

EXPLORING KNOWLEDGE MANAGEMENT AS A CORRELATE OF SMEs PERFORMANCE IN NIGERIA

Abstract

This study examined the effect of knowledge management on firm's performance of selected manufacturing Small and Medium Enterprises (SMEs) in Southeast Nigeria. Three specific objectives, research questions and hypotheses were formulated with the decomposed variables of the study. A survey design was conducted using the sampled academic staff in the selected SMEs. The study population was 800 while the sample size was 196 arrived at using Krejcie and Morgan (1970) formula. Data were collected using self-administered questionnaire. The data using descriptive statistics (frequency tables and percentages) and inferential statistics (Pearson correlation co-efficient and regression analysis) were used in this study. The results revealed that there is a positive significant relationship between knowledge management and SMEs performance. The results showed a significant relationship between knowledge management dimensions (knowledge sharing, knowledge acquisition and knowledge protection) and firm performance dimensions (market share, sales growth and customer satisfaction). The study concluded that SMEs that acquire new knowledge tend to satisfy their customers more than those who maintain old knowledge and that share knowledge among employees tend to achieve higher market share than those who keep knowledge from employees. The study recommended that SMEs should establish functional feedback mechanism to encourage employees to make comments, contributions, and to ask questions.

Keywords: Knowledge Sharing, Knowledge Acquisition, Knowledge Protection, Share Market, Customer Satisfaction, Sales Growth

Comment [VB1]: It is necessary for the author to stylistically adapt this sentence.

1. INTRODUCTION

Small and medium enterprises (SMEs) are promoters of growth and national economic development, because they play a key role in reducing poverty, increasing gross domestic product (GDP), diversifying and job creation in developed and developing countries (Okoli&Anugwu, 2022). Although it is difficult to obtain information; Ayyagari, et al, (2011) state that around 95% of businesses across the globe are SMEs, with around 60% accounting from the private sector. Additionally, SMEs are key indicator in economic development, innovation, industrial restructuring and economic growth. Small and Medium Enterprises (SMEs) also contribute significantly to international and economic development of nations. In some countries, SMEs represent the biggest and most profitable sector of the economy. Mukulu&Marima (2017) stated that SMEs are recognized as economic, social and political catalysts for development in developed and developing countries. It is worth noting that small and medium enterprises are an important sector for achieving more innovation, competition and trade in the country, and the government can work hard in supporting them in the sector to establish a good and innovative system for development and problem solutions. Shodiya (2021) asserted that manufacturing companies are highly regarded in business by academics and professionals; as this sector employs 22.5 percent of the Nigerian workforce and accounts for 66 percent of the total expenditure. To have leverage over other firms, a system is needed that can capture, share, integrate and store these vital data. Hence, knowledge management (KM) appears to be more important than ever for organizational performance.

In Nigeria, there are more than 39.65 million registered SMEs, which account for about 87.9% of the total work force, 46.31% for national GDP growth and 6.2% for international gross exports (National Bureau of Statistics, 2021). This reflects the effectiveness of the SME sector in the region; hence the embrace of knowledge management practices for the manufacturing sector is key to effective and efficient service delivery, business growth as well as organizational performance. Organizational performance reflects the company's ability to acquire and effectively use its scarce resource to achieve its operational goals (Griffin, 2006). The performance of the business can be evaluated as a key indicator by which its success can be measured. Previous researchers have looked at firm's performance in terms of market share, new products launched, and return on assets (Jaworski&Kohli, 1993). Organizational performance is measured by service and product quality, customer satisfaction, sales performance, service innovation, and employee attitudes (Dess& Robinson, 2014). Organizational performance based on a balanced scorecard is measured by return on investment, market share, utilization, customer satisfaction and product quality. Similarly, Richard, et al (2009) noted that return on investment, sales and marketing growth, and profitability are important factors that are measured by organizational performance.

Moreover, knowledge can be considered as a key strategic resource for long-term investment success and survival, because it is unique and difficult to imitate. Knowledge management is a necessity in every firm (Akpa, et al, 2020); and a central issue in the world of business, industry and education (Andi, et al, 2019). Knowledge in a firm refers to expert knowledge, experiences, ideas, attitudes, beliefs and practices that can be changed and transferred. Knowledge, unlike other resources, is difficult to reproduce, which makes knowledge management more important in companies (Shodiya, 2021). Budihardjo (2017) believed that knowledge management is a systematic or structured activity to improve organizational capabilities, by managing tacit and explicit knowledge to achieve organizational performance. As today's business world is embracing the knowledge economy to improve its organizational performance; the role of the organization is to maintain knowledge management to improve internal and external competitiveness. However, successful implementation of knowledge management practices can ensure that the organization benefits through the development of knowledge assets (Heisig, et al, 2016).

Despite the importance of knowledge management, many SMEs are unable to generate and share knowledge effectively. This weakness is due to an inappropriate way of managing knowledge. However, many manufacturing companies in Nigeria face high failure rate due to heavy financial losses, unproductive management strategies and poor financial conditions. As a result, it is difficult for many of these SMEs to maintain knowledge that will keep them in business. In this regard, the manufacturing SMEs have not been able to solve the problem of customer knowledge and feedback. Most of the customers are not satisfied with the process shown by most of the manufacturing SMEs in Nigeria. These can perhaps be attributed to poor knowledge management strategies among workers and management. Against this backdrop, the study examines how knowledge management affects firm performance in selected manufacturing SMEs in Southeast, Nigeria.

2. LITERATURE REVIEW & HYPOTHESES DEVELOPMENT

Knowledge Sharing and Market Share

Knowledge Sharing involves promoting implicit knowledge and producing new explicit knowledge (Hsiao, Chen & Chang, 2011). KS is defined as a process adopted by a firm to share and exchange knowledge among employees to capture and create new knowledge (Obeidat, et al, 2018). The sharing of information between staff and stakeholders of a business unit or organization is transferred from one department to another (Yu, et al, 2013). Therefore, knowledge sharing (KS) is an important part of effective knowledge management as it provides

solutions for some organizational problems that cannot be achieved by implementing other knowledge management methods.

There is evidence in the existing literature on the relationship between knowledge sharing and market share. The ability of the organization to improve or protect their position in relation to their competitors in the market and to improve it in terms of sales, market share or growth makes the company have great competition (Akpoiyibo, 2021; Lall, 2001). Knowledge sharing between employees and within and across teams allows organizations to exploit and capitalize on knowledge-based knowledge (Cabrera & Cabrera, 2005); and as this greatly affects the company's market share. Hair (1998) stated that the knowledge management process, which are knowledge acquisition, knowledge sharing and knowledge storage increase organizational performance as well as market share and profits. The market share of an organization depends very much on the ability of managers to share all the knowledge resources they have from people and teams, and to create values, and share them within the organization to reach increased performance (profitability and market share). Thus, employees are promoted to the knowledge gained among other colleagues for better performance.

Knowledge sharing practices are closely related to strong innovation which is essential to enhance the competitive advantage of organizations (Laio, 2006). Organizations encourage employees to share knowledge and use shared knowledge to perform important tasks that gain competitive advantage and market share. Jue, et al, (2010) suggest that organizations can use knowledge to gain their competitive advantage and successful organizations use knowledge to improve their products and services. Stephen (2022), Samir (2020), Roopaa & Gopinath (2021), Okoli, et al., (2021), Adhikari (2020), Dickson & Oyeinkorikiye (2019) and Ileri (2015) found that knowledge sharing improved the organizations competitiveness through increasing the customer satisfaction, market share, operation cost reduction, firms performance and also adoption and operation of new technology. Based on the above discussions, a hypothesis below was developed:

H1: There is no significant relationship between knowledge sharing and market share of manufacturing SMEs in Southeast, Nigeria.

Knowledge Acquisition and Customers Satisfaction

Acquisition is a process that includes the actions of ensuring accessibility, collecting and applying the acquired knowledge (Zayed, et al, 2012). Knowledge acquisition refers to the process of creation and formation of knowledge and its components within the organization,

therefore implicit knowledge becomes explicit knowledge (Alrubaiee, et al, 2015). Knowledge acquisition (KA) involves using new knowledge or changing parts of information in an organization's explicit and tacit knowledge, which requires organizations to search for specific information in internal and external environments (Xue, 2017). It is described as an approach through which individual knowledge is established, using four sub-processes: socialization, combination, externalization and internationalization for the development of organizational knowledge on a regular basis (Shujahat, et al, 2018).

Knowledge acquisition makes it easier to apply knowledge or replace existing content. It also facilitates the generation of new knowledge and better use of existing knowledge through effective information exchange (Grant, et al., 2016). The empirical results of researchers in the area of knowledge acquisition and customer's satisfaction include Stephen (2022), Samir (2020), Nadube & Ngbaawii (2020), Ha, et al, (2021), Dickson & Oyeinkorikiye (2019), Roopaa & Gopinath (2021) and Nnabuife, et al, (2015) whose findings indicated that there was a positive relationship between knowledge acquisition, customer satisfaction and organizational performance. Similarly, Waki (2017) found that firms use brainstorming sessions, workshops and seminars, and employee relations to gain new knowledge and customer satisfaction, share knowledge and support organizational learning. Shodiya, (2021), Djangone & El-Gayar (2021), Okoli, et al., (2021), Adhikari (2020) and Al-Hadrawi, (2018) studies revealed that access to knowledge leads to increased customer satisfaction and firm performance.

In another study, Ahmed, et al, (2015) revealed that companies are more successful when they adopt strategies that facilitate access to knowledge and share ideas internally, which improves the process of knowledge acquisition more easily. The study also showed that the acquisition of knowledge helps in improving work performance, resource utilization and customer satisfaction, thus increasing profits and improving the organization's performance. Also, Gatuyu & Kinyua (2020) showed that knowledge acquisition strategies increase the customer base, improve customer satisfaction and had a positive affected the performance of SMEs in Meru County. Furthermore, their research also showed that SMEs can improve knowledge acquisition through capacity building, mentoring programs, modern technology and consultancies. In another study, Chebii (2018) revealed that knowledge acquisition significantly affected the performance of government-owned commercial enterprises in Kenya in terms of return on capital. However, the study also indicated that the knowledge acquisition process did not affect the performance of the enterprises in terms of return on assets. Based on the above discussions, a hypothesis below was developed:

H2: Knowledge acquisition has no significant influence on customer satisfaction in manufacturing SMEs in Southeast, Nigeria.

Knowledge Protection and Sales Growth

Knowledge protection refers to a firm's ability to protect its intellectual knowledge from illegal theft and inappropriate use (Gold, et al, 2001). Knowledge protection is a process of turning tacit knowledge into explicit information or storing and retrieving open knowledge. There are different types of storage in organizations. This knowledge consists of written documents, information stored in databases, expert knowledge, organizational processes and implicit knowledge (Alavi&Leidner, 2001). It is imperative for SMEs to guide their knowledge within an organization from illegal or inappropriate use. Protection is essential if the knowledge is to be used to create or maintain a competitive advantage (Porter-Liebeskind, 1996).

Prominent results of researchers in the area of knowledge protection, market growth and performance include Ha, et al., (2021), Adhikari (2020), Dickson & Oyeinkorikiye (2019), Ratan, (2020) and Onifade, et al, (2022) whose findings showed that there is a significant effect of knowledge protection on organizational performance. Pinzon-Castro, et al., (2018) emphasized that if firms implement intellectual property protection, such as patents, copyrights, or trademarks, knowledge protection will be more effective. These protective measures give the firm the ability to prevent competitors from copying its ideas or inventions, and the ability to profit from licensing its intellectual property. Ferri, et al, (2019) offered empirical evidence that the patenting process has a positive effect on spin-off performance. It seems that companies with a strong knowledge protection capability can protect their proprietary knowledge from illegal or inappropriate use by others (inside and outside the companies). Therefore, these companies can maintain performance for a longer period. In the same way, Liu & Deng (2015) found that knowledge protection makes the business process more efficient since other companies cannot easily copy the ideas or inventions. Nguyen, et al, (2022) revealed that proprietary knowledge protection (PKP) motivates and encourages firms to create new products and stimulate consistent market growth. Ha, et al., (2021) revealed that knowledge protection is found to be positive and related to firm performance. Based on the above discussions, a hypothesis below was developed:

H3: Knowledge protection has no significant relationship with sales growth of manufacturing SMEs in Southeast, Nigeria.

3. RESEARCH METHOD

This study made use of survey research design because of the nature of the study which is to collect relevant data from a sampled respondent through questionnaire. The population of the study consists of selected manufacturing SMEs in Southeast Nigeria, numbering about 800. The Southeast part of Nigeria is made up of five States (Abia, Anambra, Ebonyi, Enugu & Imo), and the selected SMEs were chosen randomly from the five states. The sample size of the study was determined using Krejcie & Morgan (1970) sample size determination formula; thus one hundred and ninety six (196) was arrived as the sample size. In addition, the study ensured that stratified

sampling was used in this study to ensure that the manufacturing SMEs with their different numbers of owners, managers and workers are well represented. Structured questionnaire was adopted as instrument for data collection. To test the validity of the instrument, the Principal Component Analysis and test for communalities and Varimax Rotation using the Extraction method were employed. Factor analysis procedure was applied to validate the instrument because the set of variables analyzed in the factor analysis extends beyond test data and since it utilizes rating and other criteria measured along with other tests to explore the factorial composition of a particular test and so define the common traits it measures hence, usually preferred in most construct validation exercises. The Principal Component Analysis (PCA) was conducted on the 12 items of the knowledge management questionnaire using Orthogonal Rotation (varimax). Similarly, the 12-items firm's performance questionnaire was subjected to factor analysis using a principal component analysis (PCA). An initial analysis was run to obtain each component in the data. All factor loadings below 3.00 were eliminated. Cronbach Alpha was used to confirm the reliability of the research instrument. The alpha coefficients are for knowledge sharing, knowledge acquisition, knowledge protection, market share, customer satisfaction, and sales growth as 0.987, 0.983, 0.738, 0.981, 0.992, and 0.953, respectively. The data collected were analyzed using a combination of descriptive statistics (frequencies and percentages) and inferential statistics (correlation analysis and regression analysis). Hypotheses were tested at a 5% significance level.

Comment [VB2]: The author pointed out that he eliminated all factor loadings below 3.00! I claim that the values of the factor loadings in PCA can only range from -1 to 1 (Hair, J. et al., 2019). The author of the chapter could have meant the elimination of factor loadings of 0.3? That would be logical. The author must correct this. Also, when PCA is used, the KMO and Bartlett' test results are usually mentioned, which the author of the chapter did not do. Let him mention them briefly.

4. ANALYSIS AND RESULTS

Test of Hypothesis One

H₀₁: There is no significant relationship between knowledge sharing and market share of manufacturing SMEs in Southeast, Nigeria.

Table 1: Relationship between Knowledge Sharing and Market Share of SMEs
Correlations

	Knowledge Sharing	Market Share
Pearson Correlation	1	.994 ^{**}
Knowledge Sharing	Sig. (2-tailed)	.000
	N	184

	Pearson Correlation	.994**	1
Market Share	Sig. (2-tailed)	.000	
	N	184	184

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

The nature of relationship between knowledge sharing and market share was investigated using Pearson product-moment correlation coefficient. The research indicated a strong, positive statistical relationship between knowledge sharing and market share of manufacturing SMEs in Southeast, Nigeria, $r = .99$, $n = 184$, $p < 0.01$. Thus, the null hypothesis was rejected. This implies that knowledge sharing culture tends to increase the market share of manufacturing SMEs in Southeast, Nigeria. Therefore, it was established that knowledge sharing had statistical relationship with market share of manufacturing SMEs in Southeast Nigeria.

Test of Hypothesis Two

H₀₂: Knowledge acquisition has no significant influence on customer satisfaction in manufacturing SMEs in Southeast Nigeria.

Table 2: The Extent to Which Knowledge Acquisition Influence Customer Satisfaction

Variable	Beta	t value	R Square	F value	Sig.
(Constant)		1.172			.243
Knowledge Acquisition	.980	66.731	.961	4452.969	.000

Dependent Variable: Customer Satisfaction

The influence of knowledge acquisition on customer satisfaction was studied using linear regression. The result established that knowledge acquisition exerts high statistical influence on customer satisfaction in manufacturing SMEs in Southeast, Nigeria ($\beta = 0.98$, $t = 66.73$, $r^2 = .961$, $F = 4452.969$, $p < .01$). Thus, the null hypothesis was rejected. This research indicated that knowledge acquisition was an important predictor of customer satisfaction among manufacturing SMEs in Southeast, Nigeria. The result suggested that 96% change in customer satisfaction was associated with proportionate change in SME knowledge acquisition. It implies that SMEs which acquire more knowledge have higher tendency of satisfying customers. In other words, SMEs which acquired greater knowledge would stand a better chance of serving customers well.

Hence, the research ascertained a strong, positive, statistical influence of knowledge acquisition on customer satisfaction in manufacturing SMEs in Southeast, Nigeria.

Test of Hypothesis Three

H₀₃: Knowledge protection has no significant relationship with sales growth of manufacturing SMEs in Southeast, Nigeria.

Table 3: Relationship between Knowledge Protection and Sales Growth of SMEs

		Knowledge Protection	Sales Growth
Knowledge Protection	Pearson Correlation	1	.523**
	Sig. (2-tailed)		.000
	N	184	184
Sales Growth	Pearson Correlation	.523**	1
	Sig. (2-tailed)	.000	
	N	184	184

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

The relationship between knowledge protection and sales growth was examined Pearson Product-Moment Correlation Coefficient. The survey ascertained a positive, statistical relationship between knowledge protection and sales growth of manufacturing SMEs in Southeast, Nigeria, $r = .52$, $n = 184$, $p < 0.01$. Hence, the null hypothesis was rejected. The research specified that manufacturing SMEs which protect their knowledge have higher tendency to achieve sales growth.

5. CONCLUSION

In relation to the findings of the study, the study concluded that small and medium enterprises (SMEs) which acquire new knowledge tend to satisfy their customers more than those who maintain old knowledge. SMEs which share knowledge among employees tend to achieve higher market share than those who keep knowledge from employees. The study also concluded that SMEs which protect their business information tends to achieve sales growth more than those who are vulnerable to intellectual theft.

Comment [VB3]: It is necessary for the author to point out the limits of the research in the Conclusion.

Comment [VB4]: It is necessary for the author to stylistically adapt this sentence.

On the basis of the research findings and conclusion, the following recommendations were made:

1. SMEs should establish functional feedback mechanism to encourage employees to make comments/contribution, and to ask questions.
2. SMEs should hold quarterly business trainings to enhance the capacity of the employees.
3. SMEs should use renewable login details to ensure that an authorized user gains access to the firms' information.

Reference

- Adhikari, P.R. (2020). Knowledge Management and Organizational Performance of Nepalese Commercial Banks. *The Batuk*, 6(2), 53–62. <https://doi.org/10.3126/batuk.v6i2.34494>
- Agupusi, P. (2007). *Small Business Development and Poverty Alleviation in Alexandra*, South Africa. School of Development Studies, University of East Anglia, Norwich, UK.
- Ahmed, S., Fiaz, M., &Shoaib, M. (2015). Impact of knowledge management practices on organizational performance: an empirical study of the banking sector in Pakistan. *FWU Journal of Social Sciences*, 9(2), 147.
- Akpa, V.O., Akinlabi, B.H., Asikhia, P.T., &Nnorom, G.K. (2020). Knowledge management and performance of organizations: A case study of selected food and beverage firms. *International Journal of Economics and Business Administration*, 8(3), 3-18.
- Akpoyibo, G.A. (2021). Knowledge Management and Performance of Small and Medium Scale Enterprises in South-South Nigeria. *International Journal of Management and Entrepreneurship*, 3(1), 1-24.
- Alavi, M. &Leidner, D. (2001). Knowledge Management and Knowledge Management Systems: Conceptual Foundation and Research Issues, *MIS Quarterly*, 107-136.<http://dx.doi.org/10.2307/3250961>.
- Al-Hadrawi, H.K. (2018). Impact of Knowledge Management on Customer Satisfaction. *International Journal of Advance Research, Ideas and Innovations in Technology*, 4(1), 459-464.

- Alrubaiee, L., Alzubi, H.M., Hanandeh, R. & Ali, R. (2015). Investigating the Relationship Between Knowledge Management Processes and Organizational Performance: The Mediating Effect of Organizational Innovation. *International Review of Management and Business Research*, 4(4), 209-234.
- Andi, N.G, Achmad, S., Armanu, T. & Kusuma, R. (2019). The role of knowledge management in organizational performance: Case Study of University of Malang, Indonesia. *Problems and Perspectives in Management*, 17(1), 230-243. [http://dx.doi.org/10.21511/ppm.17\(1\).2019.20](http://dx.doi.org/10.21511/ppm.17(1).2019.20).
- Ayyagari, M., Demirgüç-Kunt, A. & Maksimovic, V. (2011). *Small vs. young firms across the world: contribution to employment, job creation, and growth*. World Bank Policy Research Working Paper, (5631).
- Budihardjo, A. (2017). *Knowledge management: Effective innovation to achieve success*. Jakarta: PrasetiyaMulya Publishing.
- Cabrera, E.F. & Cabrera, A. (2005). Fostering Knowledge Sharing through People Management Practices. *The International Journal of Human Resource Management*, 16, 720-735. <https://doi.org/10.1080/09585190500083020>.
- Chebii, M.K., Lewa, P. & Ngari, J.K. (2019). Influence of Knowledge Acquisition on Organizational Performance Based on Return on Equity and Return on Assets of State Owned Commercial Enterprises in Kenya. *European Journal of Business and Management*, 11(3), 1-6. DOI: 10.7176/ejbm/11-3-01.
- Dess, G.D. & Robinson Jr., R.B. (2014). "Measuring Organizational Performance in the Absence of Objective Measures: The Case of the Privately Held Firm and Conglomerate Business Unit". *Strategic Management Journal*, 5(3), 265-273. <http://dx.doi.org/10.1002/smj.4250050306>.
- Dickson, R.K & Oyeinkorikiye, S.I. (2019). Knowledge management and performance of faith-based organizations in Bayelsa State, Nigeria. *Accounting and Taxation Review*, 3(4), 60-69.
- Djangone, A. & El-Gayar, O. (2021). An Empirical study of the impact of knowledge acquisition, sharing and utilization on organizational performance of higher education institutions (HEIs), and the moderating role of organizational culture. *Issues in Information Systems*, 22(4), 258-268. DOI: https://doi.org/10.48009/4_iis_2021_258-268.

- Ferri, S.; Fiorentino, R.; Parmentola, A.; & Sapio, A. (2019). Patenting or not? The dilemma of academic spin-off founders. *Business Process Management Journal*, 25, 84–103.
- Gatuyu, C.M. & Kinyua, G.M. (2020). Role of Knowledge Acquisition on Firm Performance in the Context of Small and Medium Enterprises in Meru County, Kenya. *Journal of World Economic Research*, 9(1), 27-32. doi: 10.11648/j.jwer.20200901.14.
- Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems*, 18(1), 185–214.
- Grant, J. A., Braun, M. T., Kuljanin, G., Kozlowski, S. W., & Chao, G. T. (2016). The dynamics of team cognition: A process-oriented theory of knowledge emergence in teams. *Journal of Applied Psychology*, 101(10), 1353-1385. doi:10.1037/apl0000136.
- Griffin, R.C. (2006). Water Resource Economics. The Analysis of Scarcity, Policies, and Projects. *Journal of Economics*, 91(2), 203-207.
- Ha, S.T.; Lo, M.C.; Suaidi, M.K.; Mohamad, A.A.; & Razak, Z.B. (2021). Knowledge Management Process, Entrepreneurial Orientation, and Performance in SMEs: Evidence from an Emerging Economy. *Sustainability*, 13, 9791. <https://doi.org/10.3390/su13179791>
- Hair, J.F. (1998). *Multivariate Data Analysis*. New Jersey: Prentice Hall.
- Heisig, P., Suraj, O. A., Kianto, A., Kemboi, C., Arrau, G.P. & FathiEasa, N. (2016). Knowledge management and business performance: global experts' views on future research needs. *Journal of Knowledge Management*, 20(6), 1169-1198. <http://doi.10.1108/JKM-12-2015-0521>.
- Hsiao, Y.C., Chen, C.J., & Chang, S.C. (2011). Knowledge management capacity and organizational performance: The social interaction view. *International Journal of Manpower*, 32(5/6), 645-660.
- Ileri, R.W. (2013). *Strategic knowledge transfer as a source of competitiveness at Kenya Power*. University of Nairobi.
- Jaworski, B.J. and Kohli, A.K. (1993). Market Orientation: Antecedents and Consequences. *The Journal of Marketing*, 57, 53-70. <https://doi.org/10.2307/1251854>
- Jue, A.L., Marr, J.A., & Kassotakis, M.E. (2010). *Social media at work: How networking tools propel organizational performance*. San Francisco, CA: JosseyBass.

- Krejcie, R.V., & Morgan, D.W., (1970). *Determining Sample Size for Research Activities*. Educational and Psychological Measurement.
- Lall,S.(2001).Competitiveness indices and developing countries: An economic evaluation of the global competitiveness report. *World Development*, 29(9), 1501-1525. [https://doi.org/10.1016/S0305-750X\(01\)00051-1](https://doi.org/10.1016/S0305-750X(01)00051-1).
- Liao,L.F. (2006). Knowledge-sharing in R&D departments: A social power and social exchange theory perspective. *International Journal of Human Resource Management*, 19(10), 1881-1895. <http://dx.doi.org/10.1080/09585190802324072>.
- Liu, S.& Deng, Z. (2015). Understanding knowledge management capability in business process outsourcing: A cluster Analysis. *Management Decision*, 53, 124–138.
- Mukulu, E. &Marima, M.M. (2017). Role of Entrepreneurship Training in Growth of Micro and Small Enterprises in Kiambu County. *Saudi Journal of Business and Management Studies*, 532-543. DOI: 10.21276/sjbms.
- Nadube, P.M. &Ngbaawii, W.L. (2020). Knowledge Management and Customer Satisfaction of Deposit Money Banks in Rivers State. *International Journal of Innovations in Marketing and Business Studies*, 7(1), 40-53.
- National Bureau of Statistics (NBS) (2021). *SMEs contribution to national economic growth*, N.B.S. statistics, Editor 2013, National Bureau of Statistics: Nigeria.
- Nguyen, J.H., Pham, P.K. &Qiu, B. (2022). Proprietary Knowledge Protection and Product Market Performance. *Journal of Financial and Quantitative Analysis*, Forthcoming, Available at SSRN: <https://ssrn.com/abstract=41017944>.
- Nnabuiife, E.K., Onwuka, E.M. &Ojukwu, H.S. (2015). Knowledge Management and Organizational Performance in Selected Commercial Banks in Awka, Anambra State, Nigeria. *IOSR Journal of Business and Management*, 17(8), 25-32.
- Obeidat, A.M., Abualoush, S.H., Irtaimah, H.J., Khaddam, A.A., &Bataineh, K.A. (2018). The role of organizational culture in enhancing the human capital applied study on the social security corporation. *International Journal of Learning and Intellectual Capital*, 15(3), 258- 276.

- Okoli, I.E.N. &Anugwu, C.C. (2022). Uncovering the Relationship between Entrepreneurship Training on Business Growth among SMEs in Southeast Nigeria. *European Journal of Business and Management Research*, 7(1), 224-228. DOI: <http://dx.doi.org/10.24018/ejbmr.2022.7.1.1278>.
- Okoli, P.E., Onochie, J.D., Ngige, C.D. &Okaforocha, M.C. (2021). Knowledge Management Techniques and Performance of Selected Manufacturing Firms in the South-East of Nigeria. *International Journal of Marketing and Management Research*, 12(11), 24-49.
- Okpebenyo, W. (2021). Knowledge acquisition, creation and employees' performance of mining firms: a case of Northern Nigeria. *Direct Research Journal of Social Science and Educational Studies*, 8, 21-27.
- Onifade, T.A., Tongo, N.I. &Adetayo, H.O. (2022). The Effect of Knowledge Sharing and Protection on Organizational Performance in Selected Money Deposit Bank in Lagos, Nigeria. *Journal of Academic Research in Economics*, 14(1), 153-163.
- Pinzon-Castro, S.Y.; Maldonado-Guzman, G.; & Marin-Aguilar, J.T. (2018). Market knowledge management and performance in Mexican small business. *International Journal of Business Management*, 13, 127–137. DOI:10.5539/ijbm.v13n4p127
- Porter-Liebeskind, J., (1996). Knowledge, strategy, and the theory of the firm. *Strategic Management Journal*, 17(Winter), 93-107.
- Poutziouris, P. (2003). The strategic orientation of owner-managers of small ventures: evidence from the UK small business economy. *International Journal of Entrepreneurial Behavior & Research*, 9(5): 185-214. [https://DOI: 10.1108/13552550310488929](https://doi.org/10.1108/13552550310488929).
- Ratan, A.M, Shahriar, H.M., &Khatun, M. (2020). The impact of knowledge management process on job satisfaction and employee retention, *International Journal of Management and Accounting*, 2(6), 119-130. <https://doi.org/10.34104/ijma.020.01190130>.
- Richard, P.J., Devinney, T.M., Yip, G.S., & Johnson, G. (2009). Measuring Organizational Performance: Towards Methodological Best Practice. *Journal of Management*, 35, 718-804.
- Roopaa, S.B. &Gopinath, R. (2021). Impact of Knowledge Management Processes on Organizational Performance in Tamil Nadu Higher Education: Mediating Role of Organizational Commitment. *Turkish Online Journal of Qualitative Inquiry*, 12(70), 6731–6743.

- Samir, M. (2020). The Impact of Knowledge Management on SMEs Performance in Egypt. *Open Access Library Journal*, 7: e6445. <https://doi.org/10.4236/oalib.1106445>.
- Shodiya, O.A. (2021). Knowledge Management and Competitive Advantage of Listed Consumer Goods Manufacturing Companies in Nigeria. *EMAJ: Emerging Markets Journal*, 11(2), 36-47. <https://doi.org/10.5195/emaj.2021.237>
- Shujahat, M., Ali, B., Nawaz, F., Durst, S., & Kianto, A. (2018). Translating the impact of knowledge management into knowledge-based innovation: The neglected and mediating role of knowledge-worker satisfaction. *Human Factors and Ergonomics in Manufacturing*, 28(4), 200–212. <https://doi.org/10.1002/hfm.207355>.
- Stephen, P. (2022). Effects of Knowledge Capture and Acquisition Practices on Organizational Performance. *European Journal of Information and Knowledge Management*, 1(1), 34-55.
- Tseng, S.M. & Lee, P.S. (2014). The Effect of Knowledge Management Capability and Dynamic Capability on Organizational Performance. *Journal of Enterprise Information Management*, 27, 158-179. <http://dx.doi.org/10.1108/JEIM-05-2012-0025>.
- Waki, N. (2017). *Knowledge Management Strategies on Performance of Information, Communication and Technology Companies in Nairobi County*. A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for Business Research Methods, United States International University – Africa.
- Xue, C.T.S. (2017). A literature review on knowledge management in organizations. *Research in Business and Management*, 4(1), 30-41.
- Yu, Y., Hao, J.X., Dong, X.Y & Khalifa, M. (2013). A multilevel model for effects of social capital and knowledge sharing in knowledge-intensive work teams. *International Journal of Information Management*, 33, 780-790. <http://dx.doi.org/10.1016/j.ijinfomgt.2013.05.005>.
- Zaied, A.N., Hussein, G.S., & Hassan, M.M. (2012). The Role of Knowledge Management in Enhancing Organizational Performance. *I.J. Information Engineering & Electronic Business*, 5(2), 27 – 35. DOI: 10.5815/ijieeb.2012.05.04.