



### Knowledge Management Practices and Organizational Performance of Private Broadcast Media Organizations in South-South, Nigeria

#### Abstract

*Private Broadcast Media Organizations represent a key ingredient in the daily life of society. Many people have complained about their inability to view Nigeria broadcast stations when they are outside the country. The perception thus is that Private Broadcast Media organizations in Nigeria are not performing as well as they should. The study set out to ascertain the level of Organizational Performance and knowledge management practices of Private Broadcast Media Organizations in South-South Nigeria and the extent to which knowledge management Practices influence Organizational Performance. The survey research design was used. The population of the study was 1,046 employees from 38 private broadcast media organizations from which a sample of 396 was selected using a combination of stratified and simple random sampling technique. Instrument of data collection was questionnaire titled "Organizational Performance, knowledge management Practices Questionnaire of Private Broadcast Media Organizations in South-South Nigeria". Data were analyzed using descriptive statistics, Pearson Correlation Coefficient, and multiple regressions. Findings revealed a high level of organizational performance of private broadcast media organizations particularly performing well in terms of "internal business process perspective: innovation". The study revealed a high level of 'knowledge management practices'. The findings further revealed knowledge management practices significantly influence organizational performance.*

**Keywords:** *Organizational Performance, Media Organizations, Innovation, KM Practices, Knowledge Sharing.*

#### 1.1 Introduction

Private broadcast media organizations represent a key ingredient in the daily life of society, operating in the public sphere and serve as the vehicle through which society relate. Globally, the broadcast media place

emphasis on organizational performance as a tool for growth in a competitive market. Organizational performance is the extent to which private broadcast media organizations are able to meet the expectations of stakeholders, and their own needs for

survival. How well these media organizations perform is of vital importance in the market place. The implementation of organizational objectives and utilization of resources to achieve their set goals is essential as this will afford management of the private broadcast media organizations to understand operational activities and help to monitor its progress.

Private broadcast media organizations need to operate at peak level of performance as they move towards their goals and strive to surpass such goals to achieve their desired economic status. An insight into understanding of how they perform in relation to planned activities and desired result compared to competitors is vital. The comparison of the actual results of their activities with its intended results gives a true picture of their performance. Individual units of these broadcast media organizations are result oriented and are also involved in organizational activities which may incur cost or generates revenue. When a private broadcast media organization achieves its goals and sustains and surpasses its economic status it is said to have performed well.

According to Cocca and Alberti (2010), organizational performance may be defined according to stakeholders' interest. Good performance is the bedrock for the survival and success of any private broadcast media organization. It is the mirror that reflects an organization's ability in achieving customer satisfaction, profitability, innovation and employee's satisfaction to provide suitable financial returns to shareholders, through social and ethical responsibilities. The ability to meet these expectations of the stakeholders and its own needs is indicative of good performance without compromising its ability to meet their needs continuously but also do better for the benefit of current and future stakeholders.

Private broadcast media organizations have various stakeholders, one of which is the

shareholders who are co-owners of the business through investing of funds to boost the organization's capital for the purposes of profit and performance. To this end, the way the shareholders see the organization is very important as they are interested in the profitability of the organization. The private broadcast organization is a commercial entity whose economic activity tends towards business profit. The business may be faced with pressure from stakeholders to improve employees' welfare, reduce cost, innovate and provide superior value to customers and in turn enhance the profitability level of the organization. Profitability is about cost and income, hence, success in this regard is when cost is judged in relation to income and what is left is the profit. Profitability is one of the indicators of organizational performance; it is the main financial perspective measure of organizational performance measure of the balanced scorecard for this study because it acts as the final arbitrator between variety costs and revenue. To achieve a high profitability, one of the requirements is to have paying customers and this happens when the customer is satisfied.

## **1.2 Statement of the Problem**

Private broadcast media organizations operate in the public sphere and Society relies on them as a teacher, a guide to pass on institutional beliefs, patterns and as a link between government and the governed. Many people have complained about their inability to view Nigeria broadcast stations when they are outside the country. The perception thus is that private broadcast media organizations in Nigeria are not performing as well as they should. Many reasons can be given for this situation. They include technological issues such as continuing use of analog instead of digital method of broadcasting, poor management, and economic reasons. Others may include poor budget process, inability to properly manage

the knowledge of the organization.

The global economy has shifted towards greater reliance on the utilization and exploitation of knowledge. While aiming to cope in the present world media market, competing favorably under this rapid changing condition and attaining optimal result and desired goal, knowledge management practices are vital. The economics and social life of the world today is resting on a life line provided by knowledge. This study intends to find out the level of organizational performance of private broadcast media organizations in South-South, Nigeria visa vis their knowledge management practices are responsible for this.

### 1.3 Objective of the Study

The main objective of this study is to investigate the influence of knowledge management practices and budget process on organizational performance of private broadcast media organizations in South-South Nigeria. The specific objectives are to:

1. find out the level of organizational performance of private broadcast media organizations in South-South, Nigeria.
2. determine the extent of knowledge management practices in private broadcast media organizations in South-South, Nigeria.
3. ascertain the influence of knowledge management practices on organizational performance of private broadcast media organizations in South-South, Nigeria.
4. find out the challenges confronting organizational performance of private broadcast media organizations in South-South, Nigeria.

### 1.4 Research Questions

The following research questions will be used to guide the study:

1. What is the level of organizational performance of private broadcast media

organizations in South-South, Nigeria?

2. To what extent is knowledge management practiced in private broadcast media organizations in South-South, Nigeria?
3. What are the challenges confronting organizational performance of private broadcast media organizations in south-south, Nigeria?

### 1.5 Hypothesis

H<sub>1</sub>: Knowledge management practices has no significant influence on organizational performance of private broadcast media organizations in South-South, Nigeria.

### 2.1 Review of Related Literature

Customer satisfaction is a key to organizational performance. The continuing survival of any organization is tied to the patronage of customer, Tsuma and Gichinga (2016), and customer dissatisfaction leads organizations' to fail in reaching their objectives. Satisfaction of customer is about fair price in accordance to quality of service and product, based on innovation, and rapid delivery. The customer has a need that the private broadcast media organization exists to satisfy. Customer satisfaction is an indicator of the customer perspective measure of organizational performance of the balanced scorecard, other indicators includes: sales volume, market feedback, sales delivery, enhanced brands. The customer's judgment on products, services and organizations, means profit and life to the private broadcast media organization, the customer judgment is as a result of the value gained from products and services provided by the media organization. The satisfaction of the customer leads to new, improved products and services powered by innovation as to create greater value which in turn will improve organizational performance of the private broadcast media organization. The extent to which the private broadcast

media organization identifies the customer's future needs and satisfies them, aids the organization in a process to excel and continuously improve.

Innovation is about new idea, behavior, process, policy, service or everything that is new to the private broadcast media organization. Innovation is change or modification of the usual to the not too usual products and services to satisfy perceived customer wants and needs. This new idea will help private broadcast media organizations' move away from the usual to the not too usual products and services. Success of the private broadcast media organization depends upon its innovative capability. Innovation positively affects organizational performance (Zafar, Hafeez & Shefer, 2016). Innovation and creativity are key ingredients in creating and sustaining competitive advantage. Innovation is an indicator of internal business process, a perspective measure of organizational performance of the balanced scorecard, others include. Process innovation, social responsibility, operational excellence, internal and efficiency usually result in new products and services or changes in service and product lines, new methods of production, developing new systems, and applications As well as introducing and implementing new procedures.

The bid to satisfy the customer makes private broadcast media organizations produce unique products and services so as to surpass the taste of the customer this leads to new knowledge that when developed produces unique products and service that create wealth. All of these have direct and positive influence on organizational performance of the private broadcast media organization. Innovation involves the development of new products or production processes that leads to efficient and effective operations of the private broadcast media organizations. The chief source of expertise and the wellspring of innovation come from

within the organization itself. Thus employees are one of the most productive assets of private broadcast media organizations. Ground breaking thought and ideas that generate innovation emanate from them.

Employee satisfaction is how an employee views his/her work; it encompasses feelings of like and dislikes which are emotional and which affects the quality of work and attitude that employees have towards their work. This affects the organization's performance of the private broadcast media organization either negatively or positively. The employee emotional state is very vital to gain the best from the employee as new ideas, possible alternatives need to be generated and shared. For employees, organizational performance means good compensation packages, support, respect and fair treatment and job security which enables an organizations build effective behavior due to their ability to coordinate employees' capabilities. Employees' satisfaction is an indicator of training and growth perspective measure for organizational performance of the balanced scorecard others include; skills development, employee's expertise, human capital optimization, availability of information systems, is the rock to the other perspectives (Candela & Manuel, 2009). The employee is a major factor to organizational performance of any organization including private broadcast media organizations. Employees satisfaction with the services provided to them as regard promotion opportunities, safety and healthy, reward, skills and development, are some of the expectations of the employees from the organization that will help increase their productivity.

Successful private broadcast media organizations represent a key ingredient in the daily life of society. Improved performance is one of the goals for private broadcast media organizations because it is a major

determinant for survival and growth. Woo and Choi (2016) classify organizational performance of broadcast media organizations into two, namely: economic-industrial performance and socio-cultural performance. Economic-industrial performance entails how broadcast media organizations perform in the market. A typical indicator of this is sales revenue. Socio-cultural performance refers to performance with respect to content (programmes), primarily on the accomplishment of goals as regards to relevant laws establishing the organization. Organizational performance of private broadcast media organizations can be measured with a balanced view aimed at a complete description of everything that is important and needed to be known, balance between short and long term objectives, financial and non-financial measures. Employees are the center of the short and long term objectives of the private broadcast media organization as they weave the objectives to attain organizational performance.

The acquisition and application of knowledge by employees is one of the sources of growth in the global economy as the engine of growth is powered by unleashing human potentials. The rapid changes witnessed by the global business environment demand that private broadcast media organizations think outside the box as the current global economy is knowledge-based, that creating, disseminating, and using knowledge to enhance its growth and development. According to Dahlman, Routti and Yla-Anttila (2007), knowledge is one of the main driving forces of economic and social development in both industrial and developing countries. The increasing importance of knowledge creates both challenges and opportunities. According to Carter and Leautier (2007), knowledge can greatly contribute and promote economic growth and social development.

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to participate, perform and dominate in this economy and environment where value is created through the use of knowledge, it must pay attention to her knowledge. Knowledge stems from employees through their experiences, and ideas which are understood and applied into meaningful actions. Greater part of knowledge is tacit, it resides in the minds of people based on individual experience and activities that is hard to express as it is deeply rooted in the skills, ideas and capabilities of the individual who carries it in his/her mind. Knowledge management practices are activities, processes, strategies, systems that are either formal or informal which are related to knowledge capture, creation, sharing and application. Davenport (1996), notes that for knowledge to be effectively created, shared and developed in productive economic processes and activities, it has to be managed. The economic and social life of today's world is resting on a life line provided by knowledge and the future can be won by knowledge management practices. This will enable private broadcast media organizations to be proactive and adapt to external changes. The efficient management of knowledge is very important in achieving organizational aims and objectives (Omotayo, 2015). According to Aronson and McCarthy (2008), the success of business hinges on proper knowledge management practices.

Knowledge is central to organizational performance as it is a vehicle through which actions that leads to organizational performance takes place. According to Leautier (2007), knowledge capital is the only asset that can grow without limits; and new knowledge increases the efficient use of resources that are in finite supply. Knowledge is the driving force for growth and economic transformation; the era when natural resources dominated trade has given way to an era in which knowledge resources are paramount. For private

broadcast media organizations to survive they must respond to new pressure that can make them to generate the best outcomes from the resources they have at their disposal. This is the knowledge of employees, customers and other stakeholders of the private broadcast media organization.

For private broadcast media organizations to have a successful knowledge management practice, it is vital that they understand and have a clear and comprehensive picture of their current reality, their strength and weakness as well as a vision plan. This can be achieved through knowledge audit which gives a clear and holistic evaluation of knowledge resources of the private broadcast media organization and will help to identify their knowledge-based assets and develop strategies to manage them. The private broadcast media organizations are rich in intellectual capital as they have variety of specialists, technologies and societal links. Therefore, the proper management of these assets to fully capitalize on the possibilities of each is vital to knowledge management practices. This promotes the process of change on the way to improving organizational performance of the private broadcast media organizations as it is aimed at linking one generation of employees with another.

Knowledge management practices include knowledge capturing, creation, acquisition, sharing and application. Knowledge capturing centers around an expert's thought and experience and are taken and transferred usually through team work. Knowledge capture is the process of retrieving either explicit or tacit knowledge that resides within people, artifacts, or organizational entities. Explicit knowledge is captured from documentation, while tacit knowledge is an expert which involves interpretation and bringing forth the knowledge to solve problems. Knowledge capturing is a process of identifying business-

related information or static knowledge that supports and builds the organization's asset value. Knowledge at this point is received from the source, refined, filtered and stored so that it can be reused. The identification of critical knowledge that will be of value to the private broadcast media organization is necessary. The essence of this capturing is to make available for others to use for the benefit of the organization. It is a process of making knowledge accessible to the end user through mapping, indexing, and requesting mechanisms.

Knowledge is a transformer that gives direction in many organizations and can be captured from learning from customers, learning from own organization and from other organizations. An organization captures some of its organizational knowledge in the form of manuals and procedure documents; most of it is actually contained in the minds and behaviors of its employees. Knowledge creation, on the other hand is the generation and development of new ideas and knowledge through the management of people that working closely to perform tasks. The daily work of members of the organization in itself should generate new interaction, collaboration, communication which will produce new knowledge. According to Nonaka and Takeuchi (1996), knowledge creation requires four knowledge processes: they are socialization, externalization, combination and internalization.

Socialization is the transfer of tacit knowledge to tacit knowledge. This is achieved through discussions, team work, and knowledge exchange, this experience is translated into value knowledge. Externalization is translating tacit knowledge to explicit knowledge. This has to do with putting down on paper through formal procedures. Combination on the other hand is transferring explicit knowledge to explicit knowledge; documents are brought together

to create new knowledge. This can be supported by technology where knowledge is captured and sent to large audience by e-mail. Internalization which is the last process is the transferring of explicit knowledge to tacit knowledge when a particular task is carried out continuously, it will lead to carrying out the task without thinking about it and the task will be carried out successfully. It could be achieved through learning from reports. Tacit to tacit could be achieved through team meetings and discussions, tacit to explicit through dialogue with teams in question and answer sessions which will later be documented as minutes of meeting. The need to fill gaps when they are noticed makes an organization demand for help. The private broadcast media organization must work hard to improve her knowledge fortune through knowledge acquisition.

Knowledge acquisition is attaining knowledge that is in existence somewhere else; this could be done through purchasing knowledge assets in the form of patents, research documents or employing individuals with required knowledge. Also, a close relationship with customers can afford private broadcast media organizations a link to foster flow of knowledge that will improve customer satisfaction and in turn improve organizational performance of private broadcast media organizations. The acquisition of knowledge will bring about improvement of staff capacity that will in turn, help the private broadcast media organizations to take advantage of new opportunities as a result of exploitation of the new knowledge acquired. This will lead to new products and services powered through innovation. This could come from internal or external party and may lead to attainment of needed knowledge that will create value thus leading to organizational performance. Knowledge acquisition activates brainstorming, interaction, setting standard and evaluation, all of it result in the creation of

new knowledge which process involves the activity of transforming or disseminating knowledge from one person, group, or organization to another.

Knowledge sharing is a practice in knowledge management which makes knowledge available to others. Knowledge sharing is the process through which explicit or tacit knowledge is communicated to other individuals. It entails effective transfer, so that the recipient of knowledge can understand it well enough to act on it and take action based on it. It starts with ensuring that the employees in the private broadcast media organizations are motivated to share their knowledge in the first place. As important as the explicit structure for knowledge sharing is in an organization so also is the space for transferring experiential knowledge (tacit knowledge) that is not easy to transfer. This structure could be formal or informal but with the sole aim of providing a space to enable people with common interests to effectively share knowledge. This space allows people to meet physically, if their location permits, or virtually using information technology (intranet or internet) to communicate their ideas. This makes the organization to report and apply knowledge. The practice of knowledge sharing is important because it preserves knowledge apart from being a source of reference. It is an essential tool for a fast and efficient exchange of knowledge and the practice is not only to create new knowledge but also to enable the reuse of existing knowledge.

In order to compete successfully in today's knowledge economy, private broadcast media organizations have to treat the knowledge that contributes to their core competencies just as they would any other strategic, irreplaceable asset. Application of knowledge adds more value than the traditional factors of production like capital, raw materials and labor (Radwan &

Pellegrini, 2010). Knowledge application is a practice of knowledge management which is the degree at which an organization puts to use knowledge it has acquired, it enables the user to learn and create new knowledge. Knowledge application is when available knowledge is put to use to make decision, knowledge contributes most directly to organizational performance when it is used to make decisions and also perform tasks. (Goffee& Jones, 2013) the application of knowledge enables organizations to operate better in a new and challenging environment and helps organizations to evolve new structures and management; mobilizes, rewards and develops people in new ways and with new urgency; and assists organizations to face new priorities. Its benefits include fewer mistakes and redundancies, quicker problem-solving, better decision-making, reduced research and development costs, increased worker independence, enhanced customer relations and improved service.

Since knowledge does not diminish in value like other traditional assets and resources, it is crucial for the private broadcast media organization that intends to compete effectively and have a competitive advantage to practice knowledge management. In all of these, the goal is for private broadcast media organizations to become aware of its knowledge, individually and collectively, so as to manage it for the most effective and efficient use of the knowledge it has or can obtain. This is geared towards making private broadcast organizations act as intelligently as possible in order to secure its viability and overall success and also to realize the best value from its knowledge assets. It will also help to create avenues with which comparative advantage can be sustained through acquisition, retention and exploitation of the knowledge identified by the organization. It is also for the purposes of teaching and learning, collaboration and new

ways of getting the job done which can be achieved with the cooperation of the employees as willing partners.

Employees own knowledge that will help propel private broadcast media organizations to attain organizational performance. This success is achieved when employees are seen as willing partners. Organizational performance of private broadcast media organizations does not respond to rhetoric or suddenly become healthy in terms of performance, but they must pay attention to their knowledge and manage it to meet their present, future demands and challenges.

Private broadcast media organizations are a key element of the media market in the world. In some countries, they are the second generation to provide broadcast media services. They provide audience with increased choice and diversity. As a result, larger audience which will promote the organizations commercial interest will be sustained. This in the long run, will ensure stakeholders' goodwill to the organization and attainment of all objectives of the organization. How well an organization performs in the market and meets its goals and objectives will determine how much the organization will grow.

Private broadcast media organizations have an important role in our society acting as the life blood to modern entertainment, mobilizer and a formidable factor in the new world order in economy, technology and politics. According to Ibagere (2009), the media occupy a prominent place in world affairs at present, to the extent that many changes in the world affairs have been attributed to the media. At present, for private broadcast media organizations to stand tall in this era knowledge management must be practiced to meet organizational goals in such a manner that will enhance the performance of the organization.



### 3.1 Methodology

The survey research design was used. The population of the study was 1,046 employees from 38 private broadcast media organizations from which a sample of 396 was selected using a combination of stratified and simple random sampling technique. Instrument of data collection was questionnaire titled 'Organizational Performance, Knowledge Management

Practices Questionnaire of Private Broadcast Media Organizations in South-South Nigeria (OPKMPQ)'. Data were analyzed using descriptive statistics, Pearson Correlation Coefficient, and multiple regressions.

### 4.1 Result and Discussion of Findings

**1. Question 1:** What is the level of organizational performance of private broadcast media organizations in South-South, Nigeria?

**Table 1. Employees' Perception of Organizational Performance**

Items	S A (%)	A (%)	N S (%)	D (%)	S D (%)	Mean (SD)
<b>Internal Business Process Perspective: Innovation</b>						
In comparison with competitors, our organization is more innovative	250 (70)	80 (22)	19 (5)	3 (1)	4 (1)	4.60 (.73)
In new products and services introduction, our organization is often first to market	248 (70)	82 (23)	22 (6)	2 (1)	2 (1)	4.61 (4.61)
New products and services in our organization often bring us up against competitors	263 (74)	84 (24)	7 (2)	0 (0)	2 (1)	4.70 (.56)
There is continuous improvement in our organization	290 (81)	44 (12)	19 (5)	2 (1)	1 (0)	4.74 (.61)
My organization add new features in the products and services after studying the customers' requirements	235 (66)	20 (6)	4 (1)	3 (1)	9 (26)	3.84 (1.75)
My organization regularly introduces new products	79 (22)	224 (63)	32 (9)	4 (1)	17 (5)	3.97 (.89)
My organization provides quality products services to its customers	83 (23)	221 (62)	30 (8)	6 (2)	16 (4)	3.98 (.89)
Products and services from my organizations are trusted	83 (23)	223 (63)	31 (9)	3 (1)	15 (4)	4.00 (.86)
<b>4.30 (.58)</b>						
<b>Customer Perspective: Perceived Customer Satisfaction</b>						
In comparison with competitors my organization has satisfied her customers more	74 (21)	164 (46)	6 (2)	105 (29)	7 (2)	3.54 (1.17)
The goal of my organization truly reflects the interests and expectations of customers	343 (96)	4 (1)	3 (1)	2 (1)	4 (1)	4.91 (.52)

My organization considers our relations with customers to be excellent because we maintain genuine customer relationship	140 (39)	177 (50)	33 (9)	2 (1)	4 (1)	4.26 (.74)
My organization changes customers often	3 (1)	28 (8)	7 (2)	71 (20)	247 (69)	1.51 (.93)
My organization has long term partner relationship with our customers	142 (40)	208 (58)	3 (1)	0 (0)	3 (1)	4.37 (.59)
My organization give customers regular updates on our products and services	72 (20)	275 (77)	4 (1)	0 (0)	5 (1)	4.15 (.56)
The number of customer complaints within the last period has decreased in my organization	16 (4)	264 (74)	5 (1)	6 (2)	65 (18)	3.45 (1.21)
My organization loses existing customers and do not attract new ones	4 (1)	3 (1)	7 (2)	74 (21)	268 (75)	1.32 (.67)
My organization retains existing customers and manage to attract new ones	7 (2)	11 (3)	299 (84)	35 (10)	4 (1)	2.95 (.50)
My organization is open to receiving new ideas from customers	90 (25)	254 (71)	5 (1)	2 (1)	5 (1)	4.19 (.62)
In my organization, customers are happy with the products and services they buy	151 (42)	193 (54)	8 (2)	3 (1)	1 (0)	4.38 (.60)
New products in my organization are designed to meet customers' expectation	339 (95)	8 (2)	4 (1)	2 (1)	3 (1)	4.90 (.49)
<b>3.66 (.29)</b>						
<b>Financial Perspective: Perceive Profitability</b>						
My organization in the past three years has been able to acquire the resources it needs	50 (14)	14 (4)	26 (7)	201 (56)	65 (18)	2.39 (1.24)
My organization has sold more than it did last year	71 (20)	152 (43)	26 (7)	5 (1)	102 (29)	3.24 (1.53)
My organization meet its financial obligations	14 (4)	60 (17)	25 (7)	41 (12)	216 (61)	1.92 (1.31)
My organization utilizes finances well	26 (7)	59 (17)	12 (3)	94 (26)	165 (46)	2.12 (1.34)
My organization is constantly seeking new avenues to increase revenue	38 (11)	287 (81)	24 (7)	5 (1)	2 (1)	3.99 (.53)
My organization is able to satisfy shareholders	288 (81)	49 (14)	10 (3)	6 (2)	3 (1)	4.72 (.68)
My organization cost minimization strategies are ineffective	13 (4)	242 (68)	47 (13)	31 (9)	23 (6)	3.54 (.94)
<b>3.13 (.62)</b>						

<b>Learning and Growth Perspective: Employee Satisfaction</b>						<b>Mean</b>
I will recommend my organization to an intending job seekers for employment	16 (4)	53 (15)	108 (30)	132 (37)	47 (13)	2.60 (1.04)
In my organization, I have a clear understanding of my career/promotion path	17 (5)	113 (32)	172 (48)	46 (13)	8 (2)	3.24 (.82)
I am valued In my organization	15 (4)	59 (17)	231 (65)	46 (13)	5 (1)	3.09 (.72)
I frequently received recognition from management in my organization	13 (4)	56 (16)	107 (30)	137 (38)	43 (12)	2.60 (1.01)
My organization ensure the safety and good health of employees	63 (18)	15 (4)	265 (74)	9 (3)	4 (1)	3.35 (.84)
In my organization, employees remuneration is better than at comparable organizations	11 (3)	61 (17)	50 (14)	217 (61)	17 (5)	2.53 (.94)
My organization encourages employees to pursue further studies	68 (19)	18 (5)	262 (74)	7 (2)	1 (0)	3.41 (.83)
My organization encourages employees innovation	72 (20)	20 (6)	259 (73)	4 (1)	1 (0)	3.44 (.83)
<b>3.03 (.77)</b>						
<b>Overall Mean</b>	<b>3.56 (.41)</b>					

**Decision Rule:** Less than 1.00 Very Low, 1.01 -2.00 Low, 2.01 -3.00 Moderate, 3.01 -4.00 High, 4.01-5.00 Very High.

Respondents were asked to give their ratings of their organizations' performance based on the four perspectives of the balanced scorecard measure on four key indicators. Findings showed that the level of organizational performance of private broadcast media organizations in South South, Nigeria was high ( $\bar{X} = 3.56$ ). What contributed mostly to this high performance was the internal business processes perspective; that is the level of innovation taking place in the organizations. Respondents scored their-organizations level of innovation 4.30 on a scale of 5. Under the internal business process perspective, respondents noted that there was continuous improvements in their organizations ( $\bar{X} = 4.74$ ). The new products /services often brought them against competitors ( $\bar{X} = 4.70$ ) and their new products/services were often first to market, the internal business process perspective was distantly followed by customer perspectives ( $\bar{X} = 3.66$ ) and financial perspective ( $\bar{X} = 3.56$ ). According to the respondents ability to generally satisfy customers ( $\bar{X} = 4.91$ ) as well as ability to design services / products to meet customers' needs ( $\bar{X} = 4.90$ ) contributed mainly to the high performance of their organizations. Employee satisfaction contributed the least ( $\bar{X} = 3.03$ ) to the organizational performance of private broadcast media organizations in South -South Nigeria. The respondents did not see their remuneration as being comparable with those of similar organizations ( $\bar{X} = 2.53$ ). They noted that they seldom received recognition from their management ( $\bar{X} = 2.60$ ) and that they would not be too willing to recommend their organizations to intending job seekers ( $\bar{X} = 2.60$ ). Overall the high level of performance by private broadcast media organization noted by respondents was attributed mainly to the organizations' level of innovation. This was followed by the degree of customer satisfaction and the level of profitability of the organizations.

**Research Question 2:** To what extent is knowledge management practiced in private broadcast media organizations in South-South, Nigeria?

**Table 2 Extent to Which Knowledge Management is Practiced in Private Broadcast Media Organizations**

Items	S A (%)	A (%)	N S (%)	D (%)	S D (%)	Mean (SD)
<b>Knowledge Capture</b>						
My organization has a comprehensive, adequate database which is available for all personnel	8 (2)	78 (22)	170 (48)	81 (23)	19 (5)	2.93 (.86)
My organization encourages us to documents new acquired knowledge for each accomplished project	4 (1)	76 (21)	11 (3)	246 (69)	19 (5)	2.44 (.92)
My organization encourages us when faced with Problems to document the methods used to solve these problems for future benefits	5 (1)	6 (2)	75 (21)	251 (71)	19 (5)	2.23 (.64)
My organization consults the services of experts to work with team of employees	79 (22)	40 (11)	214 (60)	21 (6)	2 (1)	3.49 (.92)
My organization encourages us to interact with customers	310 (87)	34 (10)	7 (2)	4 (1)	1 (0)	4.82 (.54)
My organization learns from customers	335 (94)	8 (2)	6 (2)	5 (1)	2 (1)	4.88 (.54)
My organization learns from other organization	333 (94)	8 (2)	10 (3)	4 (1)	1 (0)	4.88 (.52)
My organization encourages us to document our experience and ideas	15 (4)	60 (17)	184 (52)	93 (26)	4 (1)	2.97 (.80)
My organization learns from itself	37 (10)	276 (78)	20 (6)	22 (6)	1 (0)	3.92 (.65)
<b>3.62 (.49)</b>						
<b>Knowledge Creation</b>						
My organization encourages us to seek new ideas from all sources	48 (13)	49 (14)	226 (63)	31 (9)	2 (1)	3.31 (.83)
My organization motivates and rewards creative employees	43 (12)	32 (9)	15 (4)	262 (74)	4 (1)	2.57 (1.08)
My organization encourages team work and cooperation instead of competition	11 (3)	133 (37)	198 (56)	12 (3)	2 (1)	3.39 (.63)
My organization encourages us to initiate and carry out jobs by methods believed as appropriate	136 (38)	180 (51)	34 (10)	4 (1)	2 (1)	4.25 (.72)
My organization have existence of a strong commitment to new ideas	133 (37)	185 (52)	35 (10)	3 (1)	0 (0)	4.26 (.66)
<b>3.56 (.67)</b>						

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<b>Knowledge Acquisition</b>						
My organization encourages us to participate in conference and workshops	4 2	3 9	260	6	9	3.2 8
	(12 )	(11)	(73)	(2 )	(3 )	(.79 )
My organization encourages us to bring customers views into decision -making	12 2	205	7	1 7	5	4.1 9
	(34 )	(58)	(2 )	(5 )	(1 )	(.80 )
My organization adopts successful international broadcasting practices the organization modifies these practices to be suitable for our conditions and environment	12 3	219	4	8	2	4.2 7
	(35 )	(62)	(1 )	(2 )	(1 )	(.65 )
My organization makes its learned lessons available to be distributed and exchanged between personnel	1 5	4 1	287	1 2	1	3.1 6
	(4 )	(12)	(81)	(3 )	(0 )	(.55 )
My organization encourages every department to determine important knowledge in its field to be distributed and exchanged between personnel	1 7	270	5 8	9	2	3.8 2
	(5 )	(76)	(16)	(3 )	(1 )	(.57 )
My organization ensures that when new knowledge is created the our organization shares it to employees	4	7 6	8 7	18 6	3	2.7 0
	(1 )	(21)	(24)	(52 )	(1 )	(.85 )
<b>3.57 (.52 )</b>						
<b>Knowledge sharing</b>						
In my organization database includes a list names and addresses of experts to call up for consultancy when needed	4	81	260	6	5	3.21
	(1 )	(23)	(73)	(2 )	(1 )	(.55 )
My organization does not face difficulty in accessing any information needed in any work	3	74	238	3 7	4	3.10
	(1 )	(21)	(67)	(10)	(1 )	(.62 )
My organization has an intranet which enables sharing and exchange of knowledge with other	3	84	257	1 0	2	3.21
	(1 )	(24)	(72)	(3 )	(1 )	(.52 )
In my organization employees can easily access needed internet to collect any information	5	301	4 0	6	4	3.83
	(1 )	(85)	(11)	(2 )	(1 )	(.52 )
In my organization Modern aids and mails are used for knowledge sharing	6	247	9 4	7	2	3.7 0
	(2 )	(69)	(26)	(2 )	(1 )	(.56 )
In my organization Modern technology are used in to get the job done	77	233	42	1	3	4.07
	(22 )	(65)	(12)	(0 )	(1 )	(.65 )
<b>3.52 (.42 )</b>						
<b>Knowledge Application</b>						
My organization encourages us to treat all information received from any source and benefits from i	41	47	259	6	3	3.33
	(12 )	(13)	(73)	(2 )	(1 )	(.73 )
In my organization employees don't face difficulty in applying work methods they have been trained	7	1 0	263	7 3	3	2.85
	(2 )	(3 )	(74)	(21)	(1 )	(.57 )
In my organization there is always a follow up to ensure subordinates use and apply method gained during training course	5	14	271	49	17	2.83
	(1 )	(4 )	(76)	(14)	(5 )	(.63 )
My organization encourages to use new knowledge	45	213	91	4	3	3.82
	(13 )	(60)	(26)	(1 )	(1 )	(.69 )
<b>3.21 (.47 )</b>						
<b>Overall mean</b>	<b>3.52 (.43 )</b>					

Decision Rule: less than 1.00 very low, 1.01-2.00 low, 2.01-3.00 moderate, 3.01-4.00 high, 4.01-5.00 very high,

Table 2 reveals a high level of knowledge management practice with overall mean score of 3.52. Respondents were asked to give their ratings of the extent to which knowledge management is practiced in their organizations based on five indicators of knowledge management practices. Findings revealed that level to which knowledge management was practiced in private broadcast media organizations in SouthSouth, Nigeria was high ( $\bar{X} = 3.52$ ). What contributed mostly to this high practice was knowledge capture; that is the level of knowledge capture taking place in the organizations. Respondents scored their organizations level of knowledge capture 3.62 on a scale of 5. Under knowledge capture process, respondents noted that organizations learnt from customers ( $\bar{X} = 4.88$ ), and other organizations ( $\bar{X} = 4.88$ ). Organizations encouraged employees to interact with customers ( $\bar{X} = 4.82$ ) and learnt from itself ( $\bar{X} = 3.92$ ). Knowledge capture was distantly followed by knowledge acquisition ( $\bar{X} = 3.57$ ), knowledge creation ( $\bar{X} = 3.56$ ) and knowledge sharing ( $\bar{X} = 3.52$ ). According to the respondents, their ability to learn from other organizations ( $\bar{X} = 4.88$ ) as well as their ability to learn from customers ( $\bar{X} = 4.88$ ) and the ability to adopt successful international broadcasting practices, modified these practices to be suitable for their own conditions and environment ( $\bar{X} = 4.27$ ). The use of modern technology to get the job done ( $\bar{X} = 4.07$ ) also contributed to the high knowledge management practices of their organizations. Knowledge application contributed the least ( $\bar{X} = 3.21$ ) to the level of knowledge management practiced in private broadcast media organizations in South South, Nigeria.

In all the high level of knowledge management practices by private broadcast media organization noted by respondents was attributed mainly to the organizations' level of knowledge capture. This was followed by the degree of knowledge acquisition, knowledge creation, and the level of knowledge sharing of the organizations. This implies that there is a high level knowledge management practice in terms of knowledge capture, knowledge acquisition, knowledge creation, knowledge sharing and much of the knowledge, not applied in private broadcast media organizations in South-South, Nigeria.

**Research question 3:** What are the challenges confronting organizational performance of private broadcast media organizations in south-south, Nigeria?

**Table 3: Analysis of Challenges Confronting Organizational Performance of Private Broadcast Media Organizations in South South, Nigeria**

Items	YES(%)	NO(%)
My organization show unwillingness to share knowledge	184	172
	(52)	(48)
My organization shows inadequate commitment to giving incentives or rewards for sharing knowledge	183	173
	(51)	(48)
My organization shows inadequate commitment to employee participation in Budgeting process	203	153
	(57)	(43)

Technological factors/changes affect my organization performance	342	14
	(96)	(5)
Harsh Regulations, Policies affects my organization's performance	343	13
	(96)	(3)
Economic hardship experience in the country affect my organization performance	346	10
	(98)	(3)
My organization is not committed to knowledge creation	34	322
	(10)	(91)
Lack of training is affecting my organization's performance	246	110
	(69)	(31)
Transport infrastructures are affecting my organization performance	346	10
	(97)	(4)
My organization lack manpower	251	105
	(70)	(29)
No steady power supply	272	84
	(76)	(24)
There is Lack of trust in my organization	253	103
	(71)	(29)
My organization is not committed to application of new knowledge	41	315
	(11)	(88)
My organization's budget is not realistic	263	93
	(74)	(27)

Private broadcast media organizations are businesses that depend on patronage from society to make gain from its services, but the economic hardship experienced in the country is affecting their performance, respondents agree that harsh regulations and policies and technological factors/changes affect organizational performance. Closely following these reasons were unsteady power supply, unrealistic organization's budget, lack of manpower, lack of trust, the lack of training. Also scoring high is showing inadequate commitment to employee participation in budget process, organization shows inadequate commitment to giving incentives or reward for sharing knowledge among others. Additionally, organizations show unwillingness to share knowledge. Other perceived causes included organization not committed to application of new knowledge. While organization is not committed to knowledge creation accounted for the least cause of organizational performance of private broadcast media organizations in South-South, Nigeria.

**4.2 Testing of Hypothesis:** Knowledge management practices has no significant influence on organizational performance of private broadcast media organizations in South-South, Nigeria.

**Table 4 Regression analysis of knowledge management practices on organisational performance of private broadcast media organizations**

ANOVA						
Mode	1	Sum of Squares	d f	Mean Square	F	Sig
1	Regression	46.110	1	46.110	1101.110	.000
	Residual	14.824	354	.042		
	Total	60.934	355			
R = .870		R Square = .757		Adjusted R Square = .756		

**Table 5 Regression Analysis of Knowledge Management Practices on Organizational Performance**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficient		Sig
		B	Std. Error	Beta		
1	(Constant)	.639	.089		7.204	.000
	Knowledge management practice	.829	.025	.870	33.183	.000

Table 5 shows a statistically influence of knowledge management on organizational performance ( $\beta = .87$ ,  $t = 33.18$ ,  $F_{1,354} = 1101.11$ ,  $P < 0.05$ ). Knowledge management accounts for 75.7% of the total variance in organizational performance. This outcome helps to understand that the mean and standard deviation scores imply that the respondents had a good grasp of the study and how it affects them individually and collectively. The responses showed that the general perception of organizational performance of private broadcast media organization is high. This outcome also implies that there is an urgent need for policy support for adoption of knowledge management practices which primarily rest on government and management of private broadcast media organizations. Above all, this hypothesis helps to better appreciate the need

for management of private broadcast media organizations to take the issue of knowledge management practices very seriously. Management of private broadcast media organizations should form a strong collaboration with knowledge managers to develop a solution to organizational performance of private broadcast media organization. The null hypothesis is rejected. This implies that knowledge management practices will influence organizational performance of private broadcast media organizations in South-South, Nigeria.

#### 4.3 Summary of Findings

The vast majority of staffers of private broadcast media organizations in South-South, Nigeria, 96% were aged between 25 and 49 years; 1.4 % were between 20-25 years, while the rest were 50 years old and



above. This finding shows that most of the staffers are in their active working years; it also suggests that it is a relatively young workforce. Two thirds (65.2%) of the staffers were male. This suggests that men were more likely to be found in private broadcast media organizations than women. This shows serious gender imbalance. Over half (54.8%) of the private broadcast media organizations in South-South, Nigeria run both radio and television stations; about one third (29.5%) run radio broadcasting stations only while a mere (15.7%) run television stations only.

The study finding shows that no active department was left out in the research the study suggests it was that extensive. No active employee involved in media broadcasting of the private broadcast media organizations in South-South, Nigeria was left out in the study. This suggests that the study was extensive.

More than two thirds (71.1%) of the staffers of the private broadcast media organizations in South-South, Nigeria have are graduates with a BSC/HND; 5.1% are graduates with MSc while 11.2% hold SSCE/NECO and 0.6% holds professional certificate. This finding shows that most of the employees of the private broadcast media organizations in the South-South, Nigeria are graduates suggesting a knowledgeable workforce; it also suggests the reason for the relatively young workforce. Over two third (80.3%) of the employees of private broadcast media organizations have worked between one and seven years; 13.8% have worked for over seven years, while 5.9% have worked for less than a year. This finding is in agreement with the relative young workforce of the private broadcast media organizations in the South-South, Nigeria; it suggests a low experience workforce. 396 copies of questionnaire were administered, 356 copies of the questionnaires were returned suggesting a response rate of 90%.

## Conclusion and Recommendations

Knowledge management has been practiced across several sectors of the economy and have yielded different results. In some situations, it yielded positive results, while in other situations, negative results. The findings from this study indicate that for the private broadcast media organizations to continuously sustain their competitive advantage, outperform their competitors and gain organizational performance in the media market, they should adopt knowledge management practices. The study also reveals that the adoption of knowledge management practices will result in positive outcomes of improved organizational performance.

knowledge management practices significantly influence organizational performance, remains-remain a major challenge in the private broadcast media market because of the complacency of the private broadcast media organizations managers towards it. Managers of private broadcast media organizations should give serious attention to knowledge management so as to survive achieve their goals and compete favorably in the global media space. Based on the findings of this study, the following recommendations are suggested for policy intervention:

1. To increase the organizational performance of the private broadcast media organizations management need to ensure they improve and apply knowledge to get the best out of their organizational knowledge.
2. The findings revealed a high level of organizational performance in private broadcast media organizations in South-South, Nigeria. Hence, the various perspectives measures of organizational performance should be fully improve upon, sustained and deployed into all units, sections and departments of the organization for effective and optimum

organizational performance in the organization.

3. Considering the contributions of the private broadcast media organizations to the country, it is necessary for the government to formulate policies that will reduce the economy hardship experienced in the country.
4. The study revealed gender imbalance in terms of employment in the private broadcast media organizations in South-South Nigeria. Management of the private broadcast media organizations should ensure the gap of gender imbalance that exist in their organizations in South-South,, Nigeria is closed.
5. The study revealed a youthful workforce in the private broadcast media organizations in South-South, Nigeria. Management of private broadcast media organizations in South-South, Nigeria should retain and employ matured staff as they will help mentor the young staff.

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