

## EXPLORING KNOWLEDGE MANAGEMENT APPLICATION IN NORMAL AND CRISIS SITUATIONS: A CASE STUDY OF FARO WATER BOTTLING COMPANY IN JIMETA-YOLA, ADAMAWA STATE, NIGERIA

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### **Abstract**

*The study explored knowledge management application in normal and crisis situations at Faro Water Bottling Company in Jimeta-Yola, Adamawa State, Nigeria. The objectives of the study includes to: examining knowledge management strategies for ease of doing business for goods and services during in normal and crisis situations in bottling company in Jimeta-Yola, analyzed the usefulness of knowledge management in the company during normal and crisis times and assess knowledge management application during normal and crisis situations in bottling company in Jimeta- Yola. The study used quantitative method for data collection. The finding of the study revealed that knowledge management was used by the company to create goods and services during normal and crisis times. The study also established that knowledge management practice in the organization was a useful strategy for the creation of goods and services. It found that knowledge sharing platforms, crisis response protocols were utilized by the company during normal and crisis times. The study also found that the company incorporated knowledge management system needed for effective service provision and delivery as well as the achievement of company's goals. The study concluded that knowledge management application strategies and processes could be adopted by the company to tackle both normal and crises times situation effectively. It recommended that the management of Faro Water and Bottling company Yola requires increased budget allocation, infopreneurship strategies to improve its funding of knowledge management system with a view to uplifting it for better performance in investment. The study also recommended that The management of Faro Water and Bottling Company Yola should endeavor to expand its growth through knowledge creation, sharing, transfer, storing, retrieval, used and reused in both normal and crises times.*

**Keywords:** Bottling, Company, Faro, Knowledge, Management, Organization, Water

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## Introduction

Successful companies globally are constantly searching for ways to maintain leading positions in the market, and to ensure innovative activities of products, processes and services. The combination of experience of managers and leaders has made it possible to understand the fundamental of knowledge management mechanisms, which ensure the effectiveness of functioning strategies of economic activity. The concepts of knowledge management in companies began to develop in 1975, simultaneously with the active development of technologies that allow the accumulation of information and data, forming knowledge about most aspects of enterprise. In order to ensure competitiveness, companies constantly create and maintain a balanced portfolio of intellectual capital. In the current competitive environment, companies prioritize and combine the goals of intellectual capital management, establish effective processes for obtaining knowledge in order to lead to competitiveness in modern societies through knowledge management strategies and innovations. Taking into consideration that knowledge is the main driver of the “idea economy”, the “knowledge economy” (Nikoosokhan, Moradi & Doustar, 2018). It can be expected that companies increasingly focus on the creation of knowledge, its processing, development, organization and use in innovative activities to foster profit maximization. The Faro Water Bottling Company is a profit motive organization established with aims and objectives to foster economic drives through knowledge strategies, innovation and competitiveness. And, as a profit motive company, it is not left out in the use of knowledge management tools for creating goods and services, delivery services to its customers during peace and emergency conditions as well as handling its management process and system for the purpose of achieving its organizational goals and objectives. Organizations involved in bottled water business as well as others in different services and commodities provision across the world are deeply engaged in committing huge part of their resources to internal knowledge management so as to successfully achieve their desire aims and objectives both in the short and long run. Knowledge management strategies have actively been adopted by Faro Waters since establishment as part of the company’s operations to maximize its productivity and efficiency in an ever competitive environment.

Knowledge management strategy lies in the ability to access and obtain knowledge necessary for effective work force. This has enabled Faro bottling company to create enabling environment for workers to aspire for greatness. This effort according to Cabrillo and Dahms (2018) has led to interaction and the direct exchange of knowledge between individuals in the organization. According to this approach, knowledge is transferred through face-to-face conversations. This strategy was developed based on the creation of social networks in teams through acquisition of internal knowledge and exchange of ideas through informal channels. In the scientific literature, the codification of knowledge management strategy is considered as a system-oriented strategy for the overall goals and development of the

company in global players in the market (Ngoc Thang & Anh Tuan, 2020). The benefits emerging from knowledge management practice in organization as Nowacki and Bachnik (2016) observed, are greatly been appreciated by both public and private organizations in the world. The appreciation of gains resulting from Knowledge Management practice in the organization has demanded for the commitment of huge capital in developing effective strategy for knowledge management practice so as to improve organization`s efforts toward goods and services creation. In some companies, benefits associated with knowledge management practice to goal achievement as Abbas and Sagsan (2019) pointed out, has led several organizations into hiring knowledge management experts from consulting firms to provide professional advices necessary for boasting organizational growth. The faro water bottling company seems not to be left behind in competitive efforts among organizations in the area of improving knowledge management system.

Knowledge management became highly considered as a discipline shortly after its establishment in 1991. Bellinger (2013) stated that, it is an advanced system of managing information in the organization in pursuance of goals and objectives. The science of information and library practice and usage as well as business management are part of knowledge management. Hawthorne (2011) posited that, several courses including computer science as well as information and media assist in building up the bulk of researches available in the area of knowledge management. The significance of knowledge management is growing with time that some universities today, offer postgraduate degree courses and programs in knowledge management. Besides understanding knowledge management from academic perspective, it can also be conceived from business motive perspective. In fact, Faluyi (2018) submitted that, companies as expected handle knowledge management well as part of their desire to sustain innovation, competitive edge and growth on a general basis.

Knowledge management has become multifaceted and thought-provoking duty in the current era. Such provocation is addressed by knowledge management itself as pressure for growth and innovation rises with time. Organizational performance as Abbas and Lagraa (2017) hinted, is greatly enhanced by innovation introduced by knowledge management. Koshelieva, Tsyselska, Kravchuk, Baida, Mironov, and Miatenko (2023) noticed that, companies incorporates knowledge management in order to create, share apply and covert organization performance needed to succeed in a competitive economy. The faro water bottling company like every other organization is deeply focused on continuous performances considering the fact that, it is one of the easiest ways to grow.

Many companies in Nigeria`s and especially those established in North-East region are facing challenges such as poor investment and huge financial crisis which hindered investors from investing in the region. Nwonyuku (2016) stated that companies in Nigeria were experiencing high failure rate caused by huge fund waste, unproductive management plan and financial crunches. The importance of knowledge management strategies for

successful companies like Faro bottling company cannot be over emphasized in ensuring competitiveness and innovation (Ode, & Ayavoo, 2020). Knowledge itself is a by-product of competition through the process of transforming information and experience into a comprehensible set of relationships that can be used by an individual. Therefore, knowledge management is the process of identifying, collecting, organizing, and disseminating intellectual assets that are critical to organizational performance (Oliva & Kotabe, 2019). The success of company growth and successes depends on the knowledge management process to create avenue for continuously drive and innovations. Knowledge management strategies are necessary for continuous innovation activities. Knowledge management is comprehended in a broad sense as a process of general changes in the organization, focused on innovation, which is associated with the participation of each employee in the processes of creating and transferring knowledge (Nowacki, & Bachnik, 2016). However, poor knowledge management strategies among employees and company possibly contribute to such failure. In the North-East region of Nigeria where Faro Water Bottling Company is established, insurgency promoted by the Boko Haram crisis has continued to remain a major challenge for effective knowledge management practice by organizations in the region. Though, Chawla and Joshi (2017) disclosed that, the significance of knowledge management in preventing and overcoming these problems are numerous in addition to the fact that it can placed organization on the path of improve performance. Unending insurgency promoted by Boko Haram justify the basis for readjusting Faro Water Company to adjust its knowledge management system in line with the appropriate processes that best handle crisis situations in order to prevent the organization from falling prey to the inactive market condition created to other organizations in the region.

The desire to create goods and services by organizations is often the efforts of knowledge management applications and strategies. Therefore, knowledge management in both public and private organizations also focused on the creation of goods and services, improving the system in which knowledge is created, used, shared and stored as well as handling internal management practice and process during peace and emergency conditions (Abbas, & Sağsan, 2019). Organizations required favorable atmosphere of environment for production just as they needed same for marketing of products and services. Therefore, it is apparent that unfavorable or insecure atmosphere is likely to affect negatively the production capacity and marketing of company's products and services. Though, demand may be high but, organization's production capacity is likely to be limited and reduced to lower level under the condition of insecurity (Manuwa, et al, 2018).

Before the age long insurgency promoted by Boko Haram started in the North East region, the Faro Water Bottling Company maintained a high record of production capacity and sales in the region and other parts of Nigeria. It also competes favorably with other water companies across Nigeria. This standard sustained over years was affected negatively since

the Boko Haram crisis started in 2007; the company production capacity became unstable falling lower than its pre-insecurity period. The COVID 19 lock down also aggravated the crisis which affected the level of production and distribution across the country. Alteration became necessary in the company knowledge management practice because the emergency conditions created by the crises of insecurity and lockdown needed to be curtailed by the organization especially in relations to production and distribution capacities within and outside the North-East region. These unfavorable situations necessitated the reshaping and adoption of effective knowledge management practice capable of ameliorating the hardship and failure likely to have affected the company as a result of the crises conditions.

### **Problem Statement**

Globally, companies have been subjected to a number of crises which are both natural and man-made in existence. Study by Agbola and Aduku ((2019) noticed that, natural disasters such as flood, humidity, earthquakes, volcanic eruptions, windstorms among others have constituted security threats to both public and private companies. Man-made threats such as fire outbreaks, theft, mutilation, hacking of databases and insurgency among others have hampered the production, storage, marketing and distribution of bottled water by Faro Water Company over the years; not forgetting the roles played by the COVID-19 lock down policy implemented by the Federal Government of Nigeria in which organization were forced by law to remain closed all over the country for one year. The urgent manner in which the lock down was implemented affected reasonable number of bottled water stored in the company awaiting distribution to various part of Nigeria.

Effective knowledge management system in the organization would address such conditions of emergency in the future. In a related study, Aboh and Isaac (2019) examined the roles of knowledge management in the resolution on company's challenges conflicts which are also part of the emergency situations. Though, they have failed in extending their analysis of conflicts to how insecurity has affected knowledge management practice in consumable goods production companies like the Faro Water Bottling Company. Their discussions analyzed conflicts as phenomena which only affect citizens but not information or documents and products stored in companies ware houses. These lapses in extending analyses of conflicts to include the role knowledge management play in companies' efforts toward goals achievement left some gaps to be fill in the area of how knowledge management can be used during peace and emergency conditions in companies especially bottled water companies.

Several studies have been conducted in the area of knowledge management. For example, Ohioarena & Eboreime (2014) studies on knowledge management and performances in Nigerian Universities based their analysis on institutions of higher learning with no extension to companies. Also, study on knowledge management by Ugwuogu, Ayandokun & Ume (2019) examined knowledge management for ease of doing business in

private sector organizations in Nigeria without inculcating bottled water companies into their analysis. Akpa, Akinlabi, Asikia and Nnorom (2020) study of knowledge management was limited to its impact on performance of organization with beverage firms as case study without bottled water companies been taking into consideration. The fact that bottled water companies have not been studied created a gap in knowledge. Lack of examining knowledge management practice in bottled water companies attracts a great deal of attention in this study, and, considering the fact that no study on knowledge management has been conducted on Faro Water Bottling Company Yola. This study aimed at carrying out investigation on knowledge management application in Faro Water Bottling Company Yola.

### **Objectives of the Study**

The objectives of the study are:

1. Examine knowledge management strategies for ease of doing business for goods and services during in normal and crisis situations in bottling company in Jimeta- Yola
2. Analyzed the usefulness of knowledge management in the company during normal and crisis times
3. Assess knowledge management application and performances during in normal and crisis situations in bottling company in Jimeta- Yola.

### **Literature Review**

Knowledge management is a systematic and strategically sustained effort aim at collecting, organizing and dissemination knowledge and information among organization human resources. Therefore, it is aimed at achieving internal cohesion and external competitive advantage through creation and cordial sharing of knowledge. Knowledge Management as Uzuegbu and Arua ((2015) stated, refers to strategies and processed designed to capture, identify, structure, value, leverage, and share an organization`s intellectual assets so as to enhance its performances and competitiveness by disseminating the knowledge within the organization. Issa et al (2015) posits that, it is a body of strategies and applications geared toward the creation, documentation and sharing of knowledge both in tacit and explicit manners. In organization`s management, knowledge management as Kinyua ((2015) believes is a systematic, explicit and deliberate building, renewal and application of knowledge to maximize an enterprise`s knowledge-related effectiveness and returns on knowledge assets.

According to Abbas and Sağsan (2019), large and small organizations can create and acquire fresh knowledge through outsourcing or benchmarking replication. This procedure creates fresh knowledge inside firm and can be transformed to fundamental achievement issue and incessant innovation as Areed, Salloum, and Shaalan (2021) found out. New generation of leaders according to Chirico (2008), need to generate fresh knowledge, which will help the competitiveness and performance of the organization throughout the transfer of



ownership and leadership rights. As a result, knowledge creation process is of utmost importance to the succession process of every organization. Periodic review is highly necessary to preserve the knowledge and skills taught because human memory is deficient irrespective of the age or background of the learner.

According to Cabrilo and Dahms (2018), large and small organizations can create and acquire fresh knowledge through outsourcing or benchmarking replication. This procedure creates fresh knowledge inside firm and can be transformed to fundamental achievement issue and incessant innovation as Mardani, Nikoosokhan, Moradi, and Doustar (2018) found out. New generation of leaders according to Ngoc Thang and Anh Tuan (2020), need to generate fresh knowledge, which will help the competitiveness and performance of the organization throughout the transfer of ownership and leadership rights. As a result, knowledge creation process is of utmost importance to the succession process of every organization. Periodic review is highly necessary to preserve the knowledge and skills taught because human memory is deficient irrespective of the age or background of the learner.

Authentic knowledge-sharing in the observation of Riege (2005) is not people-based but individual-based. The main intention of effective knowledge-sharing centers on organizations utmost critical needs. The needs include guaranteeing that the system is in agreement with strategy, making sure that organization build trust by emphasizing on essential qualities rather than values, adopting excellent practices, resolving customer's difficulties promptly, permitting subordinates to resolve the difficulties they come across without meddling by the top management, and introducing customer feedback which Ling (2015) pointed out as part of the process in the new product development.

The creation, sharing, application and conversion of knowledge strategies between employees and customers to offer organization good image has continued to remain not only difficult but a major problem in organization management. Unsatisfactory Knowledge Management within the organization as Adebisi and Babatunde (2012) posits, is a major issue truncating organization's capability to increase its number of customers. The inability to create knowledge has affected customer shortage and continued to remain a major obstacle to goal achievement in Yobe Flour Mills Limited Potiskum. The pursuit of developing new innovations is not given adequate attention by the company management and this, has been affecting the organization to larger extent. Didi (2017) submits that, there is need for strategic innovation through knowledge creation capability, which is a crucial factor for company's development.

The value of organization's product or service is determined by the nature of its application of Knowledge Management. Performances leading to the realization of goals and objectives are facilitated by effective Knowledge Management system and practice (Davidson & Voss, 2002). Knowledge Management causes significant influence on business

management performance and competitive edges (Chang & Lee, 2007). As Kremp and Mairesse (2003) observed, Knowledge Management has positive effects on labor Productivity. Khalifa & Liu (2003) asserts that, Knowledge Management infrastructure and process have important effects on the possibility of Knowledge Management facilitation of goals achievement in an organization. The effective acquisition and utilization of new knowledge as Uhlaner et al (2007) found out are source of flexibility and competitive advantage which are connected with organizational performance. Knowledge utilization also serve as important aspect of innovation process influencing the functionality of companies. This however implies that knowledge exchange is an essential aspect of employing Knowledge Management in the process of organization's goals achievement.

Organization's effectiveness is better achieved in condition of well-established Knowledge Management practices. Knowledge is power. It is the energy that moves an organization toward goals achievement (Omotayo, 2015). Organization competitiveness and decision-making capabilities today are very much reliant on the knowledge base (Kinyua, 2015). Success to goal achievement in organization lies much on company's system and practice of Knowledge Management. The stronger the knowledge base, the higher the chances of decisions to address the complex and unpredictable forces shaping competitive business conditions. In a nutshell, Knowledge Management is an intentional action in an organization and includes key knowledge identification, new knowledge generation, and the transference of knowledge amid and among workers (Gomez et al., 2011). When the management of knowledge is properly done, the performance of the organization improves. The organization also gains competitive advantage because it makes its workers becomes sharper and smarter enough to process and break down jobs (Alryarat & Alhawari, 2008; Cieslik & Michalek, 2018).

Higher sales turnover in companies is intertwined with market research and use of networks for knowledge exchange. Sharing, codification of knowledge, company provided training and quality certificates have no positive effects just in the same manner output strategies have on performances. Therefore, effective predictor for sales turnover in organization is Knowledge Management input strategies. Rapid sales growth especially in small firms is related to innovation as research evidence has shown (Storey, 2000). Marketing research development and sales growth as Heunks (1998) also pointed out, are significantly related. Hall and Bagchi-Sen (2000) noted that, positive relationship exists between new product introduction and re-designed products and total sales growth. Non-innovators are more prevalent in declining, stable and low (to average) growth firms.

Researches and development of findings in Knowledge Management according to Pautz (2019) are subjected to huge funding so as to make organizations function appropriately in the areas of goods and service creation as well as carrying out service delivery comfortably under peace and emergency situations. It even extends as far as



providing avenue for sound and better Knowledge Management system and practice. Adequate funding of research in the area of Knowledge and Management has made it possible for both public and private organizations in developed countries of the world to achieve their goals within limited period of time and without much stress than their counterparts in developing countries of the world.

The management of Faro Water Bottling Company needs to acknowledged the fact that, central to the practice of effective Knowledge Management system and process for goals achievement is the issue of adequate funding which is important to goods and service creation. Major issues critical to the objectives of this study are the use of Knowledge Management in the creation of goods and services in Faro Water Bottling Company Yola, how the company applied Knowledge Management during normal and crisis times as well as the level of Knowledge Management practice in the organization. The study is a fill up of gap created by previous related studies as none on Knowledge Management practice has been conducted on the Faro Water Bottling Company Yola. It is hope that, the work will stimulate observations and criticisms capable of expanding the Knowledge Management discourse.

### Methodology

The study used survey research to carry out on knowledge management in Faro Water Bottling Company Yola, Adamawa State-Nigeria. The population of the study consisted of 15 employees in the company. It adopted quantitative method for data collection. Structured questionnaire was administered on respondents in the organization. The respondents were systematically chosen among the staff of the company using the stratified sampling technique. The instrument of data collection was personally and physically administered by the researcher and reacted to by the respondents. All the questionnaires were completed by the respondents and retrieved by the researcher. Statistical Package for Social Science (SPSS) 29 version was adopted in analyzing the data obtained. Statistical tools of analysis such as frequency/percentage was employed in analyzing data collected through the administration of structured questionnaire where F/P stands for frequency/percentage, SD-Strong Disagreed, D-Disagreed, N-Neutral, A-Agreed, SA-Strongly Agreed and Q-Question. Results of analysis were graphically presented.

### Data Presentation and Analysis

The data obtained in the study are hereby presented and analyzed below.

**Table 1: Examine knowledge management strategies for ease of doing business for goods and services during in Normal and Crisis Situations in bottling company in Jimeta- Yola**

Questions	F/P				
	SD	D	N	A	SA
Knowledge Management is used to foster	2	3	1	4	5

employee's relationship for ease of doing business to create goods and service in Faro Water Bottling Company Yola in any situation.	13.33%	20%	6.67%	26.66%	33.33%
Knowledge Management is not applied in critical time's crisis situation of goods and services in Faro Water Bottling Company Yola.	4 26.67%	6 40%	2 13.33%	2 13.33%	1 6.67%
Knowledge Management is used in Faro Water Bottling Company Yola during normal time through internal knowledge creation, sharing and transfer among the organization's employees and with different organizations.	2 13.33%	2 13.33%	1 6.67%	4 26.67%	6 40%
Knowledge retrieval and sharing are not some of the ways Faro Water Bottling Company Yola uses Knowledge Management to create goods and services during crisis time.	6 40%	5 33.33%	1 6.67%	2 13.33%	1 6.67%
Faro Water Bottling Company Yola Practices Knowledge Management through the use of knowledge creation, sharing, transfer, storing, retrieval, used and reused.	2 13.33%	2 13.33%	1 6.67%	4 26.67%	6 40%

Source: Field Survey (2024)

The findings revealed that 9 (60.0%) of the respondents indicates that knowledge management is used to foster employees relationship for ease of doing business to create goods and service in Faro Water Bottling Company Yola in any situation, while 5 (33.3%) had a divergent view. Only 1 (6.6%) respondent indicated not aware. Similarly, the finding also showed that 10 (66.6%) of the respondents revealed that knowledge management is not applied in critical times crisis situation of goods and services in Faro Water Bottling Company Yola., while 3 (20.0%) had contrary view, interestingly, 2 (13.35) also revealed that they are not aware about it. On the aspect of the knowledge management been used in Faro Water Bottling Company Yola during normal time through internal knowledge creation, sharing and transfer among the organization's employees and with different organizations, 10 (66.6%) of the respondents strongly agreed or agreed with the statement, while 4 (26.6%) disagreed or strongly disagreed. Also, on the contrary, respondents were also asked whether knowledge retrieval and sharing are not some of the ways Faro Water Bottling Company

Yola uses Knowledge Management to create goods and services during crisis time 11 (73.3%) of the respondents strongly disagreed or disagreed with the statement, while 3 (20.0%) agreed or strongly agreed with the statement. The finding further revealed that Faro Water Bottling Company Yola Practices Knowledge Management through the use of knowledge creation, sharing, transfer, storing, retrieval, used and reused as 10 (66.6%) respondents strongly agreed or agreed with the statement, while 4 (26.6%) had a contrary view. Overall, the implication of these findings in relation to the knowledge management strategies for ease of doing business for goods and services during normal and crisis situations in bottling company in Jimeta- Yola suggested that most of the participants appreciate knowledge management strategies knowledge creation, sharing and transfer among the organization`s employees for the development of the companies during normal and crisis situation.

Objective 2: Analyzed the usefulness of Knowledge Management in the company during normal and crisis times

**Table 2: Analyzed the usefulness of Knowledge Management in the company during normal and crisis times**

Questions	F/P				
	SD	D	N	A	SA
Knowledge Management can be used during peace and emergency conditions in companies especially bottled water companies to maximize profit and information marketing.	2 13.33%	2 13.33%	1 6.67%	4 26.67%	6 40%
Knowledge Management practice in not used in bottled water companies to attract a great deal of attention of employee and the general public	6 40%	5 33.33%	1 6.67%	2 13.33%	1 6.67%
The use of Knowledge Management play in companies' efforts toward goals achievement of the company	2 13.33%	1 13.33%	0 6.67%	6 26.67%	6 40%
Knowledge Management was limited to its impact on performance of organization with beverage firms as case study without bottled water companies	6 40%	3 33.33%	2 6.67%	2 13.33%	2 6.67%

Faro Water Bottling Company Yola Practices Knowledge Management through the use of knowledge for ease of doing business in private sector organizations in Nigeria	2 13.33%	2 13.33%	0 6.67%	5 26.67%	6 40%
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Source: Field Survey (2024)

The second objective sought to analyze the usefulness of knowledge management in the company during normal and crisis times. The findings showed that 10 (66.6%) of the respondents indicates that knowledge management can be used during peace and emergency conditions in companies especially bottled water companies to maximize profit and information marketing, while 4 (26.6%) had a contrary view. Only 1 (6.6%) respondent indicated not aware. Similarly, the finding also showed that 11 (73.3%) of the respondents revealed that knowledge management practice in not used in bottled water companies to attract a great deal of attention of employee and the general public, while 3 (20.0%) had divergent opinion, interestingly, 1 (6.6%) also revealed that they are not aware about it. On the aspect of the use of knowledge management play in companies' efforts toward goals achievement of the company, 12 (80.0%) of the respondents strongly agreed or agreed with the statement, while 3 (20.0%) disagreed or strongly disagreed. Also, on the contrary, respondents were also asked whether Knowledge Management was limited to its impact on performance of organization with beverage firms as case study without bottled water companies 9 (60.0%) of the respondents strongly disagreed or disagreed with the statement, while 4 (26.6%) agreed or strongly agreed with the statement. The finding further revealed that Faro Water Bottling Company Yola Practices Knowledge Management through the use of knowledge for ease of doing business in private sector organizations in Nigeria as 11 (73.3%) respondents strongly agreed or agreed with the statement, while 4 (26.6%) had a contrary view. Overall, the findings implies that the use of knowledge management offer good image to the succession process which has continued to remain not only difficult but a major problem solving techniques in normal and crisis situation for the growth and development of the company.

Objective 3: Assess Knowledge Management application and Performances during in Normal and Crisis Situations in bottling company in Jimeta- Yola.

**Table 3: Assess Knowledge Management application and Performances during in Normal and Crisis Situations in bottling company in Jimeta- Yola**

Questions	F/P				
	SD	D	N	A	SA

Knowledge Management applications and performance enhance stronger knowledge base for decisions to address the complex and unpredictable forces shaping competitive business conditions during in Normal and Crisis Situations in bottling company in Jimeta- Yola	2 13.33%	3 20%	1 6.67%	4 26.66%	5 33.33%
Knowledge Management does not performed optimally in the company for knowledge identification, new knowledge generation, and the transference of knowledge amid and among workers	4 26.67%	6 40%	2 13.33%	2 13.33%	1 6.67%
management of knowledge is properly done, the performance of the organization improve to gains competitive advantage because it makes its workers becomes sharper and smarter enough to process and break down jobs	2 13.33%	2 13.33%	1 6.67%	4 26.67%	6 40%
Negative output in knowledge management affect production re-designed products and total sales growth. Non-innovators are more prevalent in declining, stable and low	6 40%	5 33.33%	1 6.67%	2 13.33%	1 6.67%
Knowledge exchange Sharing, codification of knowledge, company provided training and quality certificates have no positive performance just in the same manner output strategies have on performances	2 13.33%	2 13.33%	1 6.67%	4 26.67%	6 40%

Source: Field Survey (2024)

Objective three also sought to assess knowledge management application and performance during in Normal and Crisis Situations in bottling company in Jimeta- Yola. The findings revealed that 9 (60.0%) of the respondents indicates that Knowledge Management applications and performance enhance stronger knowledge base for decisions to address the complex and unpredictable forces shaping competitive business conditions during in Normal and Crisis Situations in bottling company in Jimeta- Yola, while 5 (33.3%) had a divergent view. Only 1 (6.6%) respondent indicated not aware. Similarly, the finding also showed that 10 (66.6%) of the respondents revealed that management of knowledge is properly done, the performance of the organization improve to gains competitive advantage because it makes its

workers becomes sharper and smarter enough to process and break down jobs, while 3 (20.0%) had contrary view, interestingly, 2 (13.35) also revealed that they are not aware about it. On the aspect of the knowledge management been used in Faro Water Bottling Company Yola during normal time through internal knowledge creation, sharing and transfer among the organization`s employees and with different organizations, 10 (66.6%) of the respondents strongly agreed or agreed with the statement, while 4 (26.6%) disagreed or strongly disagreed. Also, on the contrary, respondents were also asked whether Negative output in knowledge management affect production re-designed products and total sales growth. Non-innovators are more prevalent in declining, stable and low 11 (73.3%) of the respondents strongly disagreed or disagreed with the statement, while 3 (20.0%) agreed or strongly agreed with the statement. The finding further revealed that Knowledge exchange Sharing, codification of knowledge, company provided training and quality certificates have no positive performance just in the same manner output strategies have on performances as 10 (66.6%) respondents strongly agreed or agreed with the statement, while 4 (26.6%) had a contrary view. Overall, the implication of the findings indicated that performances led to the realization of goals and objectives which are facilitated by effective Knowledge Management system and practice.

### **Discussions**

Objective one of the study was to examine knowledge management strategies for ease of doing business for goods and services during in normal and crisis situations in bottling company in Jimeta- Yola. The study found that the respondents indicates that knowledge management was used to foster employees relationship for ease of doing business to create goods and service in Faro Water Bottling Company Yola in any situation. the study also found that knowledge management is not applied in critical times crisis situation of goods and services in Faro Water Bottling Company Yola. The study also revealed that knowledge management been used in Faro Water Bottling Company Yola during normal time through internal knowledge creation, sharing and transfer among the organization`s employees and with different organizations. The finding is in line with a study by Areed, Salloum and Shaalan (2021) who reported that multiple knowledge management strategy play a significant role in an innovative organization, influencing all types of innovation, and the exchange of knowledge is the most important process for innovations. Ngoc Thang and Anh Tuan, (2020) findings corroborate with the result obtained that the knowledge management strategy as a focus of business strategy: emphasis on the creation, accumulation, organization, updating, exchange and use of knowledge in all plans, operations and detailed actions for its availability and use in every business transaction. Although, gaps still exists as not all employee face issues of knowledge retrieval and sharing of the ways Faro Water Bottling Company Yola uses Knowledge Management to create goods and services during crisis time.,



majority of the respondents appreciate knowledge management strategies as it played and still playing a fundamental role in the company growth and development.

The second objective also analyzed the usefulness of knowledge management in the company during normal and crisis times. Faro Water Bottling Company Yola in Adamawa State of Nigeria operates an effective Knowledge Management system in the creation of goods and services meant to satisfy its customer's demands and to also meet up the emerging market forces which are likely to affect its production and supply pattern especially during the time of crises. This is in line with the study by Santoro et al. (2018) who found that Knowledge Management is well practiced by the organization and such better practice is applied to goods and services creation in the company. The study concurred with the finding of Mardani, Nikoosokhan, Moradi and Doustar, (2018) and Cabrillo & Dahms (2018) who post that Knowledge Management practice during normal time, the company concentrated more on the creation of knowledge internally as well as transfer and sharing of knowledge stored among employees and other different organizations because of the conducive atmosphere and secure or enabling environment created for such processes of Knowledge Management to thrive.

The third objective sought to assess knowledge Management application and performances during in Normal and Crisis Situations in bottling company in Jimeta- Yola. The study found that that Knowledge Management applications and performance enhance stronger knowledge base for decisions to address the complex and unpredictable forces shaping competitive business conditions during in normal and crisis situations in bottling company in Jimeta- Yola. The study also found that management of knowledge is properly done, the performance of the organization improve to gains competitive advantage because it makes its workers becomes sharper and smarter enough to process and break down jobs. This is in line with study conducted by Santoro et al. (2018) who justified that knowledge management performance contributes to the creation of open and joint ecosystems, the use of internal and external flows of knowledge through the development of internal knowledge management potential.

## **Conclusion**

As a result of the major findings made, the study came to the conclusion that Faro Water Bottling Company Yola practices knowledge management application better and effectively despite the challenges of crisis situation in the region. The study concluded that the company concentrated more on knowledge management strategies to use, reuse and sharing of ideas to create goods and services during crisis time as a gateway to its success. The use of these processes was based on the fact that insecurity and crises do not offer organizations enabling environment to operate fully with the expectation of meeting their higher targets. The study also concluded that the organization's uses knowledge management application to contributes to the creation of its internal and external flows for effective competitiveness in the industry.

The study advocates that knowledge management strategies and processes be adopted by the company tackle both normal and crises times situation effectively. The study also concluded that the company management should strive hard to ensure that necessary conditions are provided for the promotion of the six basic processes of Knowledge Management practice in the organization.

### **Recommendations**

Based on the conclusion reached, the study made the following recommendations

1. The management of Faro Water and Bottling Company Yola should endeavor to use of knowledge creation, sharing, transfer, storing, retrieval, used and reused in both normal and crises times put together with a view for the growth of the company.
2. The management of the company should utilize the usefulness of knowledge management to satisfy its customer's demands and to also meet up the emerging market forces which strive to secure enabling environment for the growth of the company.
3. Employees performances should be encourage toward putting in their best professional knowledge toward enabling the company practice Knowledge Management better than before.

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