

Knowledge Management and Organizational Quality Service Delivery: A Survey of Selected Fast Food Outlets in Yenagoa Metropolis, Bayelsa State

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ABSTRACT

Knowledge management comprises the processes of knowledge acquisition, knowledge sharing, and knowledge application that an organization employs to recognize and record knowledge, lessons learned, or best practices. This study set out to ascertain the significance of knowledge management and organizational quality service delivery; a survey of selected fast food outlets in Yenagoa metropolis, Bayelsa state. To this end, a descriptive survey research design methodology was applied to scrutinize and give analytical views on existing works of literature and concepts surrounding the role the significance of knowledge management and organizational quality service delivery; a survey of selected fast food outlets in Yenagoa metropolis, Bayelsa state. Knowledge acquisition and organizational innovativeness have a considerable association, according to a detailed data analysis of the study's many components. Furthermore, the research shows a strong connection between organizational innovation and knowledge storage. The results of the study also revealed a strong link between organizational innovation and information distribution. The study also found a strong link between knowledge application and business innovation within organizations. In other words, the study found that management should be skilled at translating new and/or enhanced products, services, and strategies from acquired knowledge and expertise. In view of the above, the study concluded that competitiveness can only be achieved through innovation when the organization can successfully acquire, store, disseminates and applies knowledge. The study recommends thus; fast food outlets should create different mechanisms that will facilitate the acquisition of Knowledge from both internal and external sources. Fast food outlets through flyers and handbills should inform the public on their products. The management of this and other fast food restaurants should be adapt at transforming learned information and experience into new and/or enhanced goods, services, and business models.

Keywords: Knowledge Management, Organizational, Organizational Quality Service, Management and Quality Service Delivery

Introduction

In this age of fierce rivalry and change, knowledge has developed into a highly prized valuable resource that, when managed effectively, may give enterprises an edge over their competitors. According to Skyrme (2007), knowledge management is the explicit and methodical management of essential knowledge, together with the processes involved in its generation, organization, distribution, use, and exploitation. Furthermore, according to Plessis (2017), Carneiro (2015), Huang and Li (2015), Lin & Lee (2015), and others, businesses can enhance the development of knowledge, accessibility, implementation, and conversation among employees with expertise by managing knowledge effectively. Scholars like Hall (2018), Trippins and Sohi (2015) as well as practitioners agree that knowledge management (KM), which encompasses the steps of applying, acquiring, and sharing knowledge, is one of the crucial elements for firms to acquire a competitive advantage. Knowledge management (KM), which entails the processes of applying, acquiring, and exchanging ideas, is becoming increasingly important among experts as one of the crucial elements for firms to acquire a competitive advantage (Hall, 2016).

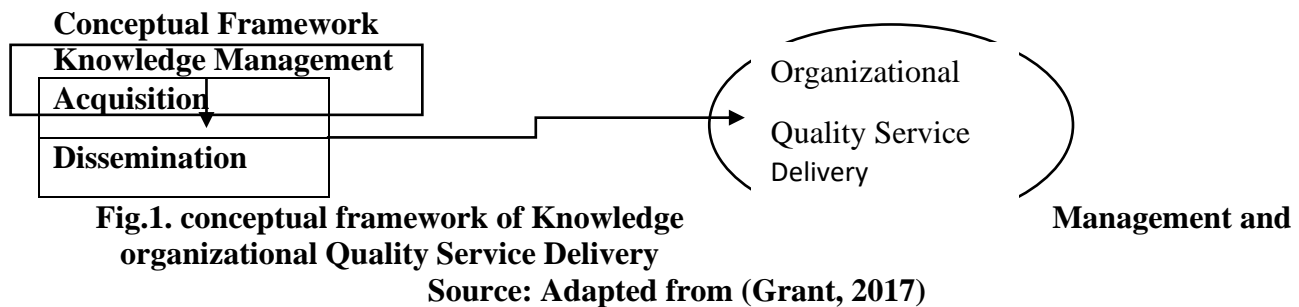
Simply put, managing the knowledge that is already present in an organization is knowledge management. Knowledge management processes are those that an organization employs to recognize and record knowledge, lessons learned, or best practices. They include the processes of knowledge acquisition, knowledge exchange, and knowledge application. Organizations can produce a lot of output with little input (resources) by using organizational efficiency (goods and services). An organization must be able to handle the resources at its disposal in order to generate more goods and services and be considered efficient. As a result, the effective implementation and use of knowledge management processes are seen as crucial elements of any plan for enhancing organizational effectiveness. This is because effective knowledge management and application can aid firms in their efforts to become more imaginative, clever, and adaptable within a constantly evolving corporate environment (Wong and Aspinwall, 2004). In fact, knowledge management should be considered a tactic used to help businesses envision, create, and manage the entire decision-making process using knowledge (Kongpichayanond, 2009).

Innovation has emerged as the pillar of any organization in the ever-evolving commercial environment of today. Because of the quick speed of creativity which is made possible by quickly advancing technology advancements, shorter product lifespan, and a faster pace of new product development the structure of world economic expansion has changed. Businesses must make sure that their company tactics are innovative if they want to establish and sustain a competitive advantage. However, due to shifting consumer wants, intense competition, and rapid technological change, innovation has become more difficult (Cavusgil, 2016). Growing access to knowledge by firms as a base for innovation has also contributed to how complicated innovation is. Given how vital knowledge is to creativity, it is essential to recognize and manage any complexity arising from the explosion of information. This will help to ensure that innovation is successful (Adams and Lamont, 2016).

Statement of the Problem

In recent years, the phrase "knowledge management" has attracted a significant amount of literature. Despite the depth of the subject's research, the term's conceptual validity remains questionable. Only Cowhand established an empirical connection between knowledge management and organizational innovation after years of research linking it to organizational

competitiveness and performance (Rodriguez, 2015; Novak, 2017). Even the few researchers who did (Fatima and Gundamill, 2015) concentrated on other industries, omitting the banking industry, which happens to be one of the most significant industries in any country. No doubt, fast food outlets have played a crucial role and have brought some level of supporting and driving the entire economy of Bayelsa state and the country at large. In other words, these fast foods outlets are part of MSMEs which forms a critical role in any economy; hence analyzing their organizational quality service delivery becomes imperative. The goal of this study is to fill this theoretical gap. Therefore, the goal of this study is to establish an empirical link between knowledge management and organizational innovation.



Objectives of the Study

The primary objective of this research is to investigate the connection between KM and organizational quality service delivery. Specifically, the study is designed to

1. Evaluate the relation between organizational quality service delivery and the acquisition of knowledge.
2. Examine the relationship between knowledge dissemination and quality service delivery in organizations.

Research Questions

In order to achieve the stated objectives, the following research questions were generated for the study:

1. To determine whether knowledge acquisition correlates with organizational quality service delivery?
2. To ascertain whether knowledge dissemination correlates with organizational quality service delivery?

Research Hypotheses

A number of study hypotheses were constructed to offer empirical responses to the aforementioned research questions: The list of them is below.

H₀1: There is no significant relationship between knowledge acquisition and organizational-quality service delivery.

H₀2: There is no significant relationship between knowledge dissemination and quality service

delivery in organizations.

Review of Literatures

Theoretical Basis of the Investigation

When a phenomenon is studied within a clearly defined framework, it is simpler to understand. Therefore, it is crucial to give knowledge management a theoretical foundation or setting. While organizational innovativeness and knowledge management are compatible with a variety of theoretical pillars, they are also consistent with the resource-based view (RBV) and knowledge-based view (KBV) of the company. Underpinning this study is the tacit and explicit knowledge theory. According to Ermine (2007), Nonaka and Takeuchi developed this idea in 1995, which has had a significant impact on practically all knowledge management studies and practices. With the aid of either tacit or explicit knowledge, this theory demonstrates how to effectively use the resources at hand. It provides businesses with the knowledge that, if applied and used efficiently, knowledge obtained from employees' heads as well as from sources like accounts, statements of finances, journals, and records can guarantee the effective utilization of accessible assets, which consequently results in development, creativity, economic viability, and a higher share of the market.

Conceptual Framework of Resource Based View and Knowledge Management Processes of the firm

Resource Based View of the firm

Based on past firms that may differ, Penrose and Wernerfelt (1984) proposed the Resource-Based View (RBV) (1959). The RBV emphasizes the significance of internal unique resources in explaining variations in enterprises' degrees of performance when competing in the same sector. Because they are a result of the resources and skills that rivals have, resource-based contrasts can last for a very long time. The RBV, the first stream in the subject of strategic management, has established a strong foundation for comprehending the variations in success levels in firms. However, research indicates that not all resources are equally important to a firm's success (Adner & Zensky, 2016; Moliterno & Wiesema, 2017). The characteristics that give a corporation its competitive advantage are valuable, uncommon, unchangeable, non-easily imitable, appropriable, and specialized resources. These resources are of an intangible nature and include company culture, reputation, and personnel expertise. These assets are referred to as strategic resources (Newbert, 2017). In the area of strategic management, the RBV has become more significant. Particularly in the 1990s, the RBV attracted significant attention for its ability to explain why some corporations outperformed others (Ruy et al., 2016).

According to the RBV, the most significant factor in a company's performance is its capabilities, which are eventually represented in managers' and employees' knowledge (Grant, 2017). Due to their dynamic nature, capabilities might be seen as a superior resource in a company's resource pool. This helps the business acquire and develop every other asset. The RBV's core thesis is that competitive advantage is founded on valued internal resources and competencies that are difficult for rivals to replicate and expensive to duplicate. This suggests that a firm's ability to gain a competitive edge comes from internal resources and skills, while these skills may also be applied to the environment in which the organization operates. As a result, the company may have a competitive edge if it can use this capability faster than its rivals (Choudhury & Xin,

2017).

Knowledge Based view and Knowledge Management processes of Firms

The best knowledge must be used to carry out the daily operations of the business; therefore, knowledge management methods help identify how knowledge is being gathered, shared, and applied. Knowledge and information from internal or external sources are meaningless without the activities associated with knowledge management, according to many schools of thought. Leonard (1995) described knowledge management processes among appropriation, cooperation, emancipation, and exploration, which Alsalim and Mohamed (2013) cite as examples. Knowledge production, knowledge transfer, knowledge application, and knowledge acquisition are the four most current divisions of knowledge management (Saleim & Khalil, 2007). Knowledge management procedures in this study can be divided into three categories: application, sharing, and acquisition. Process of Acquiring Knowledge: According to Mills and Smith (2011), acquisition refers to a company's capacity to recognize, gather, and store both internal and external knowledge that is crucial to its operations. Knowledge sharing is the act of two agents exchanging explicit or implicit knowledge, and it takes place when one agent deliberately uses the data provided by another agent (Lemlem, 2017).

Knowledge Application Process: This term describes an organization's capacity to apply and make use of the knowledge given in order to produce revenue, make critical decisions, solve problems, and react more skillfully to environmental changes.

This builds on the company's resource-based perspective. According to the knowledge-based perspective, knowledge is the key to maintaining a competitive advantage. Then, successful businesses are those that have the capacity to continually produce new information, spread it throughout the organization, and promptly incorporate it into novel goods and technologies (Nonaka, 2002). According to the information-based view (KBV), an organization's ability to create new knowledge based on its own resources is a key indicator of how well it is performing in terms of producing, integrating, and disseminating knowledge. So knowledge is the organization's primary resource. Knowledge-based companies appear to be more innovative, effective, and efficient than any other type of organization, according to prior studies (Bjerly and Chakrabati, 2016). So it follows that the only source of long-term competitive advantage is knowledge. The organization needs tacit knowledge to integrate and coordinate various resources and skills in order to function better with the required resources and superior talents.

An essential component of organizational competency is organizational knowledge. This is so because knowledge is made up of personal experiences, cultural values, and professional judgments. What it means to use knowledge as a resource is up for discussion. One school of thought asserted that "knowledge as resource" concentrates on knowledge per se, which may be shared, integrated, licensed, codified, and stored in a computer-based knowledge repository where it can be used to generate value for a corporation (Carlsson, 2014). Carlsson (2014) went on to say that "knowing" should be the goal rather than knowledge per se. This calls for a focus on the environment in which knowledge is produced, disseminated, integrated, and put to use. The design, structuring, and flows of knowledge processes serve as the foundation for gaining competitive advantage according to the later approach, which is predominantly process-focused and low-level. Additionally, this knowledge component is a crucial component and resource for the success of the business because competitive advantage is founded on knowledge and the capacity to continuously produce new information (Bierly and Chakrabati, 2016).

Knowledge Management

When pursuing an organization's competitive advantage, knowledge is one of the essential assets to utilize. According to Lee and Chang (2017), knowledge is an ordered collection of concepts, laws, practices, and facts. As a fundamental resource for movies and economies, knowledge management has become one of the most crucial areas in management techniques. Knowledge management is defined as the gathering, sharing, and effective application of knowledge resources. It involves the development, verification, presentation, dissemination, and assessment of knowledge. According to Bounfour (2015), knowledge management (KM) is a set of practices, infrastructures, and technical and managerial tools intended for producing, disseminating, and utilizing information and knowledge both within and between businesses. The systematic and comprehensive process of managing the activities of gathering, generating, and storing knowledge throughout the entire company. Individuals and groups can share, disseminate, and use knowledge to further organizational objectives. Information management, according to Gloet and Terziovski (2015), is the formalization of and access to experience, information, and expertise that enables improved performance, fosters innovation, and increases customer value while also generating new capabilities. The researchers assert that knowledge management serves as a catch-all word for a variety of related concepts, including knowledge transit, storage, and distribution, knowledge mapping and indexing, and knowledge sharing. Knowledge management, according to Darroch and McNaughton (2016), is a managerial function that organizes knowledge, develops knowledge, controls the flow of knowledge, and ensures that knowledge is used effectively and efficiently for the long-term benefit of the organization. The authors argue that a company that excels at knowledge management has a knowledge orientation, making knowledge management a guiding corporate ideology that affects the organization's managerial methods. A number of study hypotheses were constructed to offer empirical responses to the aforementioned research questions:

Parlby and Taylor (2017) assert that the goal of knowledge management is to promote innovation, the generation of new ideas, and the effective use of an organization's intellectual capital. In today's business climate, the first fundamental driver of knowledge management's contribution to innovation is the creation, development, and maintenance of competitive advantage through the use of knowledge and collaboration techniques. Building and maintaining an innovation program, however, has grown more difficult as a result of shifting consumer wants, intense competition, and quickening technical progress (Cavusgiletal, 2016). Internalizing innovations is becoming more and more challenging for organizations. In order to assure ongoing innovation and competitive advantage, some large firms, such as Xerox and Hitachi, launched Worland jointly across organizational boundaries (Cavusgiletal 2016). In the views of some scholars, as espoused by Adams (2015), knowledge management facilitates the collaboration of ideas with a view to creating innovation. The fact that knowledge is a resource is the second factor influencing the function of knowledge management in innovation. Used to reduce complexity in the innovation process, knowledge management will become increasingly important. Since knowledge availability is crucial for innovation, it's important to understand and manage the complexity that comes with the expansion of knowledge's depth and breadth. (2015). The establishment of lasting competitive advantage through innovation can be attributed in large part to knowledge management systems. While the management of knowledge and information structures alone does not possess the necessary characteristics to provide organizations with a

sustainable competitive advantage, integrating them with other firm resources and core competencies is the key to achieving and maintaining a lasting competitive edge via the development of novel items and techniques.

The techniques an organization utilizes to identify and record expertise, lessons learned, or standards of excellence are known as the management of knowledge processes, and these processes comprise the following: the acquisition process, the sharing process, and the application process (Arubayi, 2020)

Organizational Quality Service Delivery

The majority of organizations, especially those in the aviation industry, actively and vehemently pursue these aims with the intention of fostering pleasure and loyalty in the air transport industry (Kim, 2013). This is increasingly important for the aviation industry because of how competitive it may be. As a result, most businesses now develop and bring to market high-quality goods and services in an effort to obtain a competitive edge. Furthermore, among the key objectives of this study is to assess and define what it means to deliver top-notch services on time while also abiding by necessary market requirements, especially in the Nigerian aviation business. Obviously, in the literature on services, perceived quality, which refers to a customer's level of view of a service, is the definition of service quality (Barbara, 2010). Quality is the opinion of the organization's and its services' overall superiority or inferiority, according to Bitner and Hubbert (1994). Quality, according to Haider (2001), is the culmination of all the characteristics and attributes that make up a good or service and affect how well it can satisfy the expectations of customers. The concept of quality improvements is only meaningful when the products or services meet the needs and expectations of the consumer. The fact is that every plan is based on high standards that come from in-depth knowledge of the visitor, for this precise reason. According to Parasuraman, Zeithaml, and Berry (1988), service quality is the customer's evaluation of the overall excellence or superiority of the service. As a result, quality can be defined as a product's or service's capacity to consistently meet or even exceed consumer expectations (Stevenson, 1993). According to Schroeder (2000), quality also refers to "fulfilling or exceeding customers' expectations, both now and in the future."

Michel Porter has provided a clear framework for comprehending the idea of competitive advantage since how a company structures and manages its operations has an impact on how that advantage evolves over time. By engaging in these activities, organizations add value. According to him, gaining a competitive edge involves providing clients with greater value than other businesses (Passemar and Kleiner, 2000). The actions, traits, and characteristics of a hotel organization that are superior to those of its rivals constitute competitive advantages. It is only feasible to define a competitive advantage in comparison to rivals or competitors; thus, the hotel company must provide greater value than its rivals. According to Wijetunge (2016), there are two criteria for establishing and retaining a competitive advantage: activities specific to the firm. And according to Wijetunge (2016), there are two requirements for establishing and retaining a competitive advantage: the ability to create or provide services that customer's value and the inability of rivals to easily imitate those activities.

While customer service standards are thought to be a key component in a business's fight to stand out from competitors. This article emphasizes the importance of service quality for businesses since it specifically gives organizations that work to improve it a competitive edge and hence increases customer satisfaction (Ladhari, 2008). In a study conducted in 2013 using

320 telecom companies in Pakistan, Warraich, Warraich, and Asif discovered that service quality was seen as a source of competitive advantage. Furthermore, it was shown that dependability and tangible advantages are the most crucial factors in establishing a competitive advantage. According to Pauline and Pauric (1999), small engineers in the UK can outperform their competitors by providing a personalized touch, a specialized offering, employee loyalty, swift decision-making, on-time delivery, a local image, more innovation, and improved adaptability.. The development of long-term client connections is aided by these elements. Creating a competitive advantage is difficult, according to Passemard and Kleiner (2000), but sustaining one is even harder. For a competitive advantage to be sustained, three conditions must be met. The second factor is the number of sources of competitive advantage. The third factor is associated with continuing modernization and development initiatives. Therefore, the business needs to engage in anti-natural behavior to maintain its competitive advantage. In other words, timely delivery of services that meet required market specifications is a key component of quality service delivery. As a result, businesses strategically deliver the right quality of services and products to clients at their doorsteps.

Empirical Review

Knowledge management has been acknowledged as a factor in separating successful businesses from their less successful rivals in today's fiercely competitive corporate world. Businesses that always seek out fresh approaches to a given goal are those that succeed. There are many literary works that demonstrate the relationship between knowledge management and organizational innovation on an empirical basis. Organizations must build receptors that take in or absorb external knowledge, according to Messa and Testa (2015), and this activity is closely tied to an organization's capacity for innovation. They also claimed that, via benchmarking, businesses may get explicit and tacit information from outside sources. If there is a knowledge gap, it can be addressed by acquiring new knowledge, which will help foster creativity. These external sources of knowledge can be merged with organizational internal, explicit, and tacit knowledge. According to Tu et al. (2016), firms should constantly learn from outside sources in order to gain a competitive advantage. Organizations can introduce innovation through proper knowledge exchange and distribution. Therefore, firms must create these internal channels for employees to share knowledge with one another.

Innovation, according to Plessis (2017), depends on knowledge. Therefore, companies must assess knowledge competency and richness to foster creativity. According to Parlby and Taylor (2016), knowledge management's primary goal is to foster innovation. According to Plessis (2017), organizations can create cross-organizational collaborations to spur innovation and gain a durable competitive edge. Through this collaboration, the organization is able to access fresh knowledge that may be used to close its knowledge gap. This partnership can lower the risk and expense of bringing innovation into the business while still bringing it. As opposed to those businesses that don't focus on this component, those that quickly collect and incorporate new information across the organization can be able to stimulate innovation (Cavusgil et al. 2006). Additionally, they asserted that the primary goal of innovation is to improve the capacity of the organization to recognize and record its tacit knowledge.

Customers, suppliers, lenders, and other third parties outside the firm may provide tacit knowledge. This tacit knowledge acquisition is crucial for promoting the innovation process. When explicit knowledge is rare in a certain industry, tacit knowledge becomes more significant.

Organizations can identify their tacit knowledge, which they typically did not know before, through knowledge management. Additionally, knowledge management enables the business to express aspects of information in the form of explicit knowledge, which forms a solid foundation for creativity (Plessis, 2017). Abraham (2018) emphasized that innovation is knowledge management's primary goal. Additionally, Cameiro (2015) put forth a conceptual framework that connects innovation, competitiveness, and knowledge management. Cameiro emphasizes the tactical significance of knowledge as she examines the connections between knowledge management, the degree of creativity, and levels of company viability. He goes on to say that KM has a good impact on creativity and competition. Successful knowledge management, according to Darroch (2015), serves as a coordinating tool to boost both innovation and organizational performance.

Juet et al. (2016) stated that firms should constantly learn from outside sources in order to gain a competitive advantage. Nations may foster innovation through good knowledge dissemination. Organizations must therefore create these internal channels for employees to share knowledge with one another (Akram et al., 2016). By promoting quicker access to and dissemination of new knowledge, it is thought that a knowledge management system that pushes the limits of creativity can improve the innovation process. Additionally, efficient information management is crucial to the success of the launch of new goods. The article contends that knowledge management and other factors have an effect on a business's capacity for innovation (Lopez-Nicolns & Merono-Cerclan, 2017).

Research Methodology

A study design is a thorough plan that specifies the methods and procedures to be followed for the purpose of collecting and accessing the required data (Zikmund, 2016). In this study, a descriptive survey research design methodology was used in a survey of a few fast food establishments in Yenagoa, Bayelsa State, to examine and provide analytical views on existing works of literature and concepts surrounding the role and importance of knowledge management and organizational quality service delivery. The sheer number of variables used in descriptive research is exceptional. Descriptive research can evaluate multiple factors even though it only requires one variable, comparable to different forms of study (Borg & Gall, 2016),

Sample size and Sampling Procedure

Sekaran and Bougie (2013) state that the sample size is the subset or subgroup of the population from which the researcher intends to draw generalizations about the entire population. It is crucial to manage the sample size carefully and choose it with the confidence you need to draw conclusions from your data. Sampling is the method of choosing a subset of the population to represent the full population (LoBiondo-Wood & Haber, 2018). Consequently, proportionate stratified random sampling was used as the sample method for this investigation. Our decision was based on the idea that proportionate stratified random selection guarantees better sample representation compared to the population and ensures that minority population members are represented in the sample (Nworgu, 2006).

Measurement of Variables

The study evaluated the processes of acquisition and dissemination. The evaluation of knowledge management was based on these two variables.

Validity and Reliability of Instrument

In social research, the repeatability and consistency of an instrument are examined in terms of its dependability (Baridam, 2016). Both internal (based on generated data and across sample units) and external reliability is possible (based on the same or varied samples that share similar characteristics or parameters). In contrast, the amount to which an instrument measures what it purports to measure is referred to as its validity. It is a measurement of truthfulness and representation, according to Osaze (2016). The validity of this study's instrument was based on the supervisor's reviews and contributions in accordance with the instrument's suitability, giving it face validity. In order to give the instrument content validity, it must also be organized in accordance with the theoretical domains of the variables as they are deduced and assessed in current literature and prior empirical investigations (Osaze, 2016; Baridun, 2017).

Data Presentation, Analysis and Discussion of Findings

A table was used to exhibit the data from the chosen fast food restaurants in Yenagoa, Bayelsa State, and simple percentage and frequency calculations were used for analysis.

Quantitative Data Analysis

Table 1.0. Result on Knowledge Acquisition and Organizational Innovativeness

S/NO	ACQUISITION	SA 5	A 4	MA 3	D 2	SD 1
1	Our company has some systems for generating information and acquiring it from a variety of sources, including staff, clients, other companies, and rivals.	.65 (47)	47 (36)	10 (7)	8 (6)	6 (4)
2	Our company is eager to enlist the help of its highly qualified personnel to improve its learning environment.	70 (51)	45 (34)	10 (7)	8 (7)	6 (1)
3	The key members of the team are chosen because of their extensive networks of connections, which give them access to a variety of distant information and knowledge sources.	25 (18)	55 (40)	27 (20)	16 (12)	13 (10)
4	Our corporation accesses, gathers, and obtains novel concepts and knowledge from a variety of outside sources in its commercial setting, such as its clients, suppliers, rivals, and partners.	29 (21)	39 (29)	27 (20)	19 (14)	22 (16)
5	Our company has institutional systems and procedures established that enable its members to sort, comprehend, and make sense of the data collected from outside sources.	26 (19)	24 (17)	43 (32)	29 (22)	14 (10)

Source: Desktop Research, 2023. (All figures in parenthesis are in percentage)

The responses of respondents regarding how closely knowledge acquisition relates to organizational innovation are displayed in Table 1.0 above. The table indicates that the first and second items have 65% and 70% strong agreement, the third and fourth items have 55% and 39% agreement, and the fourth item has 43% moderate agreement.

Table 1.1 knowledge Dissemination and Organizational Innovativeness

DISSEMINATION	SA 5	A 4	MA 3	D 2	SD 1
Our organization through flyers and handbills inform the public on their products	60 (44)	35 (26)	20 (15)	5 (4)	16 (11)
Our organization improve knowledge and awareness of the members of the organization, hold different training programs and seminars	35 (26)	60 (44)	16 (12)	20 (15)	5 (3)
Our firm send out timely reports with appropriate information to employees	20 (15)	28 (21)	16 (12)	50 (37)	22 (15)
We organize lectures, conferences and training sessions to sharing knowledge	50 (37)	40 (29)	10 (7)	22 (16)	14 (10)
My manager expresses satisfaction when employees meet expectation	70 (51)	40 (29)	16 (12)	8 (6)	2 (2)

Source: Desktop Research, 2023. (All figures in parenthesis are in percentage)

The responses of respondents regarding how closely knowledge application ties to organizational innovation are displayed in Table 1.1 above. The first and second items in the table have scores of 65% and 70%, respectively, whereas the third and fourth items have scores of 55% and 39%, respectively. While the 5th item receives 43% of the vote and is rated as moderately agreeable.

Testing of Hypothesis

For this investigation, the regression model and Spearman's rank correlation were both used. The spearman rho is employed to examine the link between variables, and it also aids in illuminating the magnitude and direction of the correlation.

Table 1.2. The Rule of Thumb for the Correlation Coefficient

Coefficient Range	Strength of Association
±0.91 - ±1.00	Very strong
±0.71 - ±0.90	High
±0.41 - ±0.70	Moderate
±0.21 - ± 0.40	Small but definite relationship
±0.01 - ±0.02	Slight, most negligible

Source: adapted from Weiliang, Mun, Fong, and Yuan (2011)

Hypothesis 1

H₀ = There is no significant relationship between knowledge acquisition and organizational innovativeness.

Table 1.3. Correlation coefficient for knowledge acquisition and organizational innovativeness Correlation

	Knowledge Acquisition	Organizational Innovativeness
Spearman’s Rho Knowledge Acquisition Correlation Coefficient	1.000	0.70
Sig. (12-tailed) N	136	136
1.000 Coefficient	Organizational Innovativeness	Correlation Sig. (2-Tailed)
		0.7-

****correlation is significant at the 0.01 level (2 tailed)**

Decision

The table demonstrates a 0.70 correlation between organizational innovativeness and knowledge acquisition. Based on the Spearman's rho correlation, knowledge acquisition and organizational innovativeness have a highly significant positive link (Spearman's rho, or $r_s = 0.70$). The r-value displays the strength and direction of the link. The more crucial a value is, the higher it must be. The high correlation between the variables under investigation is indicated by the Spearman rank coefficient ($p = 0.70$). As a result, the alternative hypothesis is accepted, and the null hypothesis can be rejected because it is less than 0.70. Therefore, it may be said that knowledge acquisition and organizational innovativeness have a large, monotonic relationship. There is a significant correlation between the independent and dependent variables, as seen in Table 1.3.

The p-value: The decision standards in this case are to reject the null hypothesis if $p = 0.01$ and to consider the correlation to be negligible if $p > 0.01$ but significant if $p > 99.01.01$ (which means that the research can be 99% confident that the association between these two variables is not accidental).

Hypotheses 2

H₀₂: There is no significant relationship between Knowledge Dissemination and organizational Innovativeness

Table 1.4. Correlation Coefficients between knowledge Dissemination and Organizational innovativeness Correlations

	Knowledge Dissemination	Organizational Innovativeness
Spearman’s Rho Knowledge Dissemination Correlation Coefficient	1.000	647**
Sig. (12 -Tailed) N	136	136
Organizational Innovativeness	Correlation Coefficient Sig. (2-Tailed) N	647** 136
		1.000 136

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

The table demonstrates a 0.647 link between information sharing and organizational inventiveness. According to Spearman's correlation, the two variables of knowledge dissemination and organizational innovativeness have a very strong positive association. Spearman's rho: (0,647 The r-value displays the strength and direction of the link. Significant increases in value. The examined variable and the Spearman rank coefficient ($p = 0.647$) suggest a moderate connection. This means that since $= 0.647$, the null hypothesis can be rejected and the alternative hypothesis accepted. As a result, it can be said that information sharing and organizational innovation have a large, monotonic relationship. The p-value indicates whether to reject the null hypothesis if P is 0.01. If $P = 0.01$ (meaning the researcher can be 99% confident that the association between these two variables is not the result of an accident), the correlation is regarded as significant, even though $P > 0.01$ indicates that the correlation is not significant.

Discussions of Findings

According to the test results mentioned above, knowledge acquisition and organizational inventiveness are significantly correlated. After evaluating the strength of the association, the initial hypothesis according to which knowledge acquisition and organizational innovativeness have no discernible relationship is rejected. It was found that knowledge acquisition and organizational innovativeness had a strong positive association. The conclusion showed that a company can only be innovative if it can learn from both internal and external sources. This study further corroborated Darroch and McNaughton's (2016) point of view, which found a link between knowledge acquisition and the development of new products. However, the research hypothesis that was assessed revealed that there was a favorable correlation between organizational innovativeness and the dissemination of knowledge. Members of an organization must receive and impart knowledge that has been preserved, according to the study. Tsai (2016) also agrees with the study's findings. On the other hand, the research hypothesis that was examined suggested that there was a link between organizational innovation and the dissemination of knowledge. Members of an organization must receive and impart knowledge that has been preserved, according to the study. Tsai (2016) agrees with the conclusions of this investigation. Knowledge acquisition and organizational innovation are significantly correlated. The conclusions showed that businesses should access, gather, and acquire fresh ideas and information from a variety of outside sources, including their clients, suppliers, rivals, and business partners. As a result, there is a strong connection between organizational innovation and knowledge diffusion. The study found that businesses educate the public about their products through fliers and handbills.

Conclusion

The empirical link between knowledge management and organizational innovation was investigated in the study. Using the four research questions that reflect the characteristics of knowledge management from the hypothesis that was put to the test using the Spearman rank correlation coefficient, certain conclusions could be drawn. According to research by the following scholars—Darroch (2015), Alavi and Leidner (2016), Tsai (2016), and Datta (2017)—knowledge acquisition and dissemination are positively and significantly correlated with organizational innovation. According to the study's findings, an organization can only become competitive through innovation if it can successfully gather, organize, share, and put information

to use.

Recommendations

In order to make it easier to acquire knowledge from both internal and external sources, organizations should develop a variety of procedures. The public should be made aware of organizations' products using flyers and handbills. Additionally, managers should be adept at applying learned information and skills to create new and/or enhanced products, services, and business strategies.

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