EFFECT OF KNOWLEDGE MANAGEMENT ON EMPLOYEE PERFORMANCE IN FIRST BANK PLC, AWKA, ANAMBRA STATE.

[1]Nwagbala Stella Chinelo PhD, [2]Ezeanokwasa Francisca N. PhD and [3]Aziwe Nwakaego Ihuoma[3]

[1]Department of Business Administration, Faculty of Management Sciences, Nnamdi Azikiwe University, Awka Nigeria

[2&3]Department of Business Administration, Faculty of Management Sciences, Tansian University, Umunya, Nigeria

Email: sc.nwagbala@unizik.edu.ng[1], francaezee@gmail.com[2], egoaziwe@gmail.com[3]

Abstract: *In Nigeria the turbulent changes in the environment has made organizations especially in banking sector to resort to retrenchment of employees as a means of survival. Also, the POST-COVID era which organizations exist in, has birthed fierce changes and intense competition which has made knowledge more crucial for organizational sustainability and survival. This study investigated the effect of knowledge management on employee performance in First Bank PLC, Awka. Anambra State. Two Research questions were formulated to guide the study. The data used for the study was obtained using a structured questionnaire which was distributed to the employees of the four branches of First Bank PLC in Awka. The study employed descriptive statistics and Regression analysis (SPSS version 20) to analyze the data and test the hypotheses. The result of the study revealed that knowledge acquisition and knowledge sharing has a positive and statistically significant effect on employee job satisfaction and employee motivation in First Bank PLC, Awka. Based on the findings, the study recommended that First Bank PLC should massively invest in training and development programs such as online courses, mentorship programs, and workshops that have a clear career development path and also provide access to books, journals, and research papers that will support employees to acquire knowledge, in turn employees are empowered to surmount POST-COVID complexities, beat competition, and steady improve performance.*

Keywords*: knowledge management, knowledge acquisition, knowledge sharing, employee motivation, job satisfaction.*

Introduction

Due to the turbulent and increasing changes in the environment, organizations especially in emerging economies like Nigeria are striving so hard to thrive and maintain a competitive edge. Owing to this, most organizations especially in the banking sector are resorting to the retrenchment of employees as a means to pull through. However, the result has not been good, as this has consequently led to poor structure, information decay, and poor performance in many organizations (Omotayo,2015). The emergence of technologies such as fintech has evolved and also changed the trends in the banking sector. Banks are in a state where they have to battle with much more complexity even than ever before. Due to this, they need knowledge, but more importantly, they need the knowledge to be stored, utilized, and circulated to their employees, who are the key users of their resources and are at the center of all their operational activities. Knowledge management is vital for

employees to be able to maneuver the prevailing trends, make decisions, deliver superior value than competitors, and steadily improve performance. It is a process that involves acquiring, creating, storing, sharing, and utilizing both tacit and explicit knowledge to enable employees to make decisions and perform their functional tasks.Shujahat et al. (2019) pointed to knowledge generation, knowledge sharing, and knowledge application as knowledge management processes. Knowledge management is of huge importance to banks, considering that they are service oriented and make use of knowledge to deliver value. For this research, the knowledge management processes adopted are acquisition and sharing.This study is aiming at investigating the effect of knowledge management on employee performance in First Bank PLC, Awka.

Statement of the Problem

Banks in Anambra State of Nigeria are facing a competitive environment characterized by the globalization of markets, increasingly complex business problems, and the acceleration of change phenomena. Consequently, the traditional sources of competitive advantage, such as protected markets, and physical and financial assets, have lost importance compared to knowledge assets (Foray and Lundvall 1996; Grant, 1996; Johnson and Rolf, 1998; Orogbu, Onyeizugbe and Onuzulike 2015). Many organizations may not have the resources to acquire advanced information technologies, such as the internets, intranets, extranets, browsers, data warehouse, data mining techniques and software agents. The presence of a well-developed technological infrastructure as well as institutions to predict intellectual property rights provides the foundation for the development of innovation capabilities and pursuit of scientific research. Furthermore, the POST-COVID era is flooded with fierce changes and competition has made knowledge, increasingly crucial for organizations. There is a need for knowledge, especially tacit knowledge to be trapped, and made accessible to employees who are the center of organizational activities and are saddled with the daily responsibility of achieving organizational goals and objectives. In considering these, formed the need to investigate the effect of knowledge management on employee performance was carried out.

Objectives of the Study

The broad objective of this study is to investigate the effect of knowledge management on employee performance in First Bank PLC, Awka. However, the specific objectives include:

(1) To investigate the effect of knowledge acquisition on employee job satisfaction in First Bank PLC, Awka.
(2) To examine the effect of knowledge sharing on employee motivation in First Bank PLC, Awka.

Research Questions

The following questions were formulated in line with the objectives of this study;

1. What extent does knowledge acquisition affect employee job satisfaction in First Bank PLC, Awka?
2. What extent does knowledge sharing affect employee motivation in First Bank PLC, Awka?

Conceptual Clarifications

Knowledge Management

Knowledge management is a process of recording, developing, distributing, and employing knowledge appropriately. It involves a set of functions that creates, acquires, disseminates and uses knowledge for the sake of innovativeness and competitiveness (Salsabila & Bekti, 2022). Alauddin et.al. (2019), knowledge management is a process of gathering and dispensing knowledge across different users. Knowledge is deemed essential in today's organization due to the central place it occupies, is leveraged through knowledge management for the overall productivity, enhancement, and growth of organizations.Knowledge management is a set of activities that facilitates the acquisition, exploration, sharing, and distribution of knowledge resources for implementation in the processes, decisions, operational functions, and action plans in the organization (Al- Ti, 2016).

Knowledge Acquisition

Attia and Salama (2018), knowledge acquisition refers to the activities geared at extracting and organizing knowledge from different sources.It is a vital way that the organization to gain new knowledge and capabilities.Knowledge acquisition plays a huge role in helping the organization understand its customers and adapt to their changing needs (Wijethilake, 2017). Organizations who are very good in this process are more postioned to perform better than their competitors and to expand their knowledge base. Knowledge acquisition (KA) involves the use of new knowledge or the change of information broker in the unambiguous and wordless knowledge of an association, which requires associations to seek specific information in internal and external environments (Xue, 2017). Similarly, Nzau (2017) found that companies use brainstorming sessions, workshops and seminars, and employee relations to gain new insights and customer satisfaction, share knowledge, and support organizational learning.

Knowledge Sharing

Al-Emran&Teo (2020) Knowledge sharing is the process of disseminating different knowledge resources to employees involved in various aspects of the organization. It can be defined as the extent to which an organization distributes knowledge across various functional areas. The process of knowledge sharing enables the organization to exploit existing knowledge or combine different existing knowledge to form new knowledge.Organizations encourage workers to share knowledge and use shared knowledge to perform important tasks that gain competitive

advantage. Therefore, knowledge sharing (KS) is an important part of effective knowledge management, as it provides results for some organization problems that cannot be resolved by using other knowledge management approaches.

Employee Job Satisfaction

Haralayya (2021) employee job satisfaction is the level of gratification an employee gets while performing his work in the organization. It determines the level of effort that employees exert in their jobs**.** Ölçer and Florescu (2015) satisfied employees are vital in the organization considering that they can align themselves to task decisions and commit to the overall course of the organization. In general, job satisfaction contributes to job retention, morality, ethics, and citizenship behavior in the organization.

Employee Motivation

Motivation is the driving force within an individual that influences his behavior and keeps him on a particular task. It creates earnestness, focus, and continuous exertion of effort in achieving a given objective.(Bulto and Markos 2017).

Theoretical Review

Assimilation theory was propounded by Nevis, DiBella, and Goulds in 1995. The theory opined that organizational learning is the organization's ability to improve performance based on its experience. It further proposed that learning processes in the organization take place in three phases which are namely knowledge acquisition which is concerned with the development of skills and insights, knowledge sharing which involves spreading what is learned and lastly, knowledge utilization which deals with using what is learned in situations as they arise in the organization. Knowledge acquisition was identified to be a cognitive process while others are behavioral (Leavitt, 2011; Nevis et al., 1995).

Assimilation theory emphasized learning processes that are important for organizations to be able to scale through in an environment bombarded with uncertainty, changes, and intense competition due to globalization. Through learning processes, knowledge management can be facilitated to enable employees to maneuver prevailing trends and also beat the competition at this time. Learning processes enhance effective knowledge management which will eventually result in improvement in the performance of employees.

Empirical Review

Obaro et al. (2022) conducted a study on the effect of knowledge management on organizational competitiveness in First Bank, Nigeria. The study measured knowledge management using knowledge infrastructure capability, knowledge process capability, and knowledge relational capability to evaluate whether these capabilities have a significant effect on organizational competitiveness. Data was collected from 129 employees working at First Bank of Nigeria situated in Abuja. Structural equation modeling was used to analyze data processed on Smartpls3. The

findings indicate that knowledge infrastructure capability and knowledge relational capability have a positive and significant relationship with organizational competitiveness. However, knowledge process capability was found to have no significant relationship with organizational competitiveness.

Mantow and Nilasari (2022) examined the relationship between knowledge management, talent management, employee development, and employee performance in the information technology field in Jakarta, Indonesia. The study involved a sample of 225 employees, and the data were analyzed using a Structural Equation Model. The results showed that knowledge management and talent management have a positive impact on employee performance.

Jemal and Zewdie (2021) investigated the role of knowledge management practices on the performance of the Jimma University College of Agriculture and Veterinary Medicine in Ethiopia from the perspective of academic staff. A quantitative descriptive research design, with a cross-sectional approach, and a qualitative method were used to gather data from 143 academic staff. A pre-tested self-administered structured questionnaire was used to collect data. The study found that willingness to share and discover knowledge was high, and knowledge sharing, capture, utilization, organizational, and IT infrastructure support were at a medium level. The Chi-square test indicated that there was an association between knowledge capture, sharing, utilization, organization support, IT support, and performance. However, ordinal logistic regression analysis revealed that only knowledge utilization had a positive and significant impact on performance.

Umoh and Amah (2013) examined the relationship between knowledge acquisition and organizational resilience. The sample for the study consisted of 128 employees from the thirty-four manufacturing companies that are registered with the Manufacturers Association of Nigeria, Rivers State Council. The study utilized both quantitative data (questionnaire) and qualitative data (interview). The Spearman rank correlation coefficient and Multiple Regression Model using the Statistical Package for Social Sciences (SPSS) version 17 were utilized for the analysis of data. The findings revealed a positive and significant relationship between knowledge acquisition and organizational resilience. Specifically, knowledge acquisition was revealed to have a positive and significant influence on organizational resilience. Based on the findings, it was concluded that knowledge acquisition enhances organizational resilience. More specifically, it was concluded that knowledge acquisition, enhances organizational adaptation, organizational resourcefulness, and organizational learning. It is recommended that organizations should continue to strengthen their knowledge acquisition practices in their everyday activities as this is a sure guarantee for their resilience.

Nurrachman et al. (2019) analyzed the effect of Knowledge Sharing on the performance of employees in PT Tama Cokelat Indonesia. The study used a quantitative approach with a survey method that made use of 69 respondents. The

variables under study were knowledge donating, collecting for knowledge sharing and quality of work, knowledge of work, cooperation, reliability, initiative, and personal quality for employee performance. The study employed descriptive statistics and component-based SEM to analyze data. The result showed that knowledge sharing had a positive and significant effect on employee performance.

Saeed (2017) examined the effect of knowledge management practices on organizational performance with a case study of Halabja University. The sample size of 1450 groups of the university's staff and specialists. 350 questionnaires were distributed and 312 responses were gotten. The data was analyzed on SPSS v.23 program and the results show that knowledge creation, knowledge sharing, knowledge storage, and knowledge application have a positive effect and significant effect on employee performance, IT performance, and customer satisfaction.

Abomeh and Mohammed (2016) investigated the impact of knowledge transfer on employee performance in small agriculture businesses in Asaba. The study utilized a survey design method and collected data from 297 small agriculture businesses using both quantitative and qualitative methods. The data were analyzed using regression analysis. The result showed that knowledge transfer has a positive effect on employee performance.

Gap in the knowledge

From the literature reviewed, some studies have addressed knowledge management alongside with other variables such as organizational performance, organizational success, organizational design, employee efficiency, and even employee performance. But, none of these studies have specifically studied the effect of knowledge acquisition, knowledge sharing, on employee job satisfaction, job motivation in First Bank PLC. So, this study was conducted to fill the gap.

Materials and Methods

The study adopted a survey research design to supports the involvement of respondents in the collation of data.The data used in this study were collected with an aid of a structured questionnaire.The target population for this study comprises seventy-seven (77) employees who are directly involved in the banking activities at the various four branches of First Bank PLC located in Awka, Anambra state, Nigeria. Bio-data collected were presented using simple frequency and percentage tables. The data were analyzed using descriptive statistics and Simple Regression on Statistical Package for Social Sciences (version 20) at a 5% level of significance.The questionnaires were specifically designed to collect data on the effect of knowledge management on employee performance in First Bank PLC, Awka. The distribution and the collection of data involved careful considerations and planning to ensure that the data received was gotten from the employees of First Bank PLC was not biased in any way.

Data Presentation

Table 1: Demographic Profile of Respondents

Demographic variables	**Frequency**	**Percentage (%)**
Male	15	48.4
Female	16	51.6
Marital status		
Single	17	54.8
Married	14	14.2
Age		
20-25years	-	-
26-30years	17	54.8
31-35years	6	19.4
36-40years	4	12.9
41-45 years	3	9.7
46-50years	1	3.2
Academic qualification		
NCE	1	3.2
HND	4	12.9
BSC	20	64.4
MSC	6	19.4
Working Experience		
0-5	20	64.5
6-10	7	22.6
11-15	2	6.5
16-20years	2	6.5

Source: *Field data.*

The table shows the demographic profile of 31 respondents that participated in the survey. The majority of the respondents were female consisting of 51.6% of the total population. The table also showed that 54.8% of the population are single while the others were married. Concerning age, the age range of 26-30 was identified to be the highest with a population of 54.8% of the total population while 46-50 was the lowest. Concerning the academic qualification of the respondents, 64.4% were identified to be Bachelor's Degrees holders while others were MS, HND, and NCE, holders respectively. Finally, regarding the years of service, most of the population were identified to have stayed in First Bank PLC between 0-5 years while 22.6% were between 6-10 years, and the others have spent more than 10 years in First Bank PLC.

Analysis of Data Related to Research Questions

Table 2: Descriptive Statistics for Knowledge Acquisition

S/N	**Knowledge Acquisition**	**SA**	**A**	**U**	**D**	**SD**	**Mean**	**Remarks**
	I have participated in training programs offered by my employer	25	6	-	-	-	4.19	Accept
	Opportunities for learning and development are important to me in my current job	24	7	-	-	-	4.7	Accept
	Opportunities for learning and development provided by my employer have impacted my job positively	22	8	-	1	-	4.64	Accept

Table **3:** Descriptive Statistics for Employee Job Satisfaction

	Employee Job Satisfaction	**SA**	**A**	**U**	**D**	**SD**	**Mean**	**Remarks**
1	I am satisfied with my current job overall	5	14	8	2	2	3.58	Accept
2	I will feel more satisfied with my work if certain changes were made	19	9	2	1	-	4.48	Accept
3	My job satisfaction level has changed over time	8	11	7	3	-	3.83	Accept

Table 2, and 3, showed the different responses to the first research question. From the decision rule, the mean score that is 3.0 and above will be accepted. All the mean scores under knowledge acquisition were above 4.0. So, the values under knowledge acquisition will be accepted. Under employee job satisfaction, the values were 3.58, 4.48, and 3.83 respectively and all the values exceed 3.0. So, the values will be accepted.

Table 4: Descriptive statistics for Knowledge sharing

	Knowledge Sharing	**SA**	**A**	**U**	**D**	**SD**	**Mean**	**Remarks**
1.	Knowledge sharing is important for my current job	23	8	-	-	-	4.7	Accept
2.	I share my knowledge to co-employees	21	10	-	-	-	4.6	Accept
3.	I have received	22	9	-	-	-	4.70	Accept

	knowledge from co-employees that has helped me in my job							

Table 5: *Descriptive Statistics for Employee Motivation*

	Employee Motivation	**SA**	**A**	**U**	**D**	**SD**	**Mean**	**Remarks**
1.	Job Motivation is important to me	25	6	-	-	-	4.81	Accept
2.	I am motivated to perform my job	11	14	4	1	1	4.06	Accept
3.	Knowledge sharing from co-employees can motivate me to perform my job better	13	17	1	-	-	4.39	Accept

From Table 4.and 5. the responses for the second research question showed that the mean score under knowledge sharing is 4.5. Since, they are above 3.0, the values will be accepted by the responses. Under employee motivation, all the values were above 4.0 which falls within the range of acceptance from our decision rule. So, all the values under motivation will be accepted.

Test of Hypotheses

Test of Hypothesis One

H_1: Knowledge acquisition has a positive and statistically significant effect on employee job satisfaction in First Bank PLC, Awka.

Table 6. The ANOVA Table for Knowledge Acquisition on Employee Job Satisfaction.

ANOVA[a]						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	147.480	1	147.480	6.764	.022[b]
	Residual	283.453	13	21.804		
	Total	430.933	14			

Source*:* Researchers' computation using SPSS version 20.

The ANOVA table is used to test the overall significance of the model. From Table 6, the F statistics is 6.764 with the (P-value) of 0.022, because this is below the 5% level of significance, the study rejects the null and accepts the alternate hypothesis and concludes that knowledge acquisition has a positive statistically significant effect on employee job satisfaction in First Bank PLC, Awka.

Table 7: Coefficient Table for Knowledge Acquisition on Employee Job Satisfaction.

Coefficients						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.944	1.456		2.709	.018
	Knowledge Acquisition Frequency	.342	.132	.585	2.601	.022

Source: Researcher's computation using SPSS version 20.

The results of the co-efficient establish the impact of knowledge acquisition on employee job satisfaction. From Table 7, the coefficient of the model is 0.585(KA), the impact from the model of the study is thus; employee job satisfaction (EJS) = 3.944 + 0.585 + μit. This equation shows that there is a direct effect of knowledge acquisition on employee job satisfaction.

The beta value shows the level of contribution of the independent variable (KA) on the dependent variable (EJS). This result shows that knowledge acquisition has impacted more on employee job satisfaction by 58.5% (i.e., 0.585)

Test of Hypothesis Two

H_2: Knowledge sharing has a positive and statistically significant effect on employee motivation in First Bank PLC, Awka.

Table 8: The ANOVA Table for Knowledge Sharing on Employee motivation.

ANOVA[a]						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	653.440	1	653.440	37.761	.000[b]
	Residual	224.960	13	17.305		
	Total	878.400	14			

Source: Researcher's computation using SPSS version 20.

From Table 8 the F statistics is 37.761 with the (P-value) of 0.000, because this is below the 5% level of significance, the study rejects the null and accepts the alternate hypothesis and concludes that there is a statistically positive significance between knowledge sharing and job motivation in First Bank |PLC, Awka.

Table 9: Coefficient Table for Knowledge Sharing on Employee Motivation.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.469	1.321		1.112	.286
	KNOWLEDGE SHARING FREQUENCY	.763	.124	.862	6.145	.000

Source: Researcher's computation using SPSS version 20.

From Table 9, the coefficient of the model is 0.862(KS), and the impact from the model of the study is thus; employees' motivation (EM) = 1.469 + 0.862+ μit. This equation shows that there is a direct effect of knowledge sharing on employees' motivation.

The beta value shows the level of contribution of the independent variable (KS) on the dependent variable (EM). This result shows that knowledge sharing has impacted more on employee motivation by 86.2% (i.e., 0.862).

Summary of Findings

Based on the hypotheses tested, findings showed that there is a positive and statistically significant effect of knowledge management on the performance of employees in First Bank PLC, Awka, Anambra State through the following findings;

1. With F statistics = 6.764, P=0.022, knowledge acquisition has a positive and statistically significant effect on employee job satisfaction in First Bank PLC, Awka.
2. F= 37.761 and P= 0.000, knowledge sharing has a positive and statistically significant effect on employee job motivation in First Bank PLC, Awka.

Conclusion

Based on the findings of this research, knowledge acquisition is an essential factor in improving employee job satisfaction. First Bank PLC needs to invest in its employees by providing opportunities for training and development as a means to acquire new knowledge and refine existing knowledge. This will aid in improving the level of satisfaction which employees have towards their job. In addition, the study revealed that knowledge sharing is vital in improving employee motivation.

Hence, there is a need to incorporate collaboration and teamwork among employees as a way of encouraging knowledge sharing which will serve in boosting their motivation.This has led to the conclusion that First Bank PLC should encourage employees to apply their knowledge to their job and facilitate effective application of knowledge as it will help in making employees more committed to their jobs.

Recommendations

The followings recommendations were made by the study;

1 There should be a robust investment in training and development programs such as online courses, mentorship programs, and workshops that have a clear career development path such as job rotation and opportunities for promotion. First Bank PLC should also provide access to books, journals, and research papers that will support employees to acquire knowledge.

2 First Bank PLC should advocate a culture of continuous learning and knowledge sharing amongst employees, establish platforms that will enhance knowledge sharing, and also, create an environment where employees will be spurred and motivated to seek out new skills, share expertise, and knowledge, and collaborate with others.

Contribution to Knowledge

This study has contributed to the literature on organizational behavior and management. It has also succeeded in researching the effect of knowledge management on employee performance. Hence, providing valuable insights and understanding into the effect of knowledge management processes such as acquisition, sharing on employee outcomes- Job satisfaction, motivation. Based on findings, the study has supplied some practical recommendations for organizations, especially in the banking sector on how they boost their knowledge management processes to support their employees to realize organizational goals and objectives. In conclusion, the study has provided insights that will be beneficial in designing effective knowledge management strategies that will cause improve employee performance.

Suggestions for Further Studies

- The Impact of Knowledge Management on Organizational Innovation and Creativity.
- Knowledge Management and Organizational Resilience in Multi-National Companies.

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