

Original Article

# Knowledge Exercise and Organizational Responsiveness of Commercial Banks in South-South, Nigeria

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**Abstract:** *This research investigated or investigated the connection between knowledge exercise and organizational responsiveness of Commercial banks in South-south Nigeria. The study objectives anchored on ascertaining the extent to which knowledge exercise impacts organizational responsiveness measures such as organizational flexibility, speed and innovativeness. Information for the study was gathered through the use of a structured survey instrument and a quantitative methodology. The study was also designed as a correlational study with the units of measurement comprising 42 regional and operational managers. Related tests for validity and reliability were also carried out with all instruments identified as clear, consistent and replicable. The tests for hypotheses were carried out employing the association of Spearman's rank order (bivariate). The results revealed bivariate hypotheses to be false and hence the rejection of all previously stated assumptions about the relationship between the variables. Findings thus affirmed the significance of the relationships and the capacity of knowledge exercise to predict outcomes of organizational responsiveness. It was concluded that knowledge exercise is imperative in advancing the change and responsiveness needs of the Commercial banks in South-south Nigeria. It was advised that the development of knowledge exercise is necessary and should be emphasized in the Commercial banks in South-South, Nigeria.*

**Keywords:** *Knowledge Exercise, Organizational Flexibility, Organizational Speed, And Organizational Innovativeness.*

## I. INTRODUCTION

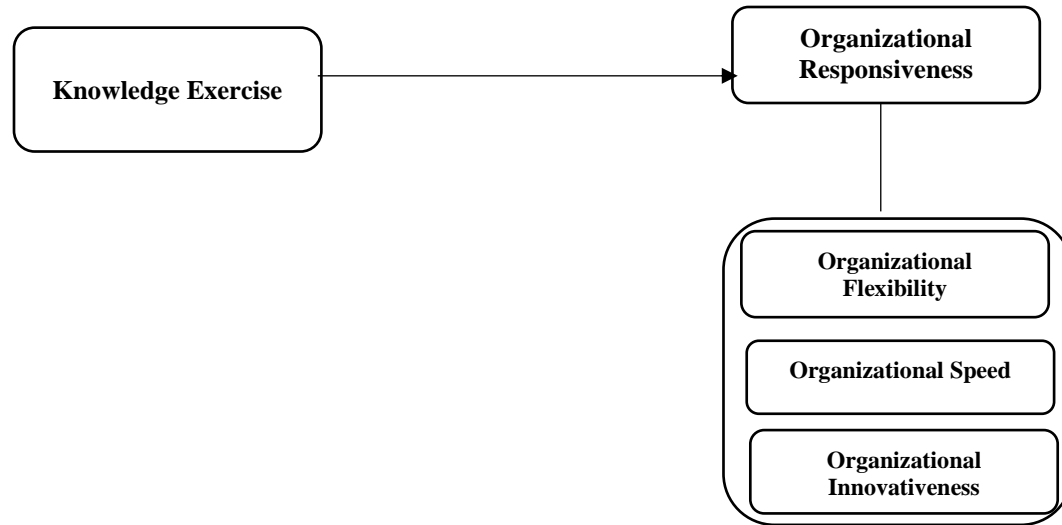
Organizational responsiveness is a multifaceted concept that describes the capacity of an organization to effectively and efficiently adapt to changes and shifts in its external environment, customer demands, market conditions, and emerging opportunities or challenges. It encompasses the organization's capacity to sense, interpret, and respond promptly to these dynamic factors, fostering agility and resilience (Eisenhardt & Sull, 2001). A foundational aspect of organizational responsiveness is the continuous sensing and monitoring of the external environment. This involves the systematic collection and analysis of data related to market trends, customer behaviour, competitive actions, regulatory changes, and technological advancements (Eisenhardt & Sull, 2001). Organizational responsiveness hinges on agile decision-making processes. This entails having mechanisms in place that allow for rapid and informed decision-making in response to changing conditions. Decision-makers must have access to relevant information, and decision processes should be streamlined to minimize delays (Eisenhardt, 1989).

In the dynamic landscape of modern education and cognitive development, the concept of "knowledge exercise" has gained prominence as an effective pedagogical and cognitive tool. Knowledge exercise refers to deliberate and structured activities designed to enhance one's understanding, retention, and application of information and concepts. Knowledge exercise can be defined as a purposeful and systematic process aimed at actively engaging individuals in activities, exercises, or practices that foster the acquisition, retention, and application of knowledge. These exercises often involve problem-solving, critical thinking, information retrieval, and application of learned concepts, thus facilitating deeper comprehension and cognitive growth.

Knowledge exercise hinges on active engagement with the subject matter. Learners are encouraged to participate actively in exercises that require them to apply what they have learned, thus deepening their understanding and retention of knowledge (Prince & Felder, 2006). A fundamental component of knowledge exercise is problem-solving. Learners are presented with challenges, questions, or scenarios that require them to use their acquired knowledge to find solutions or make informed decisions. This process encourages critical thinking and the practical application of knowledge (Savery & Duffy, 1996). Knowledge exercise often includes opportunities for reflection and feedback. Learners are encouraged to evaluate their solutions, consider alternative approaches, and receive constructive feedback. This reflective component enhances meta-cognition and self-regulated learning (Schraw et al., 2006). Knowledge exercises promote better retention and recall of information by actively engaging learners in applying what they have learned (Pashler et al., 2007). Therefore, this paper aims



to investigate the connection between knowledge exercise and organizational responsiveness of commercial banks in South – South, Nigeria.



**Figure 1: conceptual model for the relationship between Knowledge exercise and Organizational Responsiveness of commercials in South-South, Nigeria.**

*Source: Desk Research (2023)*

## II. LITERATURE REVIEW

### A) Contingency Theory of Leadership

The most widely recognized and significant contingency theory approach was created by Fred Fiedler and his colleagues (Ayman et al., 1995; Northouse, 2013). While the contingency perceptions regard the achievement of an organization as matching a leader's inspiring framework and oversight (evaluated with the LPC or least preferred coworker scale), in effect on the circumstances, research on organizations has historically attempted to identify the best type of management and leadership behavior, in which an administrator may discover how to adapt their style of leadership to a variety of novel scenarios (Leister et al., 1977). According to Fiedler, there are various leadership philosophies, and the most appropriate one varies depending on the circumstances (Verkerk, 1990). According to Northouse (2013), the more closely the fit, the more effective the relationship; other writers have studied contingent leadership conduct. The common denominator is activity completion rather than leaders interacting with people. (Verkerk, 1990).

The scientific literature contains a variety of emergency approaches, from qualitative to quantitative (Luthans & Stewart, 1977). Using various techniques, such as organizational structure, administration, behavioral use, and quantitative use, contingency strategy seeks to make links between ecological, supervisory, and employee performance variables (Luthans & Stewart, 1977). Based on all its forms of organizational contingency theory, contingency approaches have been investigated and applied in a number of fields, including leadership (Betts, 2003), leadership (Collier & Woods, 2011; Silva & Francisco, 2019); management of innovation (Chesbrough, 2020); managing supply chain risks (Grötsch et al., 2013); changes in the organization (Batillana & Tiziana, 2012); operations administration (Sousa & Voss, 2008); project leadership (Howell et al., 2010); managerial control systems (Otley, 2016; Chenhall, 2003); accounting for managerial purposes (Otley, 2016); among other fields of study and usage.

### B) Knowledge Exercise

Knowledge exercises foster critical thinking skills by encouraging learners to analyze problems, consider multiple perspectives, and generate creative solutions (Ennis, 1987). Knowledge exercises allow students to put their knowledge into real-life scenarios, closing the knowledge disconnect between theory and practice and preparing them for practical challenges (Barrows & Tamblyn, 1980). Knowledge exercise refers to a deliberate and systematic approach to learning and cognitive development that actively engages individuals in activities, tasks, or practices designed to enhance their understanding, retention, and practical application of knowledge. These exercises are intended to go beyond passive reception of information and involve activities such as problem-solving, critical thinking, reflection, and active participation to reinforce and deepen one's grasp of concepts. A fundamental aspect of knowledge exercises is active engagement. Learners are encouraged to participate actively in the learning process through discussions, problem-solving activities, simulations, or hands-on experiences. Active engagement fosters a deeper level of understanding and retention of knowledge (Bonwell & Eison, 1991).

Knowledge exercises often involve tasks involving the application of what students were taught to solve actual or simulated issues. This component encourages critical thinking, decision-making, and the practical application of knowledge (Jonassen, 2000). Reflection and metacognition are integral to knowledge exercises. Learners are prompted to reflect on their learning experiences, analyze their thought processes, and consider alternative approaches. This self-awareness enhances meta-cognitive skills and promotes deeper learning (Schön, 1987).

### **C) Organizational Responsiveness**

According to Butler & Riveria (2020), a company's responsiveness is the ability to reorganize or modify procedures and systems to fit and successfully deal with the discrepancies or demands of the company's specific context. Many encouraging comments were made regarding the idea that any organization's ability to adapt to changing circumstances is essential to its achievement during periods of unrestricted competition and challenges. To prevent a recurrence in the near future, many companies must, however, quickly navigate through all of the steps in turbulent organizational environments (Butler & Riveria, 2020).

The ability of an organization to quickly adapt to shifts in the company's environment and take advantage of opportunities is known as organizational adaptability (Bernardes & Hanna, 2009). This responsiveness has been viewed as a competitive advantage since it "reflects the effectiveness and efficacy with which companies sense, comprehend, and act on market stimuli" (Garrett, Covin & Slevin, 2009). By allocating resources to meet customer needs, Wei and Wang (2011), for instance, suggested that this responsiveness constitutes a competitive marketing advantage. According to Inman Sale, Green, Jr., and Whitten (2011), a highly responsive company performs better in regard to activities than its rivals.

The ability of an organization to be responsive is fundamental to how well it can exhibit resilient traits. In their discussion of the value of adaptation, Starr et al. (2003) point out that the goal is to gain an advantage over less adaptable rivals. This implies that competitiveness and adaptability are related. Response, according to Dalziel and Mc Manus (2004), is the company staff's participation and involvement in order for them to be culpable, accountable, and focused on building the organization's capacity for resilience by way of their job duties since they are aware of the connections that link the company's resiliency and its longevity.

### **D) Measures of Organizational Responsiveness**

#### **a. Organizational Flexibility**

In today's rapidly evolving and uncertain business landscape, the concept of organizational flexibility has emerged as an essential factor in determining an organization's capacity to thrive and adapt. Organizational flexibility describes the ability of an organization to adjust its structure, processes, and strategies in response to changing circumstances, market conditions, and emerging opportunities. Organizational flexibility is characterized as the inherent capacity of an entity to swiftly and effectively modify its structure, operations, and strategies to accommodate shifts in its external environment and internal dynamics. It encompasses the agility, adaptability, and responsiveness required for an organization to thrive amidst turbulence and change (Doz & Kosonen, 2007). The ability of an organization to adjust and react to changes in both its internal and external surroundings is known as flexibility within the organization, and it is a multifaceted concept. It involves the capacity to modify structures, processes, strategies, and cultures to remain agile and thrive in dynamic and uncertain circumstances. Organizational flexibility is not a universally applicable idea; it encompasses various dimensions that allow organizations to navigate evolving challenges and capitalize on emerging opportunities (Doz & Kosonen, 2007; Teece, 2007).

Organizational flexibility often starts with structural adaptability. This dimension involves the organization's ability to adjust its formal hierarchy, reporting relationships, and division of labor. Flexible structures may include flatter hierarchies, cross-functional teams, and matrix organizations facilitating rapid decision-making and collaboration (Galbraith, 2001). Process agility is another vital dimension of organizational flexibility. It concerns how quickly an organization can adapt and streamline its corporate processes to react to changing economic circumstances. This may involve lean practices, automation, and continuous improvement initiatives to enhance operational efficiency and responsiveness (Dove, 1999).

#### **b. Organizational Speed**

In today's lightning-fast, changing business world, organizational speed has gained prominence as a key determinant of competitive advantage and organizational success. Organizational speed describes a company's capacity to act quickly and efficiently to execute its strategies, processes, and operations. This encompasses the capacity to make rapid decisions, respond promptly to market changes, and streamline internal processes for maximum efficiency. Organizational speed can be characterized as an organization's capacity to accelerate its activities, decision-making processes, and responsiveness to changing conditions. It involves reducing bureaucratic bottlenecks, shortening cycle times, and fostering a culture of agility to enhance overall organizational velocity (Goldman et al., 2006). Organizational speed begins with agile decision-making

processes. This entails empowering decision-makers at various levels of the organization to make rapid, informed decisions. Speedy decisions are essential for seizing opportunities, responding to crises, and staying ahead of competitors (Eisenhardt, 1999). Speed also involves optimizing internal processes for efficiency and effectiveness. Lean methodologies, process re-engineering, and automation can all contribute to faster execution of tasks and reduced lead times (Davenport, 1993).

In addition to the core components, organizational speed encompasses various dimensions, including adopting cutting-edge technology and digital tools, which can significantly enhance an organization's data processing, communication, and decision-making speed.

### c. Organizational Innovativeness

In today's fiercely competitive and quickly changing business environment, the concept of organizational innovativeness has become a critical determinant of success and long-term sustainability. The ability of a company to take proactive measures is known as organizational innovativeness, which generates, adopts, and implements novel ideas, processes, products, or services that lead to significant improvements, differentiation, and value creation. Organizational innovativeness can be characterized as the company's innate capacity to consistently and systematically engage in innovative activities, foster a culture that encourages creativity and experimentation, and effectively translate innovative ideas into tangible outcomes, such as new products, services, or processes (Damanpour, 1991). A culture that promotes and values innovation is fundamental to organizational innovativeness. It encourages employees to think creatively, take calculated risks, and collaborate to generate and implement innovative solutions (Amabile, 1988).

El-Kot and Gamal (2011) and Wang and Ahmed (2004) define innovativeness as an enterprise's total capacity to create fresh markets or introduce novel goods to the marketplace by fusing creative behavior and processes with an orientation toward strategy. According to Hult, Hurley, and Knight (2004), innovativeness is further described as a company's capacity to launch novel concepts, procedures, and goods, as well as the firm's ability to innovate, which can result in the invention of new goods, services, and procedures (Raj and Srivastava, 2014).

### E) Knowledge Exercise and Organizational Responsiveness

Knowledge, expressed or exercised, allows for the organization's engagement with its environment or context. Knowledge exercise is crucial to the organisation's functionality as it allows for the actual utilization, application and demonstration of learning by the organization (Kuz, 2008; Huo, 2014). Knowledge exercise is essential for the organisation's well-being as it involves the operational activities that ensure the management and application of the organization's resources in ways that demonstrate its knowledgeability and understanding of the environment or context (Kuz, 2008). One could describe it as the practicalization of learning in responsive ways that match the concerns of the organization's market or context. Following the review of the literature, the following hypotheses are stated:

**Ho<sub>1</sub>:** There is no significant relationship between knowledge exercise and organizational flexibility in South-south Nigeria

**Ho<sub>2</sub>:** There is no significant relationship between knowledge exercise and organizational speed in South-south Nigeria

**Ho<sub>3</sub>:** There is no significant relationship between knowledge exercise and organizational innovativeness in South-south Nigeria.

## III. METHODOLOGY

The method of inquiry used in the study was correlational. Using a questionnaire that was organized, primary data was produced. The investigation's population consisted of the 22 Commercial banks in South-south Nigeria. Therefore, a census sample was used, and the whole 22 Commercial banks in South-south Nigeria were examined. But, for the purposes of data collection, the research instrument was distributed to forty-four managers of 22 Commercial banks in South-south Nigeria.

Additionally, the Cronbach Alpha coefficient was used to determine the instrument's accuracy, with every one of its components scoring higher than 0.70. Using Spearman's Rank Order Correlation Coefficient, the hypotheses were evaluated. The analyses were run with a level of significance of 0.05.

### A) Analysis of Data and Outcomes

The correlation matrix results for the knowledge exercise and the company's responsiveness metrics are displayed in the tables below. The statistical evaluation of importance (p-value), which allows us to respond to our research question and extrapolate our conclusions to our research population, is also displayed in the table.

**H<sub>07</sub>:** There is no significant relationship between knowledge exercise and organizational flexibility of Commercial banks in South-South, Nigeria

**Table 1: The Relationship between Knowledge Exercise and Organizational flexibility**

Spearman's rho	Knowledge Exercise	Correlation Coefficient	Knowledge Exercise	Organizational Flexibility
			1.000	.610**
		Sig. (2-tailed)	.	.000
		N	42	42
	Organizational Flexibility	Correlation Coefficient	.610**	1.000
		Sig. (2-tailed)	.000	.
		N	42	42

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source:** Survey Data, 2023

The examination of the connection between knowledge exercises and organizational responsiveness metrics – organizational flexibility is shown to be significant. The outcome of the analysis indicates that knowledge exercise significantly contributes towards organizational flexibility (Rho = 0.610 and P = 0.000). In terms of the strength of the relationship, the result shows that knowledge exercise with (r = 0.610) is strongly related to organizational flexibility.

**H<sub>08</sub>:** There is no significant relationship between knowledge exercise and organizational speed of Commercial banks in South-South, Nigeria

**Table 2: The Relationship between Knowledge Exercise and Organizational Speed**

Spearman's rho	Knowledge Exercise	Correlation Coefficient	Knowledge Exercise	Organizational Speed
			1.000	.415**
		Sig. (2-tailed)	.	.006
		N	42	42
	Organizational Speed	Correlation Coefficient	.415**	1.000
		Sig. (2-tailed)	.006	.
		N	42	42

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

**Source:** Survey Data, 2023

The test of the relationship between knowledge exercise and the measure of organizational responsiveness, organizational speed, was found to be important. The outcome of the analysis indicates that knowledge exercise significantly contributes towards organizational speed (Rho = 0.415 and P = 0.006). Regarding the strength of the relationship, the result shows that knowledge exercise with (r = 0.415) is moderately related to organizational speed.

**H<sub>09</sub>:** There is no significant relationship between knowledge exercise and organizational innovativeness of Commercial banks in South-South Nigeria

**Table 2: The Relationship between Knowledge Exercise and Organizational Speed**

Spearman's rho	Knowledge Exercise	Correlation Coefficient	Knowledge Exercise	Organizational Innovativeness
			1.000	.603**
		Sig. (2-tailed)	.	.000
		N	42	42
	Organizational Innovativeness	Correlation Coefficient	.603**	1.000
		Sig. (2-tailed)	.000	.
		N	42	42

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

**Source:** Survey Data, 2023

Examining the correlation between knowledge exercises and company adaptability, or creativeness, reveals a noteworthy relationship. The analysis indicates that knowledge exercise significantly contributes to organizational innovativeness ( $Rho = 0.610$  and  $P = 0.000$ ). Regarding the strength of the relationship, the result shows that knowledge exercise with ( $r = 0.610$ ) is strongly related to organizational innovativeness ( $Rho = 0.603$  and  $P = 0.009$ ). Regarding the strength of the relationship, the result shows that knowledge exercise with ( $r = 0.603$ ) is moderately related to organizational innovativeness.

These empirical findings suggest that the null hypotheses previously stated are rejected as the study reveals the following:

1. Exercise of knowledge has a substantial correlation with the organizational flexibility of Commercial banks in South-South Nigeria
2. Exercise of expertise and company speed are significantly correlated with commercial banks in South-South Nigeria
3. A strong correlation exists between knowledge and exercise and organizational innovativeness of Commercial banks in South-South, Nigeria.

#### IV. DISCUSSION OF FINDINGS

The importance of the connection between knowledge exercise and organizational responsiveness points to the imperatives of effective knowledge acquisition, management and the application of such in advancing the organization's responsiveness. The sole means for organizations to adapt to a changing environment is through constant instruction and the practical use of knowledge, claim Dasgupta and Gupta (2009). Additionally, they have noted that a company's capacity for learning rises along with its level of competitiveness, inventiveness, and success with introducing novel products. The organization faces both financial and social challenges. The company needs a wide range of competencies, including knowledge, to address and overcome these challenges. With ongoing education, the depth and variety of this expertise can be improved (Dasgupta and Gupta, 2009).

Although knowledge is created in a manner that, as previously discussed from various angles, needs to be shared and used appropriately to provide the needed competitive advantage, according to Dasgupta and Gupta (2009), inventiveness is a requirement for profitable growth. To implement knowledge in a way that allows the organization to adapt to change. Since knowledge exercise is vital to the company's contextualizing, it is an important concept. Innovative thinking results from applying new ideas, and it can be hard to achieve with no solid understanding exercise. (Dasgupta & Gupta, 2009).

#### V. CONCLUSION AND RECOMMENDATION

Evidence from the analysis revealed that knowledge exercise contributes substantially to organizational responsiveness. This position is based on the empirical evidence generated from the data and findings of this study. Knowledge exercise comprises the practical utilization of expertise or knowledge in ways that stimulate and positively impact the flexibility, speed and innovativeness of Commercial banks in South-south, thus impacting the organization's outcome of responsiveness.

Considering the aforementioned, the study advises that the management of Commercial banks in South-south Nigeria, should emphasize the practical application of knowledge and policies, aligning such in ways that match the changes in the environment of the organization, thus enhancing the organization's functionality and effective operations.

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