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### Assessment of Business Administration and Knowledge Management Practice in Nigeria: Professional Relevance and Institutional Contributions

**Prof. Monday Anyairo, PhD**

World Innovators University (WIU), Columbia, MD, United States of America

ORCID ID: <https://orcid.org/0009-0001-3793-6430>

Email: [monday.anyairo@wiuglobal.com](mailto:monday.anyairo@wiuglobal.com)

**Prof. Obinna C. Iwueke, PhD**

World Innovators University (WIU), Columbia, MD, United States of America

Federal Polytechnic, Nekede, Owerri, Imo State, Nigeria.

ORCID ID: <https://orcid.org/0009-0008-9979-7561>

Email: [ciwueke@fpno.edu.ng](mailto:ciwueke@fpno.edu.ng)

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#### **Abstract**

*The discipline of Business Administration along with Knowledge Management (KM) has gained enormous significance in the modern knowledge-intensive economies because of its impact on organizational performance, innovation, sustainability and competitiveness of institutional organization. Globalization, technological shift, economic turbulence, and digitalisation have further highlighted the demand for well-trained administrative and knowledge management specialists to enhance organizational efficiency and strategic agility in Nigeria. This research investigated the relevance, practice and professionalization of Business Administration and Knowledge Management in Nigeria, and the role of emerging professional bodies in Nigeria like Institute of Business Administration and Knowledge Management (IBAKM) and Chartered Institute of Business Administration and Knowledge Management (CIBAKM). The study used a qualitative approach based on descriptive, desk-based research with secondary data from journal articles, institutional publications, professional reports, conference proceedings and verified and available online databases. Content and thematic analysis were used for analyzing data. The findings showed that Knowledge Management improves the innovation capability, organizational productivity, administrative effectiveness and sustainability of Nigerian organizations. The study also confirmed that IBAKM and CIBAKM are playing a role in the competency development, ethical regulation, standardization of certification and shape of professional identity in the sector. The implementation of effective professionalization and KM remains however, stymied by major challenges such as weak regulatory frameworks, inadequate technological infrastructure, fragmented professional standards, poor culture of knowledge sharing and lack of institutional support. The study found that developing the institutional structure, establishing digital infrastructure, regulating profession and continuous professional*

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*development of Business Administration and Knowledge Management practice would enhance its effectiveness and competitiveness in Nigeria at global level.*

**Keywords:** *Business Administration, Knowledge Management, Professionalization, Institutional Development, Nigeria, Organizational Performance, Professional Bodies.*

### 1. Introduction

The current global economy has taken a new turn from production systems to knowledge-based systems in which competitiveness of an organization is heavily reliant upon the capacity to create, control, and utilize knowledge. As such, Business Administration and Knowledge Management (KM) have become crucial disciplines impacting the performance of organizations, innovation, sustainability and institutional resilience. Business Administration is no longer a mere management coordination but has expanded into a more general field of study that focuses on strategic leadership, digital governance, organizational learning and innovation management. In the context of volatile business environments, Karneli (2023) found that firms must have adaptive leadership structures to effectively confront the changes in institutional structures, and Tsai (2011) concluded that an organization's culture and leadership systems are major factors affecting institutional productivity and effectiveness. As organizations grow more complex, become more global, advance technologically and more concerned about sustainability, the demand for skilled administrative and knowledge management professionals who can coordinate organizational resources and intellectual capital for a highly competitive environment has grown.

In addition, the knowledge economy has further changed and impacted how KM is relevant in contemporary organizations. Alavi and Leidner (2001) defined KM as an organized process in which organization's knowledge is created, stored, shared, transferred and utilised for better decision making and institutional effectiveness. Likewise Baskerville and Dulipovici (2006) argued that organisations have the ability to attain sustainable competitive advantage when intellectual capital is effectively coordinated and applied. In today's businesses, KM systems are becoming a part of organizations to support innovation, organizational learning, organizational adaptability and sustainability. The importance of strategic knowledge management in achieving organizational competitiveness and sustaining growth was noted by Ferreira et al. (2020) and by Cristache et al. (2025), who found that better KM systems can enhance innovation capability and organizational performance. In addition, the recent introduction of AI, blockchain, and digital technologies has broadened the reach of KM throughout the world. From the standpoint of organizational management systems, Sekaki et al. (2025) noted that AI is becoming a more prominent force in the field of organizational management systems, where predictive analytics and intelligent information processing is beginning to play a role in enhancing organizational systems.

A number of factors have highlighted the importance of Business Administration and KM in Nigeria, including economic turbulence, institutional changes, pressures of globalization, and digital transformation efforts in the country. Today, innovation systems, organizational learning and strategic information management are key enablers of competitiveness and operational

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efficiency in many organizations. Shahzad et al. (2020) stated that KM plays a significant role in improving sustainable performance of an organization by adopting green innovation and Chopra et al. (2021) revealed that KM is one of the important factors for the sustainable transformation of businesses and organizational resilience. Evidence shows that KM practices are gaining importance in Nigeria. In Lagos State, Akintaro and Ibrahim (2025) determined that KM practices had significant impacts on the competitive advantage of IT firms, and in Nnewi, manufacturing firms found that KM had a positive impact on innovation performance (Sende et al., 2024). Likewise, Adiele and Gbekee-Kalagbor (2025) noted that KM practices have a significant effect on the effectiveness of the institutions in public universities of Rivers State. The findings all suggest that the effective use of knowledge systems is becoming a vital part of the innovation capability, productivity and competitiveness of Nigerian organizations.

Although the field of Business Administration and KM is gaining importance in Nigeria, there are a number of institutional and professional problems that hinder practice and professionalization. A major concern is the lack of institutional control, weak policy coordination, and lack of professional structures and systems of certification. There are still issues concerning competency standardization, professional identity formation, institutional legitimacy, and ethical regulation in Business Administration and KM, unlike in other professions like accounting, engineering, and medicine. Ike et al. (2019) noted that infrastructural limitations, a lack of technological support and a lack of training were the major challenges that hinder the effective utilization of KM in tertiary institutions in Nigeria. Likewise, Akosile and Olatokun (2020) reported that the culture of collaboration is weak, and institutional trust is low, which significantly affects knowledge sharing among academics in Nigeria. The combination of these deficiencies leads to inefficiency in organizations, low level of innovation capacity, inadequate administrative system and lack of institutional competitiveness in some organizations in Nigeria.

As the demand for professionalism and institutional coordination has increased, there have been emergence of professional bodies like Institute of Business Administration and Knowledge Management (IBAKM), and Chartered Institute of Business Administration and Knowledge Management (CIBAKM). Kassaneh et al. (2021) stated that professional education systems and institutional structures are crucial to the development of sustainable KM practices, and Konno and Schillaci (2021) claimed that systems for developing intellectual capital and knowledge are fundamental for the growth of institutions in knowledge-based societies. Although IBAKM and CIBAKM have been established, there is not a lot of academic literature that considers their institutional contributions, professional relevance and regulatory influence in Nigeria. The current research has concentrated on the performance and innovative implications of the organization, and not so much on professionalism and institutional development. Therefore, this study focussed on the relevance, practice and professionalization of Business Administration and Knowledge Management in Nigeria with emphasis on the institutional contribution of IBAKM and CIBAKM towards the professionalization and sustainable growth of organizations.

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This study aims to generally evaluate the practice of Business Administration and Knowledge Management in Nigeria with particular focus on the relevance in the profession and contribution of the institutions. The particular goals are to:

- a) Explain the importance of Business Administration and Knowledge Management in Nigeria;
- b) Evaluate the present status of Knowledge Management practice by the organizations in Nigeria;
- c) Assess the role of IBAKM and CIBAKM in the professional development of Nigeria; and
- d) Highlight the problems encountered in Business Administration and Knowledge Management practice in Nigeria; and
- e) Recommend ways to enhance the professionalization and institutional strengths in the sector.

## 2. Literature Review

### 2.1 Conceptual Review

Business Administration, a classical managerial discipline, has shifted from the traditional focus of planning, organizing, directing and controlling the resources of the organization, to strategic areas that focus on innovation, sustainability, digital transformation and the adaptability of the organization. The importance of leadership behavior, organizational culture and administrative systems in organizational efficiency was pointed out by Tsai (2011) and adaptive leadership structure in the fast-changing business environment was elaborated by Karneli (2023). The actualization of Contemporary Business Administration thus goes beyond the operational coordination to the issue of strategic governance, technological integration, organizational resilience, and innovation management. The relevance of Business Administration has also been multiplied in Nigeria by economic reforms, globalization, the development of entrepreneurship and the process of digital transformation which sees the need for organizations to have professionals who can effectively interface with their resources and coordinate strategic decisions at their disposal.

The systematic generation, collection, dissemination, transfer, storage and application of organizational knowledge for better performance and innovation is called Knowledge management (KM). Alavi and Leidner (2001) defined KM as a process of knowledge creation and sharing, whereas Lee and Choi (2003) defined it as a multi dimensional system which is impacted by leadership, organizational culture, technology and collaboration. In the modern organizations, knowledge is considered as one of the strategic assets which can be used to gain competitive advantages if they are used properly (Baskerville & Dulipovici 2006). Artificial Intelligence, blockchain technologies, predictive analytics and digital information systems are also a number of technological developments that have redefined KM systems. Sekaki et al. (2025) pointed out that AI has greatly advanced organizational intelligence and decision-making, while Hu et al. (2024) established that blockchain systems have promoted the resilience of the supply chain by providing transparency over knowledge and collaborative information systems. Professionalisation is the process of creating formal standards and codes of conduct, system of certification, institutional structures and competency frameworks for an occupation to be recognised as a profession. The two are intricately connected with professionalization,

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institutional legitimacy and quality assurance. Ferreira et al. (2020) argued that professional systems play a major role in the effectiveness of any organization, in that sense, they also develop measures to coordinate strategic actions and to ensure continuous professional training. Professionalism has grown significantly in importance in the context of Business Administration and Knowledge Management, since the emergence of competent professionals is needed to handle digital systems, organization learning, strategic innovation and institution management. Business Administration and Knowledge Management, however, are less developed in Nigeria than other occupations like accounting, engineering and law, in terms of its standardized certification systems, structures of regulation and institutional recognition. The creation of such organizations like Institute of Business Administration and Knowledge Management (IBAKM) and Chartered Institute of Business Administration and Knowledge Management (CIBAKM) therefore is an important step towards building professional identity, professional ethics and development of competencies, and building credibility of institutions in the sector.

Other words have entered into the modern management lexicon, such as organization sustainability and the knowledge economy. Organizational sustainability can be defined as the ability of an organization to operate effectively in the long-term, while being environmentally responsible, economically viable and relevant. Chopra et al. (2021) asserted that KM is significant in the transformation of sustainable business with the elements of innovation, adaptability and organisational learning. Likewise, Shahzad et al. (2021) found that KM systems and sustainable development practices make a positive impact on green innovation and on the competitiveness in the long run. The knowledge economy highlights the added value of Business Administration and KM, as it is becoming more evident that knowledge, technological innovation, information systems and human capabilities are becoming working assets to the economy, in addition to physical assets. Tiwari (2022) highlighted that the use of digital technologies and new innovations have contributed to make KM more relevant in the modern economies. As in Nigeria, the slow progress of the fintech revolution, digital entrepreneurship and technology innovation suggests a transition toward a knowledge economy, yet while the paths forward are clear, there remain a number of infrastructural and technological constraints.

### 2.2 Theoretical Framework

The Knowledge Based View (KBV) Theory and Human Capital Theory are the bases of this study. The Knowledge Based View Theory took off from the Resource Based View and focuses on the significance of knowledge as the key strategic asset in organizations. The theory posits that the competitiveness and sustainability of the organisation largely rely on the effective production, management and utilization of knowledge. Alavi and Leidner (2001) also suggested that organizational knowledge is a valuable resource which can enhance innovation, strategic decision making and operations performance; Baskerville and Dulipovici (2006) further believed that the effective coordination and use of intellectual capital can be one of the factors that can give an organization a competitive advantage. The KBV theory is very pertinent to this study since it helps to explain why Business Administration and Knowledge Management have

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become vital to today's organizations in a technologically changing and highly competitive environment.

Human Capital Theory has highlighted the role of education, professional training, competencies and development of skills in order to increase productivity and the effectiveness of institutions. This theory claims that investment in human information and professional capabilities brings about a substantial improvement in organization performance and economical growth. In a changing Nigeria's economy, companies are looking for employees who have the skills that are essential in digital administration, in innovation systems and in knowledge sharing. The theory thus offers analytical basis for the development of the professional institutions like IBAKM and CIBAKM as they play a part in competency development, standardisation of certificates, continuous professional development and ethical regulation. The linkage of KBV and Human Capital Theory gives a good analytical background for the relevance, professionalization and institutional input of Business Administration and Knowledge Management in Nigeria.

### 2.3 Empirical Review

Empirical research has been conducted on Knowledge Management and there are consistent findings of strong links between Knowledge Management and organizational performance, organizational innovation, sustainability and organizational effectiveness. The study by Cristache et al. (2025) revealed that good KM systems help increase innovation capability and the productivity of an organisation. Abubakar et al. (2025) concluded that effective KM systems can greatly enhance the innovation capability of an organization and its productivity. A study by (2019) has proved the positive relation between KM and decision making and operational performance.

In Nigeria, Akintaro and Ibrahim (2025) reported that KM in IT firms is significant to the competitive advantage of an organization in Lagos State; and Badaru et al. (2025) reported that KM is significantly contributing to the sustainability and growth of organizations in insurance industry in Nigeria. The results suggest that organisations that manage to successfully embed knowledge systems into their operational systems are more likely to develop competitively resilient and growth through innovation.

A number of studies on KM and innovation also show that the organizational learning and knowledge sharing mechanisms have a significant impact on creativity and institutional adaptability. The findings from Shahzad et al. (2020) indicated that KM processes have a positive influence on sustainable organizational performance through green innovation, and Sende et al. (2024) revealed that KM has significant impact on innovation performance in manufacturing companies in Nigeria. Similarly, Idrees et al. (2023) noted that KM has very important roles in the process of product development and organization creativity. Most empirical research, however, focuses primarily on innovation and performance measures without spending much attention on the professionalization, institutional governance and regulatory systems in the practice of Business Administration and Knowledge Management.

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The studies on professionalisation and institutionalisation in the development of the profession are still very limited, especially in Nigeria. Ferreira et al. (2020) noted that professional systems help to make institutions flexible and effective in their working processes, given that they continue to educate and coordinate strategically, and Kassaneh et al. (2021) suggested that the professional education systems support sustainable KM practices. However, there is limited research in Nigeria that focuses specifically on the competency development, standardisation of certification, ethical regulation and professional governance of emerging professional bodies like IBAKM and CIBAKM. Likewise, research into sustainability and administrative efficiency shows that KM can massively enhance the coordination and communication within an organization and its ability to withstand shocks. Adiele and Kalagbor (2025) have shown that the application of KM has great influence on institutional effectiveness in public universities in Rivers State, while Alikornwo and Adiele (2025) revealed positive relationship between KM and administrative innovation in tertiary institutions of learning. In spite of these results, the literature is still mostly preoccupied with operational effectiveness, overlooking other aspects of institutional legitimacy, professional identity development and regulatory development.

### 2.4 Gap in Literature

There has been a lot of literature on the existence of a relationship between Knowledge Management (KM) and organizational outcomes like innovation, sustainability, competitiveness and administrative efficiency. But there are big gaps still to be filled. Studies in most parts of the world are mainly concerned with organizational performance, and are less concerned with the institutional development, institutional legitimacy and regulation of Business Administration and KM practice. While there are studies that have looked at the implementation of KM at a national level in Nigeria, there are not many that have critically looked at the issue of professional governance, competency building, accreditation process and institutional participation in KM in Nigeria. In addition, there is limited existing literature on IBAKM and CIBAKM. This study contributes to these gaps by bringing together the two professional fields - Business Administration and KM - as a single field in the context of Nigeria.

### 3. Methodology

The design of the study was qualitative and desk-based research, which focused on Business Administration and Knowledge Management practice in Nigeria and the contributions of the institution and its relevance from the perspective of professionals. The qualitative approach was deemed suitable because it was not intended to measure the results of the study but to evaluate the conceptual aspects, institutional issues, professionalization and interpretation of the policies. Qualitative research offers more depth to the realities of institutions, the professional structures, and new organizational trends. Likewise, desk-based research facilitated the systematic review and synthesis of existing scholarly literature, institutional documents, professional report and policy materials needed to achieve the study purpose. Ferreira et al. (2020) argued that the interpretive analysis and conceptual analysis are vital to the understanding of strategic Knowledge Management systems and organizational transformation, and Baskerville and Dulipovici (2006) stated that Knowledge Management systems need interpretive approaches that

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can capture institutional dynamics and professional realities. Therefore, the design allowed for critical analysis of problems regarding competency building, institutional legitimacy and regulatory framework related to new professional institutions like Institute of Business Administration and Knowledge Management (IBAKM) and Chartered Institute of Business Administration and Knowledge Management (CIBAKM).

In addition, the study was conducted entirely on secondary data, as the study focused on conceptual evaluation and the evaluation of institutions but not field investigation. Peer-reviewed journal articles, institutional publications, professional reports, conference proceedings and verified online databases were the major data sources. The theoretical and empirical underpinning for the study came from scholarly publications on Knowledge Management, organizational sustainability, innovation management, professionalization and institutional effectiveness. It is noteworthy that some contemporary researches like Cristache et al 2025, Shahzad et al 2020, Akintaro and Ibrahim 2025, and Adiele and Gbekee-Kalagbor 2025, were also important in the study of organizational performance, innovation systems and institutional effectiveness in the context of Nigeria. At the same time, IBAKM and CIBAKM institutions' publications offered information on competency frameworks, certification systems, ethical standards and professional development programs. Additionally, verified online databases such as Google Scholar, Research Gate and repositories that are indexed in Scopus were also used to guarantee the credibility, authenticity and reliability of the materials selected.

Content analysis and thematic analysis were selected as the methods of data analysis as they are successful qualitative interpretive techniques used in the interpretation of scholarly and institutional materials. Content analysis was used to examine the textual materials to identify conceptual relationships, institutional patterns, recurring arguments, thematic trends and conceptual pattern in Business Administration and Knowledge Management practice in Nigeria. The qualitative analytical techniques are found to be very useful in understanding the complicated organizational systems as they enable conceptual integration and contextual interpretation, according to Alavi and Leidner (2001). Likewise, thematic analysis facilitated the arrangement of results into the major themes from the results, including Knowledge Management and organizational performance, innovation, sustainability, professionalization, administrative effectiveness, and institutional development. Based on careful reading, comparing and interpreting texts, the study revealed that there are several areas of deficiency, specifically on Professional governance, Institution legitimacy, and role of emerging Professional organizations like IBAKM and CIBAKM). As such, the two-pronged approach of content and thematic analysis gave a comprehensive analysis of the contemporary developments and professional realities of the practice of Business Administration and Knowledge Management in Nigeria.

## 4. Discussion and Analysis

### 4.1 The importance of Business Administration and Knowledge Management in Nigeria

Results show that in the current globalized economy and organizational setting, with the advent of technology and digitalization and improved reliance on knowledge-based system, Business

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Administration and Knowledge Management (KM) are gaining relevance. Innovation, organizational learning, strategic information management and intellectual capital are becoming key factors for the organizations to ensure competitiveness and operational efficiency. Cristacheet al (2025) found that organizations that perform the KM well, are more innovative and competitive, while Abubakar et al (2019) concluded that KM has a positive effect on the organizational decision-making and productivity.

Also, Akintaro and Ibrahim (2025) and Sende et al. (2024) found that KM practices positively impact competitiveness and the performance of innovation in various sectors within Nigeria. The results therefore indicate that the successful implementation of Business Administration and KM systems is pivotal in the sustainability of any organization, in order to be efficient in administration and for Nigeria's economic development.

### **4.2 Current State of Knowledge Management Practice in Nigerian Organizations**

The results show that the practice of KM in the Nigerian organizations is still a product of some steps in the process of evolution and yet some structural problems are still present. While there is a growing awareness of the strategic value of knowledge systems and increasing use of digital technologies, collaborative platforms and organisational learning systems, there is still a lack of institutionalisation of KM implementation. Some of the infrastructural problems identified by Ike et al (2019) are inadequate managerial support, lack of training and infrastructural problems, inadequate collaborative culture and lack of trust within the organization by Akosile and Olatokun (2020) impede the knowledge sharing process. However, the research conducted by Badaru et al. (2025) and Ifechukwu-Jacobs and Onyeabo (2025) have shown that awareness of the need for KM to enhance organisational growth and sustainability is growing. These findings suggest that despite the growing recognition of the benefits of KM by Nigerian organisations, some wider issues concerning digital infrastructure, policy inconsistencies and organisational culture remain to hinder the effective institutionalisation of KM.

### **4.3 Institutional Contributions of IBAKM and CIBAKM**

The results show that the launch of the Institute of Business Administration and Knowledge Management (IBAKM) and the Chartered Institute of Business Administration and Knowledge Management (CIBAKM) was a great move towards professionalizing the business and knowledge management sector in Nigeria. They play a role in promoting professional identity, competency development, ethical regulation, standardization of certification and continuous professional education through workshops, conferences, and training. They also advocate for their profession, promote institutional awareness and develop their workforces in Business Administration and KM practice. The results also reveal that their institutional power is still limited due to low policy integration, lack of funding, and low visibility in the field of research and development on their institutional influence. These are all constraints, but their development of IBAKM and CIBAKM is an important advance in institutional development and collaboration between professionals in the sector.

#### 4.4 Professionalization Challenges

The results revealed that Nigeria's Business Administration and KM professionalization still has huge challenges in terms of institutional and operational issues. Another key challenge is the lack of regulatory coordination, as Business Administration and KM are not a well-established profession like medicine, law or accounting, and do not have a broad regulatory policy in place to ensure uniformity in professional standards and competencies. Lack of technological infrastructure, lack of digital integration, lack of funding and lack of organizational culture are also continuing to hinder good implementation of KM and organizational learning systems. The importance of knowledge-based dynamic capabilities in contemporary organizations is rising and developing countries face a shortage of knowledge professionals with the required competences to thrive in their organizations (Kaur, 2023). The results also reveal that there is relatively poor collaboration between academia and business, poor knowledge sharing culture and a lack of professional training which all contribute to effective professionalization within the sector.

#### 4.5 Emerging Trends and Global Alignment

The results indicate that technological innovation, artificial intelligence, sustainable issues and digital transformation are still transforming Business Administration and KM not just in Nigeria, but also in the world. Organizational systems' influence has been growing by the use of artificial intelligence in various forms, such as predictive analytics, intelligent automation and digital decision-support systems (Sekaki et al., 2025), and KM has proved to be a major contributor to sustainable organizational performance through green innovation systems (Shahzad et al., 2021). The results also show that organizations have become more reliant on the use of cloud systems, data analytics, collaborative technologies and digital communication platforms in order to adapt and use digital transformation, calling for modern professionals to have more digital competence and innovation management skills. These developments globally provide opportunities in Nigeria for efficiency improvement of the organization and the competitiveness of institutional frameworks, but may be constrained by infrastructure deficits and weak institutional frameworks. In this context, professional organizations like IBAKM and CIBAKM should increase their international cooperation and strive to be competitive in the changing knowledge-based economies by having robust certification schemes, digital skills and professional governance mechanisms.

### 5. Conclusion and Recommendations

#### 5.1 Conclusion

The aim of this study is to measure the relevance, practice and professionalization of Business Administration (BA) and Knowledge Management (KM) in Nigeria with emphasis on the institutional contribution and establishing of new bodies like IBAKM and CIBAKM. The study set the tone that with the advent of globalization, the rising complexity of organizational systems and structures, the demands for sustainability and the changes in technology, Business Administration and Knowledge Management have escalated from the normal fields of study to become highly strategic.

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The study also found that Knowledge Management has a significant impact on the innovation of the organization, effectiveness of institutions, efficiency in administration, sustainability and competitive advantage in several sectors in Nigeria. When knowledge systems are successfully embedded in organizations' operational systems, they are more likely to have high levels of innovation capability, organizational adaptability and strategic resilience.

The findings also revealed that emerging professions like IBAKM and CIBAKM play a significant role in the process of professional identity formation, competency development, professionalization of certification, ethical regulation and institutional awareness in Business Administration and Knowledge Management practice in Nigeria. They've emerged as a result of greater awareness of the need for more robust professional structures and institutional coordination in the sector.

The study noted however, that there are certain areas of continued weakness and challenges such as weak regulatory systems, inadequate technological infrastructure, limited policy support, poor knowledge sharing culture, weak organizational learning systems, fragmented certification systems and limited professional recognition. The study further revealed that there is still limited literature in the Nigerian context which focuses specifically on the contributions of institutions for professionalization and scholarly literature in the area of Knowledge Management in Business Administration.

Thus, the study concludes that the development of the institutions, professional regulation, technological infrastructure and competency development systems in Nigeria, is a crucial factor in enhancing the effectiveness, sustainability and competitiveness of Business Administration and Knowledge Management practice in Nigeria.

### 5.2 Recommendations

- a) Government should increase the professional legitimacy, ethical standards and competency regulation by the recognition of the profession of Business Administration and Knowledge Management in Nigeria, policy integration and standardisation of certifications in these professions.
- b) The investments that organizations should make include: Knowledge Management infrastructure, digital technologies, collaborative platforms, organisational learning systems, and fostering a more shared culture of knowledge; all of which can lead to better innovation, productivity and administration.
- c) Tertiary institutions, universities, IBAKM and CIBAKM should focus on building professional capacity by providing a comprehensive KM education, continuous professional training, certification programs, workshops and lifelong learning programs focused on improving digital and managerial skills.
- d) There is a need for closer collaboration between academia, industry, government and the professional institutions in order to align theory with the organisational competencies and

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skills needed, and to improve the relevance of the institutions and the quality of the training and development of the future workforce.

- e) Organizations and professional bodies such as to develop and grow must undergo digital transformation and adopt relevant technologies to compete favorably. This imperatives demands researches into the effects of IBAKM and CIBAKM institutions and their impacts on professionals for Nigeria's organizations to remain competitive and grow sustainably.

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