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Knowledge Management and Performance of Selected Oil Servicing Firms in Delta State, Nigeria

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Abstract
This study explores knowledge management and performance of selected oil servicing Firms in the Delta State, Nigeria. The specific objectives were to ascertain the degree of relationship between knowledge conversion and product performance and access the measure of relationship that exists between knowledge sharing and net profit of selected oil Firms in Delta State, Nigeria. Research questions were developed in line with the specific objectives and the hypotheses. This study employed descriptive survey research design. Data were collected using structured questionnaire, and analyzed with Pearson Product Moment Correlation Coefficient. The findings revealed that all the different variables of knowledge management capabilities were significantly related with organizational performance of the oil servicing firms, which indicate a positive influence on servicing firm performance in Delta State Nigeria. The study therefore concludes that performance of oil serving firms in Delta State was dependent and sensitive to knowledge management practices, knowledge conversion, knowledge sharing. The study therefore recommended that managers of all the selected oil servicing Firms need to adopt proper knowledge management capabilities because they are the sources of power and influence in the hand of employers when tailored towards better performance. Finally, the chief executive officers of these firms need to adopt strategies and structures to rapidly evolve the changing environments for efficient performance.
Keywords: *Knowledge, Management, Performance, Servicing Firms.*

Introduction

In today's economy, the value of goods, services and companies is created not only by tangible assets but mostly by assets based on all kinds of knowledge - Intangible Assets. Factors of production such as labour, land and capital are more and more dependent on effective usage of knowledge. It appears that knowledge management and its components have interested a large number of academics all over the world.

Nonaka and Takeuchi (2013) assert that only those companies that create knowledge can be successful in today's world. The knowledge in today's economy becomes an engine that defines the development of the contemporary companies. The successful companies are, undoubtedly, those

constantly introducing the innovations based on new technologies as well as on knowledge, experience and attainments of their employees. It is arguable that the value of companies is now mostly generated by Intangible Assets, and not by "traditional" assets having the tangible form. Knowledge management (KM) emerged as a scientific discipline in early 1990s, it was initially supported by individual practitioners, when Skandia hired Leif Edvinsson of Sweden as world first chief knowledge officer. The objective of knowledge management is to manage and maximize the intangible assets of the organization. Knowledge management discipline is gradually moving towards academic maturity. The practical relevance of academic research in knowledge management has been questioned with action suggestions have been made and translated the findings presented in academic journals as practice (Nonaka & Takeuchi, 2012).

Knowledge Assets - by economists, Intellectual Capital - in management and law literature; and whole they come to the same; to the future benefits that are not embodied materially" (Liao, 2007). Knowledge management is the collection of methods relating to creating, sharing, and managing the knowledge and information of an organization, referring to multidisciplinary ways to achieve organizational objectives by making best use of knowledge.

Knowledge management efforts focus on organizational objectives such as improved performance, competitive advantage, innovation, sharing of lesson learned, integration and continuous improvement of the organization. These efforts overlap with organizational learning and may be distinguished from that by greater focus on knowledge management as a strategic asset and on encouraging sharing of knowledge. Knowledge management is a helper to organizational learning. Organizations can design the best way to facilitate knowledge management that will suit them. Some of the oil companies are Radial Circle Nig. Ltd, Sea Truck Nig Ltd, Aco marine Nig Ltd and Ridguile Cisco Networking Nig Ltd all in Delta state.

Given the aforementioned situation in the focused companies, this study assessed the relationship between knowledge management and performance of selected oil servicing companies in Delta State,

Statement of the Problem

Companies have strived to manage knowledge more effectively because it improves performance. However, despite the growing body of theory, there is relatively few knowledge management evidence that makes an explicit connection between Knowledge Management activities and Performance (Rowley 2000). The oil servicing Companies have developed information systems (IS) capabilities and knowledge management capabilities (KMC), but integrating and utilizing these capabilities towards better performance (P) still seem to be an area of concern. The problems associated with underutilized knowledge capabilities are assumed to have affected other organizations, as well as the oil servicing companies. Knowledge sharing serves as a democratic ground where employees expose their ideas, but if the structure is not followed properly it may affect the performance of both employees and the organization. In addition, knowledge application appears inadequate and proper utilization of it enables them identify whether their contribution is accepted. Knowledge acquisition is enhanced through workshop and training to enhance the oil servicing companies capabilities and performance. It is in the light of this problem that the objectives of this study are developed.

Objectives of the Study

The main objective of the study is to explore the relationship between knowledge management and performance of selected oil servicing companies in Delta State. The specific objectives of the study are to:

1. Determine the extent of relationship that exists between knowledge sharing and customer satisfaction of selected oil servicing companies in Delta State
2. Ascertain the degree of the relationship that exists between knowledge conversions and product performance of selected oil servicing companies in Delta State.

Research questions

i. To accomplish the objectives, the following research questions were stated
ii. To what extent does knowledge sharing and customer satisfaction affect oil servicing companies in Delta State?
iii. What is the degree of relationship that exists between knowledge conversion and product performance of oil servicing companies in Delta State?

Research Hypotheses

The following hypotheses were formulated for the study:

H_{01}: Knowledge sharing does not have any significant relationship with customer satisfaction of selected oil servicing companies in Delta state.

H_{02}: Knowledge conversion does not have any significant relationship with product performance of oil servicing companies in Delta State

Conceptual Framework

Knowledge Management

Knowledge management is the process through which organizations generate value from their intellectual and knowledge-based assets. It is the systematic management of an organization's knowledge assets for the purpose of requirements. It consists of the initiatives, process, strategies and systems that sustain and enhance the storage, assessment, sharing, retirement, and creation of knowledge Alan, (2012).

Knowledge management is a conscious effort to get the right knowledge to the right people at the right time so that it can be shared and put into action (Andreeva, & Kianto 2011). Nnabuife (2009), Uchenna and Audu, (2021) argued that since people have different types of knowledge from different backgrounds and fields of study and of different quality and form, information gathering process is seen as very important to decision quality". It is also worthy of note that information sourced internally is usually cheaper Nnabuife, (2009). Knowledge management (KM) has been defined in different ways in scientific literature Salina, Wan, and Wan, (2008) sees it as "a group of clearly defined process or methods used to search important knowledge among different knowledge management operations. Knowledge Management is a process that helps organizations to find, select, organize, disseminate and transfer important information and expertise necessary for activities.

Recently Opeke and Oluremi (2020) defined KM as the broad process of locating, organizing, transferring and using the information and expertise within an organization. Robbins, Judge and Sanghi (2007) state that knowledge management is the process of organizing and distributing an organization's collective wisdom so that the right information gets to the right people at the right place. When done properly, knowledge management provides an organization with both a competitive edge and improves organizational performance because it makes its employees smarter

(Nishihara 2018). Essentially, knowledge management in organizations is believed to be an integrated process that can help enhance and expand innovation process (Marko & Verica 2013). Successful knowledge management can be defined as the creation of management processes and infrastructure to bring together both knowledge and communities in a common ecology that will sustain the creation, utilization and retention of knowledge (Aloyalat & Alhawari, 2008). As the discipline of knowledge management matured, academic debates increased regarding theory and practice including Techno centric with a focus on technology, ideally those that enhance knowledge sharing and creation. Organizations focus on how best to design and facilitate knowledge process, Ecological with focus on interaction of people, identify, knowledge and environmental factors ad create adaptive system that can suit. Regardless of the school of thought core component of knowledge management include people, culture, process, structure and technology. Knowledge represents knowledge an individual holds consciously in mental form that can easily be communicated to others.

Knowledge replaces labour and capital as fundamental resources in production and intangible assets create a substantial part of the value added of companies. The knowledge content of the products and services is growing rapidly. The concept of ownership of resources has changed, knowledge resides in the head of employees. The organizations have changed and the management of intangible resources is different from tangible or financial resources.

Knowledge Management has assumed a broad range of meanings from its inception; however, most of the published material remains ambiguous and provides little empirical evidence to support a specific definition for the knowledge management concept. KM has been acknowledged as being important to competitive advantage and organizational survival; thus, a clear understanding and agreement about KM should prove to be of great value for organizations. As organizations strive to create a competitive advantage with their products and services, they continue to contemplate the KM concept and the impact on organizational success.

Knowledge Sharing

Knowledge sharing in an organization must be dynamic to create room for innovation because it will change when expanding. Knowledge sharing is judged by its economic performance, ability to survive, growth and satisfaction of its members. Knowledge sharing deals with organizing and applying knowledge that has been created or required in many ways that makes it accessible and formalized. Most of these oil companies fail to share knowledge acquired because of ignorance though some complain of environmental challenges. Knowledge can be shared through training, workshop, seminar, learning also in various exercises entirely to make it accessible and useful to the organization and general public at large. Mara (2019) Suggested that it is easier for oil servicing companies to organize tact knowledge through profiling employees or setting up corporate listing of employees that are knowledgeable in a particular area as compared to organizing explicit knowledge for them. One major problem most of these oil servicing companies have is to decide on the organizational structure to adopt, Decision has to be made either to centralized or decentralized and type of staff required for each task. When we talk about sharing of knowledge it signifies sharing of the knowledge one has with either one person or a group of people.

Organizational Performance

Organizational performance has been the most important issue for every organization, be it a profit or non-profit one (Hankanson, 2010, Nzewi & Audu, 2023). However, defining, conceptualizing and measuring performance have not been an easy talk. The notion of performance embraces a far wider

dimension of interpretations of qualitative, nonfinancial measures which offers information on the degree of achievement of objectives and results. Organizational performance encompasses three specific areas of firm outcomes: (1) financial performance (profits, return on assets, return on investment); (2) market performance (sales, market share); and (3) shareholder return. These are more appropriate in investigating the key objective that dominate and direct decision - making and action - taking levels (Khalil, 2013). Furthermore, the rise of the knowledge - based management has been attributed to the increasing importance of intellectual capital as an intangible and important resource for organizations sustainable competitive advantage, Intellectual capital can be defined as "knowledge, experience, expertise, & associated soft assets, rather than hard physical & financial capital" Khalil (2013).Organizational performance involves the recurring activities to establish organizational goals, monitor progress towards the goals, and make adjustments to achieve those goals more effectively and efficiently (Richard, Devinney, George & Johnson, 2019, Uchenna & Audu, 2021).

Theoretical Framework

This study was anchored on Knowledge based theory

Knowledge management is the knowledge-based theory developed by Grant (1996). He argues that the source of competitive advantage in dynamic business environment is not the knowledge that is repository to the organization, because the value of such knowledge erodes quickly due to obsolesce and imitation. Rather, sustained competitive advantage is determined by non-proprietary knowledge in the form of tacit individual knowledge. Tacit knowledge can form the basis of competitive advantage because it is both unique and relatively immobile. Yet, because that knowledge is possessed by individual and not the organization, a crucial element of competitive advantage is the ability to integrate the specialized and tacit knowledge of individuals. The main idea of the knowledge-based theory of the firm is that organizations exist in the way that they do because of their ability to manage knowledge more efficiently than is possible under other types of organizational structures. In other words, organizations are social entities that use and store internal knowledge, competencies and capabilities that are vital for the firm's survival, growth and success. Hakanson,(2010).The theory assumes that organizations are all heterogeneous knowledge-bearing entities that apply knowledge to the production of their goods and services Foss, (2006). Firms are able to organize the way they do because they are depositories of productive knowledge.

Research Methodology

Research Design

The study adopted descriptive survey design. The choice of the design was informed by the fact that it involves, collection of data from a sample of the population in order to describe the condition or relationships that exist (Nworgu, 2006). He notes that the adoption of descriptive survey design also enables the researcher to generalize the result of the study for the entire population of interest. Descriptive survey design is a method that enables the researcher to summarize and organize data in an effective and meaningful way.

Area of Study

This study was situated in Delta State. We selected oil servicing companies in Delta State,Nigeria, such as Radial Circle Nig. Ltd, Sea Truck Nig Ltd, Aco marine Nig Ltd, RidguileNig Ltd and Cisco Networking Nig Ltd.

Delta, State, southern Nigeria. It is bounded by Edo state to the north, Anambra state to the east, Rivers State to the southeast, Bayelsa State to the south, the Bight of Benin of the Atlantic Ocean to

the west, and Ondo state to the northwest. On the east and south the state is bounded by the lower course and delta of the Niger River. Delta was created in 1991 from the southern half of former Bendel state. Asaba, on the Niger River, is the state capital.

Population of the Study

The Population of this research comprised 400 employees obtained from selected Oil Companies from the Delta State which consists of Radial Circle Nig. Ltd, Sea Truck Nig Ltd, Aco marine Nig Ltd and Ridguile Cisco Networking Nig. Ltd. copies of Questionnaire were administered to all major staff and CEOs/Managers. A total of 400 copies of the questionnaire were distributed to respondents collected from personnel unit of each company as at April, 2023.

Method of Data Analyses

The collected data was analyzed using quantitative data analysis methods. Descriptive statistics such as mean and standard deviation was used to present quantitative data in form of tables. Data from questionnaire were coded and entered into the computer using Statistical Package for Social Science (SPSS Version 23) for analysis. The study employed simple percentage analysis to answer research question. Organizational politics and employee performance were regressed against the five independent variables using the regression model. The study employed Pearson Product Correlation Moment to test hypotheses by evaluate the relationship between knowledge management and employee performance in oil -servicing companies.

Data Presentation and Analysis

To analyze the effects of Knowledge Management and organization performance of oil servicing companies in Delta State, the research aimed at evaluating the extent of knowledge conversion, knowledge sharing, establishing the level of organizational performance and determining the relationship between Knowledge Management and performance of oil servicing companies in Delta State.

Research Question One

Extent of Knowledge Conversion practices in oil servicing companies in Delta state

Knowledge conversion among oil servicing companies in Delta state was measured in two dimensions, that is, respondents ranking effectiveness of their business on improvement to support knowledge management and ranking the extent to which oil companies promote environment for knowledge conversion to promote new ideas and effective conversion of those new ideas into new services respectively. Tables 4.1a shows the responses for knowledge conversion to promote new ideas and effective conversion of those new ideas into new services

Table 1: Respondents' responses on specific questions on Knowledge Conversion and oil servicing companies Performance

	Q1		Q2		Q3		Q4	
Responses	N	Percent (%)	N	Percent (%)	N	Percent (%)	N	Percent (%)
Strongly Agree	97	27.4	139	39.3	101	28.6	121	34.2
Agree	94	26.6	60	16.9	79	21.5	160	45.3
Undecided	36	10.1	44	12.4	48	13.5	72	19.6
Disagree	49	11.0	59	16.7	51	14.4	0	0
Strongly Disagree	97	24.6	51	14.4	74	20.9	0	0
Total	353	100	353	100	353	100	353	100

Ql = Knowledge conversion is not a must before performance can be enhanced by oil servicing companies

Field work 2023

From table 1 when asked about the opinion on knowledge conversion as a prerequisite for improvement in oil servicing companies' performance, majority of the respondents, about 191 (54%) are of the opinion that knowledge conversion is not a must before performance can be enhanced by oil servicing companies as against 126 (35.6%) who were of the opinion that knowledge conversion is a pre-requisite before performance can be enhanced by oil servicing companies. The remaining respondents, about 36 (10.1%) were indifferent. This implies that generally, from the candid responses, the improvement in the performance of oil servicing companies can be attained in the absence of knowledge conversion

Research Question Two

Table 2: Respondents' responses on specific questions on knowledge sharing and performance of oil servicing companies in Delta state.

	Q1		Q2		Q3		Q4	
Responses	N	Percent (%)	N	Percent (%)	N	Percent (%)	N	Percent (%)
Strongly Agree	164	46.4	292	82.8	97	27.4	70	19.3
Agree	127	35.9	61	17.2	94	26.6	72	20.3
Undecided	1	0.5	0	0	87	24.6	70	19.1
Disagree	27	7.6	0	0	39	11.0	71	19.3
Strongly Disagree	34	9.6	0	0	36	10.1	70	19.1
Total	353	100	353	100	353	100	353	100

Q4 = organization culture enhances innovation of oil servicing companies
Source: Field Work, 2023

From table 2, 291 respondents representing 82.3% are of the opinion that knowledge sharing enhances performance of oil servicing companies in Delta state, as against 61respondents who were of a different opinion, while only 1 respondent representing 0.5% are indifferent to the above statement. This implies that more respondents agree that knowledge sharing enhances performance of oil servicing companies in Delta state. Similarly, 353 respondents representing 100% are of the opinion that knowledge sharing enhances the performance of oil servicing companies in Delta state. From table 4.4a, 191 respondents representing 54% are of the opinion knowledge sharing determines performance as against 75 respondents who were of a different opinion, while only 87 respondents representing 24.6% are indifferent to the above statement. Also. 142 respondents representing 39.4% are of the opinion that performance of oil servicing companies can be enhanced through organization culture as against 141 respondents who had different opinion about the above subject matter, while 70 respondents remain indifferent. This implies that majority of respondents agree to the fact that performance of oil servicing companies in Delta state can be enhanced by\ knowledge sharing

Table 3: Descriptive statistics and correlations between knowledge management processes and firm's performance

	Variables	Mean	SD	1	2	3	4	5	6
	Knowledge Conversion	2.57	1.46	1.00					
	Knowledge sharing	2.71	1.48	.742**	1.00				
		2.65	1.53	.880**	.826**	1.00			
	Organizational performance	1.96	1.80	.019**	.013**	.010**	.175**	.036**	1.00
NB: **Significance at 5% level; SD = standard deviation									

Source: Authors' Computation using SPSS 22

Table 3 presents a descriptive analysis for all variables used in the study. Based on the 5-point Likert scale, the mean value for firm performance was 1.96, indicating that the overall level of firm's performance was good. The mean values for knowledge management processes were in the range of 2.26 to 2.75, with knowledge acquisition having a higher mean value than the other four knowledge management processes. All of the independent variables had a positive correlation with knowledge management practices and firm's performance. The findings also show that the coefficient correlation values were below 0.9, which showed that there was no multicollinearity in the study variables.

Table 4: Regression results

Dependent Variable: 0il servicing companies, organizational Performance (OP)						
Model	R2	Adjusted R2	F-stat	Sig. F	Standardized$\boldsymbol{\beta}$	Sig.
Knowledge Management →Organization Performance	.96	.94	74.97	0.000	-	-
Variables	Unstandardized Coefficients					
	B	Std. error	Standardized $\boldsymbol{\beta}$			Sig.
Constant	1.918	.062***				
Knowledge Conversion (KC)	.200	.049**	.162**			.00
Knowledge Sharing (KS)	.597	.133	.489**			.00
	.031	.045**	.026			.49
R-squared = 9.61 Adjusted R-squared = .949 Sum of Squares of residuals = 10415.703 F-statistic (prob.) = 74.974 (.000)						
FPSMEs = 1.91 + 0.20 KC + 0.59 KSH + 0.03KU + 0.53KST + 0.79KA						
NB: **(***) Significant at 5% (10%) levels						

Source: Authors' Computation using SPSS 22

Table 4 presents the regression results for the model. The second row represents the collective analysis which is aimed at determining how knowledge management processes influence organizational performance. The results showed that knowledge management processes explained 96% of the variation in organizational performance. The model was significant with an F-statistic = 74.97 and a significant/r value = 0.00. All standardized beta coefficients \\civ significant; showing a positive contribution to firm's performance, except for knowledge acquisition which had insignificant effect of firm's performance. The standardized beta coefficient also showed that knowledge acquisition (p = 0.66) contributes the most to firm's performance, followed by knowledge acquisition ((3 = 0.48), and knowledge application (p = 0.43), knowledge conversion (P ~ 0.16). All of the afore-stated variables were significant with p-values < 0.05. Knowledge acquisition is the main contributor

to organizational performance, when compared with knowledge conversion, acquisition, application and organizational culture. Through knowledge acquisition, organization accumulate and generate information and knowledge about their customers, competitors in oil servicing companies in Delta state. The acquisition of new knowledge enables a firm to update its collection of knowledge and to compete better in the market. Organization find that the updated knowledge directly improves their performance. As such, the alternate hypothesis was supported, which is consistent with earlier research findings (Becerra-Fernandez et al., 2004; McKeen et al., 2006; Salina & Wan Fadzilah, 2008).

Research Question Testing

The mean value of all knowledge management dimensions is computed for overall analysis. The most important item in the afore-mentioned implementation can be determined by ranking all the items. The below table summarizes items and mean, and shows the ranking and are used torn proffer answers to the stated research questions.

Research Question One

To what extent does knowledge conversion affect performance of oil servicing companies in Delta state?

Table 5: Rank of items by mean for Knowledge Conversion and performance of Oil Servicing Companies in Delta State

S/N	Items	Mean	Rank
	Knowledge conversion is not a must before performance can be enhanced.	2.77	3rd
	Our companies are ignorance as far as knowledge conversion is concerned in our business environment	2.49	6th
	We are interested in remaining in the old pattern of production/services	2.76	4th
	Codifying of knowledge can enhance efficiency	1.86	10th
	We can help to discover new talents in employee	2.70	5th
	In our company there is no knowledge conversion, there is redundancy among business of oil servicing companies in Delta State	3.01	1st
	Codifying of knowledge gives sense of direction	2.39	8th
	Our company uses knowledge conversion, processes socialization, externausation, combination and internalization encourages creativity among oil servicing companies in Delta state	2.95	2nd

Source: Author's Computation using SPSS 22.0

Using an overall average value of 2.00, it can be observed from table 4.9 that the result suggests that good knowledge conversion is one of the most important elements in knowledge management practices as regards Oil servicing companies in Delta state.The mean values except for item number 4, are relatively above the value of 2.00. implies that there is a strong relationship between knowledge conversion and the Organizational performance of oil servicing companies in Delta state.

Hypotheses Testing

Under research hypotheses, we attempted to evaluate the four (4) working hypotheses as captured against empirical evidences contained in this study. This was done in view to validating the hypotheses as stated. Table 4.8 describe the relationship between the five knowledge management dimensions and Organizational performance of oil servicing companies in Delta state.

Evaluation of Findings with Respect to Hypothesis One
Ho: Knowledge conversion has no significant positive effect on organizational performance of oil servicing companies in Delta state.

Hence, knowledge conversion was found to be positive and statistically significant in explaining changes of Organizational performance of oil servicing companies in Delta state being that the t-statistics of the standardized beta coefficient of (4.114) is significant at 5 percent level. Therefore, we reject the null hypotheses and accept the alternate hypotheses.

Evaluation of Findings with Respect to Hypothesis two
Hq: Knowledge sharing has no significant positive effect on Organizational performance of oil servicing companies in Delta state.

Again, organizational structure was found to be positive and statistically significant in explaining changes in Organizational performance of oil servicing companies in Delta state being that the t-statistics of the standardized beta coefficient of (16.004) is significant at 5 percent level. Therefore, we reject the null hypotheses and accept the alternate hypotheses

Discussion of Results
The purpose of this study was to investigate the relationship between knowledge management and Organizational performance of selected oil servicing companies in Delta state. The study objectives were; to examine the effect of knowledge conversion on Organizational performance of oil servicing companies in Delta state; determine the effect knowledge acquisition and Organizational performance of oil servicing companies in Delta state; evaluate the effect of knowledge application and Organizational performance of oil servicing companies in Delta state. Assess the effect of organizational structure and Organizational performance of oil servicing companies in Delta state.

The first objective was to establish the influence of knowledge conversion and Organizational performance of oil servicing companies in Delta state (r=0.019, p=0, 000). Regression of coefficients results showed that knowledge conversion and Organizational performance were positively and significantly related.

The two objective was to assess the effect of knowledge sharing and Organizational performance of oil servicing companies in Delta state (r=0.175, p=0,000) Regression of coefficients results also showed that organizational structure and Organizational performance of oil servicing companies in Delta state were positively and significantly related.

The findings of this study are consistent with previous research conducted by Javed (2013), which found that knowledge conversion has an impact on the performance of Web-based Learning Systems. They also align with the results of Gholami, Asli, Nazari-Shirkouhi, and Noruzy (2015), who found that knowledge conversion and sharing significantly affect organizational performance, innovation, work relationships, and customer satisfaction. Similarly, the study by Paul and Neul (2014) supports the notion that knowledge sharing and absorption are crucial for achieving and sustaining competitive advantage.

In the context of oil servicing companies in Delta State, the study predicts that knowledge conversion will increase organizational performance by 0.162 units, while knowledge sharing will lead to a performance increase of 0.665 units. Additionally, the positive constant (1.918) represents other

factors not included in the model that can improve the performance of these companies. Knowledge management is identified as a critical factor in establishing strong relationships that significantly impact the organizational performance of oil servicing companies in Delta State. Finding a positive and significant relationship between knowledge management and the performance of oil servicing companies. However, Chen and Pan (2012) present a contrasting opinion, suggesting negative relationships between these variables. Consequently, there is inconsistency and divergence among the authors' ideas.

Summary of Findings

This study examined the effect of knowledge management and Organizational performance of oil servicing companies in Delta state, data analyzed with the aid of Statistical Package for Social Science (SPSS) which explained the extent to which knowledge management processes knowledge conversion, knowledge sharing, and its effect on oil servicing companies in delta state in line with the objectives, research questions and hypotheses. The major findings of the study are summarized below:

Knowledge conversion has no positive influences on performance of oil servicing companies in Delta state. Knowledge sharing has no significant positive influence on the performance of oil servicing companies in Delta State.

Conclusion

Knowledge management has become a vital and veritable tool toward the development of many organizations. It is important for organizations mainly those under study to apply and utilize those components of knowledge management used in the study to enhance the ability of their employees/organization. We can conclude that knowledge management practices knowledge conversion (KC), knowledge sharing (KS) is significantly and positively correlated to Organizational performance of oil servicing companies in Delta state. In other words, improper management of knowledge processes negatively influences organizational performance of oil servicing companies under study, which leads to - low performance for oil servicing companies in Delta state. The study concluded that Organizational performance of oil servicing companies in Delta state was dependent and sensitive to knowledge management practices -knowledge conversion, knowledge sharing.

Recommendations

Based on the findings of the study recommends that:

The managers of the selected oil servicing companies in Delta State should prioritize the adoption of proper knowledge management capabilities. This includes implementing strategies, structures, and processes that facilitate the effective creation, sharing, and utilization of knowledge within the organization. By doing so, these companies can harness the power of knowledge to drive better performance. More so, to enhance organizational performance, it is essential for the oil servicing companies to establish a culture of knowledge sharing among employees. This can be achieved by creating platforms, such as workshops, seminars, and learning exercises that encourage the exchange of ideas and expertise. Additionally, the companies should provide training and development opportunities to improve employees' knowledge acquisition and sharing abilities. In addition, given the rapidly changing business environments, the chief executive officers and managers should recognize the importance of continuous learning. They should adopt strategies to stay updated with the latest industry trends, technologies, and best practices. This will enable the companies to adapt to changing circumstances more efficiently and ensure sustained performance. Finally, the oil servicing companies should leverage technology to support their knowledge management efforts.

Implementing knowledge management systems, collaboration tools, and information-sharing platforms can facilitate seamless communication and knowledge transfer across the organization. Embracing digital solutions will enhance the accessibility and utilization of knowledge, ultimately improving performance.

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