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Knowledge Management Practices and Organizational Performance of Teaching Hospitals in Anambra State, Nigeria

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Abstract: *The study examined knowledge management practices and organizational performance of teaching hospital in Anambra State. The objectives of the study were to: Assess the effect of knowledge retention on organizational performance of teaching hospitals in Anambra State, Nigeria; Determine the effect of knowledge storage on organizational performance of teaching hospitals in Anambra State, Nigeria; Investigate the degree to which knowledge sharing affects organizational performance of teaching hospitals in Anambra State, Nigeria; Evaluate the effect of knowledge transfer on organizational performance of teaching hospitals in Anambra State, Nigeria. Four research questions and hypotheses were formulated in line with the objectives. The study was anchored on Organizational Learning Theory. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was the questionnaire which was administered randomly among the staff of the selected teaching hospitals. The population of the study was 1453. The sample size of the study was two hundred and seventy-nine (279), while two hundred and seventy (270), were retrieved from the respondents. The hypotheses were tested using regression method at 0.05% level of significance. The findings of the study revealed that: Knowledge retention has significant effect on organizational performance of teaching hospitals in Anambra state, Nigeria. Knowledge storing has no significant effect on organizational performance of teaching hospitals in Anambra state, Nigeria. The study recommended that teaching hospitals should come up with policies that will encourage knowledge retention in other to improve their performance through their organizational learning and training on the part of employees. Appropriate technological infrastructure should be provided to facilitate knowledge storing and knowledge protection within the firm.*

Keywords: *knowledge management practices, organizational performance, knowledge retention, knowledge sharing, knowledge storage and knowledge transfer.*

1.1 Introduction

Knowledge management is complex and multifaceted; it encompasses everything the organization does to make knowledge available to the business, such as embedding key information in systems and processes, applying incentives to motivate employees and forging alliances to infuse the

business with new knowledge. Effective knowledge management requires a combination of many organizational elements- technology, human resource practices, organizational structure and culture in order to ensure that the right knowledge is brought to bear at the right time.

Knowledge management initiatives in organization are consequently increasingly becoming important and firms are making significant information technology investments in deploying knowledge management systems (KMS). In this context of view of an organization's knowledge, the definition indicates the knowledge that comes from increasing the company's ability to utilize and a sense of information available to create values for shareholders (Leiponen, 2016). There has been much significant growth in knowledge-based school of thought, which shows that the yield and retention of knowledge can have a positive effect on a firm's performance (Maltia & Scott, 2019). To manage the company's intangible assets with leverage for the benefits are considered a core capability. Knowledge management (KM) has aimed at capturing, integrating and using existing organization knowledge and subsequently creating a knowledge asset that can be a source of sustainable competitive advantage in the long run (Havens & Knapp, 2019). Knowledge management has been recognized as an essential component of a proactively managed organization. The key concepts include converting data, organizational insight, experience and expertise into reusable and useful knowledge that is distributed and shared within the people who need it.

Knowledge management addresses business challenges and enhances customer responsiveness by creating and delivering innovative products or services, managing or enhancing relationships with existing and new customers, partners and suppliers, and administering or improving more efficient and effective work practices and processes. Knowledge management is about getting knowledge from those who have it to those who need it in order to improve organizational effectiveness (Armstrong, 2015). Knowledge management has become a direct competitive advantage for companies selling ideas and relationship (Ulrich, 2018). Knowledge management (KM) refers to range of practices used by organizations to identify, create, represent, and distribute knowledge for reuse, awareness, and learning across the organization. Knowledge management programs are typically tied to organizational objectives and are intended to lead to the achievement of specific business outcomes such as shared business intelligence, improved performance, competitive advantage, or high levels of innovation. Knowledge management is popularized and has been spread across the industrial and information research world. Organizations understand the significance of intellectual capital that is managed efficiently in order to improve the entire organizational performance by aligning the ability of employees in accordance with the overall business strategy. Knowledge management focuses on merging people, processes, and technology together by combining the ability with the objective of providing corporate knowledge at an organizational standard. Knowledge management is also about identifying and compiling business information within the business with a competitive advantage over other companies. The information that is gathered will be comprised of employee knowledge that makes up their experience in the field, as well as technological knowledge that various people may have.

Knowledge management is about ensuring that this information is accessible to anyone within the company who needs it. Knowledge Management secure intellectual property from rot, seeks opportunities to boost decisions, services and goods through adding acumen, growing worth and providing flexibility (Bhojaraju, 2015). Organizational performance, on the other hand, is one of the most imperative components in the organizational literature and debatably the most vital

pointer for organizations. Although the concept of organizational performance is common in the management literature, yet it is difficult to agree on its meanings. For this reason, there is no generally accepted definition of this term. In the '50s organizational performance was defined as the extent to which firms achieve objectives (Georgopoulos & Tannenbaum, 2017). Performance assessment during this era was based on work, people and organizational structure. However, during the 1980s and 1990s were marked as the awareness that the detection of the organizational goal is more complex than earlier measured. Managers began to know that an organization is thriving if it achieves its result (effectiveness) using few resources. Thus, Knowledge management practices need to be critically examined and compared internally and outside of the work organizations; this is not common in most organizations but mostly carried out in the business or industrial setting. Therefore, this study intends to investigate the link between knowledge management practices and organizational performance of teaching hospitals in Anambra State.

Knowledge management of a firm plays an important role in determining the kind of relationship the firm enjoys within and outside its operating environment. As the popularity of Knowledge management phenomenon continues to rise within the external business environments, more attentions are being pushed to its real effects on the internal structures of firms and the specific impact on the relationship between the firm and its employers. With the advancement in information and technology overtime, knowledge has become a vital resource for organizations to gain a competitive advantage and improve their performance. To this end, the major source of wealth and prosperity are in the production, storing and distribution of information and knowledge by organizations for employees and businesses to thrive.

However, it has been observed that the frequent upsurge in employee's turnover in these organizations has led to loss of knowledge sources and employees commitment. The casualization of workers, outright retrenchment of permanent staff and being replaced with contract staff, sudden dismissals, restructuring, job transfer and other alternative work arrangements has shown to impact negatively on the commitment level of employees and knowledge management in the banking industry. Beyond that, management actions have often reflected in lack of system upgrade, lack of good work structure, complex restructuring, information decay, and banks' lack of loan-term plan for employee, lack of organizational commitment and poor security information. The observation has provided an inn road for poor performance. At some point, organizations struggle with insufficient knowledge in their operations and less committed staff.

1.2 Objectives of the Study

The main objective is to critically examine knowledge management practices and organizational performance of teaching hospital in Anambra State, Nigeria. The specific objectives of the study are to:

i. Assess the effect of knowledge retention on organizational performance of teaching hospitals in Anambra State, Nigeria

ii. Determine the effect of knowledge storage on organizational performance of teaching hospitals in Anambra State, Nigeria

iii. Investigate the degree to which knowledge sharing affects organizational performance of teaching hospitals in Anambra State, Nigeria

iv. Evaluate the effect of knowledge transfer on organizational performance of teaching hospitals in Anambra State, Nigeria

1.3 Research Hypotheses

The following null hypotheses were formulated to guide the objectives of the study and strengthen the analysis:

Ho_1: Knowledge retention has no significant effect on organizational performance of teaching hospitals in Anambra state, Nigeria

Ho_2: Knowledge storage has no significant effect on organizational performance of teaching hospitals in Anambra state, Nigeria

Ho_3: knowledge sharing has no significant effect on organizational performance of teaching hospitals in Anambra state, Nigeria

Ho_4: Knowledge transfer has no significant effect on organizational performance of teaching hospitals in Anambra state, Nigeria

REVIEW OF RELATED LITERATURE

2.1 Theoretical Framework

This work is anchored on Organizational Learning Theory

Organizational Learning Theory

Garvin (1993) defined organizational learning as reflecting the skills of creating, acquiring, and transferring knowledge and modifying behavior to reflect new knowledge and insights. This theory emphasizes that organizational learning depends on individual learning but is more than the cumulative result of each employee's learning. Organizations acquire knowledge, not only through their own employees, but also through consultants and through formal and informal environmental scanning. Knowledge management can be classified according to a socio technical theory. Socio-technical theory assumes that an organization or an organization work system can be described as a social-technical perspective (Bostrom & Heinen, 1977). Learning theory as applied by Siemens (2014) shares that organizational learning theory occurs on three levels; the first is at individual level, where learning takes place through self-study, observation and use of current technologies. The person learns on organizational values, personal attitudes, skills and insights. Bell (2011) shares that in individual level of learning, the main actor is always the individual.

The second format of learning is through team level as noted by Argote and Miron-Spektor (2011) that team learning is a precedence for organizational learning. Team learning is transforming conversational and collective thinking skills, so that people can reliably develop intelligence and ability greater than the sum of individual member's talents. While Siemena (2014) stated that all organizations do learn either as conscious and active activity of unconsciously since it is fundamental for survival and growth of the entire firm. The organizational level learning is now a collective experience. For learning at this level, it is necessary to attend to structures and the

organization of work, as well as the culture and processes. The social system is concerned with attributes of people, relationships among people, reward systems, and authority structures Gupta & Govindarajan, (2000). This theory is relevant to the study as it shows how the organizations create knowledge and share it to the employes in the organization which leads to performance.

2.2 Empirical Review

Akpoyibo, (2021) Assessed knowledge management and performance of small and medium scale enterprises (SMEs) in south- south Nigeria. Research questions were designed and hypotheses were also formulated and tested accordingly. We employed both primary and secondary sources of data. We have a population size of 7,861 proprietors/proprietresses of selected SMEs (fashion industry) in the area under study. A sample size of 366 was drawn using National Education Association (NEA) sample formula. 366 copies of the questionnaire were administered to the respondents with the help of research assistants, but, 353 copies were found valid for the study, and data was subjected to Pearson product moment correlation coefficient analysis with the aid of statistical package for social sciences (SPSS). Results of the analysis revealed that the performance of SMEs is sensitive to knowledge management variables. Again, knowledge management variables: conversion, sharing, utilization, storing and acquisition) positively and significantly influenced performance of small and medium scale enterprises, except knowledge utilization which had a negative insignificant effect on SMEs performance. The study concluded that there was a positive significant relationship between knowledge conversion, sharing, storing and acquisition (independent variables) and dependent variables while negative insignificant relationship existed between knowledge utilization and SMEs performance. Based on the conclusion of the study, we recommended that SMEs should make provision for expertise to guide and educate them accordingly on knowledge codification for efficient performance. Also, for proper sharing of knowledge among employee and employers irrespective of the size of the organization, there should be high level of cooperation. Besides, small and medium scale (SMEs) should come up with policies that can sustain employees involvement in knowledge management practices in order to improve their ability to maintain flexible workforce and gain competitive advantage.

Onyekwelu, Anizoba and Uzodike (2021) examined the extent of the relationship that exists between knowledge management (KM) and organizational commitment in Private Universities in Anambra State, Nigeria. A survey research design was adopted by the study. The population of the study is 95 teaching staff of 4 randomly selected private universities in the studied area. A structured questionnaire was used in data collection and it was validated using face and content validity, while the reliability was done using Cronbach Alpha reliability test, with a coefficient of 0.878. The analysis of data was done using a combination of descriptive and inferential statistics and the hypothesis was tested at a 5% level of significance. The result showed that there is a strong positive relationship ($r = .939$) between the two variables and that an 88% percentage change ($R2 = .882$) in continuance commitment was explained by changes in management buy-in With an F-statistics of 658.525 and a p-value of .000, the study stated that there is a statistically significant relationship between management buy-in and continuance commitment. Sequel to this, it was concluded that knowledge management as measured by management buy-in, spurs employee commitment level. Among others, it was recommended that the management of the studied institutions needs to take the issue of management of knowledge serious, by ensuring that the older

and more experienced staff pass their wealth of knowledge to the younger and less experienced ones, as this will breed an environment of positive competence.

Forouzan, Mohammad and Paria (2021) investigated and identified the factors affecting the empowerment and implementation of knowledge management in organizations as well as the impact of knowledge management on organizational performance. This study also examines the mediating role of human capital in the relationship between knowledge management and performance of Kabul Steel Plant, which is the largest steel plant in Afghanistan. The research model was developed through the literature review.)e initial data were collected through a questionnaire containing 48 questions. Participants were 108 managers and administrative staff of the company. The collected data were analyzed by using the SPSS and Smart PLS software. The hypotheses regarding the impact of strategy and technology on knowledge management were rejected by using correlation analysis and *t*-test statistic. Finally, the findings showed the positive effects of variables of structure, culture, leadership, and trust on knowledge management in an organization. Also, knowledge management influences the organizational performance, both directly and through the mediating variable of human capital. This research encourages the managers and employees of organizations to use the available organizational resources to implement knowledge management in organizations and improve knowledge management practices and human resources that are the most valuable resources of any organization in order to remain competitive in the markets.

Edeh, Ugboego., Azubuike, and Onwuegbul (2020) examined the role of workplace culture on the relationship between knowledge management and extra-role behaviour. Twenty ICT firms operating in the Southern part of Nigeria were surveyed using simple random sampling technique. Cross sectional research survey was employed. Copies of questionnaire were used to collected data from the respondents'. Face validity was used to ascertain the validity of instrument while Cronbach α was used to ascertain the reliability of the instrument. Kendall Coefficient of Concordance was employed to analyze the hypotheses in conjunction with Pearson Partial Correlation for moderation analysis. This study found that corporate culture moderates the relationship between knowledge management and extra-role behaviour. This study concludes that knowledge management that is measured in terms of knowledge acquisition, knowledge sharing, knowledge storage and knowledge application enhances extra-role behaviour in ICT firms in Port Harcourt, Nigeria. This study recommends that managers of information and communication technology firms should embrace knowledge management in their workplaces to promote extra-role behaviour amongst its employees.

Akoko**,** (2020) explored the influence of Knowledge conversion on sustainability of sugar companies in Kenya. The study further delimited itself to the use of descriptive design and a sample of 250 managers of only state owned sugar corporations. The outcome of this study is aimed at supporting theory and practice, enhance performance and sustainability of sugar companies and enable the government to assist sugar companies to improve in their KMPs' in order to induce performance, growth and sustainability of sugar sub sector in Kenya. The study established that Knowledge conversion r= .537, n=250,p< 0.05 has a significant correlation to sustainability of sugar companies in Kenya. ANOVA Table 4.21 shows that knowledge conversion has [F(1,248)=100.706, p=<.05)] implying that it is predictor of sustainability and that increase in implementation of knowledge conversion programs leads to corresponding increase in sustainability. A regression analysis table 4.20, shows Knowledge conversion is capable of influencing sustainability by 28.9% (R2 = .286). The study concludes that Knowledge conversion has significant influence to sustainability and the companies' needs to improve on their knowledge

conversion policies aimed at developing new products to achieve growth and sustainability**.** The study recommends that the government should subsidize the operations of sugar to enhance their knowledge conversion programs aimed at improving performance and sustainability. The study recommends further research on influence of KMPs' with intermediation of government policy on sustainability of private and state owned sugar companies in Kenya.

Evwierhurhoma and Onouha (2020) determined the relationship between knowledge management tools applications and organizational performance of manufacturing firms in Rivers State, Nigeria. Social media and collaborative tools were used as the dimensions of knowledge management tools applications while profitability and customer satisfaction were used as the measures of organizational performance. The study adopted the cross-sectional research survey design with an accessible population of 144 managers as the respondents. Data was collected through a questionnaire and spearman's rank-order correlation coefficient statistical was used to test stated hypotheses with the aid of SPSS. The findings showed a positive and significant relationship between the dimensions of knowledge management tools applications and the measures of organizational performance. The study concluded that knowledge management is an important aspect of the organization and by applying it using the right tools such as social medial and collaborative tools organizations will be able to increase their performance especially that of profitability and customer satisfaction. Thus, we recommended that for managers of manufacturing firms to enhance their organizational performance in terms of profitability and customers' satisfaction, they should manage their organization's knowledge effectively and efficiently through the applications of social media and collaborative tools.

Akpa, Akinlabi, Asikhia, and Nnorom,. (2020) ascertain the effect of knowledge management on the performance of organizations in Nigerian food and beverage manufacturing sector. To achieve the stated objective, the study used survey research design, with 320 samples from a population of 1587 employees of selected food and beverage firms in Nigeria. A validated questionnaire was used to collect data and structural equation modeling was used to analyze the data. Results showed that knowledge creation had a significant negative effect on innovation and knowledge sharing had a significant positive effect on innovation. The findings also revealed that knowledge creation has a significant positive effect on job satisfaction while knowledge sharing had an insignificant negative effect on job satisfaction. The results can be used in efforts to improve the performance of the manufacturing sector in Nigeria and other developing countries by adopting knowledge management initiatives to enhance performance levels. This study is an original study and it adds to scholarly debate on effect of knowledge management and the performance of manufacturing firms by giving evidence from a developing country. Manufacturing firms can adopt innovation as a channel for knowledge management to boost the performance of their businesses.

Dickson & Oyeinkorikiye (2019) investigated knowledge management and performance of faith-based organizations in Bayelsa State. To achieve the objectives of the study, this paper used quantitative and qualitative research methods. The study selected a survey design method and used a questionnaire instrument to collect data. The total population of the study consists of a staff of selected Faith-Based Organizations in Yenagoa, Bayelsa State. The researcher judgmentally selected 10 churches because the population was infinite and the choice of the selected organizations was based on size. The convenience sampling method was adopted, and 25 participants were selected from each organization that sum-up to 250 participants and they were randomly selected using raffle draw. The participants qualified to be selected were workers in the faith-based organizations. The questionnaire instrument had its response options based on the 5

points Likert Scale that ranged from strongly agree to strongly disagree. To make sure there was consistency, the questionnaire was served to the staff of selected Faith-based organizations and their responses were validated as an outcome of the corrections made. The Pearson product-moment Correlation Coefficient was used to evaluate the data. The findings revealed that knowledge management components such as knowledge sharing, knowledge acquisition, knowledge storage are positively related to organizational performance. However, it was recommended that the management of the faith-based organizations should put in place knowledge management systems and ensure that relevant information is created and stored to boost performance. The workers should be trained and retrained to understand core knowledge management techniques. Therefore, the paper concluded that knowledge management is an indispensable ingredient of an organization and it significantly relates organizational performance.

METHODOLOGY

3.1: Research Design

This study used the survey research design in its attempt to examine knowledge management practices and organizational performance. Thus the hypothesis was formulate to see wheather knowledge management practices would determine organizational performance. However, the study used the survey research design and the cross sectional study involves gathering the data for a particular study at a point in a time to meet the research objectives (cavanna et al 2014).

3.2 Source of Data

The sources of data in this study comprised of the primary and secondary sources.

Primary Data: These consist of all the data and information obtained personally from respondents through interviews and the use of questionnaire. They are primary in nature because they have not been published elsewhere.

Secondary Data: These are data that were collected from published articles, unpublished seminars and workshop papers, annual and other journals, magazines, government gazettes, internal records, textbooks, and the internet which were used to measure organizational performance.

3.3: Population of the Study.

The target population of this study were the junior and senior staff of the selected teaching hospitals in Anambra state. As at the period of this study, the total staff strength of these organizations is made up of 1,108. And 345 respectively for Nnamdi Azikiwe and Chukwuemeka Odumegwu Ojukwu University Teaching Hospital Specifically, the population of this study is 1453

3.4 Sample size determinants

Given the nature of this study, it was difficult to cover the entire population of (1453), so a fair representative sample of the population therefore was imperative. Accordingly, the sample size for the study was determined by using the Borg & Gall (1973) formular.

Determination of Sample Size

The sample size for this study was determined using the Borg & Gall formula of (1973). Statistically, the Borg & Gall (1973) formula for sample size is given by

$n= (Zx)^2(e)\ [N]$

$(Zx)^2$= Confidence level at 0.05

e= Error of margin (0.05)

N= Population of Interest = 1453

X = Significance Level

$n = (1.960)^2\ (0.05)\ [1453]$

$n = (1.960)^2\ (0.05)\ [1453]$

$n = (3.8461)\ (72.65)$

$= 279.419165 \Longrightarrow 279$

n = 279

3.5: Method of Data Collection.

The instrument use for data collection will be questionnaire. The questionnaire to be use consists of two sections, the section A is the respondent's profile, while the section B is the general information. The questionnaire is designed using 5 point Likert scale that will be constructed according to the objectives of the study and oral interview was carried out to support the questionnaire.

3.6: Method of Data Analysis.

Statistics such as frequency count and percentages will be put to use in the analysis of research questions while hypotheses will be tested using correlation analysis and simple regression analysis. The hypotheses will be tested at 0.05 level of significance. Analysis will be carried out with the aid of Statistical Package for Social Sciences (SPSS).

Decision rule: we will accept Ho, if p-value is greater than 5% level of significance, otherwise we will reject Ho, to accept Hi

DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation and Analysis Responses to Questionnaire

A total of two hundred and eighty seven (279) questionnaires were distributed to respondents while only (270) two hundred and seventy were returned. The set of returned questionnaire represents the total distribution.

Table 4.1.1 Distribution and Return of Questionnaire

Description	Frequency	Percentage
Total distributed	279	100
Total number returned	270	94

The table shows that out of 100% of the distributed questionnaire was (279) two hundred and seventy-nine and (270) two hundred and seventy were returned.

NB: All computations, interpretations and analysis were therefore based on the number of returned questionnaire i.e 270

Question 1: Age Distribution of the Respondents

Table 4.1.2

Responses	Frequency	Percentage
30-41 years	70	27
40-51years	140	41
51-60years	50	24
61years and above	10	8
Total	**270**	**100**

Source: Field survey, 2023

From the above table, 70 respondents representing 27% are between the ages of 30 41years, 140 respondents representing 41% were between the ages of 41-50 years, 50 respondents representing 24% of the respondents were between the ages of 51 60 years while 10 respondents representing 8% were 61 years and above.

Question 2: Marital Status

Table 4.1.3

Marital Status	Frequency	Percentage
Single	93	21
Married	170	74
Others	7	5
Total	**270**	**100**

Source: Field survey, 2023

From the above table, 100 respondent representing 21% were single, 93\ respondents representing 74% are married, 170 while others are 7 respondents representing 5% of the population.

Question 3: Educational Qualification

Table 4.1.4

Responses	Frequency	Percentage
FSLC	13	11
O' level	94	38
OND/NCE	150	40
B.Sc/HND	13	11
Total	**270**	**100**

Source: Field survey, 2023

From the above, 13 respondents representing 11% are FSLC, 94 respondents representing 38% are O' level holders, and 150 respondents representing 40% are OND/NCE holders while 13 respondents representing 11% are B.Sc/HND holders.

Question 4: Numbers of Years in Craft Making

Table 4.1.5

Number of years	Frequency	Percentage
1-3 years	79	20
4-6 years	175	42
7-9 years	8	19
10 years and above	8	19
Total	**270**	**100**

Source: Field survey, 2023

From the above table, 79 respondents representing 20% has between 1-3 years run a business, 175 respondents representing 42% has between 4-6 years run a business, 8 respondents representing 19% has between 7-9 years run a business while 8 respondents representing 19.6% has between 10 years and above run a business.

4.2 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 4.2.1 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.771[a]	.594	.590	.86209	.594	133.529	4	365	.000	1.666

a. Predictors: (Constant), KT, KR, KSH, KS
b. Dependent Variable: ORG

Table 4.3.1 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 0.59%. This implies that 59% of the variation in Knowledge management practices and organizational performance is explained by variations in recognition for Knowledge Retention, Knowledge Storage, Knowledge Sharing and Knowledge Transfer. This was supported by adjusted R^2 of 0.59%.

Test for autocorrelation: This is used test whether errors corresponding to different observation are uncorrelated. If the value of the durbin-watson from the regression result is close to 2 no autocorrelation in that regression result, but if it deviates significantly then there is autocorrelation. The Durbin-Watson statistic (D.W) of 2 reveals no autocorrelation in the models. Hence, the result is good for business analysis because the Durbin Watson result is 1.666

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	396.953	4	99.238	133.529	.000[b]
	Residual	271.266	365	.743		
	Total	668.219	369			

a. Dependent Variable: ORG
b. Predictors: (Constant), KT, KR, KSH, KS

The f-statistics value of 133.529 in table above with f-statistics probability of 0.000 shows that the independent variables has significant effect on independent variables such as recognition for knowledge retention, knowledge storage, knowledge sharing and knowledge transfer can collectively explain the variations in knowledge management practices on organizational performance.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.702	.181		3.878	.000	.346	1.058
	KR	.553	.034	.577	6.421	.000	.487	.620
	KS	-.063	.047	-.058	-1.332	.184	-.155	.030
	KSH	.249	.039	.272	6.376	.000	.326	.172
	KT	.640	.076	.320	8.419	.000	.490	.789

a. Dependent Variable: ORG

A'priori Criteria: This is based on current business theories and provides information on the amount and signs of the business parameter under consideration. Given that knowledge retention has a positive sign and a value of.055 in the table above, it follows that a rise in Knowledge Retention will boost organizational performance by 55%, which is consistent with the a priori expectation.

Given that knowledge storage has a positive sign and a value of -0.063, it follows that an increase in Knowledge Storage will result in a 6% loss in organizational productivity. Given that knowledge sharing has a positive sign and a value of.249, it follows that an increase in knowledge sharing will boost organizational profitability by 24%, as predicted by theory. Given that knowledge transfer has a positive sign and a value of.640, it boosts organizational performance by 64% per unit increase, which is in line with theoretical expectations.

T-Statistics: The t-test is used to determine each explanatory parameter's statistical significance in the model. Knowledge retention has a table coefficient of 6.421, which is statistically significant and suggests that it has a considerable impact on organizational performance. Storage of knowledge is -1.332 It is statistically unlikely that this has had a substantial impact on organizational performance at the 5% level of significance. The statistical significance of knowledge sharing is 6.376, which suggests that it strongly contributes to organizational performance at the 5% level of significance. Knowledge transfer is 8.419 this is statistically significant, this suggest that it contributed significantly to organizational performance at 5% level of significant.

4.3 Test of Hypotheses

Here, the four hypotheses formulated in chapter one was tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables.

Hypothesis One

Ho_1: Knowledge retention has no significant positive effect on organizational performance of teaching hospitals in Anambra state, Nigeria

Knowledge retention has a t-statistics of 6.421 and a probability value of 0.000 which is statistically significant. Therefore, we accept the alternative hypothesis and reject the null hypotheses which state Knowledge retention has a significant positive effect on organizational performance of teaching hospitals in Anambra state, Nigeria

Hypothesis Two

Ho_2: Knowledge storage has no significant positive effect on organizational performance of teaching hospitals in Anambra state, Nigeria

In testing this hypothesis, the t-statistics and probability value in table above is used. Knowledge storage variables have a t-statistics of -1.332 and a probability value of 0.184 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that knowledge storage a significant positive effect on organizational performance of teaching hospitals in Anambra state, Nigeria.

Hypothesis Three

Ho_3: knowledge sharing has no significant positive effect on organizational performance of teaching hospitals in Anambra state, Nigeria

Knowledge sharing has a t-statistics of 6.376 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that knowledge sharing has a significant positive effect on organizational performance of teaching hospitals in Anambra state, Nigeria.

Hypothesis Four

Ho_3: knowledge transfer has no significant positive effect on organizational performance of teaching hospitals in Anambra state, Nigeria

knowledge Transfer has a t-statistics of 8.419 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that knowledge transfer has a significant positive effect on organizational performance of teaching hospitals in Anambra state, Nigeria.

4.4 Discussion of findings

This research examined the effect knowledge management practices on organizational performance of teaching hospital in Anambra State. Data were sourced from the employee of the selected teaching hospital in Anambra state. The data generated were subjected to statistical analysis and the following output was ascertained.

Knowledge retention and organizational performance: The study found that knowledge retention has a significant positive effect on organizational performance in the selected teaching hospital in Anambra state. The implication of these findings is that, for organizational performance to be functional to achieve their aim and purposes, knowledge retention needs to satisfy the expected needs of the individual, and must be seen to be fair or equitably satisfying to the employee. The study is in line with the study of Muleke, Priscah & Tumaini (2023) who studied knowledge retention practices and performance of public research institutions in Kenya. The study

found that knowledge retention practices have positive significant effect on public research institutions.

Knowledge storing and organizational performance: The study found that knowledge storing has a significant positive effect on organizational performance in the selected teaching hospitals in Anambra state. Knowledge storage involves both the soft or hard style recording and retention of both individual and organizational knowledge in a way so as to be easily retrieved. Knowledge storage utilizes technical infrastructure such as modern informational hardware and software and human processes to identify the knowledge in an organization, then to code and index the knowledge for later retrieval. The study is in line with the study of Koech, Boit, & Maru (2015). Who study Knowledge storage, retrieval and employee performance: the moderating role of employee engagement. The study found that there is a relationship between knowledge storage, retrieval and employee performance.

Knowledge sharing and organizational performance: The study found that Knowledge sharing has a significant positive effect on organizational performance in selected teaching hospitals in Anambra state. This implies that improved knowledge sharing would translate to increased organizational performance. It creates a less need for supervisor thereby enhancing employees output. The study is inline of Zainab &, Fatma (2020) who study the of Knowledge Sharing in Organizational Performance. The study found that knowledge sharing in the organization in terms of increasing the effectiveness and efficiency, the significance of knowledge sharing, relationship between knowledge sharing and organizational leadership, the issues of knowledge sharing and how can be addressed

Knowledge Transfer and organizational performance: The study found that knowledge transfer has a significant positive effect on organizational performance in selected teaching hospitals in Anambra state. The above implies that improved employees performance is necessary for business success. Organization therefore need understand how knowledge transfer affects employees performance. The ability of the leaders and management of teaching hospitals to effectively improve employee's performance in today's competitive business world is traceable to effective knowledge transfer programmes. The extents at which organizations are able to imbibe the culture of knowledge transfer as a key to employees' performance will determine their sustainability in the competitive market and improve employees' performance. The study is in line with the study of Ofobruku & Yusuf, (2016), who studied the of effect of knowledge transfer on employees' performance in selected small businesses in Asaba. Study revealed that Knowledge transfer had positive effect on employees' performance.

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

In a knowledge driven economy, teaching hospital that manage and sustain knowledge are always very successful. Better still; companies that are using their knowledge in a right way, and managing it effectively to their gain in terms of strategy that is significant to the organization could be more successful. Identifying and leveraging the individual and collective knowledge in an organization to support the organization in becoming more competitive is the essence of knowledge management. Because employees in the workplace are drivers, their knowledge should be managed and pooled together so that the organization can use it to build unique knowledge to

enhance the organization's activities. Knowledge management has assumed an important dimension in organizations today because the major competitive advantage for an organization lies in the corporate knowledge. This implies that for organizations to prosper, they have to treat knowledge well since it contributes to their core competencies, just as they would do to any other strategic, irreplaceable assets.

Knowledge management is concerned with the entire process of discovering and creation of knowledge, dissemination of knowledge, the utilization of knowledge and storing of knowledge. The goal of knowledge management is for an organization to become aware of its knowledge both individually and collectively. Knowledge provides superior offerings which are given to customers for value. Value cannot be offered without some competencies by organizations. Competencies are brought about by organization's knowledge. The knowledge gives a competitive advantage if properly managed by organizations. Knowledge management yields competitive advantage giving an edge to a business beyond what the competition has and does. Competitive advantage represents a threat to competitors and weakens the effort of rival organizations. Effective knowledge management practice will help hospitals gain competitive advantage and improve performance in the organization, beyond that, its effort will also go up and better risk management in the organization, reduction in death rate, provide quality service to customers in the organization and this will help in achieving higher customers satisfaction and teaching hospitals will able to solve the persisting problems in the sector.

5.2 Recommendation

i. Hospitals should come up with policies that will encourage knowledge retention in other to improve their performance through their organizational learning and training on the part of employees.

ii. Appropriate technological infrastructure should be provided to facilitate knowledge storing and knowledge protection within the firm.

iii. Organization should invest more on modern technology and equipment to improve knowledge sharing and enhance efficiency of the organizational performance.

iv. Organisation should put in place Knowledge transfer mechanism or programs for the employees of the organisation, so as to achieve her objectives

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