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Knowledge Management and Organisational Resilience of Pre-Shipment Inspection Companies in South South, Nigeria

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ABSTRACT

The study examined the nexus between knowledge management (dimensioned by knowledge sharing and knowledge storage) and organisational resilience (measured by adaptability) of pre-shipment inspection companies in South-South, Nigeria. The upper echelons theory underpinned the study, while the underlying philosophy is positivism. The cross-sectional survey was adopted in generating primary data through the use of questionnaire. The elements of the accessible population are the 480 middle and top-level managers of all the 20 Pre-Shipment Inspection Companies, in South-South, Nigeria, and a sample size of 235 respondents was determine. The hypotheses were tested at 0.05 significance level, using partial least square-structural equation modeling. The study concludes that when management increases the adoption of knowledge management, the tendency for organisational resilience will be enhanced. It is therefore recommended that managers of Pre-Shipment Inspection companies in South South, Nigeria, should enhance the implementation of knowledge sharing in order to bring about adaptability of the organisation. This can be achieved by conducting regular meetings to exchange experiences, using newsletters to disseminate information and ensuring knowledgeable staff share their ideas with other staff. Moreso, Management of Pre-Shipment Inspection companies in South-South, Nigeria, should improve their knowledge storage practices as a means of increasing the level of

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adaptability in the organisations. This can be achieved by having a system for keeping and retrieving information, ensuring staff have access to required information.

Introduction

The issue of insufficient organisational resilience of Pre-Shipment Inspection, Monitoring, and Evaluation Companies in South-South Nigeria has reached critical proportions. Some Pre-Shipment Inspection, Monitoring, and Evaluation companies appear to be inadequate in adapting to rapidly changing technological climate, and they do not appear to be capable of aligning their internal processes, structures, and strategies to the changing business contexts. Several of these businesses fail to adjust swiftly to internal disruptions and external shocks in order to keep their identities and survive. Furthermore, it appears that these issues have resulted in the demise of a number of indigenous Pre-Shipment Inspection and Monitoring companies in Nigeria. Notably, Vogus and Sutcliffe (2007) proposed that resilient organisations that face severe challenges should adjust quickly and spontaneously, and make changes to their software to counteract security risks.

Additionally, since businesses can't see into the future with absolute certainty, developing their capacity for resilience is essential for readiness and continued existence (Hamel & Valikangas 2003). Risk management, physical barriers, redundancy (spare capacity), system back-ups, and standard processes all contribute to an organization's resilience (Vakilzadeh & Haase, 2020). These safeguards enable the business to recover quickly from disturbances and protect against potential dangers. Vakilzadeh and Haase (2020) argued that achieving organisational resilience requires balancing preventative control, conscious action, performance optimization, and adaptive innovation, and managing the conflicts inherent to these many vantage points. Recognizing the magnitude of difficulties and taking action to overcome them while also grasping hidden possibilities is crucial to a company's survival in today's business environment (Ogunro, 2014).

Branickiet al. (2018) added that a resilient organisation has leaders that are autonomous, creative, risk-taking, and accepting of both success and failure. Similarly, Karman (2020) claimed that businesses might strengthen their resilience by cultivating positive connections with external stakeholders. Yet, as Yacob (2018) pointed out, resilient organisations need to make sure they can comprehend and manage their varied members, and efficient communication with stakeholders both within and outside the organisation is also beneficial. The flexibility, improvisation, and ultimately the resilience of an organisation are all enhanced by a decentralised structure in which managers and employees share the burden of ensuring its continued existence (Andersson et al., 2019).

Several researchers have looked into the topic of organisational resilience and proposed a number of predictors in an effort to find a solution to the widespread problem of weak organisational resilience in businesses. Ikiriko, Jaja, and Eketu (2017) conducted research on the topic of performance management and organisational resilience at Port Harcourt's commercial banks. Furthermore, Jaja and Amah (2014) looked at the relationship between mentorship and organisational resilience in Rivers State's industrial sector. Yet, knowledge management and organisational resilience has been the subject of very few research efforts. Thus, the purpose of this research was to evaluate knowledge management and its nexus to organisational resilience of Pre-Shipment Inspection firms in South-South, Nigeria.

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1.1 Objectives and hypotheses

The aim of this study is to ascertain the link between knowledge management and organisational resilience of Pre-Shipment Inspection companies in South South, Nigeria.

The specific objectives of the study are to:

i. Evaluate the relationship between knowledge sharing and adaptability.

ii. Ascertain the link between knowledge storage and adaptability.

The following research questions directed the investigation:

i. What is the association knowledge sharing and adaptability?

ii. What is the link between knowledge storage and adaptability?

The following null hypotheses were formulated to provide possible answers to the above research questions:

H_{01}: There is no significant relationship between knowledge sharing and adaptability.

H_{02}: There is no significant relationship between knowledge storage and adaptability.

1. LITERATURE REVIEW

2.1: Theoretical Review: This study is based on the "upper echelon theory" (Hambrick & Mason, 1984). According to upper echelons theory (UET), the beliefs and assumptions of those at the very top of an organisation have a significant impact on how that company functions as a whole (Carpenter, Geletkanycz, & Sanders, 2004; Hambrick & Mason, 1984). In particular, the theory posits that the strategic decisions made by top executives are affected by their impressions of the company's external environment. As a result of their unique perspectives and experiences, senior executives make strategic decisions that have an impact on an organization's bottom line. Consequently, the upper echelon theory is pertinent to this study since it will facilitate the relationship between the top management teams in the making of strategic decisions relating to relating to organisational resilience.

2.2 Conceptual Review: The independent variable is knowledge management (dimensioned by knowledge sharing and knowledge storage) while the dependent variable is organisational resilience (measured by adaptability)

2.2.1 Knowledge Management: Knowledge management (KM) is the process of generating, codifying, and transferring organisational knowledge, which has been shown to improve corporate performance and decision making (Buheji, 2012). In addition, Riege and Lindsay (2006) claimed that knowledge management should facilitate the creation, expansion, and utilisation of knowledge for the achievement of organisational objectives. In addition, Zhi-ze and Shuang-liang (2012) suggested that efficient knowledge management efforts minimise the internal cost of management and service through the re-engineering of government processes, which would increase the government's efficiency and its people' service. In a similar vein, Wilcox King and Zeithaml (2003) remarked that the purpose of knowledge management is to improve the quality and performance of the organisation and enable it to compete successfully in the market.

2.2.2 Knowledge Sharing: To foster a culture of information sharing in an organisation, extensive efforts must be done (Tompang & Yunus, 2017). As a result, Lin (2007) defined knowledge sharing as individuals exchanging organizationally relevant experiences and information. Moreover, Hooff and Ridders (2004) defined knowledge sharing as a process in which individuals mutually share implicit (tacit) and explicit information to develop new knowledge. This concept suggests, according to Vries,

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Hooff, and Ridder (2006), that all knowledge sharing behaviour comprises of the provision of new information and the demand for new knowledge.

2.2.3 Knowledge Storage: According to Lin (2007), knowledge storage entails a conversion process that includes organising, structuring, storing, and eventually combining knowledge to ease future usage by individuals involved. Similarly, Walsh and Ungson (1991) suggested that knowledge storage is crucial because stored information from an organization's history might be conveyed in ways that influence current actions. Knowledge storage, according to Koech, Boit, and Maru (2015), entails both soft and hard type recording and preservation of both individual and organisational knowledge in a fashion that allows it to be quickly accessed.

2.2.4 Organisational Resilience: Organizational resilience is a term with several interpretations. Organizational resilience, as proposed by Accra-Jaja and Amah (2014), stems from the recognition that businesses must be proactive in the face of threats to their survival. Accra-Jaja and Amah underlined once more that a company's resilience may be gauged by how well it can maintain its standards and continue to operate in the face of various disturbances in the modern world. Additionally, organisational resilience is the firm's capability to anticipate potential adverse events, resist by adapting viable steps to cope with threats, and recover by returning the organisation to an acceptable condition as much as practically possible (Burnard & Bhamra, 2011; Umoh et al., 2013; Akpan, Jonney & Sylva, 2021).

2.2.5 Adaptability: Adaptability is a feature of a socio-ecological system that allows it to cope with perturbations (Olsson et al., 2004). Moreover, Adger (2003) asserted that adaptability refers to a system's capacity to change in order to tolerate disturbances and cope with variability. Adaptability, as defined by Ashford (1986), is a firm's ability to adjust its structures, actions, and design to meet a certain environment. Similarly, Koberg et al. (2000) noted that adaptability is aimed at preserving and increasing organisational performance through changes in organisational strategies, structures, and processes that are in sync with the environment.

2.3 Empirical Review: In a study conducted by Chebet and Njuguna (2020), the authors analysed how Oxfam International, Kenya's knowledge management approaches impacted their service delivery. Knowledge generation, dissemination, application, and archiving are some of the areas that will be examined. A trifecta of theories—resource based theory, adaptive saturation theory, and the organizational conversion theory—provided the foundation for this research. As a result, the target audience comprised 65 individuals working at Oxfam's global headquarters. Descriptive statistics were used to assess the data, including mean, standard deviation, frequency distribution, and percentages. Thus, 65 managers at Oxfam's nairobi headquarters were included in the research. With 60 surveys fully completed and sent, the response rate was 92.31 percent. Inferential statistics were also utilised to interpret the data. Regression analysis was used to determine the effect of knowledge management techniques on service quality at Oxfam international in Kenya. Knowledge management approaches were shown to significantly and substantially influence service delivery at Oxfam international in Kenya. The study found that the organisation valued lessons, awarded lessons, and recognised lessons learnt because they shared the lessons, publicised the learning, collaborated and exchanged experiences. In order to fill this knowledge gap, structural equation modelling was used to analyse data collected from a study of pre-shipment inspection firms in south-south nigeria. Hence, holes in context and methodology were filled. The impact of customer knowledge management on organisational flexibility and performance was also studied by Mehdibeigi, Dehghani, and Yaghoubi (2016). The study's sample size is 130 people from private banks in sirjan. Using the Krejcie and Morgan table (1970), the researchers decided on a sample size of 97 workers to survey using a cluster sampling approach. A five-point likert scale questionnaire with a closed-ended design is used to compile the data. In order to verify

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assumptions hypotheses were tested using PLS-SEM implemented in SMART-PLS 3. In addition to having a beneficial influence on organisational performance, the study indicated that customer knowledge management had a considerable impact on organisational agility.

3. RESEARCH METHODS: The research philosophy is positivism and the cross-sectional survey research design was adopted. The elements of the accessible population are the 480 middle and top-level managers of all the 20 Pre-Shipment Inspection Companies, in South-South, Nigeria, as per data retrieved from the Nigerian Midstream and Downstream Petroleum Regulatory Authority (https://www.nmdpra.gov.ng). Sample size of 235 respondents was determined using Krejcie & Morgan's (1970) formula and simple random sampling was adopted. However, 202 copies of the questionnaire were utilised, and the hypotheses were tested at 0.05 level of significance, using the Partial Least Square-SEM (PLS-SEM).

Table 1: Questionnaire Distribution

Number of Questionnaire Distributed	235	100%
Number of Questionnaire Retrieved	217	92.3%
Number of Usable Questionnaire	202	86.0%

As indicated in Table 1, a total of 235 copies of the questionnaire were administered, out of which a total of 217 copies were retrieved, representing 92.3% of actual distribution rate. Of the 217 copies of the instrument retrieved, 18 copies, representing 7.7% were not usable due to missing responses. In all, 202 copies of the instrument, representing 86.0% were retrieved and found to be completed and usable.

Univariate Analysis: This study adopted the Likert's five (5) point scale, with response categories as: Strongly agree = 5; Agree = 4; Undecided = 3; Disagree = 2 and Strongly disagree = 1. A mean scores of $x > 2.5$ reflects apparent agreement to the statement but at differing levels while scores $x < 2.5$ will reflect disagreement to the statement items.

Table 2: Descriptive Statistics Knowledge Sharing

	N	Minimum	Maximum	Mean	Std. Deviation
We conduct regular meetings to exchange Experiences.	202	1	5	2.92	1.184
Some of our staffs discuss issues with professional Associations.	202	1	5	2.95	1.141
We use newsletters to disseminate information.	202	1	5	2.86	1.108
We exchange information with stakeholders.	202	1	5	2.83	1.139
Knowledgeable staff share their ideas with other staff	202	1	5	2.93	1.118
Valid N (listwise)	202				

Source: SPSS research data output (2023)

Table 3: Descriptive Statistics for Knowledge Storage

	N	Minimum	Maximum	Mean	Std. Deviation
We have a system for keeping information.	202	2	5	4.29	.696
We have a system for retrieving information.	202	2	5	4.33	.678
Our staff have access to	202	1	5	4.18	.727

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information required.					
Staff can access information on-line.	202	1	5	4.14	.872
We update our knowledge databases	202	2	5	4.22	.723
Valid N (listwise)	202				

Source: SPSS research data output (2023)

Table 4: Descriptive Statistics for Adaptability

	N	Minimum	Maximum	Mean	Std. Deviation
Our company frequently adopts new marketing techniques.	202	1	5	3.97	.816
Our company frequently introduces new processes.	202	1	5	4.09	.789
Our company frequently modifies our services.	202	1	5	4.02	.849
Our company frequently adopts new technologies and skills.	202	2	5	4.13	.800
Valid N (listwise)	202				

Source: SPSS research data output (2023)

Evidences from Tables 2, 3, and 4 showed that, the mean distributions range from 2.83 to 4.33, which reveals that all three latent variables are substantial and suggests that Pre-Shipment Inspection Companies in South-South, Nigeria, are positively inclined to the observed variables.

Table 5: Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
KNOWLEDGE SHARING	.118	202	.000	.962	202	.000
We conduct regular meetings to exchange Experiences. (R)	.172	202	.000	.915	202	.000
Some of our staff discuss issues with professional Associations.	.184	202	.000	.912	202	.000
We use newsletters to disseminate information.	.200	202	.000	.910	202	.000
We exchange information with stakeholders.	.202	202	.000	.907	202	.000
Knowledgeable staff share their ideas with other staff	.198	202	.000	.912	202	.000
KNOWLEDGE STORAGE	.242	202	.000	.819	202	.000
We have a system for keeping information.	.264	202	.000	.748	202	.000
We have a system for retrieving information.	.264	202	.000	.741	202	.000
Our staffs have access to information required.	.297	202	.000	.761	202	.000
Staff can access information on-line.	.296	202	.000	.773	202	.000

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We update our knowledge databases	.295	202	.000	.738	202	.000
ADAPTABILITY	.203	202	.000	.885	202	.000
Our company frequently adopts new marketing techniques.	.341	202	.000	.778	202	.000
Our company frequently introduces new processes.	.309	202	.000	.785	202	.000
Our company frequently modifies our services.	.300	202	.000	.811	202	.000
Our company frequently adopts new technologies and skills.	.253	202	.000	.818	202	.000

a. Lilliefors Significance Correction

Source: SPSS research data output (2023)

As indicated in Table 5, the Kolmogorov-Smirnov/Shapiro-Wilks test reveals that the p-values are all less than 0.05 ($p<0.05$). This means that there is a significant difference between the dataset and a normal distribution. Thus, the data is not normally distributed. This justifies the use of Partial Least Square-SEM (PLS-SEM), a non-parametric statistical technique, as a tool to test the hypothesis at 0.05 significance level.

Reflective Measurement Models

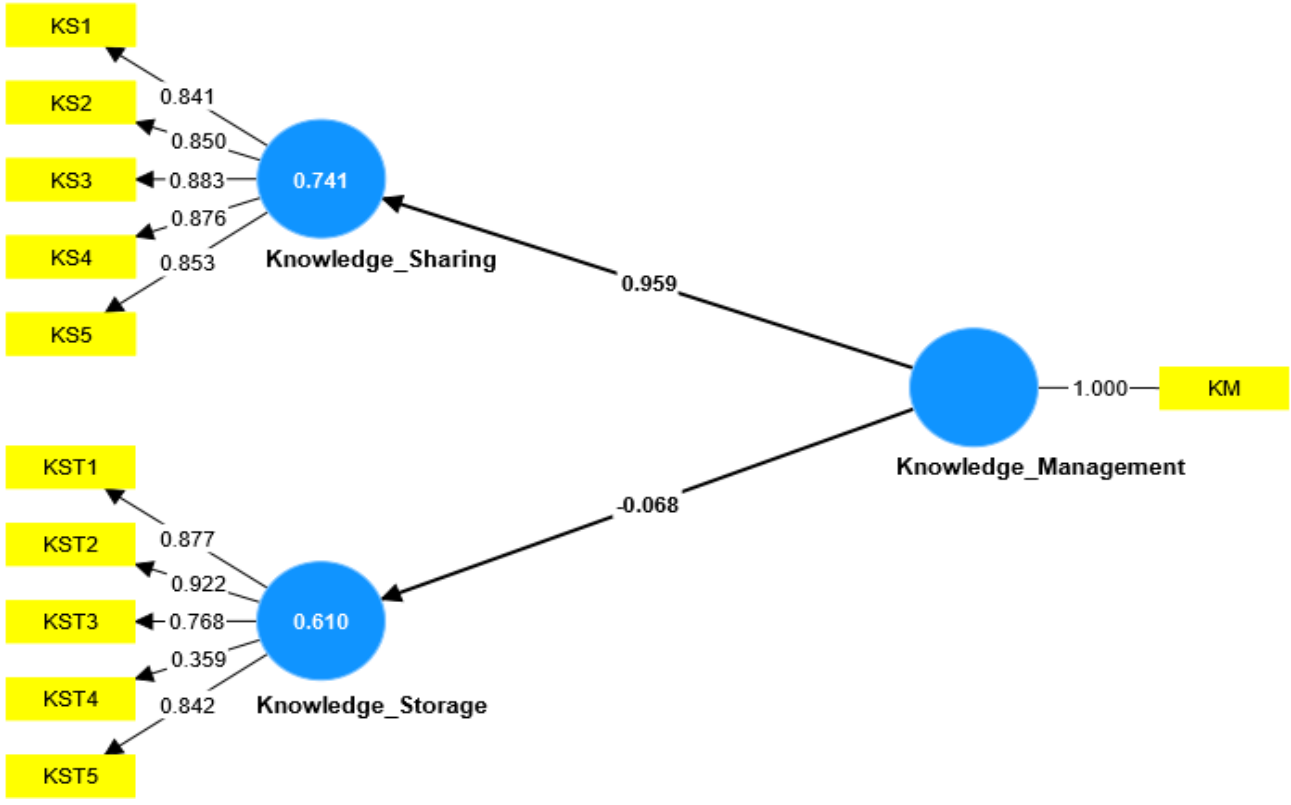

Figure 1: Measurement Model for Knowledge Sharing and Knowledge Storage

Source: SmartPLS4.0 Output of Research Data, 2023

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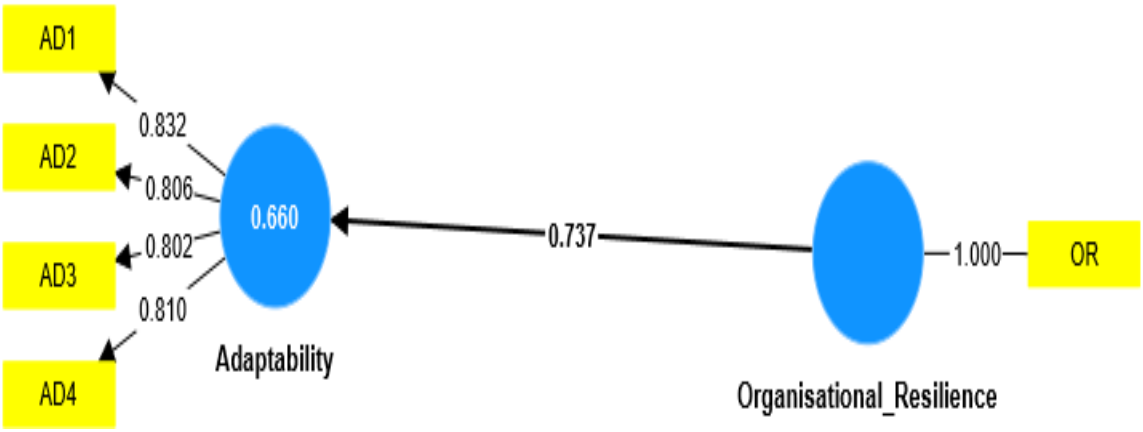

Figure 2: Measurement Model for Adaptability

Source: SmartPLS4.0 Output of Research Data, 2023

Table 6: Result Summary for Reflective Measurement/Outer Models

Latent Variable	Indicators	Convergent Validity			Internal Consistency Reliability		
		Loadings	Indicator Reliability	AVE	Composite Reliability (*rho_a*)	Composite Reliability (*rho_c*)	Cronbach's Alpha
		>0.70	**>0.50**	**>0.50**	**>0.70**	**>0.70**	**0.70-0.90**
Knowledge Sharing	KS1	0.741	0.549	0.741	0.914	0.935	0.913
	KS2	0.796	0.634				
	KS3	0.836	0.699				
	KS4	0.830	0.689				
	KS5	0.809	0.654				
Knowledge Storage	KST1	0.877	0.769	0.610	0.748	0.879	0.880
	KST2	0.922	0.850				
	KST3	0.768	0.590				
	KST4	0.359	0.129				
	KST5	0.842	0.709				
Adaptability	AD1	0.832	0.692	0.660	0.872	0.886	0.834
	AD2	0.806	0.650				
	AD3	0.802	0.643				
	AD4	0.810	0.656				

Source: SmartPLS4.0 Output of Research Data, 2023

With respect to the dimensions of knowledge management, all response items for knowledge sharing satisfied the 0.70 threshold for indicator loadings recommended by Hulland (1999), and all outer loadings for knowledge storage satisfied the recommended cut of 0.70, except kST4 (l_k = 0.359). Relating to the measure of organisational resilience, all indicators for adaptability satisfied the recommended threshold of 0.70. Similarly, for the indicator reliability, all response items of the model explained more than 50% of the indicator's variance except kST4 (l_k^2= 0.129). The composite reliability (both *rho_a and rho_c)* of all the constructs indicates that all the latent variables have internal consistency values above the recommended threshold of 0.7 (Hair et al., 2017). Moreso, the Cronbach's alpha reliability values are as follows: knowledge sharing (0.913), knowledge storage (0.880), and adaptability (0.834). These Cronbach's alpha reliability values are in accordance with Nunnally and Bernstein (1994) who recommended alpha value of 0.7 and above as indication of reliability of the

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measured constructs. Furthermore, the average variance extracted figures of 0.741, 0.610, and 0.660, for knowledge sharing, knowledge storage and adaptability, respectively, indicate that all the latent constructs have AVEs above the recommended threshold of 0.5 (Fornell & Larcker, 1981).

Table 7: Correlations and Average Variance Extracted

Variable	KS	KST	AD	AVE	Sq. Root of AVE
KS	**1.0**	0.743	0.691	**0.741**	**0.861**
KST	0.743	**1.0**	0.685	**0.610**	**0.781**
AD	0.691	0.685	1.0	**0.660**	**0.812**

Where: KS= Knowledge sharing, KST= Knowledge storage, AD= Adaptability, AVE= average variance extracted, Sq. Root of AVE= square root of average variance extracted. Correlation is significant at the 0.01 level (2-tailed).

Source: SmartPLS4.0 Output of Research Data, 2023

3.4.1 Convergent Validity: Table 1.7 reveals that the Avarage Variance Extracted (AVE) for the constructs are as follows: KS=0.741, KST= 0.610, and AD= 0.660. With the AVEs>0.5, the model has evidence of convergent validity as suggested by Fornell and Larcker (1981).

3.4.2 Discriminant Validity: The square roots of AVEs of each construct, 0.861, 0.781, and 0.812, for KS, KST and AD, were respectively greater than the construct correlations,. This suggests that the model has evidence of discriminant validity (Fornell & Larcker, 1981).

3.5 Structural Model

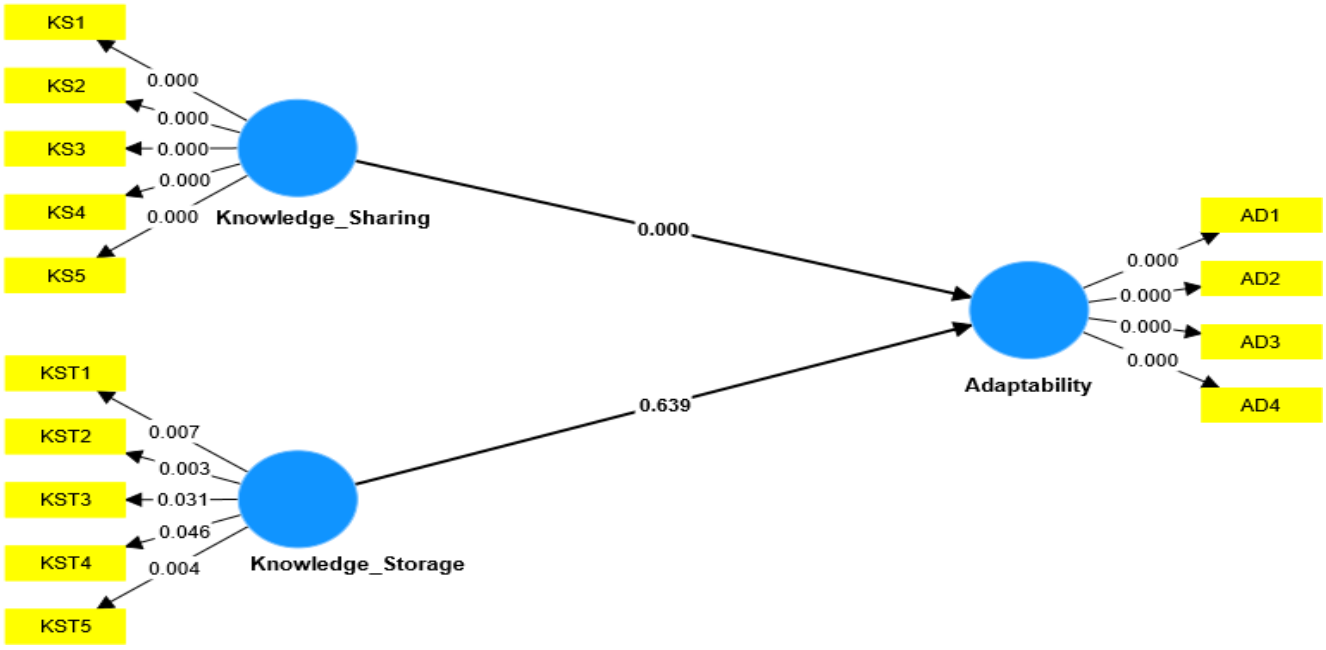

Figure 3: Structural Model showing only the p-values

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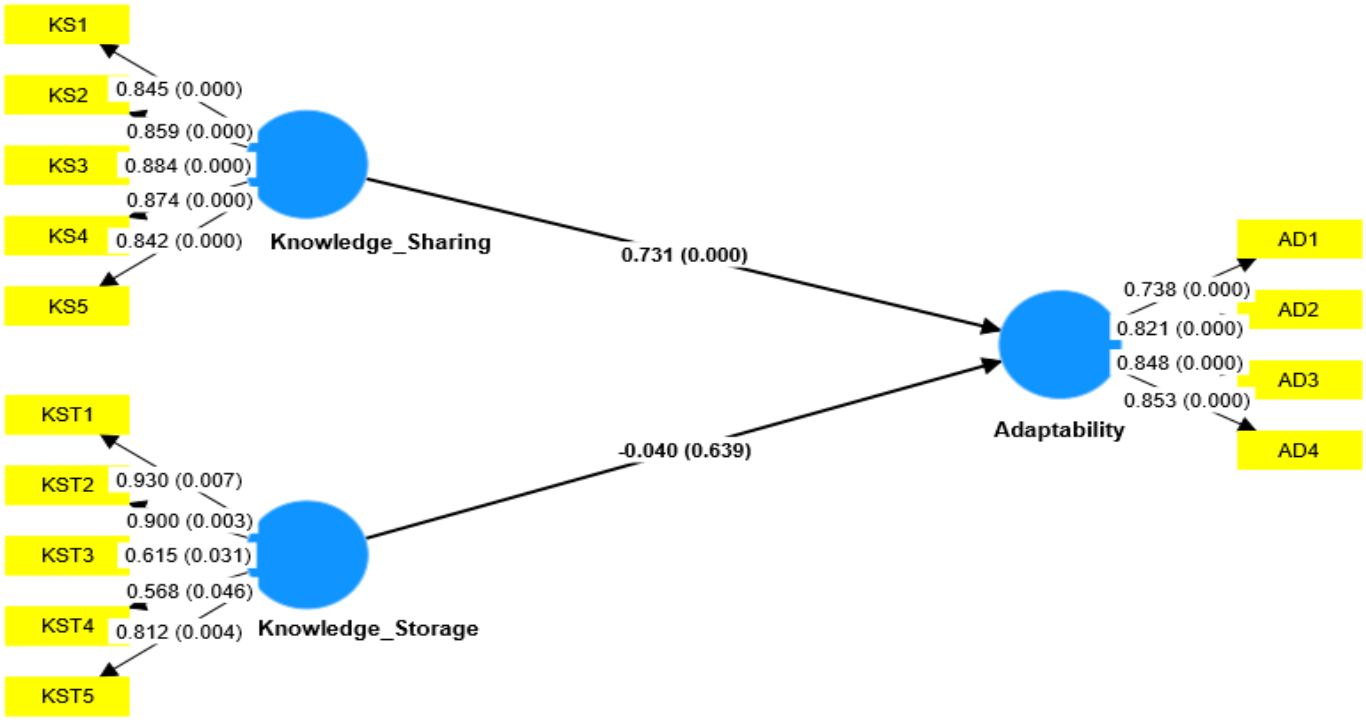

Figure 4: Structural Model showing the beta (β) values and p-values

Source: SmartPLS4.0 Output of Research Data, 2023

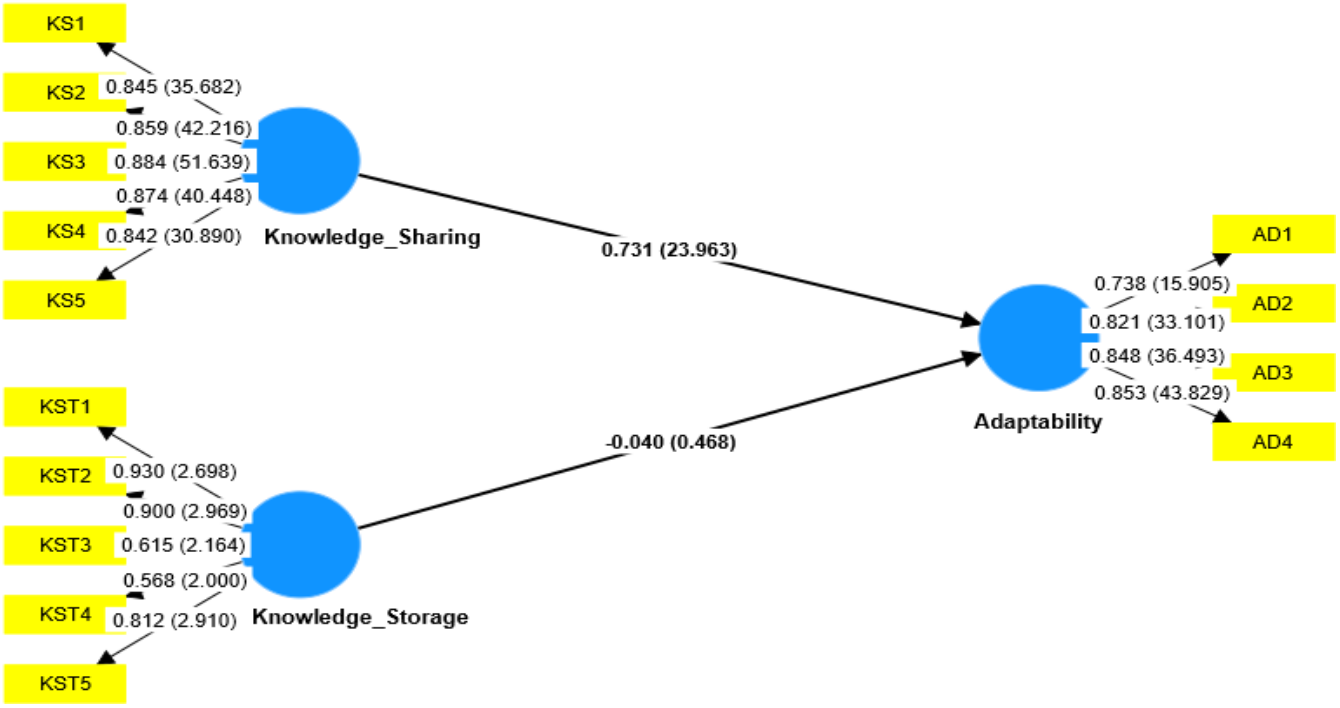

Figure 5: Structural Model showing the beta (β) values and t-values

Source: SmartPLS4.0 Output of Research Data, 2023

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Table 8: Result Summary for R^2 , Adjusted R^2 , f^2 and Q^2

Latent Variable	Coefficient of Determination (R^2)	Adjusted R^2 (R^2_{adj})	Predictive Relevance (Q^2)	Effect Size (f^2)	Remark on Effect Size
KS →AD	0.532	0.529	0.217	0.237	**Medium**
KST → AD	0.698	0.615	0.260	0.014	**Small**

Source: SmartPLS4.0 Output of Research Data, 2023

The R^2 value is the coefficient of determination and measures the model's predictive accuracy (Hair, Hult, Ringle & Sarstedt, 2014). R^2 values ranges from 0 to 1 with higher levels indicating higher levels of predictive accuracy. However, R^2 values of 0.75, 0.50 and 0.25 can describe substantial, moderate or weak levels of predictive accuracy, respectively (Hair et al., 2014). On the other hand, adjusted R^2 values can be used as a criterion to avoid bias towards complex models. Furthermore, the Stone-Geisser's Q^2 value is a measure of the model's predictive relevance, which is obtained by using blindfolding procedure applied to endogenous constructs that have a reflective measurement model as well as to endogenous single-item constructs. Q^2 values larger than zero (Q^2 >0) suggests that the model has predictive relevance for a certain endogenous construct, while , Q^2 values of 0 and below, indicate a lack of predictive relevance ((Hair et al., 2014). Moreso, the f^2 effect size is the change on the dependent variable due to the omission of an exogenous variable (Chin, 1998). Scholars recommended that the guidelines for assessing $f2$ effect size are that 0.02, 0.15 and 0.35 are respectively small; medium, and large effects of an exogenous latent variable (Hair et al., 2014, Chin, 1998). In relation to predictive accuracy, the results from table 1.8 reveal that the first model, KS →AD, recorded a moderate R^2 of 0.532. This means that knowledge sharing explain 53.2% of the variance of adaptability, while other unidentified variables are responsible for the remaining 46.8%. Therefore, the KS →AD model has a moderate predictive accuracy. Similarly, the second model, KST →AD, recorded a moderate R^2 of 0.698. This means that knowledge storage explain 69.8% of the variance of adaptability, while other unidentified variables are responsible for the remaining 30.2%. Therefore, the KST →AD model has a moderate predictive accuracy. In relation to predictive relevance, the results from table 1.8 reveal that both models, KS →AD and KST →AD, recorded a Stone-Geisser's Q^2 values larger than zero (Q^2 >0). This suggests that the models have predictive relevance for the adaptability endogeneous construct. In relation to f^2 effect size, where effect size (f^2) = $\frac{R^2_{variablepresent} - R^2_{variableabsent}}{1 - R^2_{variablepresent}}$, the results from table 1.8 reveal that the first model, KS →AD, recorded a medium f^2 effect size of 0.237, while the second model,

KST →AD, recorded a small f^2 effect size of 0.014. This means knowledge storage has the weakest effect on adaptability, while knowledge sharing has the strongest effect on adaptability.

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Table 9: Test of Hypotheses

S/N	Stage	Hypotheses	Beta (β) value) ≥ 0.7	t-value) ≥ 1.96	P-value < 0.05	Remark	Decision
1	KS→AD (Hypothesis 1)	There is no significant relationship between knowledge sharing and adaptability.	0.731	23.963	0.000	Strong, Positive and Significant	Not supported
2	KST→AD (Hypothesis 2)	There is no significant relationship between knowledge storage and adaptability.	-0.040	0.468	0.639	Weak, Nagative Not Significant	Supported

Beta *(β) values of 0.10 to 0.29, 0.30 to 0.49 and 0.50 to 1.0* are weak, moderate and strong correlations, respectively (*t-values >1.96 and p-values<0.05* are significant, while *t-values < 1.96 and p-values>0.05* are non-significant, for a two tailed test (Hair et al., 2014).

Interpretation of Results (Inferential Analysis): The first hypothesis (Ho:1), states that there is no significant relationship between knowledge sharing and adaptability. However, Table 9 indicates that knowledge sharing has a strong positive and significant relationship with adaptability of Pre-Shipment Inspection companies in South-South, Nigeria (β=0.731, t=23.963, p=0.000). Thus, Ho:1 was not supported and the alternate hypothesis is hereby accepted. Statistically, it shows that a unit increase in knowledge sharing is associated with 73.1% increase in adaptability. The second hypothesis (Ho:2), states that there is no significant relationship between knowledge storage and adaptability. Again, Table 9 suggests that knowledge storage does not have a significant relationship with adaptability of Pre-Shipment Inspection companies in South-South, Nigeria (β=-0.040, t=1.468, p=0.639). Thus, Ho:2 was supported and the alternate hypothesis is hereby rejected. Statistically, it shows that a unit increase in knowledge storage does not lead to a significant increase in adaptability.

Discussion of Findings:

First, the result shows that there is a strong positive and significant relationship between knowledge sharing and adaptability of Pre-Shipment Inspection companies in South South, Nigeria. This implies that increase in knowledge sharing is associated with increase in adaptability. This position is corroborated by Chebet and Njuguna (2020) who found that knowledge management practices had a significant and to a great extent affected the service delivery at Oxfam International in Kenya, and concluded that an organisation embrace knowledge sharing through sharing lessons, publicizing the lessons, cooperation and exchange of experience, valuing lessons and awarding and recognizing lessons learned. Second, the result further shows that there is no significant relationship between knowledge storage and adaptability of Pre-Shipment Inspection companies in South South, Nigeria. This implies that increase in knowledge storage does not lead to a significant increase in adaptability. This position is however, in contrast with Mehdibeigi, Dehghani and Yaghoubi (2016) examined the effect of customer knowledge management on organisational agility and effectiveness and found that customer knowledge management has significant impact on organisational agility and organisational effectiveness. These findings further validate the Upper echelons theory (UET) which suggests that organisational outcomes are reflections of the values and cognitive bases of powerful actors.

Conclusion and Recommendations: The study concludes that when management increases the adoption of knowledge management, the tendency for organisational resilience will be enhanced. It is

therefore recommended that managers of Pre-Shipment Inspection companies in South-South, Nigeria, should enhance the implementation of knowledge sharing in order to bring about adaptability of the organisation. This can be achieved by conducting regular meetings to exchange experiences, using newsletters to disseminate information and ensuring knowledgeable staff shares their ideas with other staff. Moreso, Management of Pre-Shipment Inspection companies in South South, Nigeria, should improve their knowledge storage practices as a means of increasing the level of adaptability in the organisations. This can be achieved by having a system for keeping and retrieving information, ensuring staff have access to required information.

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