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Learning Capabilities and the Performance of Insurance Companies in Akwa Ibom State, Nigeria

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ABSTRACT

This study examined the impact of learning capabilities on the performance of insurance companies in Akwa Ibom State, Nigeria. The objective was to investigate the influence of knowledge sharing and process improvement on the performance of these companies. A survey research design was adopted, and primary data were collected using a structured questionnaire. The population comprised 86 employees of insurance companies in Akwa Ibom State. Due to the small population size, a census approach was employed, and all employees were included in the study. Data were analysed using regression techniques. The findings revealed that knowledge sharing has a significant positive effect on the performance of insurance companies in Akwa Ibom State. Similarly, process improvement was found to have a significant positive impact on company performance. When examining the combined influence of the two variables, it was found that knowledge sharing and process improvement jointly exert a significant positive effect on organisational performance. The study concluded that both knowledge sharing and process improvement significantly enhance the performance of insurance companies in Akwa Ibom State. While each factor independently contributes to organisational efficiency, decision-making, and customer satisfaction, their combined effect is even more substantial. Process improvement emerged as the primary driver, supported by the complementary role of knowledge sharing in fostering innovation, reducing errors, and maintaining service quality. Therefore, it was recommended that insurance companies in Akwa Ibom State foster a culture of knowledge sharing among employees and continuously invest in process improvement initiatives, as the combined implementation of these strategies significantly enhances overall organisational performance.

Keywords: Learning Capabilities, Knowledge Sharing, Process Improvement, Performance and Insurance Companies

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Introduction

In today's highly competitive financial sector, insurance companies face increasing pressure to enhance their performance to meet customer expectations, regulatory standards, and global best practices. This pressure is particularly pronounced in developing economies like Nigeria, where economic volatility, technological disruptions, and growing competition demand that insurance firms develop dynamic capabilities for sustainable performance. Leading insurance companies in Akwa Ibom State, such as Anchor Insurance, Niger Insurance Plc, Staco Insurance plc and Cornerstone Insurance, are critical players in the financial system, and their performance significantly impacts public confidence, financial stability, and economic growth.

In Akwa Ibom State, these insurance companies dominate the formal insurance market and play a central role in providing risk management solutions, mobilizing premiums, offering life and non-life coverage, and promoting financial protection among individuals and businesses. The performance of these companies is often evaluated through indicators such as profitability, claims settlement efficiency, customer satisfaction, market share, operational stability, innovation capacity, and regulatory compliance (Emmanuel & Goodwill, 2018) Overall, the performance of insurance companies in Akwa Ibom State has been mixed, with some firms demonstrating strong profitability, market share growth, and customer satisfaction, while others struggle with operational inefficiencies, slow claims processing, and limited innovation(Inyang *et al.*, 2024). With the state experiencing rapid urbanization, increasing financial literacy, and an increasingly informed and demanding customer base, maintaining strong performance is essential. Nevertheless, insurance companies operate within an environment characterized by operational complexities, rising competition from fintech and insurtech firms, low customer loyalty, and a pressing need for continuous innovation.

These conditions underscore the strategic importance of organizational learning capabilities. Organizational learning is widely acknowledged as a key driver of sustainable performance because it enables firms to adapt to market shifts, innovate services, enhance operational processes, and comply with evolving regulatory requirements (Mohammad, 2019). Learning capabilities, defined as an organization's ability to acquire, interpret, disseminate, and apply knowledge (Williamson, 2003; Noke & Mosey, 2017), are especially critical for insurance companies given their diverse clientele, complex risk portfolios, and intricate operational processes. Two primary dimensions of learning capabilities are particularly relevant for the insurance sector. Knowledge sharing involves the systematic flow of information, experiences, and best practices across departments and personnel (Holdt Christensen, 2007; Andem et al., 2024). Effective knowledge sharing improves decision-making, strengthens problem-solving, reduces operational risks, and drives product and service innovation, all of which directly impact performance outcomes. Similarly, process improvement refers to the continuous refinement of workflows, service delivery processes, and operational systems to enhance efficiency, minimize errors, and respond effectively to evolving customer needs (Kovacs, 2016). For insurance companies in Akwa Ibom State, process improvement is crucial for faster claims processing, better customer service, lower operational costs, and enhanced competitiveness.

Given these realities, understanding how learning capabilities influence the performance of insurance companies in Akwa Ibom State is both timely and essential. Despite their presence and market significance, these firms continue to face challenges such as inadequate staff expertise, slow adoption of technological innovations, operational bottlenecks, and limited internal collaboration (Agu *et al.*, 2024). Strengthening learning capabilities through effective

knowledge sharing and robust process improvement can significantly enhance performance by fostering innovation, boosting operational efficiency, improving customer experience, and supporting compliance with regulatory standards. Examining the influence of learning capabilities on performance therefore provides valuable insights into how insurance companies in Akwa Ibom State can improve competitiveness, achieve long-term sustainability, and contribute more effectively to regional economic development.

Statement of the Problem

Low performance in insurance companies in Akwa Ibom State, Nigeria, remains a pressing concern, often resulting in operational inefficiencies, service delays, and declining customer satisfaction. This underperformance is largely attributed to weak learning capabilities, particularly in knowledge sharing and process improvement, which hinder the effective capture, dissemination, and application of organizational knowledge. Manifestations include slow decision-making, recurring errors, and limited innovation in insurance operations. While learning capabilities are recognized as critical drivers of performance globally, there is limited empirical evidence on how insurance companies in Akwa Ibom State leverage knowledge sharing and process improvement to enhance outcomes. Previous studies in Nigeria have focused broadly on corporate learning and performance, often overlooking the specific local dynamics and mechanisms through which learning capabilities influence insurance company performance. This gap underscores the need to examine the role of learning capabilities in improving operational effectiveness and competitiveness within this context.

Objectives of the study

The primary objective of this study was to examine the impact of learning capabilities on the performance of insurance companies in Akwa Ibom State, Nigeria. Specific Objectives were to:

i. investigate the influence of knowledge sharing on the performance of insurance companies in Akwa Ibom State, Nigeria.

ii. ascertain the influence of process improvement on the performance of insurance companies in Akwa Ibom State, Nigeria.

iii. examine the joint influence of knowledge sharing and process improvement on the performance of insurance companies in Akwa Ibom State, Nigeria.

Hypotheses of the study

H_{01}: There is no significant influence of knowledge sharing on the performance of insurance companies in Akwa Ibom State, Nigeria.

H_{02}: Process improvement has no significant effect on the performance of insurance companies in Akwa Ibom State, Nigeria.

H_{03}: There is no significant joint effect of knowledge sharing and process improvement on the performance of insurance companies in Akwa Ibom State, Nigeria.

Review of Related Literature

Dynamic Capabilities

Learning capabilities refer to an organization's capacity to continuously acquire, interpret, share, and apply new knowledge to improve decision-making and long-term performance. They involve processes such as data analysis, employee skill development, experimentation, and the use of technology to transform information into actionable insight (Chen & Zheng, 2022). In insurance companies, strong learning capabilities are essential for navigating rapidly changing risk landscapes and customer expectations. They support more accurate underwriting, proactive fraud detection, dynamic pricing models, and improved claims management. By fostering a culture of learning, insurers can better respond to regulatory shifts, adopt emerging technologies like AI, and design more personalized products (Mukhwana *et al.,* 2025). Ultimately, enhanced learning capabilities increase operational efficiency, strengthen competitiveness, and build customer trust in an evolving insurance market.

Knowledge Sharing

Knowledge sharing involves systematically transferring insights, experiences, and expertise across individuals or teams to enhance decision-making and performance. It relies on accessible information flows, collaborative cultures, and mechanisms that capture both tacit and explicit knowledge (Andem *et al.,* 2024; Yıldız *et al.,* 2025). In insurance companies, effective knowledge sharing strengthens underwriting accuracy, improves claims handling, supports risk assessment, and accelerates innovation. By sharing actuarial insights, regulatory updates, fraud patterns, and customer data responsibly, insurers reduce operational errors, respond faster to emerging risks, and maintain competitive advantage (Achoki *et al.,* 2022; Elgargouh *et al.,* 2024).

Process Improvement

Process improvement is a systematic approach to enhancing organizational efficiency, quality, and customer satisfaction by analyzing existing workflows, identifying bottlenecks, and implementing optimized solutions. Techniques such as Lean, Six Sigma, and Total Quality Management focus on reducing waste, minimizing errors, and streamlining operations while fostering continuous evaluation and adaptation (Alarcón *et al.,* 2924). In the context of insurance companies, process improvement is crucial for claims processing, policy issuance, and customer service. By automating routine tasks, standardizing procedures, and applying data-driven insights, insurers can reduce turnaround times, lower operational costs, and enhance accuracy. This not only improves client experience but also strengthens regulatory compliance and competitive advantage in a complex market (Shaik, 2019; Pingili, 2024).

Performance

Performance in insurance companies denotes the effectiveness with which they achieve financial stability, customer satisfaction, and operational efficiency. Key indicators include underwriting profitability, claims management efficiency, investment returns, and customer retention rates (Olaiya, 2025; Bassey *et al.,* 2025). High performance ensures insurers can meet policyholder obligations, maintain solvency, and remain competitive in pricing and product offerings. Operational efficiency through streamlined processes, technology adoption, and risk assessment accuracy directly impacts cost management and claim settlement speed. Financial performance is also linked to regulatory compliance and risk management

strategies, which safeguard against unexpected losses (Guo *et al.,* 2025; Neale *et al.,* 2025). Additionally, customer-focused performance metrics, like service quality and claim responsiveness, influence brand reputation and market share. In essence, an insurance company's performance reflects its ability to balance risk, profitability, and customer trust, ensuring sustainable growth in a highly regulated and competitive industry.

Theoretical Framework

The study is grounded in Learning Organization Theory, as developed by Senge (1990) in The Fifth Discipline, and conceptualizes organizations as dynamic entities capable of continuous learning, adaptation, and transformation. Central to this theory are five interrelated disciplines: personal mastery, mental models, shared vision, team learning, and systems thinking (Akhnif *et al.,* 2017). Collectively, these disciplines provide a framework through which organizations cultivate learning capabilities that underpin enhanced performance.

Personal mastery refers to the commitment of individuals to continuous self-improvement and learning, fostering a workforce capable of innovation and proactive problem-solving. Mental models emphasize the critical examination of underlying assumptions and beliefs, facilitating openness to new perspectives and adaptive organizational thinking. The development of a shared vision aligns individual aspirations with organizational goals, thereby promoting collective commitment and coordinated action. Team learning encourages collaborative knowledge creation and problem-solving, enhancing organizational intelligence and decision-making capacity. Lastly, systems thinking provides a holistic perspective, enabling organizations to understand interdependencies, anticipate consequences, and respond strategically to complex challenges (Oudejans *et al.*, 2011; Goh, 2020)

The theory posits that these disciplines collectively enhance organizational learning capabilities by integrating individual knowledge, fostering collaborative learning, and promoting systemic understanding. These capabilities, in turn, translate into improved organizational performance through increased innovation, operational efficiency, strategic alignment, and adaptability to environmental changes. By embedding a culture of continuous learning, organizations are better equipped to convert knowledge into actionable strategies, thereby achieving a sustainable competitive advantage.

In summary, Learning Organization Theory provides both a conceptual lens and a practical framework for understanding how organizational learning mechanisms enhance performance. It underscores the centrality of knowledge, collaboration, and systemic thinking as foundational drivers of organizational effectiveness and resilience.

Empirical Review

Migdadi (2021) examined the effect of organisational learning capability on innovation and organisational performance. In total, 274 questionnaires were completed and returned. The study employed confirmatory factor analysis to assess the validity of the measurement model and used structural equation modelling to evaluate the proposed hypotheses. The findings indicate that organisational learning capability enhances innovation, which in turn improves organisational performance.

Ahmed (2025) investigated the impact of faculty knowledge sharing on faculty performance, emphasising the mediating role of job satisfaction within Egyptian universities. A quantitative, cross-sectional survey was conducted between September and October 2024,

targeting 600 faculty members, including holders of master's and doctoral degrees, across 48 public and private universities in various regions of Egypt. Data were collected using a structured questionnaire and analysed using correlation analysis, multiple regression, and mediation analysis with bootstrapping techniques in SPSS (version 27) and R software. The findings revealed that knowledge sharing significantly enhances faculty performance and has a substantial positive impact on job satisfaction, which in turn positively influences performance. Mediation analysis confirmed that job satisfaction partially mediates the relationship between knowledge sharing and faculty performance. These results underscore the importance of collaborative knowledge exchange in improving both job satisfaction and performance among faculty members. The study recommends that academic institutions implement strategies that promote knowledge sharing and foster workplace satisfaction to drive improvements in faculty performance.

Andem *et al.* (2024) examined the effect of knowledge-sharing strategies on the operational performance of the University of Uyo Teaching Hospital in Uyo, Nigeria. The study population comprised 798 clinical staff, and a sample size of 400 was determined using Taro Yamane's sample-size calculation technique. The authors employed frequencies, a linear regression model, and morphological analysis to analyse the data. The findings showed that knowledge sharing has a statistically significant effect on the hospital's operational performance (p-value < 0.01). The morphological analysis further indicated that technology is the primary driver of effective knowledge sharing within organisations. However, the study revealed a low level of technology utilisation in the hospital's knowledge-sharing activities. The study concluded that knowledge-sharing practices significantly influence the operational performance of the University of Uyo Teaching Hospital. It also concluded that the hospital's limited knowledge-sharing capability results largely from inadequate use of technology. The authors therefore recommend that the hospital should enhance its knowledge-sharing practices through greater and more diverse use of technology, as improved knowledge sharing is expected to strengthen operational performance.

Mwilu and Wainaina (2021) examined the influence of process improvement on organisational performance at Consolbase Limited. A descriptive survey design was employed for the study. The study population comprised employees from the company's two branch offices. A stratified sampling method was used to select respondents, resulting in a sample size of 130, determined using Slovin's formula. A pilot study involving ten respondents was conducted to assess the reliability and validity of the research instruments. Primary data were collected through questionnaires. The data were analysed using descriptive statistics, including means and standard deviations, as well as inferential statistics such as correlation analysis. The study established that process management has a positive and significant influence on organisational performance. It concluded that process improvement enables organisations to optimise existing business processes, meet industry standards, and enhance customer experience. The study recommended that the organisation conduct regular process improvement initiatives as part of its business strategy.

Olukade and Isichei (2021) examined the effect of process improvement on the performance of manufacturing firms in Nigeria. The study adopted a survey research design. Its population consisted of employees from selected manufacturing firms in Nigeria, with a sample size of 275 determined using the Taro Yamane formula. Convenience sampling was employed to select the participants. Data were analysed using partial least squares structural equation modelling (SEM). The findings revealed that process improvement has a significant effect on firm performance. The study concluded that achieving a consistently positive performance trajectory requires a deliberate effort to improve both processes and operational activities. It

recommended that manufacturing firms develop enhanced learning systems that facilitate knowledge sharing, improve communication, and implement strong internal controls to consistently evaluate and monitor all organisational activities.

Methodology

A survey design was adopted for this study because it enables the efficient collection of standardised data from a broad and diverse group of respondents. This approach allows the researcher to identify trends, generalise findings, and draw informed conclusions about the attitudes, beliefs, behaviours, and characteristics of the target population. The study population comprised 86 employees from selected insurance companies operating in Akwa Ibom State. Owing to the small size of the population, a census approach was used and all 86 employees were included in the study. The companies were Anchor Insurance Company Ltd, Linkage Assurance Plc, Niger Insurance Plc, Leadway Assurance Company Limited, Cornerstone Insurance, and Staco Insurance Plc. The staff figures were obtained from the official nominal rolls of the respective companies. These companies were selected because they are active in the state, represent both local and national insurers, provide reliable and accessible data, comply with regulatory requirements, and collectively offer a comprehensive reflection of the insurance market in Akwa Ibom State. Primary data were collected through a structured questionnaire, which served as the main instrument for data gathering. The questionnaire sought respondents' views on learning capabilities and performance and comprised closed-ended items measured on a modified five-point Likert scale: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), and Strongly Disagree (1). The reliability of the instrument was evaluated using the test–retest method. Cronbach's alpha was also used to assess internal consistency, yielding a coefficient greater than 0.7, which indicates an acceptable level of reliability. The study's hypotheses were tested using simple linear regression analysis with the aid of SPSS (Version 27). The empirical model was developed to address the three research objectives and corresponding hypotheses:

$P = f(KS) + \mu 1$ ……(1)
$P = \beta 0 + \beta 1KS + \mu 1$ ……(2)
$P = f(PI) + \mu 1$ ……..(3)
$P = \beta 0 + \beta 2PI + \mu 1$ ……..(4)
$P = f(KS,PI) + \mu 1$ ……(5)
$P = \beta 0 + \beta 1KS + \beta 2PI + \mu 1$ ……..(4)

Where:
P = Performance
KS = Knowledge Sharing
PI = Process Improvement
β_0 = Intercept or regression constant
β_1–β_2 = Regression coefficients
μ_1 = Error term

ANALYSIS AND DISCUSSION

A total of eighty-six (86) questionnaires were distributed, of which seventy-nine (79), representing approximately 92%, were retrieved and pre-processed for cleaning and analysis. These form the basis for the subsequent analysis.

Test of Hypotheses

Hypothesis 1

$H0_1$: There is no significant influence of Knowledge Sharing on the performance of insurance companies in Akwa Ibom State, Nigeria

Table 1: The Simple linear Regression Analysis on the Influence of Knowledge Sharing on the performance of insurance companies in Akwa Ibom State, Nigeria

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.871[a]	.759	.759	.57491	1.920

Model Fit

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	376.322	1	376.322	1138.559	.000[b]
	Residual	119.320	78	.331		
	Total	495.642	79			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
	Knowledge Sharing	.891	.026	.871	33.743	.000
1	(Constant)	.203	.070		2.914	.004

Source: Researcher's Computation (2025)

Table 1 presents a simple linear regression analysis examining the influence of knowledge sharing on the performance of insurance companies in Akwa Ibom State, Nigeria. The results show that knowledge sharing explains approximately 75.9% of the variation in performance ($R^2 = 0.759$). The beta coefficient ($\beta = 0.891$) indicates that a one-unit increase in knowledge sharing is associated with a 0.891-unit increase in performance. The overall model is statistically significant ($F(1, n-2) = 1138.559$, $p < 0.001$), suggesting that knowledge sharing is a strong predictor of insurance company performance. Additionally, the Durbin-Watson statistic (1.920) indicates that there is no serious autocorrelation in the residuals. These findings support rejecting the null hypothesis and conclude that knowledge sharing has a significant positive influence on the performance of insurance companies in Akwa Ibom State, Nigeria.

Hypothesis 2

H_{O2}: Process improvement has no significant effect on the performance of insurance companies in Akwa Ibom State, Nigeria.

Table 2: The Simple Linear Regression Analysis on the effect of process management on the performance of insurance companies in Akwa Ibom State, Nigeria.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.872[a]	.760	.760	.57380	1.975

Model Fit

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	376.784	1	376.784	1144.388	.000[b]
	Residual	118.858	78	.329		
	Total	495.642	79			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.200	.070		2.870	.004
	Process improvement	.883	.026	.872	33.829	.000

Source: Researcher's Computation (2025)

Table 2 presents a simple linear regression analysis assessing the influence of process improvement on the performance of insurance companies in Akwa Ibom State, Nigeria. The results show that process improvement accounts for approximately 76% of the variation in performance ($R^2 = 0.760$), indicating a strong explanatory power. The beta coefficient ($\beta = 0.883$) suggests that a one-unit increase in process improvement corresponds to a 0.883-unit increase in organizational performance. The overall model is statistically significant ($F(1, n-2) = 1144.388$, $p < 0.001$), demonstrating that process improvement is a robust predictor of performance. Furthermore, the Durbin–Watson statistic (1.975) indicates the absence of serious autocorrelation in the residuals. These findings support rejecting the null hypothesis and conclude that process improvement has a significant positive impact on the performance of insurance companies in Akwa Ibom State, Nigeria.

Table 3: The Multiple Linear Regression Analysis on the Combined influence of Knowledge Sharing and process improvement on the performance of insurance companies in Akwa Ibom State, Nigeria.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.956[a]	.914	.913	.34711	2.184

Model Fit[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	458.282	2	91.656	760.728	.000[b]
	Residual	43.013	77	.120		
	Total	501.295	79			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.048	.043		1.116	.265
	Knowledge Sharing	-.219	.076	-.214	-2.901	.004
	Process improvement	.467	.077	.460	6.093	.000

Source: Researcher's Computation (2025)

Table 3 presents a multiple regression analysis assessing the joint influence of knowledge sharing and process improvement on the performance of insurance companies in Akwa Ibom State, Nigeria. The results reveal that the model explains approximately 91.4% of the variation in organizational performance (Adjusted $R^2 = 0.914$), demonstrating an exceptionally strong explanatory power of the combined predictors. The overall regression model is statistically significant ($F(2, n–3) = 760.723$, $p < 0.001$), indicating that the inclusion of knowledge sharing and process improvement meaningfully improves the model's ability to predict performance compared to a model without these variables. The standardized beta coefficients show that both knowledge sharing ($\beta = 0.219$) and process improvement ($\beta = 0.467$) exert positive and statistically significant effects on performance. Among the two predictors, process improvement exhibits the stronger relative contribution. These standardized coefficients indicate the strength and direction of each predictor's influence rather than the actual unit changes in performance. The Durbin–Watson statistic (2.184) falls within the acceptable range, suggesting the absence of problematic autocorrelation in the residuals and confirming that the model satisfies this key assumption of regression analysis. Given the significance level ($p < 0.05$), the null hypothesis of no joint effect is rejected. The findings therefore conclude that knowledge sharing and process improvement jointly exert a significant positive influence on the performance of insurance companies in Akwa Ibom State, Nigeria.

Discussion of Findings

The findings from hypothesis one show a strong and significant relationship between knowledge sharing and the performance of insurance companies in Akwa Ibom State. The coefficient of determination ($R^2 = 0.759$) indicates that knowledge sharing explains about

75.9% of the variation in organizational performance, highlighting its major role in enhancing efficiency, decision-making, and service delivery. The regression coefficient (β = 0.891) further confirms this positive influence, indicating that a one-unit improvement in knowledge-sharing practices results in a 0.891-unit increase in performance. This demonstrates that knowledge-related behaviors not only drive productivity and innovation but also reduce operational errors and improve customer satisfaction. These results are consistent with Ahmed (2025), who found that knowledge sharing enhanced faculty performance in Egyptian universities, partly through increased job satisfaction. Similarly, Andem*et al.* (2024) reported that knowledge-sharing strategies significantly improved operational performance at the University of Uyo Teaching Hospital, although limited technological adoption constrained effectiveness. Collectively, these studies reinforce the central role of knowledge flow in improving organizational outcomes across different sectors.

The findings from hypothesis two reveal a strong and significant relationship between process improvement and the performance of insurance companies in Akwa Ibom State, Nigeria. The coefficient of determination ($R^2 = 0.760$) indicates that process improvement accounts for approximately 76% of the variation in organizational performance, emphasizing its pivotal role in enhancing operational efficiency, compliance, and service delivery. The regression coefficient (β = 0.883) further confirms this positive influence, suggesting that a one-unit enhancement in process improvement initiatives leads to a 0.883-unit increase in organizational performance. This demonstrates that systematic process enhancements not only optimize workflows and reduce operational bottlenecks but also improve customer satisfaction and overall organizational effectiveness. These results align with the findings of Mwilu and Wainaina (2021), who observed that process management significantly boosts organizational performance at Consolbase Limited by enabling process optimization, adherence to industry standards, and superior customer experience. Similarly, Olukade and Isichei (2021) reported that deliberate efforts to improve operational processes in Nigerian manufacturing firms resulted in measurable performance gains, highlighting the importance of internal controls, communication, and continuous learning systems. Collectively, the substantial R^2 value and positive regression coefficient in this study, supported by previous empirical evidence, underscore the critical role of process improvement as both a statistically significant predictor and a practical driver of performance. Insurance companies that systematically implement process improvement strategies are therefore likely to achieve enhanced efficiency, regulatory compliance, customer satisfaction, and sustainable organizational success.

The findings from hypothesis three reveal that knowledge sharing and process improvement jointly exert a substantial impact on the performance of insurance companies in Akwa Ibom State. The adjusted coefficient of determination (Adjusted $R^2 = 0.914$) indicates that these two factors together explain approximately 91.4% of the variation in organizational performance, underscoring their critical role in driving efficiency, service quality, and overall operational success. The regression coefficients show that process improvement (β = 0.467) has a stronger influence than knowledge sharing (β = 0.219), suggesting that systematic enhancement of internal processes is the primary driver of performance gains, while knowledge sharing provides complementary support. These findings align with Mwilu and Wainaina (2021) and Olukade and Isichei (2021), who reported that structured process improvement significantly enhances organizational efficiency and service delivery. Similarly, the positive contribution of knowledge sharing, though smaller, echoes the findings of Ahmed (2025) and Andem*et al.* (2024), highlighting the importance of collaborative exchange and effective utilization of knowledge resources in improving performance

outcomes. Overall, the study demonstrates that process improvement and knowledge sharing function as interrelated mechanisms for boosting organizational performance. While optimizing processes appears to yield the greatest direct impact in the insurance sector, fostering knowledge-sharing practices remains essential for sustaining innovation, reducing operational errors, and enhancing customer satisfaction. These insights reinforce the recommendation that organizations seeking superior performance should pursue integrated strategies that combine process optimization with active knowledge sharing, consistent with Migdadi's (2021) assertion that organizational learning capabilities drive both innovation and performance.

Conclusion

The study concludes that both knowledge sharing and process improvement significantly enhance the performance of insurance companies in Akwa Ibom State. While each factor independently contributes to organizational efficiency, decision-making, and customer satisfaction, their combined effect is even more pronounced. Process improvement emerges as the primary driver, supported by the complementary role of knowledge sharing in fostering innovation, reducing errors, and sustaining service quality. These findings underscore the critical importance of integrated strategies that simultaneously optimize internal processes and promote effective knowledge exchange to achieve sustainable organizational success in the insurance sector.

Recommendations

i. Insurance companies in Akwa Ibom State should actively foster and institutionalize knowledge-sharing practices among employees, such as creating internal knowledge repositories, encouraging cross-departmental collaboration, and implementing mentorship programs, as these initiatives are likely to significantly enhance overall company performance.

ii. Insurance companies in Akwa Ibom State should prioritize and continuously invest in process improvement initiatives, as enhancing operational processes has a proven, significant positive impact on organizational performance.

iii. Insurance companies in Akwa Ibom State should prioritize and institutionalize continuous process improvement initiatives while fostering a robust knowledge-sharing culture among employees, as these strategies jointly and significantly enhance organizational performance.

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