

Leveraging Knowledge Requisition on Performance of Small and Medium Enterprises in South-South Nigeria

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***Abstract:** The study examined the extent of relationship between knowledge requisition and performance of small and medium enterprises in South-South Nigeria. The study adopted a survey research design and stratified purposive and random sampling methodology. The study comprised of total target population of 447 managers from statistically selected small and medium enterprises in the study area. Based on this, 447 managers/owners was selected as the sample size. The Likert 5-point scale structured questionnaire was used in the collection of both qualitative and quantitative data. After data cleaning, 406 copies of questionnaire were found fit for use in the analysis, multiple regression analysis was used to analyse the data. Based on the analyses, the result revealed the existence of statistical positive and significant effect on performance. The study concluded that performance via Return on Investment, profitability of small and medium enterprises operating in South-South Nigeria is enhanced, dependent on the adoption of Return on Investment profitability and sales as components of performance of small and medium enterprises as these afforded them sound supportive grounds upon which the overall performance of the study organizations was achieved. Based on this, it is recommended amongst others that small and medium enterprises should ensure a synergy among the people, process and technology elements responsible for the deployment of knowledge in their firms. SMEs should endeavour to establish regular forums and educational programmes in which staff are trained to be sensitive to and appreciate the values of knowledge requisition as well as in maintaining desirable organizational behaviour.*

***Keywords:** Knowledge, Requisition, Knowledge Sharing, SMEs, Performance.*

INTRODUCTION

All organizations are striving hard to achieve a competitive advantage in the concerned industry in terms of products, processes, people and technology. The effectiveness of these strategies depends on knowledge management (KM) which knowledge is created, stored, transferred and applied to the products/services and processes. Knowledge application has a significant impact on the development of skills which can enhance their performance. A team that excels at knowledge application is practiced is relatively competitive and likely able to transform its intellectual assets into greater team performance (Lin and Lu 2022).

Knowledge is a theoretical and practical understanding of a subject. It is also a familiarity, awareness, perception, discovery, learning or understanding of someone or something such as facts, information, descriptions or skills, which is acquired through experience or education. It is a cognitive and invisible product (Kumar, 2017).

Knowledge sharing is the easy passing of information for the greater good of an organization or the process of donating and communicating one's personal intellectual capital to others, and

invariably involving them to share their own. It is a concept implemented in organizations, institutions and even homes to guard against knowledge loss that arises from issues like employee layoffs, staff, turnover, death, resignations, retirement, reluctance to engage in knowledge sharing.

Today, we are in the era of knowledge and information explosion and the golden age of Information and Communication Technology. As technology has become more readily available so has the number of distractions like social media, catch up TV, streaming sites, the internet and all kinds of data. Every profession tries to innovate and develop something new to ensure the visibility of their programmes and educators so as to be at par with other professions. The introduction of the innovation ideas to produce new educators gulps a lot of time and money.

Globally, the business environment has remained increasingly dynamic and has created an array of challenges for businesses. Increasing level of changes in consumer taste and preferences along with the collapse of national borders which has skyrocketed competition, have forced companies to begin to think outside the box regarding ways of remaining competitive and profitable. Further, organizations have a combination of resources at their disposal which they deploy to boost performance.

However, it has become more obvious that relying solely on conventional resources of finance and raw materials may be inadequate to sustain competition, given the increasing change in market trends. Organizations try to evaluate how effectively, they accomplish their objectives; being that, how effectively an organization works toward achieving its goal is a measure of its performance (Alaneme, 2017).

Although businesses have a variety of resources, knowledge is considered highly significant in enhancing organizational performance. Even market leaders must continuously produce new knowledge in the contemporary organizational context due to competitors' quick imitation and rapidly changing environmental requirements (Lin & Wu, 2014). Because of this, businesses have gradually begun to rely on knowledge management (KM) as a necessary prerequisite to enhanced overall performance and success in today's hypercompetitive marketspaces (Wang & Noe, 2010). Organizations have been motivated to switch from conventional management approaches to KM as a result of the expanding role of knowledge (Tubigi & Alshawi, 2015). Effective human capital management has become increasingly important with the advent of knowledge-based economies to guarantee that employees continue to produce proper value for the economy (Omotayo, 2015).

Currently, firms compete on information as opposed to financial strength and capital, giving them a new competitive advantage. The quantity and quality of information that is stocked, harnessed, and used in the production process across all economic sectors determines GDP growth rate (Omotayo, 2015). To increase organizational effectiveness in these knowledge-based economies, KM strategies ought to be implemented. Knowledge is key to attaining and maintaining competitive advantage (Lee & Lan, 2011; Liu & Deng, 2015). However, if knowledge is not adequately maintained inside an organization, it can quickly become outdated and useless (Karimi & Javannard, 2014). Organizations therefore ought to improve their processes or procedures for managing knowledge assets (Ouyang, 2014).

KM is the ability to gather information from both internal and external sources, transform it into a fresh approach or concept, and then use and safeguard it (Gold et al., 2001). It calls for

transforming individualized knowledge into organizational knowledge that may be extensively disseminated throughout the company. KM thus focuses on distributing appropriate knowledge to appropriate individuals at the appropriate time.

The KM dimensions of knowledge application and sharing are embraced for this study even if there is no consensus on them currently. The choice of these dimensions of KM is informed by: First, majority of the studies on KM (Omerzel, 2010; Gholami et al., 2012; Kasimu et al., 2012; Mohamad et al., 2013; Alvarenga et al., 2014; Omotayo, 2015) used these dimensions.

Second, these dimensions aligned more with the principles of knowledge-based theory upon which this study is founded and thirdly, these dimensions are consistent with the model created by Kasimu et al. (2012). Knowledge application is the process of applying knowledge. Organizations can continuously turn their expertise into embodied products by using knowledge (Zaied et al., 2015). Knowledge sharing is the act of transferring information from one person, group, or organization to another (Kimaiyo et al., 2015). Despite the known importance of small and medium-scale enterprises (SME) to the improvement of national economies, as well as the supports received by these firms such as provision of credit schemes, tax holidays, and creation of regulatory agency to promote and stimulate their activities, the sector has continued to witness dwindling performance. This is seen in the drop on their contribution to Nigeria's economy from 50% contribution to GDP in 2021 to 43.3% in the last quarter of 2022. In addition, a good number of SMEs have remained stagnant in terms of growth, despite the availability of accessible credit which could be used for expansion.

With the increasing and rapid change in the external environment in which these SMEs operate, as well as unfavorable macroeconomic indices, it becomes pertinent for SMEs to review their internal activities with a view to creating a shield against negative effects of these externalities. This study was thus designed to examine the effect of knowledge application and knowledge sharing on performance of SMEs in South-South Nigeria. The pace of globalization, increase in technological development, structural changes and the advent of the COVID-19 pandemic has increased the consciousness of individuals, firms, public institution and nongovernmental organisations germaneness of knowledge management (KM) to sustaining improved performance and competitive advantage of firms in a highly competitive environment (Kulkarni & St. Louis, 2003; De Long & Fahey, 2000). Studies linked effective KM to improved competitive advantage and enhanced organisational performance (Ohiorenoya, 2010; Chang & Lee, 2007; Chin-Loy & Mujtaba 2007; Khalifa & Liu 2003; Davidson & Voss, 2002). KM empowers people, groups, and whole organizations as well as networks, regions, and countries to efficiently make, share, and apply information to accomplish strategic and operational objectives (North & Kumta, 2018). Bataineh (2017) and Anitha (2013) report that performance of individuals and organizations rely heavily on organizational policies, KM practices and employee commitment.

OBJECTIVES OF THE STUDY

1. The major aim of this study is to investigate the relationship between knowledge requisition and performance of SMEs in South-South Nigeria. Specifically, the study shall seek to:
2. Evaluate the extent of relationship between technology and performance of SME's in South South Nigeria.
3. Determine the nature of relationship between organizational culture and performance of SME's in South South Nigeria.
4. Ascertain the magnitude of relationship between organizational structure and performance of SME's in South South Nigeria.

RESEARCH QUESTIONS

Based on the problem statement and specific objectives of the study, the following research questions guided the study:

1. What is the extent of relationship between technology and performance of SME's in South South Nigeria.
2. What is the nature of relationship between organizational culture and performance of SME's in South-South Nigeria.
3. What is the magnitude of relationship between organizational structure and performance of SME's in South South Nigeria.

HYPOTHESES

The study is guided by the following hypotheses:

1. There is no significant relationship between technology and profitability of SME's in South-South Nigeria.
2. Is there any existing relationship between technology and return on investment of SME's in South South Nigeria.
3. There is no significant relationship between organizational culture and profitability of SME's in South-South Nigeria.
4. Are there any relationship between organizational culture and return on investment of SME's in South South Nigeria.
5. There is no significant relationship between organizational structure and profitability of SME's in South South Nigeria.
6. Is there any relationship between organizational structure and return on investment of SME's in South-South Nigeria.

LITERATURE REVIEW

Knowledge sharing is about individuals and groups actively communicating, collecting and immersing knowledge from each other and seeking people who may find their knowledge useful by definition. It is a social interaction culture, involving the exchange of employee knowledge, experiences, and skills through the whole department. Organization that creates opportunities for personal and professional growth. According to Foss, Husted and Michailoya (2010), knowledge sharing is designed to transform individual knowledge to organizational knowledge. It is effective in the success of academics and creates competitive advantage when retained. This is because an average worker/educator spends nearly a third of his workday simply searching for information, but by creating a culture that fosters knowledge sharing and makes information easy to find, educators can work more productively and efficiently. Knowledge can be shared in many aspects

of life. For those in the academic environment typical areas where sharing is found include: writing books or research papers, delivering a lecture, making a speech or presentation.

KNOWLEDGE APPLICATION

The main goal of knowledge application is to integrate knowledge obtained from internal and external sources to drive organizational objectives. Knowledge application as processes within organization that enable organizations to use and leverage knowledge in ways that improve its operations, develop new products and generate new knowledge assets, through knowledge application, organizations can locate the source of competitive advantage to solve organizational problems (Shin et al., 2001). One of the fundamental aspects of KM, key goal of KM is to ensure that available knowledge is applied for the benefit of an organization. Research evidence suggests that when knowledge is effectively applied, it reduces cost and increases the efficiency of organizations (Allameh, et al., 2011).

The degree to which necessary knowledge is accessible to, and used by those who require it has a significant impact on the firm's performance (Alan, 2012). Utilizing knowledge effectively necessitates a variety of knowledge sources and frequent interactions between staff members. If a company's personnel pick up knowledge and apply it more quickly than those of a rival company, it will be more successful (Gathck & Chan, 2017).

To obtain or sustain a competitive advantage, a corporation must be able to master new talents while also strengthening its existing ones. The effectiveness of the company's operations is influenced by employees at all levels (Zaim et al., 2019). Understanding and building the infrastructure needed to enable the acquisition, administration, and transfer of tacit and explicit organizational knowledge is a requirement for using knowledge (Ahmad et al, 2017). According to Alhawari and Al-jarrah (2012), people, process, and technology are the three components that must work together for successful knowledge application.

KNOWLEDGE SHARING

Knowing sharing is a building block for the success of the organization and it is being adopted as a survival strategy. Knowledge sharing can be defined as the transference of knowledge among individuals groups, teams departments and organization (Stone, 2013). In order to gain access in the global market or to avail the opportunity of unique expertise, organizations often establish subsidiaries around the globe. However, sharing and transfer of knowledge is a challenge because of the unstructured nature of the tacit knowledge and many barriers that hinder the successful flow of knowledge. Knowledge was not regarded as one of the key factors of production, but of late, it is widely recognized as the most important factor of production in any given economy and essential for development. Knowledge sharing has been recognized as the most important factor in the success of KM. knowledge sharing means exchange of employment knowledge, skills and experiences. It ensures that knowledge within an organization is available for employees whenever they need it, and its benefit include retaining intellectual assets and improving productivity. Organization can provide a natural and conducive environment that may encourage employees to share their ideas and knowledge. To endure and remain competitive, firms are becoming more information-based, and transforming themselves into knowledge specialists (Drucker, 1998, as cited in Ateke & Didia, 2017). Thus, intellectual assets have become more important than any other, because knowledge is a catalyst for differentiating a firm's offerings (Amayah, 2013; Gururajan & Fink, 2010).

Healthy organizations generate and use knowledge, by interacting with their environments, absorbing information in the process, turning the information into knowledge, and taking action based on the knowledge, in combination with their experiences, values, and internal rules (Prusak, 1998, .as cited in Ateke & Didia, 2017). Hence, learning organizations continually expand their knowledge, creating new knowledge, sharing that knowledge throughout the organization and converting it into forms people can use. Today's operating milieu requires that all firms make efforts to identify, collect, and share knowledge internally (Gururajan & Fink, 2010). Knowledge must be communicated with coworkers, teammates, and colleagues in order to be used after it is developed or obtained to add value to the organization (Epetimehin & Ekundayo, 2011). Given that businesses suffer information loss due to staff turnover, sharing and transferring knowledge is crucial to KM.

Therefore, all organization members have a responsibility to produce and share knowledge by adopting the mindset that knowledge is an essential component of oneself, making knowledge sharing a personal matter that requires personal commitment (Ekeke, 2011). The value of knowledge increases when it is shared, and it does not diminish when it is transferred (Oluikpe, 2012). Knowledge exchange does not always take place automatically, so, it needs to be encouraged and supported (Mtswenem, 2017).

Performance of Small and Medium-Scale Enterprises

The national economy has remained a focal point in recent debates owing to the rising level of unemployment, poverty, insecurity, low productivity, human capital development. It has been stressed by scholars that small and medium scale Enterprises (SMEs) is a driving force in developing and developed nations. The establishment and proper management of SMEs have a positive effect on the nation's economic development. Moullin (2010) defines an organizational performance as how well an organization is managed and the value the organization delivers for customers and other stakeholders. It is also the measurement of the effectiveness and efficiency of an organization and its workers (Neely et al., 2011) where effectiveness refers to the extent to which stakeholder requirements are met, while efficiency is a measure of how economically the organizations resources are utilized when providing a given level of stakeholder and customer satisfaction. Hence, performance can be defined as the use of resources both efficiently and effectively in the achievement of its expected objectives (Ankrah & Mensah, 2015). Business performance is also the ability of a business to achieve planned results related to financial performance, market performance and shareholder return (Richard et al., 2016; Begonja et al., 2016). Vincent (2014) define business performance results, which produces reliable data on the success and effectiveness of a planned effort. Yadav (2015) describe business performance as a central marvel in commercial philosophies and also a multifaceted phenomenon. Notwithstanding, performance in general links to the attainment goals in any segment of human life.

Organizational Structure

An organizational structure is the grouping of resources at different levels depending on their responsibilities, power and position. It helps various department in a company exchange data, coordinate and work together to achieve business goals. Organizational structure is a powerful determinant of organizational behaviours. It reflects the way in which work in an organization is divided. Organizational structure also determines the flow of information between divisions within the cooperation. Organizational structure is a method by which organizational activities are

divided, organized and coordinated. The organizations create structures to coordinate the activities of work factors and control the members action (Rezaylan 2005).

Organizational Culture

The main of the organizational culture is to promote unity and cohesion and to stimulate the enthusiasm and innovation of employees to improve the economic efficiency of the company. Organizational culture is a tangible, yet strong force among a community of people who work together that affects the behaviour of the members of that group. Organizational culture is an essential ingredient of organizational performance and a source of sustainable competitive advantages. Corporate managers may establish an effective organizational culture to integrate the organizational culture and to improve performance. Many business managers struggle to survive in a competitive global market because of challenging characteristics in business.

Technology

Technology encompasses a broad range of innovations including artificial intelligence (AI) the internet of things (IoT), machine learning and advanced data. The kind of technology a firm uses can often shape its organizational structure. Organizations built around batch technologies and typically structured differently than continuous process organization.

Resource Based-View (RBV) Theory

The resource base view (RBV) of the firm which seeks to explain the underlying performance. Due to increased competition driven by globalization and the advancement of regional and global economies. RBV theory was propounded by Wernerfelt (1984), but was enriched by the contributions of Barney (1991) and Corner (1991). The theory supports the notion that access to sufficient business resources increases competitiveness, expansion, and growth of firms. The theory identified resources they confer competitive advantage may be physical and intangible in character (Abdulaziz, 2019). Physical resources that are obvious (resources that can be seen and felt) in nature and found in the structure of physical objects like machinery, equipment, land, buildings, and other things that fall under the ownership and management of the business are referred to as tangible assets. Physical items are easily attainable on the market. As a result, they do not offer much benefit to the company over the long term because competitors can easily acquire a comparable asset (Wang et al., 2012).

Intangible assets include organizational techniques that are non-physical (Talaja, 2012). Unlike tangible assets, intangible assets are abilities of a business that cannot be purchased on the open market but are instead developed over a period of time and integrated within the organization and are commonly seen as competence (Wirattanapornkul, 2012). According to Barney (1991), a firm's success and competitiveness depends primarily on availability of internal resources and competencies that must be Valuable, Rare, Inimitable, and Non substitutable (VRIN).

Knowledge Management

Businesses that must survive and remain competitive must become information-based and transform themselves into knowledge specialist organisation (Drucker, 1998, as cited in Ateke & Didia, 2017). This because knowledge has become a prime catalyst for differentiating a firm's work from its competitors (Ateke & Didia, 2017; Stewart, 2001) and Intellectual assets have become more important than every other because resources. This is even as globalization has

instigated rapid advances in ICT and structural change, which has challenged firm to seek newer ways of earning competitive advantage.

Today's organizations are moving fast from labor and capital-intensive techniques to information and knowledge-intensive activities, implying that organizations progressively sell information, knowledge, or intelligent products. Work and capital are currently supplanted by knowledge as an asset (North & Kumta, 2018). For this reason, any organisations or institutions that want to maintain their level of development must be fully aware of the recent trend called the "knowledge economy." Organizations that have been able to take effective advantage of the knowledge economy have been linked to enhancing organisational performance and overall economic development of a country (Lee & Lan, 2011; Liu & Deng, 2015). In this way, an association really must foster a progression of cycles or systems to more readily deal with their insight resources (OuYang, 2014).

KM is inherently multidimensional. In this study, we view KM through the lenses of knowledge acquisition, knowledge conversion and knowledge protection. Knowledge acquisition according to Cho and Korte (2014), is the process by which organisation invent or create knowledge resources across functional areas of engagement. They described it as a process of gathering ideas, and knowledge required for business growth. Business processes are made available to employee to increase both theirs, and organisational performance. Acquiring timely, accurate, and needed information and knowledge lead to innovation and efficiency and improve overall performance of the organisation (Nazeem, 2015). Knowledge conversion involves the ability of a firm to share, convert, and distribute vital resources across functional areas of business endeavor. It enable organisations to enhance their competency and efficiency by transforming knowledge acquired, into meaningful and acceptable organisational resource and distributing the knowledge to where it would be needed (Yusoff & Daudi 2010; Bhatt, 2001; Gold et al., 2001).

Knowledge protection on the other hand, involves security-oriented mechanisms developed to protect knowledge resources in an organization from unwanted or illegal use, abuse, or theft of intellectual property (Gold et al, 2001). Knowledge has been generally categorized as an asset. Hence, there is need to protect it adequately, by keeping it updated through contributions from people working within the organization, especially as the world is moving swiftly towards a knowledge-based economy. When this is achieved organizations can leverage their core competency and use them to compete favorably in the business environment. The essence of knowledge-oriented management is to produce knowledge from information and convert this knowledge into a reasonable competitive advantage (North & Kumta, 2018). Thus, effective and efficient KM through knowledge acquisition, knowledge conversion, and knowledge protection may bestow sustainable competitive advantage that could be used to outperform competitors.

METHODOLOGY

The study adopted a survey research design, with a sample size of 400 small and medium enterprises operating in South-South Nigeria was drawn from the entire population of 130,862 fully registered with SMEs as obtained from SMEDAN Report (2021). The study employed structured Questionnaire to collect primary data from owners and managers. A total of 447 copies of Questionnaire were distributed, out of the 447 copies of Questionnaire distributed, a total of 406 were completely filled and returned. Hence all further analyses were carried out using 406 valid

responses. Responses collected were analysed using the multiple regression analysis with the aid of SPSS.

RESULTS AND DISCUSSION

Table 1: Descriptive Statistics on Study Variables

	N	Min.	Max.	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
KAP	406	1.00	5.00	3.3887	.79900	1.131	.140	1.292	.280
KSH	406	1.00	5.00	2.1395	1.38154	.854	.140	-.768	.280
PRF	406	1.00	5.00	1.9003	1.22340	1.445	.140	1.117	.280
Valid N (listwise)	406								

Source: SPSS Output, 2023

Table 1 indicates the behaviour of all the variables under study. The average value of knowledge application (KAP) recorded was 3.39 indicating that most of the responses were above undecided and towards agreement while the maximum and minimum value stood at 5 and 1 respectively. Also, the skewness value which stood at 1.131 indicates that the variable is normally distributed since it is less than 1.96. Also, Knowledge Sharing (KSH) recorded a minimum and maximum of 1 and 5 respectively, while the mean value stood at 2.14 with a skewness value of .854, the variable also indicated normal distribution. Lastly, performance (PRF) had a minimum and maximum values of 1 and 5 respectively with an average value of 1.90 and a skewness value of 1.445 signifying normal distribution.

Table 2: Correlations

		Correlations		
		KAP	KSH	PRF
KAP	Pearson Correlation	1	-.157**	.288**
	Sig. (2-tailed)		.006	.000
	N	406	406	406
KSH	Pearson Correlation	-.157**	1	.319**
	Sig. (2-tailed)	.006		.000
	N	406	406	406
PRF	Pearson Correlation	.288**	.319**	1
	Sig. (2-tailed)	.000	.000	
	N	406	406	406

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

Source: SPSS Output, 2023

Table 2 shows that knowledge application (KAP) has a weak negative relationship with knowledge sharing (KSH) which stood at -0.157 which is significant at 5% level of significance. KAP showed a weak positive relationship with performance (PRF) which stood at 0.238 and is significant at 5% level of significance. Also, KSH showed a weak positive relationship with PRF which stood at 0.319. All the variables under study satisfy multicollinearity as none of the independent variable is strongly related to another.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the estimate	Durbin-Watson
1	.432	.186	.181	1.10725	2.128

a. Predictors: (Constant), KSH, KAP

b. Dependent Variable: PRF

Table 4: Analyses of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.658	2	41.829	34.118	.000 ^b
	Residual	365.352	403	1.226		
	Total	449.010	405			

a. Dependent Variable PRF

b. Predictors (Constant), KSH, KAP

Table 5: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	1	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VF.
1	(Constant)	.572	.175		3.264	.001		
	KAP	.452	.081	.295	5.574	.000	.975	1.025
	KSH	.328	.048	.365	6.997	.000	.975	1.025

a. Dependent Variable PRF

Source: SPSS Output, 2023

The result, as shown in the Tables 3, 4 and 5 reveal an R-square value of 0.186 which signifies that approximately 19% of variation in performance of SMEs in North-Central Nigeria could be explained by the combination of knowledge application and sharing. The remaining 81% variation could be explained by other factors not included in this study. The f-statistics stood at 34.118, while the probability of the f-statistics was found to be significant at 5% level of significance ($p < 0.000 < 0.05$) which therefore, indicates that the model is fit to measure the association between the variables under study.

The regression line $PRF = 0.572 + 0.452 KAP$ indicates a positive effect of knowledge application on performance signifying that deployment of knowledge by SMEs has helped to improve their performance level to a great extent. The probability oft-statistics stood at 0.000 which is less than 0.05 level of significance thereby indicating that the effect is significant and as such, the study rejects the null hypothesis leading to the acceptance of the alternative, which states that knowledge application has significant effect on SMEs performance in South-South Nigeria. This finding is consistent with that of Aguilar et al. (2017) who found positive relationship between knowledge application and business performance.

The regression line $PRF 0.572 - 0.070 KSH$ indicates a negative effect of knowledge sharing on performance which imply that SMEs have not done enough to encourage knowledge distribution among employees, which has led to a decline in their level of performance. The probability oft-statistics stood at 0.000 which is less than 0.05 level of significance thereby indicating that the effect is significant and as such the study accepts the alternative hypothesis which states that knowledge sharing has significant effect on performance of SMEs in South-South Nigeria. This

finding disagrees with the findings of Young (2016) who found knowledge sharing to have positive effect on social exchange for employees.

CONCLUSION

A key reason for performing knowledge sharing is to grow individual and organizational memory for immediate and future use.

The findings of this study revealed that:

- Knowledge management is crucial in defining a firm's degree of performance based on the research findings.
- There is high, positive and significant relationship between knowledge sharing and knowledge retention.
- When knowledge is deployed accurately, it can improve performance.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made:

- (1) Managers/owners should endeavour to acquire more knowledge and skills that will enable them to not only retain the knowledge acquired but also develop it.
- (2) It also leads to improve competencies, collaboration and confidence.

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