

# Exploring the Relative Importance of Knowledge Management Practices in Employee Performance in Brewing Industry in Nigeria

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doi: <https://doi.org/10.37745/ijbmr.2013/vol14n494103>

Published July 05, 2026

**Citation:** Bassey F., Uquang E., Umoh V. (2026) Exploring the Relative Importance of Knowledge Management Practices in Employee Performance in Brewing Industry in Nigeria, *International Journal of Business and Management Review*, 14(4),94-103

**Abstract:** *This study investigated the relative importance of knowledge management practices in employee performance in the brewery industry in Nigeria. The study was based on a survey research design. The population of this study was 273 while the sample size was 162 as determined through Taro Yamane Sample size determination formular. Data analysis was done with multiple regression method. Result of the study showed an  $R^2$  of 0.790 which implies that about 79% percent of the changes in knowledge management practices of knowledge acquisition, knowledge sharing and Knowledge creation jointly influences about 79% of employee performance in the Brewery Industry in Nigeria. The model also showed significant goodness of fit ( $p$ -value  $< 0.05$ ), indicating that these variables when brought together have a linear relationship as stated in the model. The analysis also indicated that in terms of their relative importance of knowledge management practices, knowledge acquisition ( $Beta = 1.302$ ,  $t = 3.288$   $P < 0.05$ ) will have the highest influence on employee performance in the brewery industry in Nigeria; this will be followed by knowledge sharing ( $Beta = 0.377$ ,  $t = 2.772$   $P < 0.05$ ) and the third would be Knowledge creation ( $Beta = 0.931$ ,  $t = 2.421$   $P < 0.05$ ). It was recommended that brewing firms in Nigeria should establish a framework that promotes knowledge acquisition, sharing and creation, which can then be employed to yield benefits for the organization.*

**Keywords:** knowledge management practices, employee performance, brewery industry, Nigeria

## INTRODUCTION

In all organizations the world over, employee performance is considered central to successful service delivery given that it directly impacts organizational productivity. Therefore, it is not uncommon for organizations to embark upon initiatives which targets enhancement of employee performance. However, these initiatives in some cases have often fallen short, as seen in the persistent decline in employee performance, marked by low productivity and commitment. This decline is partly attributed to poor knowledge management practices, which fail to effectively acquire, share, retain and apply knowledge within organizations. Hence, the need to examine the effect of knowledge management on

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employee performance, as effective knowledge management systems can enhance access to information, foster a supportive work environment, and boost job satisfaction.

Knowledge management is an essential component that holds significant value as a resource within any organization. In the context of modern business practices, the acquisition of knowledge plays a crucial role in facilitating the efficient execution of daily operations, effective managerial decision-making, and the long-term growth and advancement of organizations. Therefore, knowledge management can be conceptualized as a strategic methodology employed by modern organizations to efficiently govern their activities. According to Ikujiro and Hironori (2022), within the framework of globalization, knowledge is seen as a valuable asset that possesses the capacity to provide long-lasting competitive advantage.

Easterby-Smith and Lyles (2020) provide a definition of knowledge management as the use of managerial activities, including planning, organizing, motivating, and controlling, to facilitate the effective allocation of resources within an organizational context. On the other hand, the concept of knowledge sharing is the act of facilitating and disseminating knowledge on a large scale, with the aim of enhancing work processes by increasing efficiency and intensity (Lee, 2021). This implies that persons with a significant level of skill are more inclined to obtain the requisite knowledge from a variety of sources in a way that enhances their performance and enables them to successfully complete their jobs. Knowledge sharing is a fundamental practice that involves the dissemination of knowledge amongst persons inside or across an organizational context. The concept of knowledge sharing entails the exchange of employees' information, abilities, and experiences, with the objective of augmenting their performance (Tiwana, 2021). The process involves the dissemination of knowledge and experiences among the members of the organization. Nonetheless, inadequate execution of information dissemination and management inside an organization can have a detrimental impact on organizational performance.

The significance of knowledge management in relation to the sustainable performance outcomes of employees is of utmost importance, particularly in light of the highly competitive nature of the contemporary business landscape. Although Knowledge management has demonstrated successful implementation in certain firms, it encounters challenges inside other establishments operating within the same industrial sector. The lack of a robust tool for disseminating information within organizations is a significant challenge. The brewery industry, has not received an appreciable level of scholarship; more so, no research effort has been initiated to reveal the relative importance of knowledge management practices in employee performance within the industry. The researchers' curiosity was aroused by these aforementioned concerns, leading to an exploration of the relative importance of knowledge management practices in employee performance in the brewery industry in Nigeria.

## LITERATURE REVIEW

### **Knowledge Management**

The acquisition and utilization of knowledge is a formidable asset for organizations, particularly those that operate within knowledge-intensive sectors. The rapid evolution of technology and shifting consumer preferences have necessitated firms to engage in perpetual competition within their respective industries. According to Alan (2020), knowledge management encompasses a range of activities, including projects, processes, strategies, and systems, that support and improve the storage, evaluation, sharing, retention, and generation of information. Knowledge management can be conceptualized as the systematic endeavor undertaken by organizations to convert individual knowledge into institutionalized knowledge within the organizational context. Davenport (2019), explained that knowledge management can be traditionally characterized as the systematic procedure of acquiring, disseminating, and proficiently leveraging knowledge. According to Robbins, Judge, and Sanghi (2021), knowledge management may be described as the systematic procedure of arranging and disseminating the collective knowledge of an organization in order to ensure that relevant information is appropriately directed to the appropriate recipients.

Effective knowledge management inside a company, involving the appropriate dissemination of knowledge to the relevant areas and personnel, can confer a competitive advantage over industry rivals. Furthermore, this practice enhances employee performance by equipping them with the necessary understanding of their tasks and responsibilities. Knowledge management is a critical organizational process that should be implemented to effectively identify, generate, represent, and disseminate the necessary information and experience needed to enhance employee performance. Kianto and Vanhala (2020), enthused that knowledge management is perceived as a strategic approach aimed at facilitating the transformation of knowledge into actionable insights and promoting its dissemination throughout an organization.

Knowledge acquisition refers to the systematic development and formation of insights, skills, and relationships (Tiwana 2021). Choo (2019) provided a definition of knowledge acquisition as the set of activities aimed at augmenting the reservoir of knowledge inside an organization. Knowledge acquisition refers to the process by which companies acquire the necessary knowledge to facilitate the achievement of their objectives in a streamlined, effective, and cost-efficient manner.

Knowledge sharing refers to the facilitation of knowledge dissemination in order to improve work efficiency and effectiveness in knowledge-intensive environments (Lee, 2021). This involves knowledgeable employees acquiring necessary knowledge from diverse sources, enabling them to perform their tasks successfully. Knowledge sharing is a fundamental process that necessitates the transfer of knowledge among individuals inside or across organizational entities. Information sharing encompasses the process of

Publication of the European Centre for Research Training and Development-UK exchanging employees' information, abilities, and experiences, with the aim of enhancing their performance. According to Otto (2019), knowledge sharing activities encompass a range of formal communication methods, collaborative brainstorming sessions, as well as mentoring and coaching initiatives

Knowledge creation involves the ongoing amalgamation, transmission, and transformation of many forms of knowledge (Choo 2019). In a rudimentary sense, it entails the generation of concepts that enable a company to attain a significant competitive advantage over its competitors. According to Otto (2019), knowledge creation refers to an organization's capacity to generate novel and valuable ideas and solutions for different elements of organizational processes and managerial practices. Essentially, it can be posited that knowledge inside a corporation is generated through the process of organizational learning and innovation, wherein the firm and its constituents actively engage in the acquisition and application of knowledge. The observation has been made that the process of knowledge creation has a significant role in fostering innovation and overall development inside an organization, hence enhancing the performance of its employees. The process of knowledge creation is primarily focused on acquiring knowledge from external sources, which is subsequently developed through communication and interaction among personnel within the company (Garcia-Fernandez, 2020).

### **Knowledge Management and Employees' Performance**

The incorporation of **knowledge** management inside a company has the potential to enhance the individual proficiency of employees while simultaneously bolstering their innovative capacity. The performance of employees can be boosted by their competence and innovative abilities. This implies that employees who possess these qualities will have a clear understanding of their tasks and will be able to execute them in the most effective manner. The impact of knowledge management on job satisfaction and staff performance was examined in a study done by Khanal and Santosh (2021). When a person has complete job satisfaction, there is a potential for increased engagement and effort in their work. According to Robbins (2019), job satisfaction is a broad attitude that pertains to the overall evaluation of an employee's performance. Knowledge management plays a crucial role in enhancing the learning process among employees, both through internal collaboration and external information sources. Collaborative learning facilitates the acquisition of production-related knowledge, hence enhancing performance. Effective knowledge management has the potential to introduce novel ideas and concepts among personnel. Employees that possess a strong understanding of manufacturing processes are more likely to operate in accordance with the unique requirements of the market. Knowledge is the fundamental element that serves as the foundation for addressing various issues faced by organizations or individuals. Effective knowledge management plays a pivotal role in enabling personnel to effectively address a majority of production-related challenges. When an employee possesses viable answers to production issues, it is highly likely that the performance of said employee will be enhanced, thus leading to an improvement in the market value of the organization. An employee who fails to acquire sufficient

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understanding about their job may not meet performance expectations. Knowledge management is a strategic approach that can be employed to motivate employees towards fostering creativity, innovation, and the generation of ideas, ultimately leading to enhanced performance.

This study is theoretically founded on Knowledge-based theory was formulated by Grant (1997). The knowledge-based theory examines knowledge as the primary resource that plays a crucial role in the success of an organization. Grant (1997) asserts that the ability to originate and manage knowledge-based resources is often challenging and socially intricate. Consequently, the heterogeneity of knowledge bases and capacities among organizations plays a crucial role in sustaining competitive advantage and achieving better organizational performance. In alternative terms, it can be argued that the origin of competitive advantage within the ever-changing business landscape does not lie solely in the firm's accumulated information, as the value of such knowledge is prone to rapid decline due to its susceptibility to obsolescence. However, the establishment of a prolonged competitive advantage is contingent upon the possession of tacit individual knowledge. Tacit knowledge possesses the potential to serve as a foundation for attaining a competitive advantage due to its distinctive nature and limited mobility, as it is primarily ingrained inside individuals rather than the business itself. Hakanson (2020) expounded upon the knowledge-based theory, emphasizing that businesses are social entities that acquire, retain, and utilize internal knowledge, skills, and capacities, which are crucial for the firm's sustenance, expansion, and achievement.

The study at hand incorporates the application of knowledge-based theory. In the contemporary business landscape, it is imperative for organizations to have well-informed personnel who possess the necessary expertise to effectively contribute towards the attainment of organizational goals and objectives. The ability of employees to make substantial contributions to organizational success is contingent upon the organization's prioritization of knowledge management. Therefore, the allocation of resources and focus on the acquisition, sharing, and creation of knowledge may have an impact on employees' proficiency in doing their designated tasks. Consequently, the absence of a well-established framework for organizational knowledge management poses challenges in the acquisition, sharing, and creation of knowledge necessary for employees.

The study conducted by Okpebenyo (2021) examined the impact of knowledge acquisition and knowledge generation on the performance of employees in mining enterprises located in Northern Nigeria and found that employee performance of mining enterprises in Northern Nigeria is significantly influenced in a positive manner by both knowledge acquisition and knowledge generation. Okoli et al. (2021) examined the utilization of knowledge management approaches and its impact on the performance of a specific group of industrial enterprises located in the South-East region of Nigeria and discovered that there was a significant and positive correlation between knowledge acquisition, information sharing, knowledge retention, codification of knowledge. Similarly, Hanif et al. (2020) examined the effects of knowledge sharing and knowledge retention on the

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## METHODOLOGY

The survey research design guided the conduct of this study. The population of the study was 273 managerial staff sourced from selected breweries in Nigeria, namely, International Breweries Plc, Nigerian Breweries Plc, Champion Breweries and Infacto Breweries. The questionnaire was used in data collection while data analysis was done with multiple regression analysis. Employee performance was estimated as a function of knowledge management practices, namely, knowledge acquisition, knowledge sharing and Knowledge creation. This was expressed in the form of an equation as follows:  $y = \alpha_0 + b_1x_1 + b_2x_2 + b_3x_3 + e_t$

where

y	=	Employee Performance
$\alpha_0$	=	Intercept (constant)
$b_1$	=	Coefficient of knowledge acquisition,
$b_2$	=	Coefficient of knowledge sharing
$b_3$	=	Coefficient of Knowledge creation
$e_t$	=	error term

## RESULTS AND DISCUSSION

**Table 1 Demographic Profile of Respondents**

Variables	Categories	Frequency	Percentage%
Gender	Male	76	63.87
	Female	43	36.13
Age	Under 30	18	15.13
	31-35	26	21.85
	36-40	37	31.09
	41-45	22	18.48
	46 and above	16	13.45
Education	B.Sc/HND	58	48.74
	M.Sc/MBA	39	32.77
	PhD	8	6.73
	Others	14	11.76
Work experience	Under 1 year	15	12.61
	1-5 years	37	31.09
	6- 10 years	26	21.85
	11-15 years	35	29.41
	16 years and above	6	5.04

**Source: Field Data, (2026)**

Table 2 is an analysis of the demographic characteristics of the respondents in this study. From Table 2, the gender distribution shows that out of the 119 respondents who took part

Publication of the European Centre for Research Training and Development-UK in the survey, 76 of them were male. This represented 63.87% while 43 respondents were female. This represented 36.13%. The result implied that majority of the respondents in the study were male. The table indicates the age distribution of the respondents. In terms of age, 18 respondents were under 30 years of age. This number represented 15.13%, 26 respondents fall between 31 – 35 years of age. This represented 21.85%, 37 of the respondents fall between the age of 36 – 40 years of age. This represented 31.09%. Furthermore, 22 respondents were between 41– 45 years. This represented 18.48% while 16 of the respondents were aged 46 and above representing 13.45%. The analysis indicated that more respondents in the study belonged to the age bracket of 36-40. Also, the table presents the educational background of the respondents. with respect of level to the education, 58 of the respondents possessed a BSc/HND. This represented 48.74%, and 39 of them had MSc/MBA. This represented 32.77%, 8 respondents had PhD. This represented 7.69 while 11 respondents had other qualifications. This represented 6.73%. The analysis showed that most of the respondents were holders of BSc/HND. Table 4.4 also presents the 'years of experience of respondents. It shows the number of respondents that had work experience under one year was 15. This represented 12.61%, 37 of the respondents falls between 1-5 years of experience. This represented 31.09%, while 26 of them fall between 6-10 years of experience representing 21.85%, and 35 of the respondents fall between 11-15 years of experience. This represented 29.41% and 6 of them falls between 16 years and above of work experience. This represented 5.04%. The result means a majority of the research participants were well experienced.

### Hypothesis

- H<sub>0</sub>: Knowledge acquisition, knowledge sharing and Knowledge creation have no combined significant positive influence on employees' performance in the Brewery Industry in Nigeria
- H<sub>1</sub>: Knowledge acquisition, knowledge sharing and Knowledge creation have a combined significant positive influence on employees' performance in the Brewery Industry in Nigeria

**Table. 2: Multiple-Regression Analysis Result on combined influence of Knowledge acquisition, knowledge sharing and Knowledge creation on employees' performance in the Brewery Industry in Nigeria**

<b>Model Summary</b>						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	
1	.889 <sup>a</sup>	.790	.710		0.62086	
<b>Goodness of Fit<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.631	3	44.712	192.621	.000 <sup>b</sup>
	Residual	41.392	117	.302		
	Total	78.023	118			
<b>Coefficients<sup>a</sup></b>						

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Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.063	.423		2.314	.031
	X1i	1.302	.396	.263	3.288	.000
	X2i	.377	.136	.329	2.772	.002
	X3i	.293	.121	.247	2.421	.000

a. Dependent Variable: Yi

b. Predictors: (Constant), X1i, X2i, X3i,

Table 2 presents the combined influence of Knowledge acquisition(X1i), knowledge sharing (X2i ) and Knowledge creation(X3i) on employees' performance in the Brewery Industry in Nigeria. The generalized model summary showed an R of 0.889 which indicates a strong positive relationship between elements of knowledge management, namely, knowledge acquisition, knowledge sharing and Knowledge creation on employees' performance in the Brewery Industry in Nigeria. The R<sup>2</sup> of 0.790 implies that about 79% percent of the changes in knowledge management practices of knowledge acquisition, knowledge sharing and Knowledge creation jointly influences about 79% of employee e performance in the Brewery Industry in Nigeria. The model also showed significant goodness of fit (p-value <0.05), this shows that these variables when brought together have a linear relationship as stated in the model. The analysis also indicated that in terms of their relative importance of knowledge management practices, knowledge acquisition (Beta = 1.302, t= 3.288 P< 0.05) will have the highest influence on employee performance in the brewery industry in Nigeria; this will be followed by knowledge sharing (Beta = 0.377, t= 2.772 P< 0.05) and the third would be Knowledge creation (Beta = 0.931, t= 2.421 P< 0.05).

Findings of this study is in line with previous studies in the research area. For instance, Gatuyu and Kinyua (2020) discovered that knowledge management had a notable impact on the performance of small and medium-sized enterprises (SMEs). Similarly, Lo et al. (2021) conducted research that revealed a significant influence of knowledge management on organizational effectiveness. Additionally, Nyaboke (2019) conducted a study which demonstrated that knowledge management had a substantial effect on the performance of research institutes. The result of this study implies that brewing firms in Nigeria should establish a well-organized framework for knowledge management. This would facilitate the efficient acquisition and assimilation of diverse modifications and advancements within its own industry.

## CONCLUSION AND RECOMMENDATION

This study was conducted to examine the relative importance of knowledge acquisition, knowledge sharing and Knowledge creation in employees' performance in the Brewery Industry in Nigeria. Result of the study indicated that knowledge management practices can determine employee performance in the brewery industry in Nigeria. A further insight

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of the study is that in terms of relative importance, knowledge acquisition had the highest influence on employee performance in the brewery industry in Nigeria, knowledge sharing was the second and Knowledge creation was the third. The study contributes to knowledge by empirically ascertaining the relative importance of knowledge management practices in employee performance in the brewery industry in Nigeria. It is recommended that brewing firms in Nigeria should establish a framework that promotes knowledge acquisition, sharing and creation, which can then be employed to yield benefits for the organization. A major limitation of this study is that only four brewing firms were studied in Nigeria. hence, generalization of findings may be affected. Additional related studies with expanded scope are suggested for improvement of generalization of findings.

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