
Knowledge Management and Sustainability of Small Business Competitiveness in Port Harcourt, Rivers State, Nigeria

¹Obuba Obinna Kalu and ²B. Chima Onuoha Ph.D

¹Doctoral Student, Department of Management, University of Port Harcourt | Email:

obilife4sure@yahoo.com

²Professor of Management, Department of Management, University of Port Harcourt | Email:

chimaonuoha2005@yahoo.co.uk

Abstract: *This research examined Knowledge Management and Sustainability of small Business Competitiveness in Port Harcourt. Non-probability sampling strategy was used to obtain a sample of 353 respondents from SMEs in Port Harcourt. The data were tested and analysed with Spearman Rank Order Correlation Coefficient. Finding from the study shows that relationship between measurements of Knowledge management (knowledge creation and knowledge sharing) and measures of small business competitiveness (innovativeness and firm's resources) is significant. It was recommended that owners of Small business should endeavor to develop effective knowledge management system in their organizations, as that will help in maximizing their human resources, thereby leading to sustainability of their competitiveness. Knowledge created should be shared among stakeholders, followed by a well designed and defined programme of implementation that will help in sustaining of the firm's competitiveness.*

Key words: *Knowledge Management, Sustainability, Small Business, Port Harcourt Competitiveness.*

1.0 Introduction

Recently the level of competition among small businesses has become so intense. Each scrambling for share of the market. Many small businesses are closing down by the day because of the hostile market environment. Given the relevance of small businesses to economic development of any country and also to international level, there is need for sustainability of its competitiveness. Market environments are becoming more competitive today, many small businesses have shifting their focus from local market to serving a broader market, while others are merely striving to survive. Pressures on small business to deliver and also dominate the market appear to increase by the day. The big challenge is on how these small businesses will survive the increasing pressures and also sustain their competitiveness. Small business are key drivers of a nation's economic development. As Krojnovic (2012) puts it, many small and medium enterprises have unprivileged position in the global economy, this is particularly true of countries in the transition and for developing countries (Krajnovic et al, 2012). The small business are characterized by shortage of human and financial resource (Cerchione et al, 2015) which are the vital tools for expansion and sustainability of competitiveness. This study set out to examine works that have been done on knowledge management in different parts of the economy and explore the relevance of this concept in SMEs to support the competitiveness of small

businesses in Port Harcourt, Nigeria. The study also tries to explore the meaning of small businesses and empirically test a knowledge management model in small businesses in Rivers State.

Statement of the problem

In recent report released by National Bureau of statistics 2017, the aggregate unemployment rate of Nigeria appears to be her highest ever, as it rose to 18.8% in third quarter of 2017 as against the 14.2% in fourth quarter of 2016 (Hope, 2018) further analysis shows that categories of people under the labour force that were both unemployed and underemployed increased from 13.6million and 17.7 million the second quarter to 18.8 in the third quarter, details show that the labour force has women under it (Age 15-64) who were willing able and actively seeking for job but unemployed was 21.2% while that of men was 16.5%, the total number of employed and underemployed put together increased from 37.2% in the previous quarter to 40% in the third quarter (Hope, 2018). This report calls for concern by all well meaning Nigerians. Small businesses have been fingered as being responsible for addressing the problem of unemployment, as it create employment for the teaming unemployed. It the industrial sector's subsector which play important roles in industrial development (Bamisile, 2006). Based on the role small businesses play in addressing these problem, Ojo (2009) opines that one of the ways of responding to the problems of development in developing countries like Nigeria is to encourage development of entrepreneurial scheme. Companies are folding up, reason been the epileptic power supply, insecurity and persistent increase in interest rate which lead to high cost of production thereby reducing the profit margin of these companies in Nigeria (Oni & Daniya 2012). There is serious competition among the surviving business in Nigeria and the battle for survival has left many small business at the receiving end, considering the role small businesses play in addressing the problem of unemployment and in economic, development of different nations, efforts that have been made by many studies appear to be insufficient in addressing their sustainability problem. Little is known about how entrepreneurs can become sustainable, and the mechanisms that might make that possible (Linnanem, 2002; Shepherd and Patzelt, 2011; Schaltegger and Wagwr, 2011; Hosseininia and Kamezani, 2016). In their study, Cerchione et al (2015), observe that barriers that hinders the knowledge management implementation in small business exist. New businesses fail at a very high rate (Johannisson, 1996). The situation is so tensed that the World Poverty Clock (2018), ranks Nigeria as the country with the highest number of extremely poor people.

Aim and Objectives of the Study

The study aims at investigating the relationship that exist between knowledge management and sustainability of small business competitiveness in Port Harcourt, Rivers State.

While the particular objectives are:

- To examine whether knowledge sharing influences innovativeness among small businesses in Rivers state.
- To investigate the existing relationship of knowledge sharing and the resources of small businesses in Rivers state.
- To investigate the relationship of knowledge creation and innovativeness of small businesses in Rivers state.

- To examine the relationship between knowledge creation and the resources of small businesses in Rivers State.

Research Hypotheses

- Ho₁: The relationship between knowledge sharing and innovativeness of small businesses in Rivers State is not significant.
- Ho₂: The relationship between knowledge sharing and resources of small businesses in Rivers State is significant.
- Ho₃: The relationship between knowledge creation and innovativeness of small businesses in Rivers State is significant.
- Ho₄: The relationship between knowledge creation and resources of small businesses in Rivers State is significant.

2.0 Literature Review and Theoretical Framework

The War of Talent Theory was utilized as hypothetical establishments for this Research. The whole battle going forward will be for talent. In fact, it has been that way for the last decade. Some fail to take it note. Most people saw it as being simple to comprehend, yet many companies have not being able to understand its essence.

No disputing the fact that there are many other talents, aside managerial talent, companies need to succeed, but it appears that managerial talent is vital, in fact it is at the center of talent war. It is important to know that the war to gather more talents that is presently being fought by different companies will not end anytime soon, reason being: the move from Industrial Age to the Information Age currently going on today, there is high demand for managerial talent, and the increasing trend in today's business world where people are constantly moving from one company to another. It appears the structural forces that are involve are not going to abate, rather the managerial talent war has come to be the business landscape feature and characteristics for a long period of time.

The move from Industrial Age to Information Age is not reversible. The talent war started with the Age of information in the 1980s. The focus has since shifted from tangible assets like, factories, machines, capital etc. to intangible assets like, intellectual capital, talent etc. The last decades have witnessed tremendous focus on the use of talent in management practices. Unlike the past 1900 which had 17 percent of jobs requiring knowledge employees; today up to 60 percent of jobs require knowledge worker. High ranked caliber is the hallmark of a knowledge workers, reason being the glaring fact that great number of value creating activities done in companies today require managerial talent. For example, competent software developers is capable of writing useful lines of code many times than ordinary developers, with the attendant benefits of achieving higher profit with their products. Cisco CEO John Chambers point out that an engineer with a world class profile given only five team members can manufacture more than 200 ordinary engineers. This switch to the age of Information has come to stay. The economy is becoming knowledge driven, and the demand for people with managerial talent is becoming high.

To add to the high demand for talent, is the ever increasing need for high level managerial talent. Globalization and rapid advancement in technology is now the game changer in different industries as it has made the managerial job more demanding now than before.

Managers with high level talent, global entrepreneurial skill and risk taking ability that can respond to the challenges brought about by this globalization are in high demand today. There is high demand for leaders that can conceive and inspire workers to produce.

The research on the talent war has proved that business establishments are in dire need of talented managers. Both the companies that are just starting up and the already established ones are all demanding for talented managers. The small enterprises on its own attract talented workers, the reason is traceable to a number of factors like the creation of high tech jobs, availability of internet businesses openings and the venture capitals that were made available in the 1990s. The risk that goes with new companies was shown in the in 2000-2001 when Nasdaq crashed, it reduces the movement of talent. New and small companies will no doubt keep attracting a good percentage of managerial talents as it one of the requirement for investment by firms that specialize in supplying venture capital. As Ray Lane puts it, venture capital companies are shifting attention from providing the necessary funds to assisting startup companies in making choice of the right business to invest. Talent is seen as being short supply. There is a strong indication that America's total workforce will increase by 12 percent in the next ten years, most likely the age range that will supply companies the required managerial talent will reduce during the same period. During this period companies will experience shortage in younger managers within the age bracket of twenty-five to forty, and will be forced to rely on older managers, who are bound to retire within a short period thereby creating a vacuum in the organization. This will leave companies more exposed when these older managers retire in large numbers within the second decade. In order to prevent the company from being exposed, few of the older people that possess managerial talent might choose to stay beyond their retirement period. Most organizations are beginning to experience the adverse effect of talent shortage, as the retirement age remains sixty-two to sixty-three years. Talent plays major role in organization's growth and development.

Not long from now companies will start contending for the few talented managers. The direction of the economy determines the market demand for talent, and talented managers will continually be in high demand, as highly skilled managers are now ready to move to any company with a higher pay. The old taboos against job-hopping had evaporated and it had become an honor to have multiple companies on one's resume. Employers now see resume bearing a number of companies as added advantage, unlike in the past when it was frowned at. Continuous job seeking appears to be the lifestyle of many skilled managers today, as their antennae are always set to magnet. The economic and demographic forces are replicating in many developed countries. Many countries today are faced with the problem of managerial talent war, and both the labor market and the business world are today shaped by the war for talent.

The concept of knowledge management has generated interest from scholars around the globe in recent time, because of its crucial role in business organizations. As Omotayo (2015) observes, knowledge management discipline has been a focal point of discussion over the past decades. Knowledge has been defined as a systematic way of getting and putting into use tacit and explicit knowledge that help in increasing the performance of companies, which also help in the increment of the value of their products and services. (Davenport et al., 1996) knowledge management deals with ways of making available relevant information quickly and easily for people to use productively (NASA, 2000; Germani, 2010). It can also be viewed as efforts to

gather and make accessible organization's intellectual capital, encourage knowledge sharing and learning in an organization (Daft, 2007). Spender and Grant (1996) opine knowledge management within an organization has seen a surge in the past two decades with the dawn of the information age, why Krajnovic et al (2012) suggest that knowledge management is fundamentally a systematic approach for optimizing access to relevant advice, knowledge, and experience.

According to Gerami, (2010), Terra and Terezinba (2003), the difference between information and knowledge is that information is received and shared, why knowledge cannot be distributed because it dwells in one's mind. They argued that knowledge management is essentially limited to creating the right conditions for individuals to learn and apply their knowledge to organization's benefit. For Teng and Song (2011), the relevance of Knowledge Management is not one that is just limited to knowledge based organizations and other firms that are high-tech in nature, including other branches of the economy. Sveiby (1997) and Salojarvi (2005) write that intellectual capital is knowledge that has been acted upon and transformed into something of value to the organization. Knowledge management can also be defined as the art of adding more value using non-tangible asset. Salojarvi (2005) posits that theories of knowledge management-organizational learning intellectual capital and knowledge economy are closely related, as they are all under strategic management. Knowledge is vital for survival of an organization.

Two kinds of knowledge and Tacit and Explicit knowledge. According to Gerami (2010), Tacit knowledge is seen as been personal, experiential, context specific, and hard to formalized, its generally in the heads of individuals and teams, difficult to share with others or communicate, only be transferred through socialization, mentorships, apprenticeship and face to face communication, why explicit knowledge can be written somewhere for anybody to read. Knowledge managements helps organizations to promote its survival, competitiveness, profitability and capacity development (Omotayo, 2015; Chua, 2009; Teon, et al, 2011). Amidon (1996) writes that the key challenge of the knowledge based economy is to foster innovation. Knowledge management has been view as a potent tool for maintaining competitive advantage of a firm, as competitive advantage derived from organization's technology does not last (Groenhang and Nordhang, 1992, Omotanyo, 2015). Krajnovic et al (2012) writes that firms which have not implemented knowledge management may not be able to store some of the best practices for future use, as such might end up losing some of the things employees have learned but not share about suppliers, customers and competitors, and risk repeating mistakes.

Knowledge Creation

This is the ability to create new knowledge which helps an organization in sustaining its competitive advantage. Wellman (2009) asserts that knowledge creation deals with innovation. It is the continous transfer, combination, and conversion of forms of knowledge, as users practice, interact, and learn (Nonaka). KMT, 2010 opines that knowledge creation and knowledge sharing go hand in hand. It further submitted that knowledge creation deals with practice, collaboration, interaction, and education.

Knowledge Sharing

Knowledge sharing has been viewed as transfer of knowledge among the employees in an organization or other group of people (Schwartz, 2006). The sharing involves two individuals; one communicates knowledge, why the others assimilates it. Here the focus is on human capital

and interactions of individual. Knowledge sharing is also the process of transferring knowledge from a person to another in organization (Park & Im, 2003). Knowledge sharing deals with both the distribution and application of what the employees know (Frappaolo, 2006). Knowledge sharing can lead to creation of new knowledge, which can be an important source of sustaining competitive advantage (Rusuli & Tasmin, 2010).

Small and Medium Scale Enterprises (SMEs)

Small business also called small scale enterprises (SMEs) are the catalysts and backbones of every economy. Small and Medium scale enterprises include those companies whose workers or yearly turnover fall below certain threshold (Kozak, 2007) according to Ogechukwu (2015) the criteria for SMEs definition differs from country to country, but includes total number of workers in the organization, yearly sales, target market appears to be very small when comparing with bigger industries, and their startup capital is usually provided one person or group of persons. Their activities and operations are characterized by small output, small turnover, and small amount as capital. Small business enterprises depend on business ownership structure to become a large business unit, as they are not transitional company, multinational corporation, publicly owned enterprises or larger facility firms (Macqueen, 2006; Fatai), Macqueen (2006) argues that greater percentage of the fund use in financing of SMEs came from owners, friends and families and the business form can take different forms, ranging from private ownership, limited partnership, contract and sub-contracts, cooperatives or associations. There is no consensus definition of small business or SMEs. As European Union definition states that SMEs and micro business are companies with less than 250 employees, with respect to their financial criteria their revenue must not exceed 50 million Euro (measure as turnover) or 43 million Euro (measure as balance sheet (Fatai...)) small scale businesses are those firms that has less than 500,000 naira as annual turnover (CBN; 1988, Ekpeyong and Nyang, 1992). Different countries have different view of SMEs, it is also determined by the context with which it is being defined. (Ayaggari et al., 2003; Buckley (1989). In USA, Britain and Canada, small business is viewed according to their annual sales and total number of workers they employ.

The European Union recently classified business with less than (10) paid workers as 'micro', those that have lower than fifty (50) employees as "small businesses, why medium scale business are businesses that have two hundred and fifty (250) persons as their total number of paid employees. United States of America categorized any business that has less than one hundred (100) employees small business. While those with less five hundred employees are seen as medium scale businesses (Oni and Daniya, 2012). In Nigeria SMEs is used. For the purpose of the study, small businesses can be viewed as businesses with less than 100 employees at present.

Sustainability of Small Business Competitiveness

Competitive advantage or sustainability of a firm's competitiveness is an idea that is fast gaining prominence in literature. Sustainability of competitiveness of a firm has in recent times gained the interest of researchers globally, because of the usefulness of small business in economic development.

Barney (1991) writes that a firm is said to have sustained its competitiveness when it succeeds implementing value creating strategy not being implemented by other contending firms, and when the competitors cannot replicate the returns derive from their method. Competitions force business to close or innovate and improve their competence as a means of sustaining their competitiveness. According to Zahraa & George (2002) sustaining of a firms competitive

advantages require exploring and acquiring critical information and knowledge of the market and internal environment. The usefulness of the small businesses has made researchers focused on the issues relating to its development and it has therefore become the topic for different analyzes (Hosseinia and Ramezani, 2016). It has been observed that where it comes to adapting sustainability strategies, the small businesses are more limited, the reason is traceable to their limited financial resources (Bradford and Fraser, 2008, Condon, 2004). Hunt and Morgan (1995) underlined resources firms can combine to sustain their competitiveness as financial, legal resources, human resources, organizational, information, relational and physical resources. For Prehalad and Hamel (1990), resources and skills when combined into core competencies, can help a firm to achieve sustainable competitiveness. Edvardsson and Durst (2012) argue that the validation of a causal relationship between knowledge management programmes and competitive advantage is yet to emerge in the literature.

Studies show that business organizations that painstakingly measure knowledge management have greater rate of returns on investment (Odell & Hubert, 2011).

Operational framework for knowledge management and sustainability of small business competitiveness

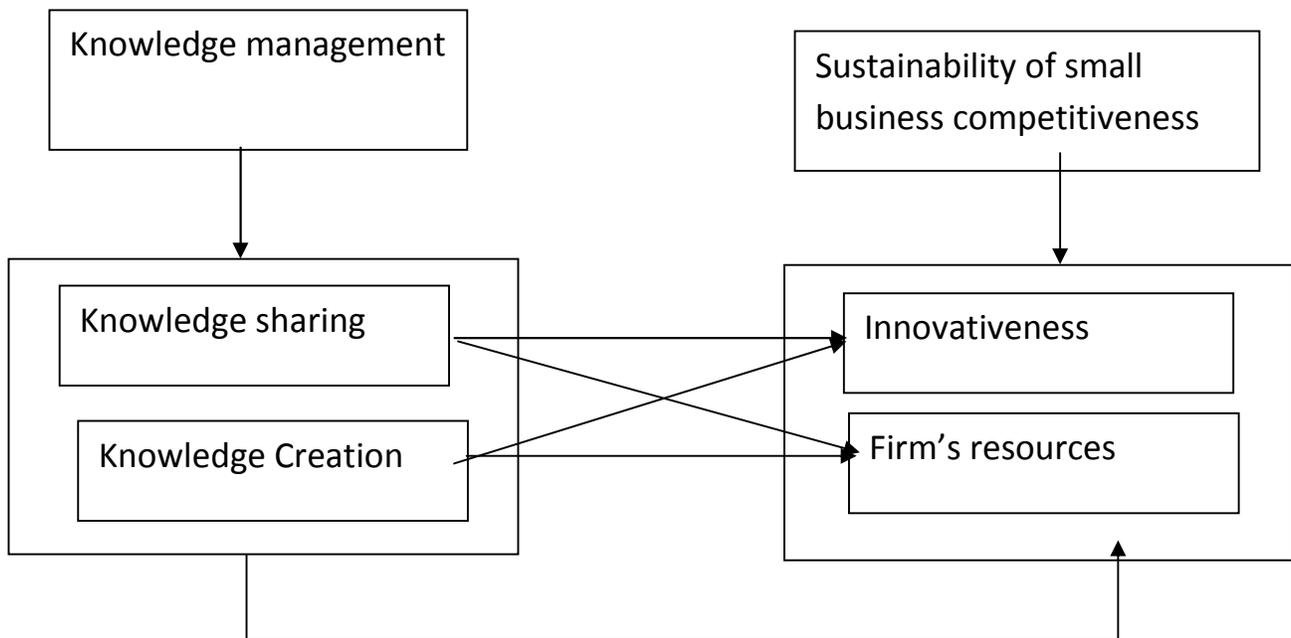


Fig 1: Researcher's conceptualization. 2018.

This study examines knowledge management and its application in medium and small business for sustainability of its competitiveness. This study tries to understand how small businesses in Nigeria could sustain its competitiveness through knowledge management applications. The question that this study addresses is whether firms that adopts KM can sustain its competitiveness in the market than those that do not apply knowledge management.

3.0 Methodology

This study uses cross sectional survey design which is an aspect of quasi-experimental research design to examine relationship that exists between knowledge management and sustainability of small business competitiveness. The target population of the study consists of 3022 SMEs operating in Rivers State according to National Bureau of Statistic Report (2013).

Sample size determination and sampling procedure

Non-probability sampling method was used, here sampling items are solely left for the researcher to select, and the items he chooses are considered supreme (Kothari & Garg, 2014) Data was collected from a defined population. The sample size was determined using the Taro Yamane's formula at a 0.05 significance level i.e 95% confidence level. The Taro Yamane's formula is shown as:

$$n = \frac{N}{1+N(e^2)}$$

Where:

n = Sample size

N= Population

e² = Level of significance

I = Constant

The sample respondents using Taro Yamane's formula, yielded 353. Stratified and purposive sampling was adopted in the choice of the respondents for this study; if the population used for the sample does not consist a homogeneous group, it always advisable to employ the use of stratified sampling technique for the purpose of obtaining the sample size (Kothari & Garg, 2014). Thus, the stratified was applied in determining the Small and Medium Scale Enterprises, whereas, purposive sampling techniques was used to actualize the stakeholders selected for the study. Using 353 randomly selected operators of SMEs in Port Harcourt. Businesses whose workers were 11 to 300 employees with less than N500 million asset base according to Central Bank of Nigeria guideline, Located in Rivers state Nigeria

A total of 353 questionnaires were administered to managers/proprietors of these firms. After data cleansing, the useful questionnaires were 250. They were used in carrying out the analysis. The questionnaire were administered to 353 owners of small businesses

Method of Data Analysis

Spearman Rank Correlation (Rho) is the statistical technique for hypothesis testing; because it is non-parametric test and is symbolizing as "rho" or "p". The strategy read perception in the criterion and predictor variables, decides if there is affiliation or relationship. The formula for Spearman Rank Correlation is;

$$rs = 1 - \frac{6 \sum d^2}{n^2 - N} \quad \text{OR} \quad rs = 1 - \frac{6 \sum d^2}{n(n^2 - 1)}$$

rs = Spearman rank value

n = Number of respondents

d = differences between ranks

d² = squares of differences

4.0 Results and Discussion

Data Analysis

The hypotheses tests (bivariate) involved the examination of the level of relationship between the measurements of the independent variable and the measures of the dependent variable. The 95% certainty interim is received and in addition a relating 0.05 level of significance in the tests which is carried out using the Spearman’s rank order correlation coefficient. The scholar experienced a mistake of one hundred and three (103) because of arranging of poll, subsequently we found that respondents did not legitimately fill one hundred and three surveys which rendered it invalid and couldn't be utilized for the examination.

Table 4.1 Spearman’s correlation of Knowledge utilization (KC) and measures of Sustainability Of Small Business Competiveness

			KNOWLEDGE CREATION4	INNOVATIVE NESS3
Spearman's rho	KNOWLEDGE CREATION4	Correlation Coefficient	1.000	.880**
		Sig. (2-tailed)	.	.000
		N	250	250
		INNOVATIVENESS3	Correlation Coefficient	.880**
		Sig. (2-tailed)	.000	.
		N	250	250

Soure: Data output, 2018

The result for the analysis (table 4.1) shows that there exist a noteworthy relationship between knowledge creation and innovativeness; this is as the correlation value (rho) between knowledge creation and innovativeness is at a 0.880 where the P = 0.000 (P < 0.05) demonstrating a noteworthy level of relationship between the two factors. This implies that Knowledge creation can be considered statistically relevant to enhancing innovativeness within the SMEs. Therefore the null hypothesis which states that there is no significant relationship between knowledge utilization and innovativeness of SMEs should be rejected.

Table 4.2 Spearman’s correlation of Knowledge Creation (KC) and measures of Sustainability of Small Business Competiveness

			KNOWLEDGE CREATION2	FIRM'S RESOURCES2
Spearman's rho	KNOWLEDGE CREATION2	Correlation Coefficient	1.000	.890**
		Sig. (2-tailed)	.	.000
		N	250	250

FIRM'S RESOURCES2	Correlation Coefficient	.890**	1.000
	Sig. (2-tailed)	.000	.
	N	250	250

Source: Data Output, 2018

The result for the analysis (table 4.2) shows that a significant relationship exists between knowledge creation and firm’s resources; this is as the correlation value (rho) between knowledge creation and firm’s resources is at a 0.890 where the P = 0.000 (P < 0.05) demonstrating that significant relationship exists between the two factors. This implies that Knowledge creation can be considered statistically relevant to enhancing resources within the small scale enterprises. We therefore reject the null hypothesis that states that a significant relationship does not exist between knowledge utilization and resources of SMEs.

Table 4.3 Spearman’s correlation of Knowledge Sharing (KS) and measures of Sustainability Of Small Business Competiveness

		KNOWLEDGE SHARING2	INNOVATIVENESS2
Spearman's rho	KNOWLEDGE SHARING2	Correlation Coefficient	1.000
		Sig. (2-tailed)	.887**
		N	.000
			250
	INNOVATIVENESS2	Correlation Coefficient	.887**
		Sig. (2-tailed)	1.000
		N	.000
			250

Source: Data Output, 2018

The result for the analysis (table 4.3) shows that a significant relationship exists between knowledge sharing and innovativeness; this is as the correlation value (rho) between knowledge sharing and innovativeness is at a 0.887 where the P = 0.000 (P < 0.05) demonstrating that a significant relationship exists between the two factors. This implies that Knowledge sharing can be considered statistically relevant to enhancing innovativeness within the small and medium scale enterprises. Therefore we reject the null hypothesis that states that significant relationship does not exist between knowledge sharing and innovativeness of SMEs.

Table 4.4 Spearman’s correlation of Knowledge Sharing (KS) and measures of Sustainability Of Small Business Competiveness

		KNOWLEDGE SHARING2	FIRM'S RESOURCE S2
--	--	--------------------	--------------------

Spearman's rho	KNOWLEDGE SHARING2	Correlation Coefficient	1.000	.881**
		Sig. (2-tailed)	.	.000
		N	250	250
	FIRM'S RESOURCES2	Correlation Coefficient	.881**	1.000
		Sig. (2-tailed)	.000	.
		N	250	250

Source: Data Output, 2018

The result of the analysis (table 4.4) shows that significant relationship does exist between knowledge sharing and firms resources; where $\rho = 0.881$ and $P = 0.000$ ($P < 0.05$) signifying that knowledge sharing is affected by the resources of the firm; therefore the null hypothesis is dismissed as the outcome shows that knowledge sharing is fundamentally correlated with the resources of small scale enterprises.

Discussion of Findings

The outcomes disclosed that Knowledge Management, through its measurements of knowledge creation and Knowledge sharing was essentially connected with sustainability of small business competitiveness, in this manner upgrading small business based measures, like innovativeness and firm's resources. Hence, in light of the above discoveries, the experimental affiliations are examined as follows:

Knowledge Creation and Sustainability of Small business competitiveness: The link between knowledge creation and sustainability of small business competitiveness is seen to be huge; this corroborates the assertions of Groenhaug and Nordhang, 1992, and Omotayo, 2015 which state that Knowledge management has been view as a potent tool for maintaining competitive advantage of a firm, as competitive advantage derived from organization's technology does not last. It also follows the assertion of.

Knowledge Acquisition and Technology Innovation: The connection of knowledge sharing and sustainability of small business competitiveness is likewise uncovered to be huge, this supports the result of the study by Cerchione et al., (2015) which states that human and financial resource are the vital tools for expansion and sustainability of competitiveness, and the findings of Teon et al. (2011), Chua, (2009) and Omotayo (2015) which conclude that Knowledge managements helps organizations to promotes its survival, competitiveness, profitability and capacity development.

5.0 Conclusion

In conclusion, this investigation finds that Knowledge management is clearly and fundamentally related with sustainability of small business competitiveness. This conclusion depends on the results of its investigation and the after effects of the test of the hypotheses; we therefore concludes as follows:

- i. One of the important ways through which businesses can sustain their competitiveness is to be knowledge oriented as it will facilitate economic growth and their ability to innovate. It will also help in creation of products that are or qualitative improvement and refinement of existing products'
- ii. Firms that wish to survive a turbulent market situation should be knowledge driven, and also possess a characteristic and advantage that are quite unique from that of the competitors.
 - ii. If organizations must grow and compete effectively in their market of interest, their human and technological resources must be developed and effectively utilized to meet the challenges of the new era.

6.0 Recommendations

Knowledge management is a management concept and practice that is gaining dominance in the business world. When effectively implemented, its positive rate of return can be enormous. The Accompanying proposals are recommended in line with the discoveries:

- i. Owners of small businesses should endeavor to develop effective knowledge management system in their organizations, as that will help in maximizing their human resources, thereby leading to sustainability of their competitiveness
- ii. Knowledge created should be shared among stakeholders, followed by a well-designed and defined programme of implementation that will help in sustaining of the firm's competitiveness.
- iii. Management should develop a programme that will be geared towards harnessing their human resources, as the solution for expansion and sustaining of their competitiveness is resident in the members of the organizations.
- iv. Effective knowledge management involves socialization, apprenticeship, mentorship and face to face communication, management should make sure they incorporate these into their knowledge management programmes, as inability to store for future use good or best practices and are likely to lose what some employees have learned but not share about suppliers, customers and competitors, and risk repeating mistakes.
- v. Management should design special reward for employees with innovative ideas as that will encourage knowledge sharing among the workers.

References

- Amidon, D.M. (1996). The challenges of fifth generation R and Research Technology Management, 39(4).
- Ayaggari, M., Beck, T., & Demirgüç-Kunt, A. (2003). Small and Medium Enterprises across the Globe. A new database. World Bank, Development Research Group. Working Paper 3127 Washington DC.
- Bamisile, A.S. (2006). Developing a long term sustainable microfinance sector in Nigeria: The way forward. A Paper presented at small enterprises Educational and Promotion Network Annual general meeting, Washington DC.
- Barney, J. (1991). Firms Resources and sustained competitive advantage. *Journal of Management* 7(1).

- Beckley, P. (1988). Foreign Direct Investment by small and Medium sized Enterprises: The Theoretical Background. Bradford, United Kingdom. University of Bradford Management Centre.
- Beylier, C., Pourroy, F.; Villeneuve, F.; & Mille, A. (2009). A collaboration, centred approach to Management engineering knowledge: A case study of an engineering SME, *J. Eng. Des* 20.
- Beylier, C; Pourroy, F; Villeneuve, F.; Mille, A. (2009). a Collaboration, f; Villeneuve, F.; Mille, A. (2009). a Collaboration - centered approach to management engineering knowledge: A case study of an engineering SME. *J. Eng. Des.* 20(523).
- Bradford, J. & Fraser, E.D. (2008). Local anchoritics, climate change and small and medium enterprises: identifying effective policy instruments to reduce energy use and carbon emissions. *Corp. Soc. Responsib. Enviro. Manag.* 156.
- Brix, J. (2017). Exploring knowledge creation precesses as a source of organizational learning; A longitudinal case study of a public innovation project. *Scandinavian Journal of Management*, 32 (2).
- Buuren, R. V. (). Knowledge Management as a competitive Advantage. Bachelor. This is economic & information.
- Chua, A.V.K. (2009). The dark side of successful Knoweldgement initiatives. *Journal of knowledge management*, 13 (4), 32-40).
- Condon, L. (2004). Sustainability and small to medium sized enterprises: How to engaged them. *Aust. J. Environ. Edu.*
- Daft, R.F. (2007). Understanding the Theory and design of organizations. Mason: Thomson South-Western.
- Davenport, T.H, DeLong, D.W., & Beers, M.C. (1998). “Successful Knowledge management projects”. *Management Review*, 392.
- Dgo, O. (2009). Impact of Micro Finance on Entrepreneurial Development: A case of Nigeria. A paper presented at the International conference on economic and administration, organized by the faculty of administration and business, university of Bucharest, Romania.
- Edvardsson, I. & Durst, S. (2013). Does Knowledge Management Deliver the Goods in SMEs? *Business and Management Researcher*, 2:2 www.sciedu.ca/bmir
- Edvardsson, I. r. & Durst, S. (2012). Knowledge Management in SMEs: A Literature Review. *Journal of Knowledge Management*,16(16). <http://dx.doi.org/10.1108/136732711276173>.
- European Commission (2005). The New SME Definition: User Guide and Model Declaration, DG Enterprise and Industry: Bruxells, Bezique.
- Fatai, A. (). Small and Medium Scale Enterprises in Nigeria: The Problems and prospects. www.academic.edu>smallandmedu
- Frappaolo, C. (2006). Knowledge Management. Capstone Publishing Ltd: West Sussex, England.
- Gerami, M. (2010). Knowledge Management. *International Journal of Computer science and information security*. 7,2. Available at <http://sites.google.com/site/ijesis>
- Gerami, M. (2010). Knowledge Management. *International Journal of computer science and information security* 7,2. Retrieved from <http://sites.goole.com/site/ijcsis/>

- Gerchione, K., Esposito, E.; & Spadaro, R, (2015). The spread of knowledge Management in SMEs: A Scenario in Evolution. *Sustainability*, 10210-1023. Retrieved from: www.mdpi.com/journal/sustainability.
- Hopo R. (2018), Nigeria's Unemployment burden. The Swa new paper. Available at www.swnuewonline.com
- Hosseinnian, G. & Ramezani, A. (2016). Factors influencing Sustainable Entrepreneurship in Small and Medium sized enterprises in Iran: A case study of food industry. *Sustainability*, doi:10.3390/su8101010. Retrieved from www.mdpi.com/journal/sustainability.
- Hunt, S.D. & Morgan, R.M. (1995). The Comparative advantage theory of competition. Dynamic path Dependencies, and Evolutionary Dimensions. *Journal of Marketing*.1
- Jeon, S., Kim, Y. and Koh, J. (2011). An integrative model for knowledge sharing in communities-of-practice. *Journal of knowledge management*, 15(2), 251-2-269, doi: 10.1108/13673271211262826.
- Kasuli, M.S.C. & Tasmin, R. (2010). Knowledge sharing practice in Organization. International Conference on Ethics and Professionalism.2
- KMT.(2010).Knowledge management Tools. KM from A to Z. Retrieved from: www.knowledge-management-tool.net
- Kozak, R. (2007). Small and Medium Forest Enterprises: Instrument of Change in the Developing World. Vancouver, British Columbia, University of British Columbia.
- Krajnovi, A., Dovo, P. & Jabic, D. (2012). Knowledge Management for small and medium sized enterprises – Whose concern is it? International conference on Technology and Business Management.
- Krajnovic, A; Cavo, P. & Jasic, D. (2012). Knowledge Management for small and medium sized enterprises.
- Limmanem, L. (2002): An insider's experience with environmental Entrepreneurship. Greener Management international.
- Macqueen, D. (2004). Association of Small and Medium forest Enterprises: An initial Review of issues for local livelihood and sustainability. International institute for environmental and Development (IIED), Briefing Paper, London, United Kingdom.
- Macqueen, D. (2006). Governance towards Responsible forest Business. Guidance on Different types of Forest Business and the Ethics to which they gravitate. International Institute for Environment and Development (IIED) London, United Kingdom.
- Michaels, E; Handfield-Jones, H. & Alerod, B (2001). The War For Talent. Harvard Business School Press Boston, Massachusetts.
- NASA Agency (2000). Wide knowledge Management Team, kick off meeting.
- O.Dell, C., Hubert, C. (2011). The New Edge in Knowledge: How knowledge Management is changing the way we do business John Wiley and sons, Inc. New.
- Ogechukwu, (2006). The Role of small scale industry in National Development in Nigeria. Texas Corpus Christi, Texas, United State.
- Omotayo, F. O. (2015). Knowledge Management as an important tool in organizational management: A Review of literature. *Library philosophy and practice (e-journal)*. 1238. Available at <http://digitalcommons.un.edu/libphilprac/1238>.

- Oni, E.O. & Daniya, A.A (2012). Development of Small and Medium Scale Enterprises: The role of Government and other Financial Institutions. *Arabian Journal of Business and Management Review (Oman Chapter)* 1(7).
- Oni, E.O. & Daniya, A.A. (2012). Development of Small and Medium Scale Enterprises: The role of Government and other financial institutions. *Arabian Journal of Business and Management Review (Oman Chapter)* 1(7).
- Park, H.S. and Im, B.C. (2003). “A study on the knowledge sharing Behaviour of local Public Servants Inkonea”. <http://www.kopa21.01.kr/down/2003>.
- Prahaland, C.K. & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review* 68 (79-91).
- Salojarvi, S. (2005). Increasing Knowledge focus a means for entrepreneurs to remain on a growth path: Essays on the role and nature of knowledge management in Finnish SMEs. Retrieved from
- Schaltegger, S. & Wegher, M. (2011). Sustainable entrepreneurship and sustainability innovation: Categories and interactions. *Business Strategy Environment*.
- Schwartz, D.G. (2006). *Encyclopedia of Knowledge Management*, IGI Global. <http://library.books24x7.com/toc.asp?bookid=>
- Shepherd, D.A. & Patzelt, H. (2011). The new field of sustainable entrepreneurship: Studying entrepreneurial action linking “what is to be sustained” what is to be developed”. *Entrepreneurship theory and practice*.
- Spender J.C. & Grant, R.M. (1996). Knowledge and the firm: Overview. *Strategic Management Journal*, 5-9.
- World Poverty Clock (2018), The percentage of people living in Extreme poverty could Increase by 2030..Retrieved from: <https://www.worldpoverty.io>