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Knowledge Management and Organizational Performance of Pharmaceutical Manufacturing Firms n Anambra State, Nigeria

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ABSTRACT: The study examines the effect of knowledge management and organizational performance of pharmaceutical manufacturing firms in Anambra State, Nigeria. Three research question and three hypotheses guide the study. Relevant conceptual theoretical and empirical literature was reviewed. The study was anchored on knowledge-based view (KBV). The study adopted survey research design. This study was carried out in Anambra State, Nigeria. The population of the study comprised 1590 staff of the pharmaceutical manufacturing firms in Anambra State, Nigeria. The sample size of 310 was obtained using statistical formula devised by Borg and Gall. This study made use of primary source of data. The research instrument was questionnaire, which was subjected to face and content validity procedures. Data gathered was retested using Cronbach Alpha. The data collected were analyzed using both descriptive and inferential statistics. Descriptive statistics which included simple percentages and mean was used to answer the research questions while inferential statistics involving multiple regression was used to test all the hypotheses. The test was performed at 0.05 level of significance. The result shows that knowledge acquisition has a significant positive relationship with performance of family busines; there is a significant positive relationship between knowledge creation and performance of family business, and knowledge sharing has a significant positive relationship with performance of family business in Anambra State, Nigeria. The study concluded that there is a significant positive relationship between knowledge management and performance of family business in Anambra State, Nigeria. The study recommend among others, that Family business should embark on building a stronger knowledge creation and mentoring since it has been established that it contributes significantly to performance of family business.

Keywords: Knowledge Acquisition, Knowledge Creation, Knowledge Sharing, Performance

INTRODUCTION

Rapid change is nothing new, there is a new discovery every day, turbulent environment and the change is the only constant. Organizations should recognize the value of knowledge and experience of its individual employees, they should capture, organize and store knowledge within organization and make it available for others in the organization (Intezari & Gressel, 2017). Knowledge management deals with the process how to make the best use of the

knowledge in the organization. Knowledge is a liquid surrounded affair, values, relevant data and master knowledge that give a structure to assessing and fusing new aptitudes and data. It emanates from and applies to those of the ability to understand (Gronau, Thim, Ullrich, Vladova & Weber, 2016). Knowledge has been termed a vital resource of economy and possibly the single source of gaining competitive advantage (Intezari & Gressel, 2017). Today's business world embraces the economy of knowledge to improve their corporate performance. It is the responsibility of an organization to have knowledge management on how to improve both their internal and external competitiveness (Tseng & Lee, 2014).Knowledge management means the process of managing knowledge through a systematically and organizationally specified process(Wong, Tan, Lee& Wong 2015; Nwafor, Nwankwo, Okeke & Chendo, 2025). According to Botha, Kourie, and Snyman (2014), in its early stages knowledge management mainly focused on technical aspects and providing information technology business solutions and afterward it included social aspects such as the community, development of individuals and the environment in which the organization is subjected to. However, successful implementation of knowledge management practices can enable the organization gain competitive advantage through development of knowledge assets (Heisig, Suraj, Kianto & Faith, 2016).

It is evident that knowledge has little by little become the most critical aspect in production, subsequently to resources like labour, land and capital (Lee & Wong, 2015). Even though some ways of intellectual capability can be transferred, intrinsic knowledge cannot. As a result, the significant goal of management is to enhance the process involved in acquiring, integrating and using knowledge as it is exactly what pertains to knowledge management (Hasan, 2016). Knowledge management brought improvement and introduction of new innovations enabled many organizations to remain competitive and these organizations are able to realize the changes from resource economy pertaining control of land, labour and capital and to knowledge economy of business value creation by adequately using intangible knowledge. On the other hand, the key concern has been how to successfully achieve knowledge management (Hasan, 2016). Knowledge management is a key source of performancefor the organization as it enables organizations in acquiring skills and understanding through experimenting and process (Yiu & Law, 2014). The major concern, however, is, for effective implementation of knowledge management in organizations it is crucial for organizations to identify and understand the essential practices that will influence the success of knowledge management initiatives as these may have profound effects on the performance(Yiu & Law, 2014). These techniques are the main thrust in completing learning administration, they do not simply broad information in the organization by invigorating the formation of information, yet they likewise persuade the members of group to impart their insight and encounters to each other, enabling authoritative information to develop simultaneously and efficiently (Muthee, 2014; Adedeji & Ezeabasili, 2018; Ethel, 2022).

To stay competitive and to survive, there is a need to continuously modify strategies so as to achieve the needs of the business and this regards to the knowledge management growth for last few years (Pearlson, Saunders, & Galletta, 2016). Organizations need a different kind of knowledge strategy for different kind of performancesituations. According to Bishwas (2014), strategies regarding the management of crisis,

knowledge and performance of organization are dependent to each other but not independent. The best transformation from tacit knowledge to explicit knowledge enables that organization to use the knowledge in finding the solution and to utilize any new chance and support organizational performance(Bishwas, 2014). Based on this information on knowledge management and succession planning, this study seek to investigates the relationship between knowledge management and performanceof family business in Anambra State, Nigeria

Statement of Problem

Despite the benefits of training and development, family business owners have not committed funds into performance of family business. Furthermore, there is lack of employees' development in family business sector which deprive them the opportunity to acquire current knowledge that will positively enhance proper succession planning. In Nigeria, the family business have performed below expectation due to a combination of problems which ranges from factors such as poor infrastructure, low-sales, infrastructural decay, erratic power supply and frequent government policy inconsistencies among others which has led to the failure of the family business to achieve stated goals and objectives. As today economy becomes more knowledge-oriented, so does the need to effectively and efficiently apply the right knowledge management tools by the leadership to improve family business. However, one of the major factors that have affected family business of today was the inability to apply the right knowledge management tool such as knowledge acquisition, knowledge creation, knowledge conversion and knowledge sharing has lead to down fall of family businesses. Also, having knowledgeable employees does not guarantee continuous success and performance, the reason being that the success and performance of family business lies in the application of knowledge with the right tools and personals. Expertise of particular performance of family business are still depend on coincidence how they obtain information. Systematic approach to the acquisition of professional skills and learning new knowledge is missing. They lack knowledge in the area of managerial skills, experiences from working in teams; financial literacy has negative effects on employee which result to low level of business ethics, lack of experience of employees. Many managers of family business lack basic economical and legal knowledge to predict economic phenomenon, acquire process needed information and knowledge. Due to lack of knowledge acquisition, knowledge creation, knowledge conversion and knowledge sharing that hinders performance of family businesses in Anambra State. All these problems which hinder performance of family business have necessitated the investigation of the relationship between knowledge management and performance of family business in Anambra State, Nigeria.

Objectives of the Study

The general objective of this research will be to investigates the relationship between knowledge management and performance of family business in Anambra State, Nigeria. The specific objectives seek to:

1. Determine the relationship between knowledge acquisition and performance of family business in Anambra State, Nigeria
2. Examine the relationship between knowledge creation and performance of family business in Anambra State, Nigeria
3. Investigate the relationship between knowledge sharing and performance of family business in Anambra State, Nigeria

Hypotheses

Ho_1: Knowledge acquisition has no significant relationship with performance of family business in Anambra State, Nigeria

Ho_2: There is no significant relationship between knowledge creation and performance of family business in Anambra State, Nigeria

Ho_3: Knowledge sharing has no significant relationship with performance of family business in Anambra State, Nigeria

REVIEW OF RELATED LITERATURE

Conceptual Review

Knowledge Management

There are as many definitions for knowledge management as there are people who are working on this subject. Given below, are some of the most commonly used definitions: Knowledge management is to understand, focus on, and manage systematic, explicit, and deliberate knowledge building, renewal, and application that is, manage effective knowledge processes. Knowledge management (KM) refers to the process in which companies create and use their institutional and collective knowledge. Knowledge management deals with organising and controlling the operational processes in the knowledge value chain in the most efficient way. Knowledge management focuses on facilitating and managing knowledge related activities. Knowledge management is systematic, explicit and deliberate building, renewal and application of knowledge to maximise an enterprise's knowledge-related effectiveness and returns from its knowledge assets (Kemp et al, 2022). Knowledge sharing takes place at the beginning of the knowledge creation process, where tacit knowledge is shared among individuals through socialization. Typically this happens in a team with members from various backgrounds, and tacit knowledge can only be shared through shared experience. Apprenticeship is a common way of sharing knowledge (Nonaka & Takeuchi 2015; Okeke, 2025). Knowledge is "naturally" shared through any social activity, within numerous communities of practice. Ouitas et al (2017) knowledge management is to discover, develop, utilize, deliver and absorb knowledge inside and outside the organization through an appropriate management process to meet current and future needs Knowledge management is knowledge creation followed by interpretation, knowledge dissemination and use, and knowledge retention and refinement. Knowledge management is the process of critically managing knowledge to meet existing needs, to identify and exploit existing and acquired knowledge assets and to develop new opportunities.

Alan (2022) defined knowledge management as a process of managing firm's knowledge assets so as to create value and meet tactical and strategic requirements through the creation, sharing, and storage of knowledge. It has to do with the systematic process by which the firm gets value from its knowledge based assets. Thus, it can be seen as the management of behaviour which can raise the efficient use of knowledge and thereby the performance ability of the organization. Further, Uriarte (2018) expressed that knowledge management tools are hi-tech infrastructure consisting of computers, database, network applications which helps the organization to facilitate effective knowledge management. The tools for knowledge management are focused on assimilation, comprehension, and learning of the information by individuals who will then transform data and information into knowledge to enhance organizational performance (Stankosky, 2018). Knowledge management tools are used in the creation, organization and sharing knowledge in the organization from one employee to another. It

therefore, facilitates knowledge capturing, development, storage, transfer and application in the organization.

Knowledge Creation

Knowledge creation has to do with innovating, developing, inventing information and knowledge into that which is already existing to improve organizational performance. Ting (2017) described knowledge creation as developing newfangled knowledge or information or changing current content. Chen et al. (2015) opined that knowledge creation consists of new application of knowledge or substituting the present content contained in the tacit and explicit knowledge of the organization. Firms are obliged to look for fresh information and knowledge, outside and within the organizations. Knowledge creation could also be generating fresh and different ideas, the acknowledging earlier unnoticed patterns, synthesizing distinct disciplines, and developing new-fangled processes (Bhatt, 2021; Davenport and Prusak, 1998; Unukpo, Nwankwo, Chendo & Okeke, 2025).

Large and small organizations can create and acquire fresh knowledge through outsourcing or benchmarking replication (Abou-Zeid, 2022). This procedure creates fresh knowledge inside firm and can be transformed to fundamental achievement issue and incessant innovation (Bhatt, 2021; Gold and Malhotra, 2021). New generation of leaders according to Chirico (2018), need to generate fresh knowledge, which will help the competitiveness and performance of the organization throughout the transfer of ownership and leadership rights. As a result, knowledge creation process is of utmost importance to the succession process of every organization. Periodic review is highly necessary to preserve the knowledge and skills taught because human memory is deficient irrespective of the age or background of the learner.

Knowledge Sharing

Bartol and Srivastava (2022) assert that knowledge sharing has to do with sharing of pertinent facts, thoughts, proposals, and know-how with one another in an organization. It is a procedure where workers communally interchange their implicit (tacit) and unambiguous information to generate new-fangled knowledge (Sirje, 2022). King (2017) defined knowledge sharing as persons' knowledge, intuitions and experiences at work that are associated with the present tasks that individual does at work. Hooff and Ridder (2014) add that knowledge sharing entails 'donating' (telling others what your personal intellectual capital is) and 'collecting' (asking coworkers to share their intellectual capital with you) aspects of sharing. Knowledge sharing is a kind of communal dealing amid individuals because authentic knowledge-sharing is not people-based but individual-based (Riege, 2015; Chukwujekwu & Ezeabasili, 2019).

The main intention of effective knowledge-sharing according to Ling (2015) centers on organizations utmost critical needs. The needs include guaranteeing that the system is in agreement with strategy, making sure that organization build trust by emphasizing on essential qualities rather than values, adopting excellent practices, resolving customer's difficulties promptly, permitting subordinates to resolve the difficulties they come across without meddling by the top management, and introducing customer feedback as part of the process in the new product development (Ling, 2015; Eze, Nwakwo & Okeke, 2025).

Knowledge Acquisition

Mills and Smith (2021) stated that the term acquisition refers to an organizations capability to recognize, obtain and amass

knowledge, whether internal or external that is vital to its operation.

Pacharapha and Ractham (2022) define knowledge acquisition as the process of development and creation of insights, skills and relationships. Knowledge acquisition examples include conducting an external survey, acquiring a knowledge rich firm, sending employees to external training, hiring an employee, purchasing a data set, monitoring technological advances, purchasing a patented process, and gathering knowledge through competitive intelligence (Holsapple & Singh, 2021; Okeke & Ahaiwe, 2024) .

Performance of Family Business

Family business may be the oldest form of business organization. There can be classified as small, medium or large scale enterprises. Different definitions has been postulated by different researchers and scholars on family businesses. Mohd, Javeed and Aijaz (2023) defines family firms as organization where two or more extended family members influences the direction of the business through the exercise of kinship ties, management roles, or ownership rights. Family businesses are essentially people businesses and the backbone of the world economy because they generate wealth, offer jobs and can last for a longer period of time (Motwani, 2016).

Family business is a type of enterprise where members of the same family control the activities or work and actively participate in the management, and maintain a strong relationship between the family and the business country workforce (Nkam, Sena & Ndamsa, 2017). Family businesses are the engine of the most important economies worldwide given their contributions to generating wealth and creating employment. .Family businesses has been known to contribute greatly to the GDP of the country, provide employment and improve the standard of living of its citizens. Alwekaisi (2016) has highlighted some features of family businesses which are by birth; moral and financial support for family members; most of the family businesses are run by the professionals and some are given the family ownership rights in the form of dividends to avoid incompetency of any family member; some families have encouraged next generation members to consider the family business as a source of employment, but based on principles of meritocracy. The presence of the family members in the business is considered as added value and elongates the business life thus benefitting many future generations.

Theoretical Review

The theoretical which form the foundation and on which the will be anchored on Knowledge-Based View Theory developed by Kitchlew (2015). The knowledge-based view (KBV) of the firm thinks about learning as the most deliberately critical asset of a firm. Its advocates contend that since learning based assets are normally hard to mimic and socially perplexing, heterogeneous information bases and capacities among firms are the real determinants of maintained upper hand and prevalent performance of the corporate (Kitchlew, 2015). This learning is implanted and conveyed by different elements including hierarchical culture and personality, approaches, schedules, archives, frameworks, and the organizational workforce (Kitchlew, 2015).

Theorists believe that the knowledge-based view of the firm is the characteristic development of the asset based view on the grounds that the asset with the most supported upper hand is the most profitable, incomparable and fixed of all which is knowledge (Mitra, O'Regan & Sarpong, 2017). The core assumptions of this theory

are; firms apply knowledge to the generation of merchandise and administration, information is the most deliberately critical of a company's asset, knowledge is made and held by individual not organizations, and finally, firms exist since business sectors are unequipped for organizing the learning of the individual specialty. This is the part of administration within the organization. The comprehension of information as an asset makes the notional organization with the asset based view (Hughes, Powell, Chung and Mellahi, 2017). Another explanation behind the information based seem to be an expansion of the asset based view is the impression of associations to be heterogeneous substances containing learning(Mitra, O'Regan & Sarpong, 2017).

The knowledge-based view shows a relationship with knowledge management. As explained by Mitra, O'Regan, and Sarpong (2017) the reason for knowledge management is to catch an organization's aggregate aptitude and appropriate it wherever it can accomplish the greatest result. This is by the information based perspective of the firm which recommends that the wellspring of upper hand exists in the business. In this research, the knowledge-based view is used as a management concept which provides the firm with strategies for achieving performance of family business. It is the approach used to form the basis for the establishment of human capital involved in the basic and routine activities of the firm and further introduces the strategic asset which forms the basis of acquiring performance of family business. These strategic assets are difficult to imitate and socially complex of which knowledge can have these characteristics. In this regard, there is a need to manage this vital asset that is, knowledge of performance of family business (Hughes et al., 2017).

Empirical Review

Opeke and Oluremi (2020) examined the knowledge management strategies on profitability of selected deposit money banks in Nigeria. The study employed the survey research design. The population was 2,405 management staff of the selected deposit money banks in Nigeria. The sample size of 481 was determined using Krejcie and Morgan table. Multi-stage sampling was used to select the respondents. A validated questionnaire was used for data collection. The result revealed that knowledge management strategies had significant influence on the profitability ($Adj.R2 = 0.520$, $F(2, 429) = 234.452$, $p < 0.05$) in the selected deposit money banks in Nigeria. The study concludes that knowledge management strategies contributed to profitability of deposit money banks in Nigeria. The study recommends that person-to-person transfer of knowledge should be improved on. Finally, the Central Bank of Nigeria should formulate a policy to establish knowledge management in the deposit money banks.

Adeyemi, (2019) also conducted a study on knowledge management and its implications on organizational performance. The objective of the study was to determine the effect of knowledge management on organizational performance of selected pharmaceutical manufacturing firms in the South West, Nigeria. The employed a survey research design of which structured questionnaire was administered to the sample of 275 drawn from the population of the study. The data collected from the respondents were analyzed with Product Moment correlation coefficient in an attempt to determine the magnitude of the relationship between knowledge management and organizational performance. It was found that there is positive relationship between knowledge management and organizational performance and therefore concludes that

organizations that wish to survive in the changing business environment must exert considerable efforts in training its human capital for enhanced employee job performance. The study recommends that organizations should come up with workable plan as part of their policy in investing on knowledge management for enhanced job performance.

Zack, McKeen, and Singh, (2019) investigated of the organizational impact of knowledge management (KM).There examines the relationship between KM practices and performance outcomes. It was expected that a direct relationship between KM practices and organizational performance would be observed. It was also expected that organizational performance would mediate the relationship between KM practices and financial performance. These expectations were supported. KM practices showed a direct relationship with intermediate measures of organizational performance, and organizational performance showed a significant and direct relationship to financial performance. There was no significant relationship found between KM practices and financial performance. KM practices were found to be directly related to organizational performance which, in turn, was directly related to financial performance. There was no direct relationship found between KM practices and financial performance. A different set of KM practices was associated with each value discipline (i.e. customer intimacy, product development and operational excellence). A gap exists between the KM practices that firms believe to be important and those that were directly related to organizational performance.The majority of the research constructs were formative, thus improving the measurement of KM practices will prove vital for validating and extending these findings. The findings were based solely on organizations from North America and Australia and may not reflect KM practices in other geographic, economic or cultural settings.

Maran, (2019) studied Knowledge management and its Impact on Firm Performance: Evidence from Developmental Economics, opined that human capital is getting wider attention with increasing globalization and also the saturation of the job market due to the recent downturn in the various economies of the world. Developed and developing countries put emphases on a more knowledge management towards accelerating the economic growth by devoting necessary time and efforts. The research adopted survey research design. They posited knowledge management is one of the fundamental solutions to enter the international arena. Specifically, firms must invest necessary resources in developing human capital which tend to have a great impact on performance. Their work examines the extent to which human capitals have direct impacts on firm performance from various critical perspectives. Firm performance is viewed in terms of financial and non-financial performance. Finally, their work develops a model that explains the relationship between human capital and firm performance.

Umezuruike, (2019) examined the effect of knowledge management on sustainability and growth, on selected banks: First Bank Nigeria PLC., Union Bank Nigeria Plc., and Zenith Bank Nigeria PLC., in Anambra Metropolis. Questionnaire was distributed to the banks staff and oral interview was employed. The Yaro Yamani technique and simple statistic table was used to analyze the response of the bankers on the effect of knowledge management on sustainability and growth. Out of 153, ranging from Junior to management staff, that returned their questionnaire, 96:1% said training and

retraining of staff is the backbone of sustainability and growth in the manufacturing sub- sector.

Olufemi (2019) conducted a study on knowledge management practices and organizational effectiveness: A focus on the contemporary Nigerian manufacturing Industry. The main purpose of the study was to gain a better understanding of the theoretical and empirical relationship between Knowledge management (HCD) practices and some dimension of organizational effectiveness of Nigerian Banks particularly after the manufacturing sector reforms of Responses from survey were analyzed using descriptive statistics and Pearson product movement correlation. The study found that involvement in HCD practices are found to correlate positively with organizational effectiveness.

Chijioke, (2018) examined the effect of knowledge management on organizational performance specifically the study aimed to pursue the following objectives to determine the relationship between knowledge management and organizational performance; to evaluate the importance of training and development in the Nigerian manufacturing sector; to ascertain the impact of motivation on employees level of commitment in knowledge sharing and to evaluate how E-learning tools affect knowledge sharing in Nigerian manufacturing sector. The study had a population of 948 employees drawn from three pharmaceutical manufacturing firms in Anambra State . The sample size of 284 was drawn using Taro Yamane formular at 5% error of tolerance and 95% level of confidence. Instrument used for data collection was the questionnaire. A total of 284 questionnaires were distributed while 246 were returned. A descriptive survey research design was adopted for the study. Four hypotheses were tested using Pearson statistical package for social sciences. The findings indicates that knowledge management had positive impact on performance organization; training and development affected employee performance positively; employee motivation has positive impact on the ability to share knowledge, and E-learning tools affect knowledge sharing positively in Nigerian manufacturing industry. The study conclude that organizations needs to improve existing skills and acquire new ones via knowledge management so as to have competitive advantages over organizations that do not practice knowledge management. The study recommends that Nigerian managers should fashioned out ways of implementing knowledge management that is most suitable for the organizations in order to enhance performance taking into consideration the nature of the organization and culture of the community where the organization is located and the prevailing situations facing the organization at a time.

Alaneme, (2017) examined the effect of knowledge management capabilities on competitive advantage of the food, beverage and tobacco (FOBTOB) firms in Nigeria. To achieve the objectives of this study, a survey research design was employed, with a structured and self-reporting questionnaire as tool for data collection. Multi-stage sampling technique was used in the determination of three hundred and sixty (360) sample respondents, from a population of one thousand, seven hundred and eighteen (1,718) management staff of the FOBTOB firms under study. Two hundred and thirty four (234) copies of the questionnaire were returned and found usable, hence, formed the actual sample size for this study. Data obtained were analyzed using tables, frequencies and percentages for descriptive, while t-test, simple and multiple regressions, and Pearson Product moment correlation analyses were used as inferential statistics for

testing of hypotheses. The findings of this study show that knowledge management infrastructure capabilities positively and significantly affect competitive advantage having an R2 of .477, F= 34.437, and $p<0.05$; and more influence from leadership support and human resource. Similarly, knowledge management process capabilities also positively and significantly affect competitive advantage with R2 = .299; F=24.397; $p<0.05$ while more effect was seen from protection and application. A strong relationship exists between KMIC & KMPC with an R =.739; $p<0.01$. Both KMIC and KMPC significantly influence CA with R2 =.246; F=37.646; $p<0.05$, though KMPC had more effect on CA. Additionally, structure, knowledge protection and acquisition are found to affect innovation the most, while culture, knowledge application and protection processes are very crucial to predicting market share. It is recommended that firms should give more attention to the infrastructure and process capabilities significantly and directly affecting competitive advantage and its sub-variables, while not neglecting the insignificant ones as they all combine to achieve the desired outcome.

METHODOLOGY

This study adopted survey design. Survey research design was used as it had merits such a researcher having no control over the variables and only reported what was happening. Survey research design was found appropriate because it involved collecting data in order to answer pertinent questions concerning the current status of subjects under study. The research design provides facts and suggestions on major connections between the variables.This study was carried out in Anambra State. Anambra is a state in southeastern part of Nigeria. Anambra is a state with a rich culture. Its' known for its great myths, giant strides, creative, hardworking and innovative people.With respect to this research work, the researcher made use of primary sources of data. The primary sources of data include the questionnaire. The population of study was made up of all the family businesses in Anambra State. The population of this study is not known and therefore it is an infinite population. Since the population was unknown, as such the sample size of the study was determined with the aid of Topman's non-parametric sample size determination formula, to obtain a sample of 368. The questionnaire was be subjected to content and face validity. Test-re-test method and Cronbach Alpa value was used to determine the reliability of the instrument. Simple percentage was used to answer research questions, while Pearson Product Moment Correlation was used in testing the hypotheses.

Decision Rule: Probability value (P-value) measures the individual significant level of the individual independent variables. A P-value that is less than 0.05 (P-value < 0.05) level of significance.

DATA PRESENTATION AND ANALYSIS

A total of three hundred and sixty eight (368, 100%) copies of questionnaire were distributed to the respondents. Out of the three hundred and sixty eight (368), three hundred and twenty seven (327, 100%) was properly filled and found relevant to the study. Therefore, the analysis in this section was based on the three hundred and twenty seven (327) relevant copies

Research Question One: What is relationship between knowledge acquisition and performance of family business in Anambra State,

Table 4.3.1: Respondents view on whether the organization rewards employees to encourage creativity

	Frequency	Percent
Strongly Disagree	18	5.5
Disagree	68	20.8
Agree	120	36.7
Strongly Agree	121	37.0
Total	327	100.0

Source: Field Survey, 2025

Table 1 above indicates that 37% of the respondents strongly agreed that there is a relationship between knowledge acquisition and performance of family business in Anambra State, 36.7% of the respondents agreed, 20.8% of the respondents disagreed while the remaining 5.5% of the respondents strongly disagreed.

Research Question Two: To what degree does knowledge creation relate with permanence of family businesses in Anambra State, Nigeria?

Table 2: Respondents view on relationship between knowledge creation and performance of family businesses

	Frequency	Percent
Strongly Disagree	29	8.9
Disagree	65	19.9
Agree	165	50.4
Strongly Agree	68	20.8
Total	327	100.0

Source: Field Survey, 2025

Table 2 above shows that 68 respondents representing 20.8% strongly agreed that nowledge creation relate with permanence of family businesses in Anambra State, 50.4% of the respondents agreed, 19.9% of the respondents disagreed while the remaining 8.9% strongly disagreed.

Research Question Three: how does knowledge sharing relate with performance of family businesses of family businesses in Anambra State, Nigeria?

Table 3: Respondents view on the relationship between knowledge sharing rand performance of family businesses

	Frequency	Percent
Strongly Disagree	38	11.6
Disagree	55	16.8
Agree	133	40.7
Strongly Disagree	101	30.9
Total	327	100.0

Source: Field Survey, 2024

knowledge sharing relate with performance of family businesses of family businesses in Anambra State, 40.7% of the respondents agreed, 16.8% of the respondents disagreed while the remaining 11.6% of the respondents strongly disagreed.

Test of Hypotheses

Hypotheses One

H_0: Knowledge acquisition has no significant positive relationship with performance of family business of family business in Anambra State, Nigeria

Table 4: Result of Pearson product-moment correlation analysis between knowledge acquisition and performance of family businesses

Correlations

		Knowledge Acquisition	performance of family business
Knowledge Acquisition	Pearson Correlation	1	.869**
	Sig. (2-tailed)		.000
	N	327	327
Performance of Family Business	Pearson Correlation	.869**	1
	Sig. (2-tailed)	.000	
	N	327	327

****. Correlation is significant at the 0.05 level (2-tailed).**

Source: Field Survey, 2025

Table 4 presents result of Pearson Product Moment Correlation (PPMC) test on the relationship between knowledge acquisition and performance of family business. The correlation table revealed that there is a strong and significant positive relationship between knowledge acquisition and performance of family business in Anambra State, Nigeria ($r = 0.869$, $p=000<0.05$). This implies that knowledge acquisition helps to increase performance of family business of family businesses. Therefore, the finding indicates that there is a significant positive relationship between knowledge acquisition and performance of family business. Based on this result, the null hypothesis one (H_0) which

states that knowledge acquisition has no significant positive relationship with performance of family business of family business in Anambra State, Nigeria is hereby rejected.

Hypotheses Two

H_0: There is no significant positive relationship between knowledge creation and performance of family business in Anambra State, Nigeria

Table 5: Result of Pearson product-moment correlation analysis on knowledge creation and performance of family business

		Knowledge Creation	Mentoring
Knowledge Creation	Pearson Correlation	1	.890**
	Sig. (2-tailed)		.000
	N	327	327
Performance of Family Business	Pearson Correlation	.890**	1
	Sig. (2-tailed)	.000	
	N	327	327

****. Correlation is significant at the 0.05 level (2-tailed).**
Source: Field Survey, 2024

The correlation in Table 5 shows the significant relationship between knowledge creation and performance of family business. The Pearson's product moment correlation coefficient values reveal a strong positive and significant correlation between knowledge creation and performance of family business ($r = .890$, at $p .000<0.05$). This implies that an increase in knowledge creation will increase mentoring performance of family business hypothesis two (H_0) which states that there is no significant relationship between knowledge creation and performance of family business of family businesses in Anambra State, Nigeria was rejected.

Hypotheses Three

H_0: Knowledge sharing has no significant positive relationship with performance of family business in Anambra State, Nigeria

Table 6: Result of Pearson product-moment correlation analysis between knowledge sharing and performance

		Knowledge Sharing	Performance of Family Business
Knowledge Sharing	Pearson Correlation	**Performance of Family Business**	.783**
	Sig. (2-tailed)		.000
	N	327	327
Performance of Family Business	Pearson Correlation	.783 **	1
	Sig. (2-tailed)	.000	

N	327	327

****. Correlation is significant at the 0.05 level (2-tailed).**
Source: Field Survey, 2024

The correlation in Table 6 shows that there is a significant relationship between Knowledge sharing and performance. The Pearson's product moment correlation coefficient values reveal a strong positive and significant correlation between knowledge sharing and performance ($r = 0.783$, $p.000<0.05$). This implies that an increase in knowledge sharing will increase performance of family businesses. Based on the findings, the study therefore rejects the null hypothesis three (H_0) which states that knowledge sharing has no significant positive relationship with performance of family businesses in Anambra State, Nigeria.

Summary of Finding

This work investigates the relationship between knowledge management and performance of family business in Anambra State, Nigeria. The data generated were analyzed and the result showed that:

1. Knowledge acquisition has a significant positive relationship with performance of family business of family business in Anambra State, Nigeria. ($r = 0.869$, $p=000<0.05$).
2. There is a significant positive relationship between knowledge creation and performance of family business in Anambra State, Nigeria. $P(r = .890, p .000<0.05)$.
3. Knowledge sharing has a significant positive relationship with performance of family business in Anambra State, Nigeria($r = 0.783$, $p.000<0.05$).

CONCLUSION

The data generated were analyzed and the evident showed knowledge acquisition has a significant positive relationship with performance of family business of family business; there is a significant positive relationship between knowledge creation and mentoring of family business and knowledge sharing has a significant positive relationship with performance of family business in Anambra State, Nigeria. Based on those result, the study concluded that there is a significant positive relationship between knowledge management and performance of family business in Anambra State, Nigeria. Based on the findings and conclusions the study recommended that:

1. Family business in this era should promote knowledge acquisition through training and development to improve performance of family business
2. Family business should embark on building a stronger knowledge creation and mentoring since it has been established that it contributes significantly to performance of family business
3. Family business should emphasize knowledge sharing in other to co-ordinate and enhance relationship with performance of family business

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