to KM as the tools, techniques and strategies to retain, analyze, organize, improve and share business expertise. Kucza (2001), defines KM as the overall task of managing the process of knowledge creation, storage and sharing as well as the related activities. In light of this, KM is the process of identifying capturing, leveraging, sharing and effective utilization of organizations intellectual assets to enhance its performance and competitiveness.

According to Mutula and Mooko (2008) KM entails (i) capturing the knowledge that the employees and customers need at a central repository; (ii) Identification of the categories of knowledge needed to support the overall business strategy; (iii) Process of collecting, classifying and disseminating information throughout the organization; (iv) Employment of information technology to help organize and store information; and (v) Provision of access tools.

Importance of Knowledge Management**Knowledge Management: Processes and Systems**

Knowledge management (KM) has become a priority for organizational competitiveness and advantage because of the benefits it accrues. Jelenic (2011) on the importance of knowledge management in organizations avers that KM support innovation, encourages free flow of ideas, increases revenues, and reduces cost, increases efficiency and effectiveness. Dhamdhere (2015a) on why knowledge management was of the opinion that “Knowledge Management can transform organizational new levels of effectiveness, efficiency, and scope of operation, using advanced technology, data and information are made available to users for effective productivity”. Knowledge management is thus crucial to the progress of organizations, institutions and systems for harnessing its knowledge for possible gains.

Knowledge management improves organization’s performance through increased efficiency, productivity, quality and innovation. It enhances better decision-making, streamlines process time, reduces re-work, ensures high data integrity and greater collaboration (CIO Council in Ali & Ahmad, 2006). Also, knowledge management increases the worth or financial value of an organization by treating the knowledge of organizational members as an asset similar to capital facilities, (U.S. Department of Navy in Ali & Ahmad, 2006). Therefore, knowledge management is a vital element for the continuous existence and progression of organizations.

While knowledge is identified as a key factor in production and/or service processes, knowledge management according to Nickols (2000) leverages the knowledge for organization’s advantage. In like manner, KM leverages intellectual assets for the enhancement of organizational performance, (Stankosky 2008). Krstić and Petrović (2012) review the role of knowledge management in increasing enterprise’s innovation among several other things assert that KM promotes and encourages knowledge-driven culture in which innovations are stimulated, as well as improves growth willingness, which has a positive influence on innovation capability of an enterprise. Such innovation will enable enterprise secure and retain their competitive positions in the marketplace, (Desouza, 2011). They (Krstić & Petrović, 2012) conclusively state that Knowledge management in enterprise provides a better use of knowledge and reduces the complexity of innovation process.

Moreover, Omotayo (2015) concludes that knowledge management is critical for organizations that seek to ensure sustainable strategic competitive advantage. This corroborates the assertion of Dzunic, Boljanovic and Subotic (2012) that “to achieve a sustainable competitive advantage today means to achieve primacy in knowledge... while knowledge management helps generate the value of knowledge-based assets, an imperative of modern business”. Knowledge management is thus important to individuals and organizations in the knowledge economy where knowledge is treated as a factor of

production. The organization that best manage her knowledge (people, technology and process) will record sustainable growth and development.

Theoretical Review

The Resource-Advantage Theory of Competition

Resource-advantage theory is an evolutionary, process theory of competition that is interdisciplinary in the sense that it has been developed in the literatures of several different disciplines such as marketing, supply chain management and general business. The resource-advantage theory has recognized knowledge as a strategic resource of the any firm (Hunt & Morgan, 1996; Teece, 1998). The capability to create and utilize knowledge will enable small and medium enterprises to develop a sustainable competitive advantage since knowledge possesses the characteristics of heterogeneity, uniqueness, and immobility. Knowledge management processes are part of an organization's processes. According to Gold, Malhotra and Segars (2001), knowledge management processes are precondition for effective knowledge management in a firm.

Resource-advantage theory is a general theory of competition that describes the process of competition. Using Hodgson's (1992) taxonomy, R-A theory is an evolutionary, disequilibrium-provoking, process theory of competition, in which innovation and organizational learning are endogenous, firms and consumers have imperfect information, and in which entrepreneurship, institutions, and public policy affect economic performance. Evolutionary theories of competition require entities that can serve as the units of selection in an evolutionary process. These entities must be relatively durable, that is, they can exist, at least potentially, through long periods of time, and heritable, that is, they can be transmitted to successors.

For Resource-advantage theory, both firms and resources are proposed as the heritable, durable entities of selection, and competition for comparative advantages in resources constitutes the evolutionary selection process. At its core, R-A theory combines heterogeneous demand theory with a resource-based view of the firm. Contrasted with perfect competition, heterogeneous demand theory views intra-industry demand as significantly heterogeneous with respect to consumers' tastes and preferences. Hence, it is inappropriate to draw demand curves for most industries. Indeed, because of heterogeneous intra-industry demand, industries are best viewed as collections of market segments. Therefore, viewing products as bundles of attributes, different market offerings (or "bundles" of attributes) are required for different market segments within the same industry.

The Knowledge-Based view

While most researchers subscribing to the RBV regard knowledge as a generic resource, some researchers Murray and Wintle, (2000) suggest that knowledge has special characteristics that make it the most important and valuable resource. Hamel and Prahalad (2003) argue that knowledge, know-how, intellectual assets and competencies are the main

drivers of superior performance in the information age. Evans (2005) also suggests that knowledge is the most important resource of a firm. He pointed out that material resources decrease when used in the firm, while knowledge assets increase with use.

Tiwana (2001) argued that technology, capital, market share or product sources are easier to copy by other firms while knowledge is the only resource that is difficult to imitate.

Grant (1996) argued that there are two types of knowledge: information and know-how. Beckmann (1999) proposed a five-level knowledge hierarchy comprising data, information, knowledge, expertise and capabilities. Zack (2004) divides organisational knowledge into three categories: core knowledge, advanced knowledge, and innovative knowledge. Core knowledge is the basic knowledge that enables a firm to survive in the market in the short-term. Advanced knowledge provides the firm with similar knowledge as its rivals and allows the firm to actively compete in the short term. Innovative knowledge gives the firm its competitive position over its rivals. The firm with innovative knowledge is able to introduce innovative products or services, potentially helping it become a market leader Zack (2004).

The Capability-Based View

Grant, (1996) argued that capabilities are the source of competitive advantage while resources are the source of capabilities. Amit and Shoemaker (2011) adopted a similar position and suggested that resources do not contribute to sustained competitive advantages for a firm, but its capabilities do. Haas and Hansen (2008) as well as Long and Vickers-Koch (2003), supported the importance of capabilities and suggest that a firm can gain competitive advantage from its ability to apply its capabilities to perform important activities within the firm.

Amit and Shoemaker (2011) define capabilities in contrast to resources, as a firm's capacity to deploy resources, usually in combination using organizational processes, and effect a desired end. They are information-based, tangible or intangible processes that are firm-specific and developed over time through complex interactions among the firm's resources'. Teece et al., (2009) define dynamic capabilities as, the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments'. Grant, (1996) defines organizational capability as, a firm's ability to perform repeatedly a productive task which relates either directly or indirectly to a firm's capacity for creating value through effecting the transformation of inputs to outputs.

Grant, (1996) also divides capability into four categories: cross-functional capabilities, broad functional capabilities, activity-related capabilities and specialised capabilities, they also stressed the importance of organisational learning. They suggest that capabilities and organisational learning implicitly and explicitly are a part of any strategy within a firm. It has been argued that the ability to learn and create new knowledge is essential for gaining competitive advantage. Lee et al., (2005) discussed the influence of internal capabilities and external networks on firm performance.

Empirical Review

Torabia and El-Denb, (2017), investigated the role of “tacit” knowledge sharing on organizational productivity. Accordingly, a framework was developed and hypotheses were drawn and tested where results demonstrated interesting insights into the role of sharing on organizational productivity. The survey, which was conducted at Koosa Bank of Iran, demonstrated that the employees’ intension to share and consequently the sharing of tacit knowledge has direct positive impacts on productivity. In addition, our analysis demonstrated that not only productivity would increase as a result of knowledge sharing, but also employees’ innovative contributions increased as a result of exposure to others’ knowledge, expertise, and experiences.

Nasimi, Nasimi, Kasmaei, Kasmaei, Basirian and Musapour, (2013), opined that knowledge management is a process to helps organizations that identify, select, organize and publish important information and skills which are considered as the institutional memory and typically are not organized. This is caused management of organizations for learning problem solving, strategic planning and dynamic decision making as efficient and effective. Knowledge management introduces a completely new management concepts and methods. Knowledge management is to find systematic approach, understand and use knowledge to achieve organizational goals and by reducing the time and cost of testing and error or repeat create value.

Igbinovia and Ikenwe, (2017), examined the concept of knowledge and knowledge management; nature and lifecycle of knowledge management. They also reviewed the various processes involved in knowledge acquisition and generation, knowledge capture, knowledge storage, knowledge sharing and knowledge application. The study also discusses the various forms of knowledge elicitation to include questionnaire, interview, observation, role reversal technique, and discussion forums as well as the forms of knowledge representation to include report writing, database management system and institutional repositories. The study equally shield light on the various technologies that aids knowledge management practice chief among which are groupware, electronic mail, database management system, data mart, data warehouse among others.

Kiptalam, Komene and Buigut, (2016), examined knowledge management, innovativeness and firm competitiveness. The study is conducted on the results based on 252 small and medium manufacturing enterprise managers in Nairobi, Kenya. The data obtained from the questionnaires were analysed using the SPSS statistical packaged software. The study results showed that knowledge management processes influence innovativeness positively, innovativeness enhances firm competitiveness while innovativeness is a mediator between knowledge management and firm competitiveness.

Meihami, and Meihami, (2013), analysed knowledge management as a way to gain a competitive advantage in firms (evidence of manufacturing companies). This study developed a questionnaire and send it to companies located in the industrial town

managers found that knowledge management has an impact on the surface of the competitive advantage's Knowledge management and competitive advantage, Innovation, Organizational performance, Customer satisfaction, the study variables were. Ranged the in 2,013th were tested. The results indicate that Knowledge management has made a significant competitive advantage.

METHODOLOGY

Research Design

Research design is a plan or blue print on how to go about data collection and analysis, all aimed at providing solutions to the problem under investigation (Okebaram, 2014). In this study, the researcher adopted survey design. It is a research design where a sample of population of or item is chosen and data collected, analyzed and report made based on the sample. Here a group of people or item is studied by collecting and analyzing data from a few people or item considered a representation of the entire group population.

Sources of Data

Data collected for this study were sourced from both primary and secondary sources.

Primary Data : Primary data are original data collected basically for the purpose of the research or study. The primary sources of data for this research include questionnaires, etc.

Secondary Data: Secondary data are both published and unpublished works. The published were obtained from library, textbooks, journals, internets, articles publications. The researcher therefore adopted this source of data in order to obtain the information needed.

Population of the Study

A population is made up of all conceivable elements or observations relating to a particular phenomenon of interest of the research subject or element. The population of this study comprised of one hundred and forty one (141) staff of Nigerian Breweries, Aba, Abia State.

Sample Size Determination

For the purpose of this study, the researcher derived the sample size statically by using Taro Yamani (Abdullahi, 2012) as follow;

Using the formula;

$$n = \frac{N}{1+N(e)^2} \text{Where;}$$

n = Sample size

N = Population (141)

e = Margin of error (0.05) Thus, the sample size is:

$$n = \frac{141}{1+141(0.05)^2}$$

$$n = \frac{141}{1+141(0.0025)}$$

$$n = \frac{141}{1+0.3525}$$

$$n = \frac{141}{1.3525}$$

$$= 104.25$$

$$n = 104 \text{ staff}$$

Therefore, the sample size for this study is 104 staff of Nigerian Breweries, Aba, Abia State. The study also made use of simple random sampling because it is distinguished by the fact that each population element has not only a known but equal chance of being selected.

Sampling Technique

Simple random sampling technique was used by the researcher in obtaining information for the research. The sampling technique provide employees the same and known chances of being nominated.

Description of the Research Instrument

The researcher extensively used structured format of questionnaire which was formal and standardized. It followed a pattern of questions which the researcher used to obtain the required data. The questionnaire used by the researcher was in line with the research questions as well as research objectives of the study.

Questionnaire: This involves a set of question which relates to the purpose of the study and the hypothesis to be verified. The questionnaire was divided into two sections. Section A and B, Section A contains personal data of the respondent such as sex, marital status, qualification etc. Section B contains questions that requires both direct and indirect answers, which requires the respondent to tick the one that appeals him most and was structured in 5 point Likert scale ranging from Strongly agreed 5, Agreed 4, Undecided 3, Disagreed 2 and Strongly disagreed 1.

Validity of the Research Instrument

To make the instrument valid, the researcher adopted content validity.

Reliability of the Research Instrument

Reliability is the tendency toward consistency found in repeated measurements. The reliability of the instrument was ascertained using the internal consistency method. 80 questionnaire were given to the respondents, and after two weeks of interval, another 80 questionnaire were issued out to the same respondent to check consistency and reliability. This is called the test re-test method.

Methods of Data Analyses

Data for the study were analyzed using frequency distribution table, and percentages were used to analyses the data from the questionnaire. Also, hypothesis were tested

Pearson Product Moment Correlation Coefficients, ANOVA and Regression models with the aid of Statistical Packages for Social Sciences version 23.0, which was designed to investigate the agreement of a set of observed frequencies expected or an assumption of the theoretical pattern of the phenomena being studied.

Data Presentation and Analysis

Table 3.1 Distribution of questionnaire to staff of Nigerian Breweries Enugu, Enugu State and response rate.

Respondents	Distributed questionnaires	Valid and Returned questionnaires	Invalid and returned	Not Returned
Total	104	98	4	2

Source: Field Survey, 2022

As reflected in Table, a total of 104 questionnaires were distributed to staff of Nigerian Breweries Enugu, Enugu State. 98 were valid and returned to the researcher. 4 were returned but invalid. The remaining 2 were not returned. Hence, 98 of the respondents constituted the sample of return completed questionnaires.

Table 3.2 Correlations showing the effect of knowledge acquisition on competitive advantage of Nigerian Breweries Enugu, Enugu State.

Correlations

		Competitive advantage	Sustainable growth and development	Innovation
Competitive advantage	Pearson Correlation	1	.963	.969
	Sig. (2-tailed)		.000	.000
	N	98	98	98
Sustainable growth and development	Pearson Correlation	.963	1	.972
	Sig. (2-tailed)	.000		.000
	N	98	98	98
Innovation	Pearson Correlation	.969	.972	1
	Sig. (2-tailed)	.000	.000	
	N	98	98	98

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

The result reveals the effect of knowledge acquisition on competitive advantage of Nigerian Breweries Enugu, Enugu State. The coefficient of the correlation is 0.963, 0.969 and 0.972, with a sig. value of 0.000. The effect is significant since the sig. value of 0.000 is lower than the acceptable 0.01.

Table 3.3 Regression tables showing the effect of application of knowledge on competitive advantage of Nigerian Breweries Enugu, Enugu State.

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.980 ^a	.960	.959	.24045	.946

a. Predictors: (Constant), Increased scope of operation, Higher effectiveness and efficiency, Technological development

b. Dependent Variable: Enhanced data transmission

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.237	.118		-1.998	.049
	Technological development	.841	.105	.821	8.012	.000
	Higher effectiveness and efficiency	-.087	.092	-.085	-.950	.345
	Increased scope of operation	.285	.108	.247	2.635	.010

a. Dependent Variable: Enhanced data transmission

R	=	0.980
R-Square	=	0.960
Adjusted R-Square	=	0.959
T – Statistic	=	2.635
Durbin Watson Statistic	=	.946

The regression results showed that the estimated coefficient of the regression parameters have positive sign and thus conform to our a priori expectation. This means that an increase in the independent variables will bring about credibility in the dependent variable.

The coefficient of determination R-square of 0.960 implied that 96% of the sample variation in the dependent variable is explained or caused by the explanatory variable while 4% is unexplained. This remaining could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a good relationship between the dependent and independent variables.

The value of the adjusted R^2 is 0.959 this shows that the regression line captures more than 95.9% of the total caused by variation in the explanatory variables specified in the equation accounting for the stochastic error term.

SUMMARY OF FINDINGS

This study determined the impact of Knowledge Management on Organizational Competitiveness of Nigerian Breweries Enugu, Enugu State. Having analysed the distributed 98 questionnaires, descriptive survey approach was adopted and analysed using regressions with the help of SPSS version 22.0. The following findings were made.

- i. There is positive and significant effect of knowledge acquisition on competitive advantage of Nigerian Breweries Enugu, Enugu State.
- ii. There is positive and significant effect of application of knowledge on competitive advantage of Nigerian Breweries Enugu, Enugu State.

CONCLUSION

Nowadays, knowledge is considered as an essential asset in any organization. Thus, many organizations are trying to apply Knowledge management in order to improve their organizational performance. This article has reviewed the positive impact of knowledge management and some of its practices on organizational competitive advantage. Many studies as reviewed have shown that knowledge management is the main reason to business growth. Thus, knowledge acquisition and application of knowledge have shown positive and significant effect on competitive advantage of Nigerian Breweries Enugu, Enugu State.

RECOMMENDATIONS

The study recommends:

- i. There is need for more knowledge acquisition in promoting awareness among senior managers and other employees in Nigerian Breweries Enugu. Knowledge acquisition is important for suppliers and customers because they are responsible for providing the latter group with resources that enable the organization to achieve excellence and a sustainable competitive advantage.
- ii. There is need for application of knowledge in developing flexible strategies that are adapted to the external environment. In These strategies must be consistent with the internal activities of the organization. The study therefore recommends developing alternative plans and programs.

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