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KNOWLEDGE SHARING AND ORGANISATIONAL SURVIVAL IN ILORIN KWARA STATE

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Abstract

Organizational survival is constrained by ineffective management of knowledge sharing practices and thus calls for critical investigation. The study examined the effect of knowledge sharing on organisational survival in Olam Flour Mills Plc, Ilorin, Kwara State. The study adopted a descriptive survey with multi-stage sampling technique which includes, purposive, stratified and simple random sampling techniques. Primary method was used for data collection with structured survey questionnaire. Descriptive and inferential statistics were used and multivariate regression analysis was adopted for the inferential statistics. Findings revealed that knowledge sharing has effect on organisational survival and the result is significant at p-value=0.000<0.05. Findings also showed that survival of the organisation is improved by brainstorming than the other variables of knowledge sharing 5% level of significance. The study concluded that the variable of brainstorming and productivity have significant effect on organizational survival and therefore recommended that management of the company should direct its policy to promote knowledge sharing.

Keywords: Brainstorming; Training and Learning; Knowledge Sharing; Organisational Survival; Jel Classification Code: G21, J24, J62, J81, M12

Introduction

Knowledge sharing has the potential to enhance the firm's overall value and ineffective knowledge management renders knowledge immaterial and unhelpful to organisational operations (Janus, 2018). Companies that effectively manage and grow their knowledge base contribute positively to the nation's development. Organisational survival hinges on the management of knowledge, which is regarded as a critical resource. Among various resources, knowledge is particularly valuable because it includes best practices, lessons learned, problem-solving strategies, and innovative processes, all of which are challenging to duplicate (Renzel, 2018).

The survival and growth of businesses depend not only on leveraging tangible assets but also on managing knowledge effectively (Lee & Sukoco, 2019). The rapid expansion of information underscores the importance of robust knowledge management systems in organisations (Zuzana, 2018). Therefore, organisations must appreciate the value of the knowledge and experience held by their employees. They should focus on capturing, organising, and storing this knowledge in a way that makes it accessible to others. Knowledge sharing thrives on face-to-face communication and collaborative work within teams. These interactions facilitate the exchange of ideas and experiences. One of the main difficulties in knowledge sharing is how management should encourage employees to share their knowledge without fear of been dispense with. The reluctance of the employees to share their knowledge stems from employees preference to solve problems independently rather than seek advice from others.

Furthermore, many individuals do not realise that their knowledge could be valuable to others or applicable in different situations. Fear of losing recognition or credit may discourage employees from sharing their insights, especially if others use their knowledge without proper acknowledgment (Skyrme, 2018). Moreover, in some organisations, a culture of "sharing is caring" makes knowledge sharing more natural and widespread. However, fostering such a culture is not universal and may require deliberate effort. This underlines that successful knowledge sharing requires addressing these challenges through cultural shifts, recognition systems, and mechanisms in order to encourage collaboration and trust among employees.

In today's dynamic business environment, knowledge sharing is indispensable for organisational survival. It ensures that management decisions are rooted in a comprehensive understanding of internal and external factors (Yousaf et al., 2022). The survival and success of organisations rely on how well they can manage and share knowledge within (internal) and outside (external) the organisation. Internal knowledge may involve sharing best practices, lessons learned, or expertise across teams, while external knowledge could include learning from industry trends, customer feedback, or partnerships.

Nigerian organisations may face unique challenges such as limited infrastructure for knowledge sharing, resistance to change due to cultural or organisational inertia and lack of effective knowledge management systems. Similarly, the focus on effective implementation suggests that, processes and systems for turning ideas into actionable strategies are lacking and that, there might be barriers such as inadequate resources, poor communication channels, or weak leadership commitment to knowledge sharing. Therefore, organisations increasingly prioritise operationalising knowledge to stay competitive (Utomo et al., 2023). Addressing these challenges requires adopting tools, practices, and mindsets that foster open communication, collaboration and the integration of shared knowledge into decision-making processes. It is against this background that the study investigated the effect of knowledge sharing on organisational survival, focusing on Olams Flour Mills, Ilorin Kwara State,

Literature Review

Concept of Knowledge Sharing (KNS)

Knowledge sharing (KNS) as discussed, is integral to converting individual insights into a collective organisational knowledge base, fostering collaboration, innovation and efficiency. According to Osman et al. (2023), KNS can be categorised into three distinct aspects: explicit KNS which has to do with the transfer of codified, structured and easily communicated knowledge. This includes, manuals, guidelines, and standard operating procedures, as well as documented best practices. This is to provide a tangible and accessible resource for employees to refer to, reducing redundancies and improving operational efficiency. The second phase is tacit KNS related to the exchange of personal experiences, skills and know-how that are harder to formalise and communicate (Snowden, 2022). These are mentorship, storytelling, hands-on training and informal discussions which enhances problem-solving, creativity and innovation by leveraging deep, experience-based knowledge. The third phase is collaborative KNS is the dynamic process where employees work together to co-create or refine knowledge through interaction and feedback (Osman et al., 2023).

As Al-Omoush et al. (2023) state, KNS centers on making knowledge accessible and available within the organizational framework. This ensures that individual insights contribute to collective learning, fostering a culture of openness and continuous improvement.

Norris et al., (2023) added to this perspective, asserting that knowledge becomes tangible when it is transformed into digitized content, shared contextually in digital formats, or exchanged through direct and indirect interactions. This suggests that while KNS may be inherently intangible, digitization and structured interactions provide ways to make it more observable and manageable within organisations. These insights emphasize the need for strategic approaches to integrate and track knowledge-sharing practices effectively.

Snowden (2022) noted that embedding knowledge into everyday work processes is both time-consuming and expensive. He argued that while it is impossible to measure whether individuals are actively sharing their knowledge, organizations can measure compliance with processes. This underscores the challenge of managing intangible assets like knowledge, as employees are not susceptible to directive control when it comes to such assets.

Concept of Brainstorming

According to Utomo et al. (2023), brainstorming is a widely practiced technique aimed at eliciting creativity and fostering innovation among individuals. Each person possesses varying degrees of knowledge about particular subjects and unique ways of perceiving identical information. Brainstorming facilitates the exchange of perspectives, ideas, and cognitive frameworks commonly employed by individuals. This process enables the examination, defense, and evolution of these ideas, views, and mental models. By engaging in brainstorming sessions, it becomes feasible to unearth the diverse array of viewpoints and cognitive frameworks residing within the participants' minds.

Training and Learning

Facilitated sessions designed to impart knowledge and skills, creating opportunities for learning and interactive discussions. Learning can come via interactions with others or from official training and courses (Yousaf et al., 2022).

Norris et al. (2023) viewed training as a structured, short-term process designed to teach specific skills or knowledge for immediate job performance, while learning is a broader, continuous, and often self-directed process of acquiring knowledge and experience over time. Training is a subset of learning, focusing on

behavioral changes, whereas learning is a holistic, personal development journey

Organisational Survival

Organisational survival as a key metric for assessing a firm's capability and success. It reflects the firm's ability to meet both internal goals (like operational efficiency and employee satisfaction) and external objectives (such as market share and customer value). Survival is presented as a comprehensive concept that integrates growth, success, productivity and competitiveness. Organisational survival reflects a firm's capacity to endure and thrive, serving as a measure of achievement and sustainability (Bonn et al., 2020; Tejeiro-Koller et al., 2018; Fadeyi et al., 2019).

Firm growth, closely tied to survival, encapsulates various dimensions, including competitive strength, operational productivity, and overall success (Elenwo, 2023). This emphasises that survival and growth are intertwined, with growth strategies influenced by market dynamics and firm-specific capabilities. Traditionally, fluctuations in firm survival have been linked to the structure of industries, resources and capabilities that they possess (Krupskyi & Kuzmytska, 2020). Strategically, survival serves as sources of sustainable competitive advantage in the market (Lin & Yi, 2023). Accessing, mobilizing, and deploying resources is deemed crucial for firms to achieve growth and moreover, the survival of firms are often contingent upon the adoption of various strategies, with each firm employing distinct approach (Barbhuiya & Chatterjee, 2023).

Theoretical Review

Theory of Planned Behavior

Icek Ajzen's (1991) Theory of Planned Behavior (TPB) states that human behavior is directly predicted by behavioral intentions, which are determined by three core pillars: attitude toward the behavior, subjective norms, and perceived behavioral control. It posits that stronger intentions and higher perceived control lead to a greater likelihood of action. The Theory suggests that people's intentions are shaped by their attitudes, which are based on beliefs about the behavior, and by subjective norms, which reflect beliefs about what others think or expect regarding the behavior. This theory emphases that understanding these underlying factors can help predict and explain human behaviour in various contexts (Arsawan, 2022).

Knowledge Management Theory

The study is anchored in Knowledge Management Theory, which views knowledge management as the process of creating, sharing, using, and managing an organization's knowledge and information. According to McInerney and Koenig (2021), the primary focus of this theory is to understand the best practices for effectively implementing a knowledge management system. This system enhances the way employees create, share, and access information, ultimately improving organisational performance. The theory underscores the importance of optimizing knowledge flow within an organisation to boost efficiency, innovation, and decision-making.

Empirical Review

Patwary et al. (2024) explored the role of knowledge management (KM) practices in innovation performance, focusing on the mediating effects of organisational creativity and organisational learning. Using a quantitative approach, the study surveyed 291 hotel employees in Malaysia through self-administered questionnaires. The data were analyzed using partial least squares structural equation modeling. The findings indicate that KM practices have a positive impact on innovation performance within the Malaysian hospitality sector. Furthermore, the study reveals that organisational learning and creativity significantly mediate the relationship between knowledge management practices and innovation performance.

Soelton et al. (2023) investigated the impact of self-efficacy and KNS on Organisational Citizenship Behavior (OCB), with job satisfaction serving as a mediator. Using a quantitative descriptive approach, the study surveyed 50 permanent employees and employed Smart-PLS 3.3.9 for data analysis. The findings revealed an interesting and somewhat unexpected result was that self-efficacy did not significantly influence OCB. This finding emphasizes the importance of fostering positive self-efficacy and knowledge-sharing practices to enhance job satisfaction and, consequently, OCB.

Martinez-Falco et al. (2023) examined the impact of Knowledge Management (KM) on Sustainable Performance (SP) within the wine industry, focusing on the mediating role of Green Innovation (GI) and the moderating role of Collaborative Culture (CC). The research, based on a conceptual model derived from previous studies, was tested using structural equation modeling (PLS-SEM) with data collected from 202 Spanish wineries. The findings revealed that, KM has a positive relationship with SP, indicating that effective knowledge management practices contribute to the sustainable performance of wineries.

Tinh (2023) explored the transfer of knowledge and experience as unique intangible resources during the intergenerational succession process in small family businesses. The study emphasized the critical role of mentors typically, but not exclusively, the predecessors, in maintaining family business traditions. Findings showed that mentors, particularly predecessors, transfer knowledge and guide successors through the succession

process, to ensure continuity and success. The study further indicated that, communication and interrelation between predecessors and successors play a vital role in maintaining the family business fit and tradition while also promoting innovation. The study concluded that effective knowledge transfer and mentoring, contributes to the long-term success and sustainability of family businesses.

Abdul et al. (2022) conducted a study examining the correlation between KNS and employee survival. Using random sampling, the study involved 226 participants, with data collected through self-administered questionnaires. The research aimed to assess how KNS impacts employee survival, with the relationship evaluated using a T-test methodology. Out of the 226 responses, 209 were valid, while 17 were invalid. The findings revealed that 87% of respondents believed that KNS positively influenced employee survival.

Rudawska (2020) conducted a study that was based on a literature review in intra-organisational KNS and creativity, focuses on the perspective of the knowledge giver and distinguishes between proactive and reactive KNS, noting that the latter is situation-dependent. Findings showed that proactive knowledge sharing have a positive impact on organisational creativity, but it may not always be beneficial for the giver's individual creativity. The study concluded that reactive knowledge sharing, has significant effect on individual creativity for the giver.

Jacqueline et al. (2020) investigated the implications of KNS on knowledge production, focusing on the extent to which two individuals share prior knowledge. The study conducted a natural field experiment at a medical symposium, where they introduced exogenous variation to provide some of the 15,817 scientist pairs with opportunities for serendipitous, face-to-face encounters. Data were gathered using socio-metric badges to track interaction patterns and detailed longitudinal data on the scientists' publication records over the six years following the symposium. Findings showed that, scientists who shared similarities in their research interests were more likely to transfer new knowledge to one another, resulting in knowledge production. The study concluded that KNS can boost organisational knowledge production when potential partners share some prior knowledge overlap.

Methodology

The study employed a descriptive survey research design because it explains the existence of the cause-effect relationship. Descriptive research enables the study to provide accurate description of knowledge sharing and also offers insights into the relationships. The population of the study consists of the staff at Olam Flour Mills Plc Ilorin, which is 200 and all of whom were hired through the administrative branch.

A combination of stratified and simple random sampling techniques were used. Stratified sampling was used to identify and select different departments/units within the study area. Sample size of 132 respondents was determined using Krejcie and Morgan's (1970) sample size table. Primary data was collected using a survey questionnaire. The questionnaire employs a Five (5)-point Likert scale to measure the question items. Likert scale ranges from Strongly Disagree (SD) = 1, Disagree (D) = 2, Neutral (N) = 3, Agree (A) = 4, strongly Agree (SA) = 5.

The significance of the relative important index (RII) between KNS and organizational survival was estimated for each criterion based on ranking the likert-type scale of 5 to 1 has been used by various management researchers such as Kothari (2014) and Fellows and Liu (2019) as determined in the statistical relation below:

$$RII = \frac{5n5+4n4+3n3+2n2+n1}{5N} \quad \ldots\ldots\ldots\

Findings and Discussion

A total of 132 copies of questionnaire were administered on the sales managers, marketing managers, operational managers, customer relation manager and production manager in the selected companies and all questionnaire were successfully returned showing a good response rate of 100%. This study achieved a 100% response rate, with all 132 questionnaire returned.

Ho_1: The relative important index (RII) of the shared knowledge has no significant on Organisational Survival of Olam Flour Mills Plc Ilorin.

Table 1: RII of the connection between the Sharing Knowledge and Organisational Survival of Olam Flour Mills Plc Ilorin

SN	Knowledge Sharing	Frequency of Response					RII	Mean
		5	4	3	2	1		
1.	KNS improves interpersonal relationships among departments.	81	39	6	4	2	0.89	4.53
2.	Implementation of knowledge shared information is fair in your organisation	84	21	9	7	11	0.84	4.40
3.	Collaborative KNS enhances training and learning	54	31	19	21	8	0.75	3.97
4.	KNS is a favourable tool for improving the survival of my organisation.	29	51	42	7	3	0.75	3.97
5.	Frequent KNS gives one a higher status.	20	76	15	8	13	0.72	3.85
6.	Distribution and data systems as a method of knowledge shared are frequently used in our organisation.	37	29	50	5	11	0.71	3.83
7.	KNS can increase or give strength	15	26	58	21	12	0.60	3.69

Source: Author's Computation, (2026)

Table 1 shows the ranking of respondent's response on the relative importance index of sharing knowledge on organisational survival, the greater the index score the higher the mean ranking on the relative importance index of sharing knowledge on organisational survival. Surprisingly, "KNS improves interpersonal relationships among departments" was ranked 1st with RII of 0.89, trailed by "implementation of knowledge shared information is fair in the organization" which was ranked 2nd with RII of 0.84, Collaborative KNS enhances training and learning was ranked third with RII of 0.75, in ties with KNS is a favourable tool for improving the survival of the organisation. Frequent KNS gives one a higher status was ranked 5th with RII of 0.72. Furthermore, "Distribution and data systems as a method of knowledge shared are frequently used in the organization" was ranked 6th and KNS can increase company strength was ranked 7th with RII of 0.60 respectively.

Table 2: Model Summary Test between KNS Variables and Organisational survival in Olam Flour Mill Plc.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
KNS	.871	.759	.758	3.659	1.858

Source: Author's Computation, (2026)

a. Predictor: (Constant), BST, TRL
b. Dependent variable: OGS

The model summary result shows that the R-square is 75.9% (0.759), this implies that 75.9% of the variability changes in organisational survival (OGS) is explained by the variables of KNS. Furthermore, the adjusted R-Square (0.758), is a more conservative way of looking at the variations in the organisational survival (OGS) which is explained jointly by training and learning (TRL) and brainstorming (BST). The Durbin Watson statistic (1.858) suggested positive autocorrelation, with value between 1 and 2, meaning that there is every possibility for KNS to cause a positive change in organisational survival in the study area.

Table 3: ANOVA Test between KNS and Organisational Survival

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19594.705	4	4898.676	101.994	<.05[b]
	Residual	6224.526	128	48.029		
	Total	25819.231	132			

Source: Author's Computation, (2026)

a. Predictor: (Constant), BST, TRL
b. Dependent variable: OGS

The ANOVA in table 3 shows the results of F-statistic = 101.994 at Significance level of $p<0.05$ with df (4, 128), which implies that brainstorming (BST) and training and learning (TRL) jointly predict the organisational survival at 5% level of significant respectively. Thus, the relationship between KNS and organisational survival exists at 5%. This is specified in the p-value<0.05 which falls in the rejection region of the Fisher-test ($F_{0.05(4,176)}=101.994>3.84$), and by implication there is significant relationship between the dimensions of KNS and organisational survival at 95% confidence level.

Table 4: Multivariate Regression Test between KNS and Organisational Survival

		Unstandardized Coefficients		Standardized Coefficients		
Model 1		B	Std. Error	Beta	T	Sig.
Main Effect	(Constant)	19.611	2.653		7.392	.000
	TRL	.671	.254	.119	2.646	.000
	BST	.396	.092	.067	4.304	.000

Source: Author's Computation, 2026

a. Dependent Variable: OGS

Table 4 showed the effect of the variables of knowledge sharing which include, training and learning (TRL) and brainstorming (BST), on organisational survival. The result showed a β-value = 0.671 and 0.396 for TRL and BST respectively. However, TRL has more effect than BST with a B-value = 0.671>0.396. On the basis of the individual statistical significance of the variables as indicated by the p-values=0.000<0.050 level of significance, thus, survival of the organisation is more improved by training and learning than brainstorming.

From Table 1 above, this relative importance index (RII) is significantly high with perception that ''KNS improves interpersonal relationships among departments" ranked 1st with RII of 0.89 which implies that there is strong perception that the connection between sharing knowledge and organisational survival is significant. This means that employee of the organization share knowledge freely among various departments in order to ensure that everyone aligns individual interest with that of the organization. Thus, the selected organization resorted to shared knowledge in a bid to promote its survival in business. This result coincides with findings of Rudawska (2020) and Jacqueline et al. (2020) that firm's external KNS on his relative innovation survival is positive.

While table 2 revealed that the variability changes organizational survival is accounted for by training and learning and brainstorming, table 3 showed that TRL and BST are significant with p-value=0.000<0.050 level of significance. This result aligned with the previous studies of Abdul et al. (2022), and Bojan et al. (2015), that KNS has been tied to team survival. Training and learning engender knowledge and dispense same through brainstorming.

Conclusion

Based on the result above, the positive relationship between the Relative Importance Index (RII) of knowledge sharing and organisational survival the study concluded that KNS contributes to enhancing organisational survival. The study also concluded that

based on the p-value=0.000<0.050 level of significance, the variables of knowledge sharing which include, Training and Learning and Brainstorming have significant effect on organisational survival.

Recommendations

Based on the conclusion above, the study recommended that the management of Olam Flour Mills Ilorin should promote positive relationship among various departments to ensure that knowledge is shared with ease. Also, the management of the company should focus on training and learning and brainstorming in order to promote knowledge sharing.

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