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Examining the Moderating Effect of Knowledge Sharing in the Relationship between Innovation Management Dimensions and Organizational Sustainability of Deposit Money Banks in Nigeria

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ABSTRACT

The study examined how knowledge sharing moderated the relationship between innovation management dimensions and sustainability of deposits money banks in Nigera with particular emphasis to deposit money banks in Makurdi metropolis. The objectives were based on the effect of product, process, marketing and organizational innovation on sustainability, and the moderation of knowledge sharing between innovation management and sustainability. Quantitative research design was used. Cross-sectional survey was deployed and 5-point Likert standardized questionnaire utilized to collect quantitative data from 300 participants drawn from 934 staff across 12 deposit money banks. Multiple regression was done with the aid of Statistical Package for Social Sciences (SPSS V23). Findings revaled that product (β=.071,$p<0.5$), process(β=-.070,$p<0.5$), marketing(β=.047,$p<0.5$), and organizational innovation (β=.957,$p<0.5$) had significant effect on organizational sustainability. Also, knowledge sharing was found to have moderated significantly the effect of innovation management on sustainability in the deposit money banks studied. It was concluded that innovation management dimensions were key drivers of organizational sustainability, and knowledge sharing key moderator between the product, process, marketing and organizational innovation on sustainability in the deposit money banks. The study conclude amongst other things that the management of the banks and similar organizations should ensure the effective management of innovation dimensions, and encourage sharing of knowledge within their organizational members.

Keywords: Product Innovation, Process Innovation, Marketing Innovation, organizational Sustainability.

INTRODUCTION

Globally, the way business organizations operates is changing, and businesses are trying their best to contend with the rising competition, instability, and difficulties that prevail in the business domain (Sev, Avanenge, Ode, John, Sev & Aidi, 2022). Current patterns reflect global dynamics and competitive forces as seen in the outbreak of COVID-19 pandemic and war that has taken place between Russia and Ukraine. This has greatly caused unstable conditions for business including how they respond to changes in their environment (Kawas, 2018; Klein, Spieth, Heidenerich, 2021). The effect of globalization has made these condition to affect every economy because of the interconnectedness brought by the phenomena. Consequently, organizations have redesigned their working conditions and structures to reflect these changes (Sev et al, 2022; Dearing, 2000). Some organizations have resorted to remote and onsite working and use of technology-driven innovations to cope with prevailing market changes (Margariti et al., 2021). As result, business have invested and adopted information and communication technology to automate their services including the of teleworking implying that businesses must react rapidly to manage their innovative capabilities and share the knowledge stock in their organizations (Farooq, 2018; Ang, Fabeil & Pang, 2022).

Knowledge sharing serve as an important resource in an organization towards helping the attainment of sustainability of operations (Kattareeya & Clark, 2021). As argued by Savas (2020), organizations can achieve sustainable operations if they managed their innovations and share the knowledge within them.

Stemming from previous studies, the business environment is become more difficult for businesses to transverse in the context of globalization and developing economies (Sofia, Sembel, Wardhani & Herawaty, 2021; Sev et al, 2022). According to the resource-based view (RBV) hypothesis, achieving sustainability is a function of concerted effort and huge investment as employees' skills need to be developed and innovations managed (Seebode, Jeanrenaud & Bessant, 2012). Moreover, globalization is essential in helping products and services of an organization to span for some time before it might become updated or need to be improved upon (Tamunomiebi & Ofurum, 2018). Because of this, organizations must come out with difficult-to-copy innovations (Sev et al, 2022; Sriboonlue, Ussahawanitchakit & Raksong, 2016). This study aims at making a case for innovation management dimensions towards achieving sustainability through knowledge sharing in the banking sector. By this, organizations may attain sustainability when they put innovation management practices and come out with differentiated concepts which set them apart from rivals in the long run (Ukpong, Uwa & Ekanem, 2022).

The importance of innovation management cannot be overemphasized, however, few studies have looked at how innovation management dimensions affect sustainability through knowledge sharing in relation to developing nations like Nigeria, even though the rising significance and importance of innovation management persists (Abdilahi, Hassan & Muhumed, 2017; Ukpong et al, 2022). Exploring this nexus is crucial because organizations may enhance their sustainability by learning more and managing their innovations whether by developing better innovation management capabilities and skills such that encourages continual operations, or by sharing knowledge in a way within an organization that makes it difficult for other organizations to duplicate (Barbieri da Rosa, Gomes, Campos, Rodrigues, Godoy, Kneipp, 2022). To continue maintaining sustainability of operations whether environmental, social or economic perspective through product, process, marketing and organizational innovation is fundamental, and this can be achieved knowledge sharing (Sev et al, 2022; Heenkenda, Xu, Kulathunga & Senevirathne, 2022). The recent study has demonstrated that innovation management dimensions may enhance business sustainability if the business encourages the sharing of knowledge within them.

The researcher noticed that there have been important theoretical and conceptual advances in innovation research, however, little study has been done on how innovation management dimensions and knowledge sharing could enhance sustainability especially in the banking sector in the context of underdeveloped nations like Nigeria. Innovation management has varying strategic value depending on the business, and the banking sector is probably no exception to this rule (Fabeil & Pang, 2022). As noted by Dagan, Rafi, Sia and Dilla (2021), the global financial sector is seeing a wide range of technology developments and advancements that are transforming the industry's environment. The management of innovation is therefore becoming more and more crucial as the financial services sector changes and evolves quickly.

Statement of the Problem

It is important to investigate how firms might improve their sustainability through innovation management and information sharing, especially in light of the dynamic character of the business environment brought about by globalization. Even while established economies like the USA, Japan, China, and Japan have viewed globalization as a positive, the Nigerian economy has been described as weak and may be negatively impacted by it. According to various research, complex and firm-specific innovations have an impact on a firm's capacity for sustainable operations (Sev et al., 2022; Heenkenda, Xu, Kulathunga & Senevirathne, 2022). However, there is a low degree of consumer satisfaction with banking services in Nigeria, notably in Makurdi, which suggests that they have not taken advantage of innovations, particularly those from ICT and information sharing, with regard to sustainability. Because there is little empirical data on how innovation management and knowledge sharing promote sustainability in developing countries (Sev et al., 2022;

Heenkenda, Xu, Kulathunga & Senevirathne, 2022) the current article examines these conceptions in the context of the Nigerian banking industry. This study is significant because it enhances discussions of the connection between sustainability and knowledge management elements from the perspective of the banking industry. Additionally, it provides information on the Nigerian banking industry and a firm-level perspective on how knowledge management factors affect sustainability through knowledge sharing.

Objectives of the Study

The study aims to achieving following objectives as it pertains to Deposits Money Banks in Makurdi metropolis.

1. Determine how product innovation impact sustainability of Deposit Money Banks (DMBs) in Makurdi metropolis.
2. Evaluate the effect of process innovation management on sustainability of deposit money banks in Makurdi metropolis.
3. Investigate the effect marketing innovation has on sustainability of deposit money banks in Makurdi metropolis.
4. Explore how organizational innovation influence sustainability of deposit money banks in Makurdi metropolis.
5. Examine whether knowledge sharing moderates the relationship between innovation management and sustainability of Deposits money Banks in Makurdi metropolis.

Hypothesis of the study

The following hypothesis where developed inline with the objectives:

H1: Product innovation has significant effect on sustainability of deposit money banks in Nigeria.

H2: Process innovation significantly affect sustainability of deposit money banks in Nigeria.

H3: Marketing innovation influence sustainability of deposit money banks in Nigeria.

H4: Organizational innovation has significant effect on sustainability of deposit money banks in Nigeria.

H5: Knowledge sharing moderates the relationship between innovation management dimensions and sustainability of deposit money banks in Nigeria

REVIEW OF RELATED LITERATURE

Organizational Sustainability

The concept whether referred to as organizational sustainability or sustainability entails the same meaning as observed in the literature. Sustainability denotes the capacity of a company or organization to run and expand while limiting adverse effects on the environment, society, and economy (Geissdoerfer, Vladimirova & Evan, 2018). This means that the company should work to satisfy current requirements without jeopardizing the capacity of future generations to satisfy their own wants. Sajjad, Jillani and Raziq (2018) identified and explained three important facets of organizational such as environmental, social and economic sustainability. By environmental sustainability, it entails limiting waste and emissions, preserving resources like water and energy, and implementing sustainable supply chain processes to lessen the organization’s impact on the environment (Ukpong, Uwa & Ekanem, 2022). Social aspects of sustaining examine promoting social justice, equality, and inclusion both inside the company and in its relationships with stakeholders is a part of social sustainability. Lastly, economic sustaining looks and seeks to achieving longer operational value for the company and its stakeholders and italso involves executing effective business procedures, making investments in new ideas and technology, and making sure that the company's financial operations are open and accountable (Sofia, Sembel, Wardhani & Herawaty, 2021).In order to achieve organizational sustainability, many stakeholders, including as workers, clients, suppliers, and the general public, must collaborate and commit to continual development.

Innovation Management

The practice of managing innovation inside a company or organization is known as innovation management and it involves creating new ideas, goods, services, processes, or business models that can aid the company in achieving its objectives includes developing strategies, procedures, and systems that make it easier to do so (Idris & Durmusoglu, 2021; Tajpour, Husseini, Mohammadi, Bahman-Zangi, 2022). Twaliwi& Isaac (2017) explained that the purpose of innovation management is to foster an environment that drives innovation and to make sure that new concepts and products are produced and launched into the market in a timely and efficient manner. Combining creativity, strategy, and execution with the capacity to handle risk, uncertainty, and change are necessary for effective innovation management (Kawas, 2018; Alves, Galina &Dobelin, 2018; Abdilahi, Hassan & Muhumed, 2017; Ionescu & Ionescu, 2015).New services, goods, procedures, or business models are just a few examples of how innovation might manifest itself. Many advantages of innovation include greater profits, increased effectiveness, decreased expenses, and better customer happiness. Employee satisfaction might rise as a result of innovation since it can create prospects for advancement.

Innovation management as noted by Ukpong et al (2022) and Kawas (2018) has four dimensions and can take the forms of managing organizational, process, product and marketing innovation. Organizational innovation entails establishing the organizational framework, culture, and procedures that foster innovation. It entails building efficient decision-making procedures, boosting team cooperation and communication, and encouraging and rewarding creativity (Sev et al, 2022; Kawas, 2018). The process dimension examines the innovation process from concept generation through commercialization. This involves defining and managing the stages of the innovation process, picking and managing the best innovation tools and processes, and making sure the project is managed well (Kawas, 2018; Maine, Lubik & Garnsey, 2012).Product innovation management entails ensuring product or services design are commensurate to demands, tastes and preferences of consumers. Maine et al (2012) and Sev et al (2022) noted that a new product or service that has undergone significant development in terms of its features or intended applications is termed an innovative product. This can include significant advancements in specific requirements, components and materials, integrated software, user friendliness, or other functional aspects (Galina & Dobelin, 2018; Kawas, 2018; Camison & Villa-Lopez, 2014). Finally, the marketing innovation entails determining and comprehending consumer demands, industry trends, and growing competition. In order to gain market share, it involves performing market research, creating consumer insights, and positioning innovative projects (Kawas, 2018; Savas, 2020).

Knowledge Sharing

The process of transferring knowledge, skills, and experience with others is referred to as knowledge sharing (Sev et al, 2022). Farooq (2018) asserted it is the act of passing on information to another individual or group. Conversations, written materials, oral presentations, visual media, and other formats are just a few of the ways that knowledge may be shared (Geissdoerfer, Vladimirova & Evans, 2018).Sharing knowledge is crucial for the progress and development of people, groups, and society across all sectors as it enables individuals to benefit from one another's expertise, expand upon it, and develop original concepts and discoveries (Kattareeya & Clark, 2021). While individuals cooperate and work as a team to accomplish common objectives, knowledge sharing also fosters collaboration, cooperation, and teamwork. Tamunomiebi and Ofurum (2018) opined knowledge sharing has several advantages, including boosted output, better decision-making, better problem-solving, higher creativity, and more innovation. Learning from others and acquiring new skills and knowledge may help people advance personally and professionally. Knowledge shared in organization exist in explicit and tacit knowledge (Sev et al, 2022). Explicit knowledge sharing entails the dissemination of information that is easily recordable, such as best practices, rules, processes, and other types of written or digital content whereas tacit knowledge sharing is transferring personal information that is often obtained through practice, analysis, and understanding (Ang, Fabeil & Pang, 2022), and it is frequently challenging to formalize or record. Sharing tacit knowledge entails expressing viewpoints, experiences, and insights that could be difficult to express on paper.

Hypotheses of the Study

Innovation Management Dimensions and Organizational Sustainability

Because innovation is a key factor in accomplishing sustainability objectives, there is a connection between innovation management dimensions and organizational sustainability. Ukpong et al (2018) found that and established that process, product, marketing and organizational innovation correlated significantly with organizational sustainability in SMEs. Nevertheless, previous studies revealed that risk management, long-term viability and growth are occasioned by the interplay of management of innovation dimensions and sustainability (Sofia et al, 2021). Businesses may lessen their negative effects on the environment, improve their efficiency, and open up new avenues for expansion and profitability by creating and putting into practice innovative technology and practices (OECD, 2010). A business that creates a more effective manufacturing process can use less energy and resources while producing goods of higher quality (Dagan et al, 2021). This can result in financial savings, elevated client pleasure, and a less environmental impact. Again, businesses that adopt sustainable practices may also encourage product, process, marketing and organizational innovation since they are compelled to come up with creative ways to cut waste, save resources, and lessen their environmental effect (Kawas, 2018). Innovation management results in new products and services, operational processes, marketing strategies and organizational practices that cater to changing consumer requirements and developing, opening up new markets for environmentally friendly goods and services (Ukpong et al, 2022; Idris & Durmusoglu, 2021). It is worthy to note that the relationship underlying innovation management dimensions and organizational sustainability is crucial because businesses that embrace both are better positioned to succeed in the long run. The researcher thus hypothesized thus:

H1: Product innovation has significant effect on sustainability of deposit money banks in Nigeria.

H2: Process innovation significantly affect sustainability of deposit money banks in Nigeria.

H3: Marketing innovation influence sustainability of deposit money banks in Nigeria.

H4: Organizational innovation has significant effect on sustainability of deposit money banks in Nigeria.

Moderation of Knowledge Sharing between Innovation Management and Organizational Sustainability

A dynamic and beneficial link exists between innovation management dimensions, knowledge sharing, and organizational sustainability. Previous studies have found that businesses that encourage innovation, effectively share information or knowledge, and uphold sustainability principles are more likely to be flexible, resilient, and successful in the long run (Sofia et al, 2021; Camison & Villar-Lopez, 2014; Cebakova, 2019; Heenkenda et al, 2022). Organizations must combine these three interrelated, mutually reinforcing components holistically in order to promote innovation and sustainability across the whole business. In as much as organizations can manage their innovations and enhance their sustainability in

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operations, it is dependent on how such organizations share the knowledge depository in their organization (Sev et al, 2022; Farooq, 2018; Ang et al, 2022; Kattareeya & Clark, 2021; Tamunomiebi & Ofurum, 2018). The fusion of these three elements can offer a strong basis for long-term success as firms continue to encounter difficult problems in the complicated business environment. Nevertheless, researchers have opined that businesses might gain by establishing procedures, guidelines, and policies that formally support and encourage organizational sustainability, knowledge transfer, and innovation management (Walker et al, 2015; Tajpour et al, 2022; Sev et al, 2022). Therefore, it is hypothesized that:

H5: a. Knowledge sharing moderates the relationship between Product innovation and sustainability of deposit money banks in Nigeria.

1. Knowledge sharing moderates the relationship between Process innovation and sustainability of deposit money banks in Nigeria.
2. Knowledge sharing moderates the relationship between Marketing Product innovation and sustainability of deposit money banks in Nigeria.

METHODOLOGY

The study was quantitative research and the researcher deployed descriptive and cross-sectional survey approach. This type of design was considered suitable hence the researcher was concerned with measuring the interplay of the variables, describing relationships and obtaining primary data across different banks at the same interval without controlling the variables. Population of the study was derived from 12 deposit money banks operational in Makurdi (Nigeria) metropolis and sample taken proportional across the banks (check table 1). The study was focused in deposit money banks in the context of innovation management and sustainability through knowledge sharing owing to the competitive and emerging trends in the banking sector (Sev et al, 2022; Savas, 2020). Emphasis is on how the variables are connected within the context of the banking sector. The banks have to deploy innovative strategies, technological products, and processes that satisfy customers that are aware of their needs.

The survey included 32 questions (research work 2023) that were taken from earlier research on innovation management dimensions, knowledge sharing and organizational sustainability. Respondents were asked to choose the alternatives on the questionnaire that best reflected their opinions, which were presented in a 5-point Likert-scale.

Table 1: Determination of Sample

S/NO	Banks	Number of Branches	Number of Staff	Sample Size per Bank	10% Buffer Margin
1	Access Bank	3	135	43	4.3
2	Fidelity Bank	2	70	22	2.2
3	FirstBank	4	170	54	5.4
4	FCMB	1	25	8	0.8
5	Polaris Bank	1	35	11	1.1
6	Ecobank	1	40	13	1.3
7	GT Bank	1	76	24	2.4
8	Stanbic IBTC	1	21	7	0.7
9	Union Bank	2	98	31	3.1

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10	UBA	2	86	27	2.7
11	Sterling Bank	1	28	9	0.9
12	Zenith Bank	2	72	23	2.3
	Total	**12**	**856**	**273**	**27**

The questionnaire was given to each of the Deposit Money Banks using a drop-off-pick-up method. This study used a three-step process to determine the sample size, as indicated in Table 1. The study used Uakarn, Chaokromthong and Sintao's (2022) suggestions to determine the sample size in the first phase as thus: . where n= sample size, N = population, e = error of significance at 0.05 (95%confidence interval). The estimate produced a sample of 273 respondents from the population of 856. In order to guarantee that each of the deposit money bank was represented in the sample, the second phase employed a stratified sampling approach. This strategy, according to Rahman, Tabash, Salamzadeh, Abduli and Rahaman (2022), guarantees that all subgroups are properly represented. Using Bowley's population allocation algorithm, this was calculated (Pandey & Verma, 2008). Each stratum was calculated by dividing the overall (856)population by the determined number of respondents (273) and multiplying the workforce for each bank by that number. Thus, this study used Taro Yamane's formula to obtain the sample size 300 participants. Multiple regression has been used for data analysis since the data met the conditions for adopting the method. This was done using SPSS (V23). Descriptive and inferential statistics have been utilized to analyze the data.

ANALYSIS OF DATA AND RESULTS

Descriptive and inferential statistics have been used to present the result obtained from analysis

Table 1.1: Presentation and Analysis of Demographic Characteristics

	Frequencies	**Percentage (%)**
Age of Respondents		
18-25 yrs	119	41.9
26-35 yrs	73	25.7
36-45 yrs	63	22.2
Above 46 yrs	29	10.2
Total	**284**	**100.0**
Gender of Respondents		
Female	130	45.8
Male	154	54.2
Total	**284**	**100.0**
Respondents' Experience		
0-5 years	88	31.0
6-10 years	113	39.8
11-15 years	52	18.3
16-20 years	31	10.9
Total	**284**	**100.0**

Source: SPSS Output from Field Survey (2023)

The researcher distributed 300 copies of questionnaires across the deposit money banks in Makurdi metropolis. However, only 284 copies of the questionnaire (91.6%) were found correctly and completely filled by respondents. The percentage showed a higher response rate hence the data was considered for further analysis. Table 1.1 revealed that respondents whose age bracket ranged 18-25 years were more than any other category. Also, they were more men (154) than women (130) found in the study. Again, majority of the respondents had either Higher National Diploma or Bachelors Degrees and majority of the respondents were those who had worked between 6-10 years in the investigated banks. This means that the respondents were experienced, educated and familiar enough hence they contributed meaningfully to the study.

PRESENTATION OF FINDINGS

The essence of the study was to examine the moderated effect that knowledge sharing has on the relationship between innovation management and organizational sustainability.

Table 1.2. Regression Results

Construct	β	SE	t	P-Value	Hypotheses
R^2 =0.989					
Constant	-0.285	0.359	-0.794	0.428	
Product Innovation	0.071	0.036	3.223	0.001	Supported
Process Innovation	-0.070	0.047	-2.477	0.014	Supported
Marketing Innovation	0.047	0.033	2.651	0.008	Supported
Organizational Innovation	0.957	0.018	53.097	0.000	Supported
Knowledge Sharing	0.869	0.033	29.527	0.000	
Testing for Moderation					
R^2 = 0.906					
Constant	12.960	0.581	22.320	0.000	
Knowledge Sharing*Innovation Management	0.906	0.000	35.908	0.000	Supported

Dependent Variable: Organizational Sustainability; N = 284

Source: SPSS Data Analysis Output from Field Survey (2023)

Table 1.2 revealed that inferential statistics had been used to test direct effect of innovation management variables on organizational sustainability and indirect effect through knowledge sharing and testing of the study hypotheses. In the direct effect, innovation management proxied by product, process, marketing and organizational innovation collectively accounted for 98.9% change or enhancement of sustainability in the investigated banks as revealed by R^2 .989. Specifically, based on hypothesis one (H1) product innovation had positive and significant effect on sustainability as indicated by β1 = .071, t (3.223), $p<.05$. This means that7.1% change could be occasioned by product innovation towards driving sustainable operation. The findings therefore supported hypothesis one that product innovation would translate to organizational sustainability.

Process innovation however revealed a negative but significant effect on organizational sustainability of deposit money banks revealed by β2 = -.070, t (-2.477), $p<.05$. This explained that altering process invovation in banks would rather decrease the sustainability of the banks by 7%. This is a counter intuitive finding. Therefore, hypothesis two (H2) was supported by the findings. Similarly, findings regarding marketing innovation revealed β3 = .047, t (2.651), $p<.05$. This explained a total variation in the dependent variable attributed to marketing innovation by only 4.7% in sustainability of the banks. This means other factors could be responsible for the sustainability of the banks other than marketing innovation.

Lastly, the researcher found that organizational had the highest positive and significant effect on the dependent variable as indicated by $\beta4 = .957$, t (53.097), $p<.05$. It showed that 95.7% of variation in the banks sustainability was as result of organizational innovation. This finding also supported hypothesis four (H4).

In the course of analysis, the researcher also tested and found a positive and significant effect of knowledge sharing (moderator variable) on organizational sustainablility of the banks ($\beta = .869$, t (29.527), $p<.05$). this entails that knowledge sharing also enhanced the sustainability of deposit money banks.

Indirectly, the study aimed at examining whether knowledge sharing moderated significantly and positively the effect of innovation management on sustainability of deposits money banks in Makurdi. The findings revealed that the coefficient of determination R^2 was .906 which means that sustainability of the banks could be enhanced by 90.6% as a result of the interplay of knowledge sharing and innovation management. The result $\beta5 = 0.906$, t (35.908), $p<.05$ showed that innovation management indirectly has high contribution in enhancing the sustainability of deposit money banks when moderated by knowledge sharing. This finding therefore supported hypothesis five (H5).

However, a critical look at the findings as revealed by the two models (both moderation and non-moderation) R^2 showed that the direct effect of innovation management on organizational sustainability was higher ($R^2 = 0.989$) than the indirect effect ($R^2 = 0.906$) through knowledge sharing. Though the findings proved that knowledge sharing is a moderator of effect of innovation management on sustainability. This further means that the knowedge domiciled in each bank must be shared among organizational members to enhance sustainable operations.

DISCUSSION OF FINDINGS

This study affirmed that innovation management is an indispensable tool which when effectively managed would enhance sustainable banking operations and the finding is consistent with previous finidings (Gunday et al, 2020; Sev et al, 2022). The study examined the specific effect of the innovation dimensions (product, process and marketing) and how they influence or bring about sustainability directly and indirectly. In testing hypotheses, the findings supported all the hypotheses (H1, H2, H3, H4 and H5) as seen in table 1.2.

As suggested by the result, process innovation is positively and significantly related to sustainability of organizations. When an organization is able to manage her processes, it will translates to sustainability in its operations. This is in line with previous studies that established a link between process innovation and sustainability (Gunday et al, 2020; Abdilahi, Hassan & Muhumed, 2017).The study also found that product innovation had significant effect but negative relationship with sustainability of banks. This is a counter intuitive findings and might have occurred as a result of insincere responses from respondents. Also, the findings revealed that marketing innovation had positive and significant influence on sustainability of the banks under investigation and the outcome aligned with several studies examined (Kawas, 2018; Abdilahi, Hassan & Muhumed, 2017). This means that applying creativity in marketing banking products and services is tantamount to achieving sustainability. Nevertheless, the findings on marketing innovation is congruent with previous studies (Idris & Durmusoglu, 2021; Gunday et al, 2020). This proves that changing operational structures, strategies and functions especially in the prevalence of change is necessary for achieving sustainable operations (Ukpong, Uwa & Ekanem, 2022).

In as much as organizations may manage their innovations towards achieving sustainability, it will be radical if there is knowledge sharing within the organization. The findings revealed that knowledge sharing is key to driving innovations and sustainable operations. Sev et al (2022) explained how knowledge sharing is key to sustainable competitive advantage hence this study is congruent to the findings.

CONCLUSIONS

Drawing conclusions from the findings, the researcher found positive association of innovation management dimensions to sustainability in deposit money banks in Makurdi metropolis. In order to enhance sustainability, banks and similar organizations should ensure that its process, product, marketing and organization must be well managed. This is important because of the dynamic business and environmental factors. Most times, organizations maintain status quo which is counterproductive. Therefore, appropriate response is required of organizations. The current study further found knowledge sharing as a moderator of the effect of innovation management and sustainability of deposit money banks. The result affirmed the importance of knowledge sharing in organizations hence the knowledge domiciled in organization must be shared openly within the organization. This will enable more people to be creative and help drive the sustainability goal of organizations whether in social, economic and environement.

RECOMMENDATIONS

Based on the findings and conclusion, the study recommended among other things that;

1. Managers of the banks investigated and similar organizations should always ensure the products offered are altered or modified when necessary so as to suit customers' needs, tastes and preferences. Achieving sustainability by organizations is dependent on how well products are managed in the context of change.
2. Management of the banks should also ensure that the process of delivering services to customers is effective and efficient. This entails that creativity should be encouraged so as to drive customer satisfaction which is necessary for sustainable operation.
3. The banks should ensure responsible and innovative marketing of services to enhance their sustainable operations. Marketing is an important function in any organization, therefore, the management of the banks should ensure creative and innovative marketing strategies are deployed to solving customer social, economic and environmental needs.
4. Nevertheless, the organizational structure should be redesigned when necessary to reflect dynamism in the environment. This means that the organization should be adaptive and flexible in managing change. Operational procedures should also be crafted to reflect innovativeness so as to enhance sustainability.
5. Knowledge sharing should be encourage among employees as it is necessary for effecting sustainable banking operations. If knowledge is shared freely within the organization, it will help the people in the organization to be more innovative and creative.

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