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Knowledge Management Practices and Organisational Innovativeness Among Small and Medium-Sized Enterprises in Yenagoa, Bayelsa State

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Dr Kuroakegha Bio Basuo

Department of Management, Faculty of Management Sciences, Niger Delta University, Bayelsa State, Nigeria

Correspondence: Dr Kuroakegha Bio Basuo, odotarelove@gmail.com

Abstract

The study examined the relationship between organizational innovativeness and knowledge management practices in small and medium-sized businesses (SMEs) in Yenagoa, Bayelsa State. It specifically looked at the relationship between technological innovativeness and knowledge acquisition, retention, and sharing. The study used a cross-sectional survey research design. As of August 2025, the Bayelsa State Ministry of Commerce, Trade, and Investment had registered 793 SMEs, which made up the study population. Using the basic random selection technique, 258 respondents were chosen based on the Krejcie and Morgan sample size determination table. A standardized questionnaire with a five-point Likert scale was used to collect the data. Cronbach's alpha was used to determine the instrument's reliability; a coefficient of 0.70 or above was deemed sufficient. The instrument underwent expert validation to guarantee content validity. The data was analyzed using Pearson Product Moment Correlation Coefficient with the aid of SPSS version 25. The results demonstrated that among SMEs in Yenagoa, technological innovativeness was significantly positively correlated with knowledge acquisition, retention, and sharing. The study came to the conclusion that by making it easier for SMEs to embrace and use new technologies, good knowledge management techniques enhance their capacity for innovation. In order to boost technological innovation and improve organizational performance, it was advised that SME managers create structured knowledge management systems by encouraging ongoing staff training, involvement in industry conferences and workshops, efficient customer feedback mechanisms, competitor intelligence initiatives, and strategic alliances with academic and research institutions.

Keywords: Knowledge Management Practices, Knowledge Acquisition, Knowledge Retention, Knowledge Sharing, Technological Innovativeness, Organisational Innovativeness, Small And Medium-Sized Enterprises

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1. INTRODUCTION

Small and medium-sized enterprises (SMEs) are widely recognized as engines of employment generation, income creation, and poverty reduction in developing economies, including Nigeria. SMEs account for a substantial share of business activity, absorb a large portion of the labour force, and are central to local economic resilience and innovation diffusion (Adebisi & Gbegi, 2022). In Nigeria, empirical investigations and policy reviews continue to stress that strengthening the SME sector is critical to achieving inclusive growth and reducing unemployment, particularly in sub-national contexts where formal large firms are scarce and economic opportunities are localized (Osakwe et al., 2021).

Organisational innovativeness the capacity of a firm to introduce new products, services, processes, or organisational methods, which is a central determinant of SME survival and growth in turbulent and competitive markets. Innovativeness influences market share, adaptability to technological change, and the ability to exploit emerging opportunities such as digital platforms, mobile commerce, and value-chain linkages. For SMEs, innovativeness is often constrained by limited financial resources, weak managerial capabilities, low absorptive capacity, and underdeveloped linkages with knowledge sources such as universities, research institutes, larger firms, and government programs (Adegbite & Ayanda, 2020; Duru & Eze, 2023). Nonetheless, where SMEs can mobilize internal and external knowledge effectively, they tend to demonstrate superior abilities to experiment, adapt, and scale innovations relative to firms that are knowledge-constrained (Okonkwo et al., 2021).

Organisational innovativeness has emerged as a central theme in contemporary management literature, particularly as firms navigate a competitive and knowledge-driven global economy. Organisational innovativeness is generally conceptualised as an organisation's capacity to introduce new products, services, processes, or business models (Hurley & Hult, 2018). It encompasses not only the generation of novel ideas but also their successful implementation, which allows firms to adapt to changing market conditions, improve performance, and maintain competitiveness (Damanpour & Gopalakrishnan, 2015). The ability of organisations, especially small and medium-sized enterprises (SMEs), to innovate is increasingly linked to their internal capabilities, particularly the management of knowledge resources.

Moreover, the dynamic and turbulent nature of the Nigerian business environment necessitates that SMEs continually innovate to remain viable. Organisational innovativeness is particularly important in a knowledge-intensive and technologically evolving context where consumer preferences shift rapidly and global competition intensifies. Yet, innovation within Nigerian SMEs is often hampered by weak institutional support, limited research and development (R&D) capacity, and inadequate information systems (Oyelaran-Oyeyinka, 2016). These constraints highlight the urgent need to understand how internal mechanisms, such as knowledge management practices, can serve as catalysts for innovation.

Beyond the creation of new technologies, organisational innovation encompasses enhancements to management techniques, customer service delivery, and operational procedures. It includes an organization's capacity to develop and use fresh concepts that improve productivity, competitiveness, and general performance. Product innovation, process innovation, organisational innovation, and marketing innovation are the four main areas into which the OECD (2015) divides innovation. An organization's ability to successfully collect, distribute, manage, and use information has a significant impact on the creation of different types of innovation. Therefore, analysing the connection between knowledge management and organisational innovativeness offers crucial insights that can help managers of SMEs and policymakers create strategies that foster innovation, bolster competitive advantage, and support long-term organisational growth.

The rising importance of knowledge as a critical organisational asset has transformed the way innovation is

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approached in modern firms. Knowledge management practices (KMPs) such as knowledge creation, acquisition, sharing, and utilisation play a pivotal role in determining how innovative an organisation can be (Nonaka & Takeuchi, 2015; Gold, et al., 2016). In SMEs, where resource constraints are common, the effective management of knowledge has become a strategic imperative for fostering innovation (Darroch, 2015). These practices enable firms to capture valuable tacit and explicit knowledge, apply it efficiently, and leverage it for the development of new ideas, services, and products.

Knowledge management enables SMEs to tap into the experiential insights of employees, understand market trends, and develop adaptive strategies that support innovation. For instance, knowledge sharing practices promote cross-functional collaboration, which often leads to creative problem-solving and product innovation (Lin, 2017). Similarly, knowledge utilisation ensures that firms can convert abstract ideas into practical innovations, strengthening their competitive advantage (Donate et al, 2015). The intersection between knowledge management and innovativeness is, therefore, a fertile ground for research, particularly in developing economies where firms must achieve more with less.

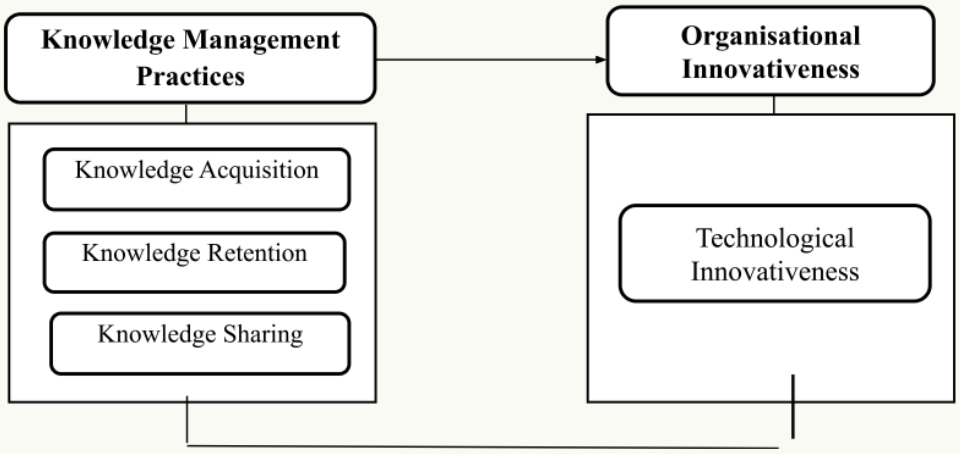
Empirical evidence from other Nigerian states often demonstrates a positive KM–innovation relationship, but those studies also highlight the role of mediating variables such as leadership, organisational culture, and knowledge management capability (Omotayo, 2021; Ogunleye & Ojo, 2021). For Yenagoa, however, the empirical picture is incomplete. Local studies that examine motivational leadership and organisational sustainability point to managerial influence on firm outcomes but do not systematically integrate KM dimensions with measures of product, process, or organisational innovation (Tamuno & Ebi, 2022). Consequently, policymakers and SME-support organisations in Bayelsa lack the fine-grained evidence needed to prioritize KM interventions that most directly enhance innovativeness among micro, small, and medium-sized firms. Despite the fact the knowledge management and organisational innovativeness has been studied in multiple sector and countries. There is contextual and geographical gap relating to the topic of discourse because most studies have been carried out in developed states, other studies have not really pinpoint the reality of SMEs in Bayelsa State. This limitation makes it difficult for SME managers to implement targeted knowledge strategies that directly support their innovation objectives. Based on this gap, this study is established to investigate the relationship between knowledge management practices and organisational innovativeness of small and medium size firms in Yenagoa, Bayelsa State.

1.1 Conceptual Framework

The study adopted four (4) dimensions to represent the independent variable (knowledge management practices), these dimensions (knowledge acquisition, knowledge retention, and knowledge sharing) was reviewed and adopted from the empirical study of Nonaka & Takeuchi (2015). While the measures of the dependent variable are among the measures of organisational innovativeness by Adebisi and Gbegi (2022), which is technological innovativeness.

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Fig. 1.1: Conceptual framework showing the relationship between of knowledge management practices and organisational innovativeness.



Source: Adopted from Nonaka & Takeuchi (2015); Adebisi and Gbegi (2022).

1.2 Research Hypotheses

The following null (H) hypotheses were formulated to guide the study;

1. There is no significant relationship between knowledge acquisition and technological innovativeness of small and medium-sized firms in Yenagoa, Bayelsa State.
2. There is no significant relationship between knowledge retention and technological innovativeness of small and medium-sized firms in Yenagoa, Bayelsa State.
3. There is no significant relationship between knowledge sharing and technological innovativeness of small and medium-sized firms in Yenagoa, Bayelsa State.

2. LITERATURE REVIEW

Knowledge Management Practices

Knowledge management practices have become one of the most important strategic assets of modern organisations because they are fundamentally linked to innovation, competitive advantage, and sustainable growth. Knowledge itself is increasingly recognized as a vital organisational resource, on par with or even more valuable than traditional resources such as labor, land, and capital. The global economy has gradually shifted from being primarily resource-based to knowledge-based, where the effective acquisition, sharing, utilisation, and retention of knowledge determines the survival and competitiveness of organisations. Knowledge management practices therefore refer to the systematic approaches organisations adopt to create, capture, store, distribute, and apply knowledge for achieving organisational objectives. These practices are embedded in policies, technologies, and cultural processes that shape how employees generate insights, solve problems, and transfer expertise. As Nonaka and Takeuchi (2014) argued in their seminal work on the knowledge-creating company, organisations that deliberately manage their knowledge assets are more innovative and responsive to environmental challenges than those that do not.

Many academics have used descriptive views to explain the nature and scope of knowledge management (KM), which has been characterised in a variety of ways. Arora (2011) defines knowledge management (KM) as the process by which an organization uses its collective intelligence to accomplish strategic goals. The author underlined that knowledge management (KM) encompasses people, organisational processes, attitudes, workflows, and other crucial organisational components in addition to technology. It entails

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comprehending how workers carry out their duties, boosting collaboration among people with comparable roles, encouraging the sharing of ideas and experiences, and advancing organisational learning through shared experiences and capable leadership.

Knowledge management is the process of converting information and intellectual assets into long-term organisational value, according to Kidwell et al. (2001). In a similar vein, Jashapara (2004) defined knowledge management (KM) as a set of learning activities that support the generation, acquisition, sharing, and use of both explicit and tacit knowledge. To enhance organisational performance and build intellectual capital, these procedures are backed by suitable technologies and organisational cultures.

Knowledge management has garnered significant interest from academics and professionals in several sectors due to its multidisciplinary character (Dwivedi et al., 2011; Wallace et al., 2011; Akhavan et al., 2016; González-Valiente et al., 2019). According to Baskerville and Dulipovici (2006), KM has developed into a significant field of study and application within the field of information systems. They went on to say that the field's broad theoretical foundation is reflected in its integration of ideas from information economics, strategic management, organisational culture and behaviour, organisational structure, artificial intelligence, quality management, and performance measurement.

According to Xiaoming and Kaushik (2003), knowledge management is an organised method for locating, gathering, comprehending, and using organisational information to achieve strategic goals. Similarly, Kanmal et al. (2019) contended that knowledge ought to be viewed as an important organisational asset that is integrated into company operations and kept in both organisational repositories and employee expertise. In order to ensure that knowledge is appropriately developed, shared, stored, and used for long-term organisational success, Edwards et al. (2003) argued that effective knowledge management is a communal organisational responsibility involving the active engagement of all members.).

Dimensions of Knowledge Management Practices

The following are dimensions of knowledge management practices adopted for the study. They are knowledge acquisition, knowledge retention and knowledge sharing.

1. **Knowledge Acquisition**

Knowledge acquisition is the systematic process through which individuals, groups, and organisations obtain, interpret, store, and apply information to build usable understanding and capabilities. It is not a single act but a dynamic process that involves continuous learning, reflection, and adaptation. The acquisition of knowledge can occur formally through training, education, and research, or informally through experience, observation, and social interaction. Modern scholars emphasize that knowledge acquisition operates across multiple levels—from cognitive and individual learning processes to collective and organisational mechanisms that convert information into valuable knowledge assets (Cherukunnath et al., 2022). From a cognitive standpoint, knowledge acquisition involves attention, encoding, consolidation, and retrieval. Recent cognitive and educational research shows that these stages are influenced by motivation, reward structures, and prior knowledge. Curiosity and intrinsic motivation direct attention toward relevant inputs, while extrinsic rewards can enhance the encoding and consolidation of knowledge into long-term memory (Murayama et al., 2022). Studies integrating reward-learning frameworks with education reveal that motivation-driven selective engagement determines how quickly and effectively individuals acquire knowledge. Hence, acquisition is not merely exposure to information but the selective and value-based processing of it.

2. **Knowledge Retention**

Knowledge retention refer to the capacity to maintain, recall, and apply learning over time is a central

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challenge for educators, trainers, and organisations alike. The human brain is predisposed toward forgetting; without intentional reinforcement, new information decays, becomes inaccessible, or is displaced by other content. Theories of forgetting, such as the forgetting curve and decay theory, emphasize the steep decline of memory traces in the absence of rehearsal or retrieval, suggesting that retention is inherently fragile. The forgetting curve posits that memory retention drops precipitously without reinforcement, while decay theory asserts that memory traces "wear away" with time unless they are reactivated or reinforced. In practice, effective knowledge retention involves leveraging principles from cognitive science, instructional design, motivation theory, and organisational knowledge management to strengthen memory traces, encourage durable recall, and facilitate transfer to real-world contexts. One foundational concept in retention research is the spacing effect the finding that distributing exposures to content over intervals, rather than massing them in one session, significantly enhances long-term memory encoding and recall. The spacing effect has long been validated in psychological literature and is central to tools such as spaced repetition systems and spaced review schedules. Closely related is the testing effect (or retrieval practice) the observation that actively recalling information through quizzes, prompts, or low-stakes tests produces stronger and more durable retention than passive review or rereading of the same material. The act of retrieving a memory strengthens the memory trace and consolidates retrieval pathways. In modern pedagogy, this principle is often leveraged through frequent, formative assessments, flashcards, or self-quizzing embedded into learning sequences.

3. Knowledge Sharing

Knowledge sharing is one of the most critical components of organisational learning, innovation, and sustained competitive advantage. It refers to the process by which individuals exchange tacit and explicit knowledge with others, enabling the collective creation and utilization of intellectual resources within a system. Knowledge sharing goes beyond communication; it involves trust, willingness, motivation, and the right organisational culture that supports continuous learning. In the knowledge economy, organisations are increasingly dependent on employees' ability to share their experiences, ideas, and expertise effectively. Knowledge sharing is therefore both a behavioral and structural phenomenon, influenced by psychological, social, cultural, and technological factors (Kucharska et al., 2023).

At the individual level, knowledge sharing depends significantly on an employee's attitude, perceived benefits, and intrinsic motivation. Individuals are more likely to share their knowledge when they believe it will lead to personal recognition, enhance their reputation, or contribute to the overall success of the organisation (Cherukunnath et al., 2022). Self-efficacy also plays a vital role in determining how individuals perceive their capability to contribute valuable knowledge to others (Nguyen et al., 2023). Studies show that individuals with higher confidence in their expertise tend to participate more actively in knowledge exchange processes. Furthermore, trust is a foundational element. When employees trust that their contributions will not be misused or undervalued, they are more inclined to disclose and exchange critical information, particularly tacit knowledge that cannot easily be documented or codified (Bauer et al., 2024).

Organisational Innovativeness

Organisational innovativeness refers to an organisation's ability to generate, adopt, and implement new ideas, processes, products, or practices that lead to significant improvements in its performance, competitiveness, and adaptability. In an era of rapid technological advancements, globalization, and market turbulence, innovativeness has become a central determinant of organisational survival and success. It embodies not only the creation of novel products or services but also the reconfiguration of internal structures, processes, and behaviors to foster continuous renewal and responsiveness to change (Anderson

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et al., 2024). An innovative organisation does not merely react to environmental change; it proactively shapes its environment through creativity, experimentation, and adaptive learning.

At its core, organisational innovativeness is multidimensional. It involves technological, administrative, marketing, and service innovations that collectively determine an organisation's dynamism and competitiveness. Technological innovativeness relates to the development or adoption of new technologies, products, and production methods. Administrative or managerial innovativeness refers to new organisational structures, processes, or management practices that improve efficiency or decision-making (Crossan & Apaydin, 2023). Marketing innovativeness involves novel marketing strategies, branding techniques, and customer engagement approaches, while service innovativeness reflects improvements in service design and delivery that enhance customer satisfaction. The interplay of these dimensions produces a synergistic effect, enabling firms to continuously renew their value propositions and adapt to changing market conditions.

Technological Innovation

Technology innovativeness represents the ability and willingness of individuals, organisations, or societies to adopt, develop, and implement new technologies for improved processes, products, or services. It encompasses the generation, assimilation, and application of technological ideas that result in transformation, competitiveness, and efficiency. In today's rapidly changing environment, technology innovativeness is viewed as a major determinant of sustainable growth and competitive advantage (Ali et al., 2023). Organisations that are technologically innovative not only adapt to environmental changes but also create disruptive innovations that redefine industries. The concept combines technological capability, creativity, absorptive capacity, and strategic orientation toward continuous improvement (Jung et al., 2022).

Theoretical Review (Knowledge Based Theory)

The knowledge-based theory of the firm has been theorized and refined by several scholars over the decades, but its intellectual roots can be traced to the pioneering work of Ronald Coase (1937), who questioned why firms exist and how they differ in efficiency from market transactions. While Coase's transaction cost theory focused on the costs of coordination and the rationale for organizing activities within firms rather than through market mechanisms, it laid the foundation for subsequent scholars to explore what internal resources make firms unique and competitive. Over time, researchers have expanded Coase's ideas, and among the most influential developments was the emergence of the knowledge-based theory (KBT) of the firm. This theory posits that knowledge constitutes the most strategically significant resource that firms possess and utilize in achieving sustained competitive advantage and superior performance (Grant, 1996; Nonaka & Takeuchi, 1995).

The knowledge-based theory views the firm as an institution primarily designed for integrating, creating, and applying knowledge. Knowledge, according to this perspective, is not merely a resource like capital or labor but a complex, dynamic, and inimitable asset that determines the firm's ability to innovate and adapt to changing market conditions. Proponents of this theory argue that unlike physical resources, knowledge is difficult to replicate because it often resides in individuals, teams, and the social interactions that occur within the organisation. This complexity and embeddedness in social systems make knowledge a critical source of differentiation among firms (Spender, 1996; Kogut & Zander, 1992).

Empirical Review

Studies relating to the concept of knowledge management and other dependent variables are sequentially reviewed to explore the findings from other researchers all around the world. The contribution of

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knowledge acquisition to enhancing organizational performance was examined by Barinua and Akpan (2022). Their research sought to investigate the ways in which various aspects of information acquisition lead to improved performance. The results of a literature review and content analysis method showed that acquiring new knowledge greatly enhances organizational performance. It was discovered that components including organizational learning, knowledge initiation, and knowledge transformation had significant beneficial benefits. Based on these results, the authors suggested that companies should guarantee efficient information transfer among staff members and consistently seek knowledge through learning. They also underlined the importance of actively implementing knowledge transformation to improve performance outcomes, whether through technical means or human efforts.

Tirmizi, Syed, and Saghir (2022) used a quantitative correlational approach to investigate how knowledge management affected organizational effectiveness in Pakistani public universities. The study's main goal was to pinpoint the critical elements affecting universities' efficacy through knowledge management techniques. Using stratified sampling, 150 respondents were chosen from the population, which included leaders of academic and administrative departments of Khyber Pakhtunkhwa's public universities. The results showed that knowledge management and organizational culture are positively correlated. The study came to the conclusion that knowledge management is essential to enhancing university efficacy and empowering establishments to deal with modern issues. It also emphasized how effective organizational structures, cultures, and tactics improve stakeholder participation and flexibility in a setting that is changing quickly.

Organizational innovation and market orientation served as mediating variables in Ullah, Mirza, Kashif, and Abbas' (2019) analysis of the impact of knowledge management orientation on company performance. The study discovered that knowledge management orientation had a beneficial impact on organizational performance using survey data from 343 workers in Pakistan's telecom industry and structural equation modeling (SEM). Additionally, it was discovered that market orientation and innovation both had a major influence on performance and mediated the link between knowledge management and organizational outcomes. According to the study, applying knowledge management, innovation, and market orientation together improves organizational performance and makes a substantial contribution to both academic and practical knowledge in the Pakistani environment.

Jemal and Zewdie (2021) looked into how knowledge management techniques affected academic staff at Jimma University College of Agriculture and Veterinary Medicine in Ethiopia. The study used a mixed-method approach, incorporating qualitative components with quantitative descriptive and cross-sectional approaches. A standardized questionnaire was used to gather data, and 143 respondents were chosen from a population of 214 staff members using a census method. STATA 14 was used for data analysis, and the response rate was 81.8%. The results showed that while information capture, usage, and organizational and IT support were assessed at moderate levels, knowledge sharing and discovery were at high levels. Regression study revealed that only knowledge usage had a substantial positive impact on performance, despite chi-square analysis demonstrating strong connections between knowledge management components and performance. Important issues were also noted in the study, such as limited institutional support, inadequate funding, and subpar documentation procedures. In order to improve academic staff innovation, teamwork, technological advancement, and knowledge retention, it suggested increasing investment in knowledge management.

At Kresta Laurel in Lagos State, Shonubi, et al. (2021) investigated how information sharing affected organizational performance. Questionnaires were used as the main method of data collection in this descriptive survey design study. Using the Taro Yamane formula and purposive sampling technique, a sample of 76 respondents was chosen from a population of 123 employees. Regression analysis and

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descriptive statistics were used to evaluate the data at a 5% significance level using SPSS version 25.0. The results showed that information sharing significantly improved organizational performance. As a result, the study suggested that companies encourage employees to share expertise in order to enhance performance results.

Agwamba et al. (2019) investigated the connection between organizational innovation and knowledge management. The study concentrated on two categories of innovation: technical and administrative, as well as three aspects of knowledge management: acquisition, sharing, and application. Thirty employees of CAMILA Oil Ltd. in Owerri, Nigeria, were given a 23-item questionnaire to complete in order to gather data. Using regression analysis using SPSS, the data demonstrated that all three knowledge management characteristics significantly influence both technical and administrative innovation. The study indicated that, in today's dynamic corporate environment, investing in knowledge management and innovation is vital for gaining lasting competitive advantage. It advised businesses to create efficient mechanisms for storing knowledge, such as databases for recording both good and bad experiences.

In a similar vein, Iyer, Sharp, and Brush (2017) investigated the relationship between innovation performance and organizational systems, including knowledge creation mechanisms. Their research showed that organizational systems generate value by facilitating the integration of new and existing information. The results further supported the notion that organizations are important facilitators of knowledge production by demonstrating that organizational systems mediate the relationship between knowledge transfer and innovation performance. Additionally, compared to external sources, internal knowledge sources were found to have a greater contribution to knowledge transfer within organizations (Berraies & Chaher, 2014).

Karani (2015) evaluated how knowledge management techniques affected organizational performance in Kenyan mobile phone firms. Managers view knowledge management as a strategic instrument for improving competitive performance, according to the survey. Additionally, it was determined that knowledge management facilitates the acquisition, dissemination, and application of knowledge via the skills and expertise of employees. Organizations gain from higher staff expertise, better decision-making, better service delivery, lower operating costs, and more competitiveness as a result.

3. METHODOLOGY

In order to examine the connection between knowledge management practices and organizational innovativeness among Small and Medium Enterprises (SMEs) in Yenagoa, Bayelsa State, the study used a cross-sectional survey research approach. Because it made it easier to gather information from respondents at one time, this design was deemed suitable for analyzing the correlations between the study variables. As of August 2025, 793 registered SMEs listed by the Bayelsa State Ministry of Commerce, Trade, and Investment made up the study's population. A sample of 258 respondents was chosen using the simple random sampling technique using the Krejcie and Morgan (1970) sample size determination table, guaranteeing that each registered SME had an equal chance of being included in the study. Both primary and secondary sources provided data for the study. A structured questionnaire comprising two sections was used to collect primary data. The first section recorded the sociodemographic characteristics of the respondents, while the second section included statements that measured organizational innovativeness, knowledge acquisition, retention, and sharing using a five-point Likert scale. The supervisor of the researcher and other management experts reviewed the questionnaire to determine its construct validity. Cronbach's alpha coefficient was used to assess the instrument's reliability; a reliability value of 0.70 or higher was deemed appropriate for the study. Both inferential statistical methods were used to analyze the gathered data using the Pearson Product Moment Correlation Coefficient (PPMC). The Statistical Package

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for the Social Sciences (SPSS) version 25 was used for the statistical analyses.

4. RESULTS AND DISCUSSIONS

Table 1: Correlation Result on the Relationship Between Knowledge Acquisition and Technological Innovativeness in small and medium-sized firms in Yenagoa, Bayelsa State.

Correlation

		Knowledge acquisition	Technological innovativeness
Knowledge acquisition	Pearson Correlation	1	.529**
	Sig. (2-tailed)		.000
	N	186	186
Technological innovativeness	Pearson Correlation	.529**	1
	Sig. (2-tailed)	.000	
	N	186	186

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

Source: SPSS Version 25 Output of Survey Data, 2026.

The findings of this study revealed a moderate positive and statistically significant relationship between knowledge acquisition and technological innovativeness among SMEs in Yenagoa, Bayelsa State ($r = 0.529$, $p < 0.05$). This implies that firms that actively acquire knowledge from various sources such as employees, customers, competitors, training programs, and external recruitment tend to adopt and implement new technologies more effectively. Knowledge acquisition equips firms with updated information, technical skills, and awareness of emerging trends, which are essential for technological innovation. In the competitive business environment faced by SMEs in Yenagoa, acquiring new knowledge can serve as the foundation for improving production processes, enhancing technological capability, and strengthening operational efficiency. Firms that fail to acquire relevant knowledge may struggle to keep up with technological developments and may remain stagnant in their methods of operation. Thus, knowledge acquisition becomes a strategic tool for technological advancement. This finding is strongly supported by the study of Barinua and Akpan (2022), who examined how organisational performance can be enhanced through knowledge acquisition. Their study found that organisational learning, knowledge initiation, and knowledge transformation significantly improve organisational performance.

Table 2: Correlation Result on the Relationship Between Knowledge Retention and Technological Innovativeness in small and medium-sized firms in Yenagoa, Bayelsa State.

Correlation

		Knowledge retention	Technological innovativeness
Knowledge retention	Pearson Correlation	1	.426**
	Sig. (2-tailed)		.000

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	N	186	186
Technological innovativeness	Pearson Correlation	.426**	1
	Sig. (2-tailed)	.000	
	N	186	186

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

Source: SPSS Version 25 Output of Survey Data, 2026.

The study found a moderate positive and statistically significant relationship between knowledge retention and technological innovativeness ($r = 0.426$, $p < 0.05$). This implies that SMEs that effectively preserve and transfer knowledge within the organisation are more likely to be technologically innovative. Knowledge retention ensures that valuable organisational experiences, skills, and lessons are not lost when employees leave or when processes change. Technological innovation often requires building upon past experiences. Firms that retain knowledge through documentation, supervisor-subordinate transfer, informal interactions, and organisational learning processes are better positioned to improve and sustain technological advancements. This finding is consistent with Berraies and Chaher (2014), who investigated the influence of knowledge creation processes on innovation performance. Their study highlighted the importance of activities such as socialization, internalization, and externalization in driving innovation. Knowledge retention supports these processes by ensuring that organisational knowledge remains accessible for future use. Similarly, Mills and Smith (2011) found that knowledge acquisition, application, and protection positively influence organisational performance, suggesting that retention mechanisms contribute to innovation and effectiveness. The current result also supports Karani (2015), who noted that knowledge management practices improve competitiveness, decision-making, and service delivery in Kenyan mobile telephone companies. Therefore, SMEs in Yenagoa should implement structured retention policies, such as knowledge databases and documentation procedures, to strengthen their technological innovativeness.

Table 3: Correlation Result on the Relationship Between Knowledge Sharing and Technological Innovativeness in small and medium-sized firms in Yenagoa, Bayelsa State.

Correlation

		Knowledge sharing	Technological innovativeness
Knowledge sharing	Pearson Correlation	1	.501**
	Sig. (2-tailed)		.000
	N	186	186
Technological innovativeness	Pearson Correlation	.501**	1
	Sig. (2-tailed)	.000	
	N	186	186

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

Source: SPSS Version 25 Output of Survey Data, 2026.

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The results of this study also revealed a statistically significant positive relationship between knowledge sharing and marketing innovativeness among SMEs in Yenagoa, Bayelsa State ($r = 0.514$, $p < 0.05$). This suggests that firms that encourage employees to share marketing-related knowledge, customer insights, and creative ideas are more likely to develop innovative marketing strategies, adopt modern marketing technologies, and explore new market opportunities. Marketing innovativeness requires creativity, customer responsiveness, and continuous adaptation to changing consumer preferences. When employees share information gained from customer interactions, competitor observations, and market experiences, firms can collectively develop more effective promotional strategies and innovative customer engagement approaches. Knowledge sharing therefore plays a critical role in helping SMEs design marketing campaigns that enhance customer satisfaction, loyalty, and competitive positioning. This finding is consistent with the study of Evwierhurhoma and Oga (2020), who examined the relationship between knowledge sharing and organisational performance in manufacturing firms in Rivers State, Nigeria. Their findings revealed that knowledge sharing significantly and positively affects organisational profitability and market share. They recommended that firms should improve knowledge sharing through supportive learning environments built on trust and openness. This supports the present study's implication that marketing innovativeness improves when firms encourage collaborative learning and shared ownership of ideas. Therefore, SMEs that encourage knowledge sharing among employees are better positioned to identify customer needs, explore new markets, and adopt creative marketing practices that strengthen competitiveness.

5. CONCLUSION

The main aim of this study was to examine the relationship between knowledge management practices and organisational innovativeness of small and medium-sized firms in Yenagoa, Bayelsa State. Specifically, the study investigated how the core dimensions of knowledge management (knowledge acquisition, knowledge retention and knowledge sharing) relate to one key aspects of organisational innovativeness which is technological innovativeness. Based on the findings from analyses, the study concludes that knowledge management practices play a significant and positive role in enhancing organisational innovativeness among SMEs in Yenagoa, Bayelsa State.

6. RECOMMENDATIONS

Based on the inferential results the following recommendations are made:

1. SMEs should establish formal systems for acquiring knowledge from internal and external sources. This may include regular training programs, participation in industry seminars, collaboration with research institutions, benchmarking competitors, and actively gathering customer feedback to enhance innovation outcomes.
2. SMEs should implement structured documentation systems such as knowledge databases, operational manuals, and digital archives to preserve organisational memory. This will prevent knowledge loss and ensure continuity of innovation efforts.
3. Firms should foster an organisational culture built on trust, collaboration, and teamwork. Regular team meetings, brainstorming sessions, and cross-functional collaborations should be encouraged to stimulate idea exchange and innovation.

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