

**Knowledge Management Capability and Job Performance of Administrative Staff of
Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria**

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Information Management**

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Certification

I certify that this research was completely carried out by Tobi Emmanuel OLAYANJU with Matric Number: LCU/PG/002516 in partial fulfillment of the award of Master (M.Sc.) Degree in Office and Information Management, Lead City University under my supervision.

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Dedication

This Thesis is dedicated to God Almighty who has given me grace to successfully run this program to this end.

Also to my wife who has being always a source of encouragement, I say a big thank you.

Acknowledgement

I want to recognize and thank God who is the source of my strength that has made it possible for me to embark on this program. I want to appreciate the efforts of the head of the department 'Office and Information Management' Dr Sophia Adeyeye who has being source of encouragement to us all. My former HOD, Dr T. E. Adenekan, you are appreciated for your impartation throughout my days in school, Dr Tunmibi and Mr Okhakhu, Mrs Ologbosere, Mrs Oloye Rachael, Mrs Ibironke, Mrs Hamze and Mrs Popoola who have contributed in no small measures by impacting knowledge unto me, God bless you Mas and my Supervisor 'Dr Sophia Adeyeye who has dedicated herself to advise, edit and correct the work unto perfection. I say a big thank you ma. My appreciation also goes to my parents who always stand in the gap spiritually for me, may you live long in good health to eat the dividends of your labour in Jesus name. I am indebted to my colleagues who has made the journey so easy for me as I was being carried along always, Mrs Okanu Blessing, Mr Osholonge Rasheed, Mr Raji Musliu, Mr Femi, Mrs Irochanulo Cynthia, Mrs Abu Hellen, and Mrs Ogunyemi. You are also appreciated, my Pastor, JTO Ilesanmi, Elder Ogunbukola James, Mrs Olatona I. F., Dr Olaniyan Adediwura, Dr Olateru Tosin Comfort, Mrs Adegbembo Folasade, Alhaj Agboola Jeleel, Oyedare Seyi, Mr and Mrs Morakinyo Dolapo, Oke Michael, Ojewole Samuel, Ajulo Roseline, Balogun Faith, Adedokun Ademakinwa, Pastor and Mrs Oduntan, Mr and Mrs Aderoju, Mr and Mrs Adesoji Oluwatoyin Ojoayo, Mr and Mrs Adebayo Temiloluwa, Mr Gbadamosi Bayo and to all in whom I was inadvertently omitted who have contributed to this great heights in one way or the other. God will not forget you.

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Abstract

According to the resource based view of the firm (Wernerfeldt, 1984; Barney, 2004) and distributed knowledge system view of the firm, knowledge is a critical organizational resource that contributes to superior performance if relevant knowledge management capabilities are built and applied to the knowledge resources. The perspective that applied to knowledge is necessary for a firm to take full advantage of knowledge management programmes which is explored in this research work. The objective of this work is to document empirical evidence from existing literature on the effect of knowledge management capability on job performance of Administrative Staff in Eko and Ikeja Electricity Distribution Companies and to identify opportunities for further research which can generate more knowledge to help in the understanding of this relationship leading to the improvement of the contribution of knowledge to performance. An empirical literature survey method was used to collect information regarding knowledge management capability and its effect on job performance. The results suggest that knowledge infrastructure capability and knowledge process capability have positive impact on job performance of administrative staff in Eko and Ikeja Electricity Distribution Companies. Arising from these findings, it is proposed that studies be launched to determine the relative disposition and contribution of each of the knowledge management measures of job performance of Administrative Staff in Eko and Ikeja Electricity Distribution Companies. Such studies will guide organizations in building knowledge management process capabilities and infrastructure capability which can be leveraged for sustainable job performance.

Keywords: knowledge; knowledge management; knowledge infrastructure capability; knowledge process capability; job performance

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Chapter One

Introduction

1.1 Background to the Study

Job performance is the ability of enterprises to deliver products or services to customers using economical processes. The concept of enhancing job performance has gained widespread recognition as a vital determinant of success for businesses spanning various sectors. It can be most aptly characterized as the degree to which all divisions within an organization collaborate harmoniously to attain their fundamental corporate objectives. The enhancement of job performance stands as a foremost priority for the majority of enterprises, as they perpetually strive to attain it. Elevating job performance has assumed a central role in initiatives aimed at revolutionizing business practices. Progressive tools, methodologies, and technologies have empowered firms to elevate their performance levels with heightened swiftness, adaptability, and precision¹. The integration of quality principles into every facet of job performance has evolved into a strategic imperative within the ever-changing landscape of professional roles².

Several researchers have provided different definitions for job performance, since job performance is a broad concept, and its meaning changes in accordance with the user's perspective and needs. Performance refers to the ability of an organization to create outcomes and actions at an acceptable level. Job performance is related to organizations internal operations, such as productivity, product quality and customer satisfaction. Job performance, measurement can be grounded on the consumers' expectations within an organization in terms of sales data on what customers order for most of the time and what is not ordered and the handling of complaints³.

The potential success of an organization depends to a large degree on its performance, which relates to its ability to effectively implement strategies to achieve organizational objectives. Job performance reflects the way an organization takes advantage of tangible and intangible resources to achieve its goals and the culmination of an organization's working process and activities⁴. A definition of job performance must encompass the entire spectrum of strategies and interventions applicable within the field of industrial-organizational (I-O) psychology to enhance human performance in workplace settings. These strategies often revolve around aspects such as recruitment, selection, training, development, and motivation. Additionally, there are other approaches aimed at eliminating obstacles that hinder individuals from contributing to organizational goals and offering them increased opportunities for organizational contributions, which can directly impact performance. Therefore, a comprehensive definition of performance should account for variances attributed to variations in measured traits during selection processes, participation in training and development initiatives, exposure to motivational interventions, and situational constraints and opportunities⁵.

Job performance can be defined as the cumulative expected value that an individual's discrete behavioral actions yield over a standard time frame. An essential concept within this definition is that performance is an inherent attribute of behavior, specifically an aggregate characteristic derived from numerous distinct behaviors occurring over a specified duration⁶.

A secondary significant concept revolves around the notion that the attribute of behavior associated with performance is its anticipated organizational worth. Consequently, according to this specific interpretation, the performance construct represents a variable that discerns dissimilar sets of behaviors executed by various individuals, as well as distinct sets of behaviors conducted by the same individual on different occasions. This differentiation hinges on the extent to which these sets of behaviors are likely to enhance or hinder organizational effectiveness⁷. In summary, variability in performance can be defined as the variability in the expected organizational value of behavior. Assessment of job performance can be approached by considering the output of an employee within a specified time frame.. Employees are required to use their knowledge for making decisions and performing tasks perfectly for the organizational success. Knowledge has no value unless it consistently used or applied in the right way at the right place and at the right time. Job performance may be evaluated in terms of the output of an employee in a specific period of time⁸. Typically, the productivity of a given administrative staff will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, administrative staff productivity is an important consideration for Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria which are required to use their knowledge for making decisions and performing tasks perfectly for the organizational success.

Knowledge has no value unless it consistently used or applied in the right way at the right place and at the right time. Performance is defined as actions that impact the achievement of organizational objectives. This encompasses both positive and negative behaviors concerning goal accomplishment. Consequently, an individual's actions in the performance realm can yield diverse outcomes for the organization, ranging from slightly positive to highly positive for supportive behaviors and from slightly negative to highly negative for obstructive behaviors⁹.

Performance behaviors can have varying consequences for the organization. For instance, actions

resembling those depicted in critical incidents are more suitable for inclusion in the performance domain than those resembling task activity statements. Task inventories' activity statements serve as valuable tools for evaluating the extent to which job incumbents engage in different tasks and provide detailed descriptions of their job requirements.

Illustrated by examples from police officer performance, critical incidents effectively capture key behavioral traits that distinguish contributions to organizational goal accomplishment. Hence, they closely resemble the behavioral episodes that constitute the job performance domain. There is a growing consensus that the performance domain comprises behavioral episodes of varying organizational significance¹⁰. Two individuals could possess identical modal performance levels, but if one frequently operates near their minimum threshold while the other consistently operates near their maximum capacity, these distinctions may indicate potentially valuable disparities in ability and motivation. Recent investigations into the fluctuation of employees' emotional states over time acknowledge the episodic nature of their experiences. According to Affective Events Theory, individuals encounter various events during their workdays, and these events impact their emotional states, which, in turn, directly affect their performance behaviors. Fundamentally, the theory posits that the continuum of work behavior can be naturally divided into relatively short behavioral episodes, each characterized by immediate and relevant organizational objectives. Intra-individual analyses demonstrate that when individuals experience positive emotions, they are more inclined to engage in organizational citizenship behaviors, whereas negative emotions are associated with a higher likelihood of engaging in counterproductive work behaviors. The within-person assessment of performance behaviors fundamentally treats job performance as a behavioral and episodic construct that unfolds over time¹¹.

The definition of performance, described as the anticipated behavioral outcome within a standard timeframe, aligns with the viewpoints of others who contend that an individual's performance can

fluctuate due to changes in motivational factors and situational constraints over time. The definition does not disregard the potential significance of examining variations in individual distributions of performance incidents, as well as typical versus maximum performance levels across time. Nonetheless, it should be noted that the expected behavioral value definition of performance does not incorporate distributional distinctions when quantifying the total expected value of behaviors executed throughout the performance period¹².

Conversely, the same behavior may lead to a favorable organizational outcome on certain occasions but not on others, contingent upon situational factors that exert a causal influence on the outcome and are independent of an individual's behavior. Although a specific behavior may genuinely benefit the organization, it does not guarantee that all stakeholders within the organization will perceive it positively. Consequently, even if consistently treating inmates in a highly agreeable manner indeed contributes more to organizational goals than treating them moderately agreeably, this distinction is unlikely to be reflected in supervisors' evaluations of correctional officers' performance¹³. The organizational value of a behavior is not contingent upon the specific outcome of that behavior when executed by any single individual on a single occasion. Instead, it hinges on the anticipated outcomes of that behavior when repeated across numerous instances by numerous individuals. This value is determined by multiplying the instrumentality of a behavior in achieving a relevant organizational outcome by the significance (valence) of that outcome to the organization. There exist eight distinct dimensions of behavioral performance that sufficiently delineate the upper echelons of the latent hierarchy across all job categories¹⁴. However, these eight factors do not possess identical structures; they exhibit dissimilar sub-general factors and their content varies differentially across various job roles. Job-specific task proficiency assesses one's capability to perform the essential technical tasks that differentiate a particular job from others, while non-job-specific task proficiency measures one's ability to execute tasks common to most or all jobs within an organization. Written and oral

communication proficiency can be defined as the skill in effectively writing or speaking to an audience of any scale.

Demonstrating effort is how much someone commits to job tasks and how persistently and intensely someone works at job tasks. Maintaining personal discipline is how much someone avoids negative behavior such as alcohol abuse, rule breaking, and absenteeism¹⁵. Facilitating team and peer performance is how well someone supports, helps, and develops peers and helps the group function as an effective unit. Supervision is how well someone influences subordinates through face-to-face interaction. How well someone performs other, nonsupervisory functions of management such as setting organizational goals, organizing people and resources, monitoring progress, controlling expenses, and finding additional resources¹⁶.

Campbell did not specifically mention examples of behavioral episodes with varying levels of expected organizational value. It is not difficult, however, to imagine what they might be from the definitions he provided for the behavioral categories. For example, in the first dimension, job-specific proficiency are behaviors that represent quick, error-free task execution would carry positive expected value, and at the other end behaviors that represent very slow or incomplete task execution would carry negative expected value. Similarly, in the sixth dimension, facilitating peer and team performance are behaviors that represent generous help and support for coworkers in need would carry positive expected value and behaviors that represent indifference toward coworkers in need, or hostile and hurtful acts toward coworkers would carry negative expected value and at the long run sum up to a kind of job performance¹⁷. Performance within each of the behavioral domains outlined in Campbell's model can be determined based on the anticipated outcomes of all the behaviors categorized under the same domain. To illustrate, performance in the domain of job-specific task proficiency can be characterized as the aggregate of expected outcomes associated with all behaviors related to job-specific task proficiency that an individual carries out over a standard time frame.

The second facet of task performance encompasses activities aimed at supporting and sustaining the technical core, such as replenishing raw materials, distributing finished products, or providing crucial planning, coordination, supervision, or staff functions that enhance its effectiveness and efficiency. Effective execution of these task activities yields behavioral episodes with a positive expected organizational impact since they facilitate the production of organizational goods and services¹⁸. Conversely, ineffective execution can result in negative expected value, as it may impede the production of organizational goods and services. Consequently, the realm of task performance encompasses behavioral episodes representing both well-executed and poorly-executed task activities, accompanied by varying degrees of expected organizational value¹⁹. Contextual performance underscores various aspects of the psychological, social, and organizational workplace context. The first aspect focuses on the contextual elements such as the psychological states of individuals, group-related characteristics, and the organization as a whole. Behaviors influencing these psychological states and corresponding group or organizational characteristics can either positively or negatively impact their expected outcomes, as they influence the likelihood of other individuals engaging in actions that enhance organizational effectiveness²⁰.

The second aspect centers on contextual elements related to an individual's own readiness to contribute. Behaviors influencing an individual's readiness can have either a positive or negative expected value, contingent on whether they increase or decrease the likelihood of the individual undertaking subsequent actions that contribute to organizational effectiveness.

The third aspect revolves around tangible organizational resources within the context. Behaviors affecting these elements can yield either positive or negative expected outcomes, depending on whether they conserve or deplete organizational resources²¹.

Personal support entails aiding others by providing suggestions, imparting useful knowledge or skills, directly assisting with tasks, and offering emotional support for personal issues. It also involves

collaborating with others by accepting suggestions, sharing pertinent information, and prioritizing team goals over personal interests. Additionally, it encompasses displaying consideration, courtesy, and tact in interpersonal relations, as well as motivating and expressing confidence in others.

Organizational support involves representing the organization positively by advocating for it, endorsing it, and demonstrating loyalty by remaining committed despite temporary challenges. It also encompasses aligning with the organization's mission and objectives, adhering to its rules and procedures, and proposing enhancements²¹.

Conscientious initiative entails persisting with additional effort even in adverse conditions. It involves taking the initiative to undertake tasks necessary for achieving objectives, even if they are not typically part of one's responsibilities, and seeking additional productive work when primary duties are completed. Furthermore, it encompasses personal development through seizing opportunities both within and outside the organization, utilizing one's own time and resources.

The fundamental distinction between task and contextual performance lies in the rationale behind behaviors in each category, each having varying degrees of positive or negative expected value for the organization. These rationales revolve around contributing to organizational goods and services or enhancing the psychological, social, and organizational work context. Notably, certain behaviors can hold expected value for both reasons, making it challenging to categorize them definitively into one domain or the other²³.

Certain actions have the potential to either positively or negatively impact the productivity of goods and services, thus influencing overall job performance. These same actions may also simultaneously affect the social, organizational, or psychological aspects of work within the administrative teams of Eko and Ikeja Electricity Distribution Companies, thereby influencing their job performance as well. Job performance can be defined as the cumulative expected outcome of an individual's actions over a specified time frame in the production of organizational goods and services. When considering the

factors contributing to positive or negative organizational value, aside from those related to task and contextual performance, it becomes evident that behaviors encompassed by these two dimensions encompass the entirety of job performance²⁴

Knowledge management is defined as the process of creating, storing, transferring, applying and saving organizational knowledge. Knowledge management process developed employees regarding the increment of their knowledge regarding the job performance activities as well as support to achieve the goal of knowledge management. Knowledge acquisition is about valuing employee's attitudes and opinions and encouraging employees to up-skill, having a well-developed financial reporting system. Knowledge acquisition refers to the knowledge that a firm can try to obtain from external and internal sources the external sources include suppliers, competitors, partners, alliances, customers and external experts²⁵. This activity refers to the revision of the knowledge gained to fit the needs of the organization as well as to identify knowledge task of the organization to be disseminated and shared among individuals in the organization.

An organization can achieve a competitive edge by creating knowledge management processes in business likewise, the higher the effectiveness of knowledge storage in an organization has greater effect in the knowledge management. Knowledge storage refers to organizational memory processes, where information and knowledge are formally stored in the knowledge management system, physical memory systems, and informally retained in the values, norms, and beliefs associated with organizational culture and structure. The improvement of exchanging of knowledge affects the knowledge management positively. It was revealed that obtained knowledge need to be distributed and exchanged between personnel and organization including in all departments so as to indicate that the relationship between knowledge and performance is viewed in a way that knowledge contributes to performance through innovation²⁶. Knowledge management motivates people to build communication channels and guide others to share knowledge.

Knowledge management model which encompasses knowledge creation, knowledge retention and knowledge sharing and more importantly, how each of these elements can be integrated in enhancing the quality of job performance are mainly focus on knowledge creation and acquisition, distribution and exchange of the organization information because knowledge play a very important role in Knowledge Management capability and Job Performance of administrative staff in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. A suggested model of how knowledge creation, knowledge sharing, and knowledge acquisition integration can enhance the competitive edge and job performance of Eko and Ikeja Electricity Distribution Companies. In general, two research streams on Knowledge Management have been differentiated by literature: the static and dynamic KM¹⁹.

The static dimension refers to a firm's internal KM capabilities, which provide an inter-organizational basis for social interaction, knowledge storage, and knowledge availability. The focus lies on maintaining, replicating, and exploiting existing knowledge. It is very important to adopt all efforts at the management level to create and manage an organizational structure based on capabilities. On the other hand, Knowledge Management Capability can be defined as the implementation of integrated strategies or systems designed to recruit, develop and retain people with the skills and attitudes necessary to meet existing and future organizational needs²⁷. It can be stated that a closer examination of this definition reveals an understanding that Knowledge management capability has become synonymous with human resources functions such as workforce planning, recruitment, learning, development and retention.

The dynamic dimension captures a firm's external KM capabilities, emphasizing a firm's ability to acquire, convert, and apply knowledge arising from sources outside the boundaries of the firm. The focus lies on grasping external knowledge in order to analyze competitors and customers and to identify overall market developments and trends. Both internal and external KM capabilities are

interdependent and responsible for the firm's knowledge assets²⁸. These knowledge assets comprehend know-how which is unique and difficult to imitate for competitors as they are mainly tacit and not accessible in public. Thus, KM capabilities provide the tool set for leveraging internal and external knowledge sources as such, that they can be captured and converted into productive outcomes.

Within the realm of Knowledge Management Capability, two key dimensions are identified: knowledge infrastructure capability and knowledge process capability. These dimensions have been drawn from existing literature and will serve as the foundation for this research. The first dimension of a company's knowledge management capability, knowledge infrastructure capability which is based on three factors which comprises the technology and technology-enabled social ties within the company; structural, that addresses formal organizational hierarchy and rewards systems; and cultural infrastructure that is characterized by shared norms and context²⁹. The second dimension is knowledge process capability which involves acquisition, conversion, application and protection of company's knowledge.

The Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria have been for long operating in the precarious environment in the power sector. This begins with the extremely low power allocation which affects all distribution companies without exception. Distributing power becomes a herculean task as customers find it difficult to understand why they are suddenly getting reduced power supply. As the electricity distribution companies with the largest spread covering Lagos State, rationing the low power supply allocated to the companies from the grid across the franchise have been greeted with a huge negative effect by the customers. In the last few months, what the two companies got from the national grid was between 240 – 280 MW each which was a far below from what is required to service the franchise areas optimally³⁰. The current experience with the generation of electricity nationwide occasioned by the vandalism of gas pipelines besides the drop in hydro-power production has exacerbated a turbulent situation for the company, as the last leg in the

power chain, the company can only distribute what is allocated. The revenue as an electricity distribution company depends on the energy that is allocated for distribution because the more the supply, the more the revenue. Since power cannot be store, it is in the best interest to supply more of it to the customers because a drop in energy distributed due to a drop in power allocation invariably means a drop in revenue which is not beneficial to any distribution company and other stakeholders in the value chain. However, with the efforts of the current administration and the Federal Ministry of Power to find a lasting solution to the menace of vandalism, it is hoped that the challenges are temporal. All these daunting circumstances poses a threat to the job performance of Administrative Staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria, coupled with apathy to prompt payment of bills, clearing of outstanding debts and outright refusal to pay.

Most people believe they do not have to pay for utility, having a notion that it should be free with hamper effect. Eko and Ikeja Electricity Distribution Companies Administrative staff can no longer carry out their legitimate duties of distributing jobs specification on fault clearing, meter installations, meter reading, bills distribution and cash collection due to threats to lives and properties which create room for unnecessary lobby in the posting assignment of staff by the administrative unit of the two companies. Business premises experience lock-outs from aggrieved customers in which the attitude is threatening the business existence and ability to render quality services to the esteemed customers³¹. In view of the above discussions, this study seeks to investigate the influence of Knowledge Management Capability on Job Performance of Administrative Staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria.

1.2 Statement of the Problem

Job performance is a product of good planning and control activities of a process. Despite the high patronage for the Electricity Companies under investigation, preliminary investigation about administrative job performance of Eko and Ikeja Electricity Distribution Companies in Lagos State,

Nigeria suggests that challenges do exist that warrant investigation. The accumulating debts of Ministries, Departments, Agencies, most residential customers and few maximum demand customers is a huge problem which have added to the challenge of funding that has continued to negatively affect operations such as transformers purchase and allocation, maintenance and upgrade of network infrastructure, efficient faults clearing, purchase of more operational vehicles, concrete poles, materials and equipment for effective service. Gradually meeting the basic financial obligation becomes a pipe dream unless customers pay their bills promptly. Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria are entity established with the patriotic zeal to revamp the burgeoning power sector. To accomplish this, Eko and Ikeja Electricity Distribution Companies can implement a systematic approach to consistently and deliberately cultivate knowledge within their organizations.

The practice of knowledge management empowers enterprises to dismantle informational barriers by centralizing data for convenient access by all team members. It offers a dedicated platform for individuals to document and share their accumulated knowledge, safeguarding vital information even when employees transition out of the organization. Although several studies abound in the literature as regards Knowledge Management Capability and Organizational Performance. However, studies focusing on job performance of administrative staff in the Power Sector have received less attention, thereby suggesting a gap worthy of investigation. Hence, this study aims to investigate the influence of Knowledge Management Capability on Job Performance of Administrative Staff of Electricity Distribution Companies.

1.3 Aim and Objectives of the Study

The aim of the study is to investigate the influence of knowledge management capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. The objectives are to:

- i. identify the level of job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria;
- ii. identify the level of Knowledge infrastructure capability in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria;
- iii. identify the level of Knowledge process capability in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria;
- iv. ascertain the influence of Knowledge Infrastructure Capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria;
- v. determine the influence of Knowledge Process Capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria and
- vi. establish the combined influence of Knowledge Infrastructure Capability and Knowledge Process Capability as indicators of Knowledge Management Capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria.

1.4 Research Questions

1. What is the level of job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria?
2. What is the level of Knowledge Management Capability in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria?

1.5 Hypotheses

The null hypotheses of this study will be tested at 0.05 level of significance.

- H₀₁: There will be no significant influence of Knowledge Infrastructure Capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria.
- H₀₂: There will be no significant influence of Knowledge Process Capability on job performance of

administrative staff in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria.

Ho3: There will be no significant combined influence of Knowledge Infrastructure Capability and Knowledge Process Capability on job performance of administrative staff in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria.

1.5 Significance of the Study

The study will be relevant to the following stakeholders: Electricity Distribution Companies, administrative staff, customers, the regulating body of Electricity Distribution Company, as well as researchers.

This study will enhance Eko and Ikeja Electricity Distribution Companies to clearly understand the level of the administrative job performance and how well they can boost their performance by enhancing standard operating procedure, team integration and inventory management, which will assist them in rendering the best service to their customers and eventually result in feasible higher revenue growth. It will ensure better retention of knowledge, as the exit of a staff will not pose a great threat on the functionality of the company at large. This study will help the administrative staff to perform optimally, and ensure perfect delivery of services to their respective customers through the workforce. This study will be of benefits to prospective Electricity Distribution Companies as an instrument for policy formulation and implementation.

Finally, this study is an entry point to future researchers who might be interested in investigating the influence of Knowledge Management Capability on Job Performance of Administrative Staff of Eko and Ikeja Electricity Distribution Companies. This study will be of immense value to the body of knowledge; empirically, theoretically and conceptually as it will give further insight of how Knowledge Management Capability can foster job performance.

1.6 Scope of the Study

The study will focus on the influence of knowledge management capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. The primary independent variable in this study encompasses knowledge management capability, comprising both knowledge infrastructure capability and knowledge process capability. The dependent variable under examination is job performance, with the study participants consisting of administrative staff employed by Eko and Ikeja Electricity Distribution Companies. Metrics from various theories of the three variables which are information technology use, knowledge structure and knowledge culture for knowledge infrastructure, acquisition, storage, dissemination and application for knowledge process capability and task proficiency, demonstrating effort and personal discipline for job performance will be examined to establish the influence of knowledge management capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria.

1.7 Limitation of the Study

The project is still in its initial state. Any limitations encountered will be stated at the final stage.

1.8 Operational Definition of Terms

Job Performance is the alignment of all administrative staff in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria to ensure they are working together to achieve core business goals with other members of staff which can be view from task and contextual performance of Campbell's measures of job performance. The measures of job performance that will be adapted from Campbell theory of job performance which are relevant to this work are; Task Proficiency, Demonstrating Effort and Personal Discipline.

Task Proficiency refers to the level of competency exhibited by administrative personnel at Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria in performing tasks that constitute the

fundamental technical prerequisites of their roles and distinguish one position from another within the organization..

Demonstrating Effort is how much administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria commits themselves to job and how persistently and intensely they works for the growth of the organization.

Personal Discipline is the level at which the administrative personnel of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria refrain from engaging in detrimental actions, including alcohol misuse, violation of rules, and absenteeism within the organization, is crucial for fostering an environment of orderliness and facilitating the achievement of the company's objectives..

Knowledge Management Capability is the effectiveness of Eko and Ikeja Electricity Distribution Companies' administrative staff to perform knowledge processes using resources of intellectual capital and key information inputs to achieve the goal of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria.

Knowledge Infrastructure Capability involves the technology, structure and culture of Eko and Ikeja Electricity Distribution Companies knowledge to enhance optimal performance of the administrative staff of the company.

Information Technology Use is the technological dimensions is seen as those that are part of effective knowledge management, including business intelligence, collaboration, distributed learning, knowledge discovery, knowledge mapping, opportunity generation, and security of knowledge among Eko and Ikeja Electricity Distribution Companies' staff members.

Knowledge Structure is the structural dimension of Eko and Ikeja Electricity Distribution Companies' administrative staff to mobilize social capital for the creation of knowledge among all staff members of the company.

Knowledge Culture is the supportive capability for the valuation of organizational knowledge and builds an interactive, collaborative atmosphere among the administrative staff and other members of staff of Eko and Ikeja Electricity Distribution Companies. The Eko and Ikeja Electricity Distribution Companies culture is considered a complicated set of values, beliefs, behaviors, and symbols affecting the knowledge management among staff members.

Knowledge Process Capability involves the acquisition, conversion, application and protection of Eko and Ikeja Electricity Distribution Companies knowledge to enhance optimal performance among administrative staff of the companies and other staff members.

Knowledge Acquisition Process is concerned with seeking knowledge outside Eko and Ikeja Electricity Distribution Companies and creating new knowledge from the interaction between new knowledge and previous knowledge among administrative staff in Eko and Ikeja Electricity Distribution Companies.

Knowledge Storage Process is a golden record of processes and procedures adopted by Eko and Ikeja Electricity Distribution Companies which are stored in a system for all to access, which can improve employee onboarding and training. This also preserves information, preventing processes from getting muddled over time and increased collaboration.

Knowledge Dissemination Process is an important process of knowledge management capability in Eko and Ikeja Electricity Distribution Companies' settings and it refers to the transfer of knowledge to locations where it is needed and can be used via in-service training.

Knowledge Application Process is the knowledge use process by Eko and Ikeja Electricity Distribution Companies. Process characteristics that have been associated with the application of knowledge include storage, retrieval, application, contribution and sharing among administrative staff in Eko and Ikeja Electricity Distribution Companies, Lagos State, Nigeria.

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Chapter Two

Literature Review

This chapter will review related literature that will enable the researcher broaden understanding on the research problem. The chapter is presented under the following headings.

2.1 Conceptual Review

2.1.1 Job Performance

2.1.2 Knowledge Infrastructure Capability

2.1.3 Knowledge Process Capability

2.2 Theoretical Framework

2.2.1 Campbell Theory of Job Performance

2.2.2 Frischmann's Infrastructure Theory

2.2.3 Mark Burgin Theory of Knowledge Process

2.3 Review of Empirical Studies

2.3.1 Knowledge Infrastructure Capability and Job Performance

2.3.2 Knowledge Process Capability and Job Performance

2.3.3 Knowledge Infrastructure Capability and Knowledge Process Capability on Job Performance

2.4 Conceptual Model

2.4.1 Discussion on the Conceptual Model

2.5 Summary of Literatures Reviewed

Endnotes

2.1.1 Job Performance

Job performance is the capacity of organizations to provide goods or services to customers efficiently. It has gained widespread recognition as a pivotal success factor for companies spanning various sectors. It is essentially the degree to which all business units within an organization collaborate to attain core business objectives. Numerous approaches exist to gauge a company's performance and assess its overall health¹. One of the most prevalent methods involves examining its gross or net profit. However, this approach may not always offer a dependable assessment of a company's performance. Consider, for instance, the net income or loss of the company, which is calculated by subtracting operating expenses from gross profit. Operating expenses encompass selling expenses, administrative costs, and miscellaneous expenditures². In some cases, a scenario may arise where net income increases, yet operating expenses or gross profit also rise concurrently. Alternatively, gross profit may remain static while operating expenses steadily increase. These scenarios are less than ideal and can easily be overlooked if attention is solely focused on gross and net income figures. This is where the concept of job performance becomes crucial.

Job performance objectives represent the specific areas of performance that a company seeks to enhance to align with its corporate strategy. After defining its corporate strategy, a company identifies pertinent job performance objectives for measurement and configures its environment to facilitate their achievement. There are five primary job performance objectives: speed, quality, costs, flexibility, and dependability³.

The speed objective assesses how quickly a company can deliver products and generate sales quotes. It encompasses factors such as manufacturing and processing times for the company's products or the time required for research and development of new products⁴.

Quality, on the other hand, extends beyond conformity to product specifications. It encompasses the appeal of product features, reliability, durability, serviceability, functionality, and customer perception of value. All of these aspects are pertinent indicators of quality⁵.

Costs are a vital consideration in job performance. This objective examines variations in the unit cost of a product, influenced by factors like product volume and variety. Greater product variety typically corresponds to lower volumes and higher unit costs, affecting product pricing, production expenses, and profitability⁶.

Flexible operations are crucial for adapting to diverse requirements and swiftly adjusting product lines to meet new demands. This objective is closely linked to the speed objective as it enables companies to respond promptly to changing market conditions and delivery schedules⁷.

Lastly, dependability measures the company's reliability in delivering products on time and in accordance with planned pricing and costs. Consistency in a product's ability to function as intended over an extended period is also a key facet of dependability⁸.

Consider a manufacturing company that loses millions of dollars because of an underperforming logistics operation. When orders are unable to be shipped, lack of consistent and efficient processes creates challenges to compensate and adjust priorities, resources and tasks⁹. Job performance is synonymous with business success. The relationship between the four core focus areas is more than superficial. Strong dependencies dictate the level of performance achievable from strategic IT initiatives. Although companies may not have the resources to simultaneously pursue improvement in more than one area, strategic and measured improvement initiatives with smaller scopes will produce meaningful results and greater competitive advantage¹⁰.

Job performance can be best explained as the synergy between various company units and the ability to produce greater output together. In other words, it is the level where all business departments collaborate to accomplish specific business goals¹¹. A Job Key Performance Indicator (KPI) or metric

is a discrete measurement that a company uses to monitor and evaluate the efficiency of its day-to-day operations^{12,13}. Performance management refers to planning, organizing, and controlling all resources and activities to provide goods and services, which applies equally to manufacturing and services in the private and public sectors and even governments¹⁴.

Analyzing and enhancing business performance can be comprehensively assessed across three distinct tiers¹⁵: organizational performance, team performance, and individual performance. Job performance, defined as an organization's capacity to efficiently deliver products or services to customers, is universally acknowledged as a pivotal determinant of success for companies spanning various sectors^{16, 17}. Job performance management (JPM) is the alignment of all business units within an organization to ensure that they are working together to achieve the goals of the organization¹⁸.

Job efficiency is the ability of an organization to reduce waste in time, effort and materials as much as possible, while still producing a high-quality. Job performance is primarily a metric that measures the efficiency of profit earned as a function of operating costs¹⁹. It is best described as the level of performance which refers to the measurable aspects of the outcomes of an organization's processes, such as reliability, production cycle time^{20,21}.

2.1.2 Knowledge Management Capability

Knowledge management involves a structured and organizationally defined process for obtaining, arranging, and disseminating employee knowledge. This facilitates the utilization of this knowledge by other staff members, enhancing their efficiency and productivity in their roles²². Knowledge management underscores the significance of safeguarding knowledge assets and encompasses activities related to their acquisition, organization, sharing, and utilization²³. It emphasizes the coordination of individual knowledge within an organization through effective management of existing institutional knowledge and the generation of new knowledge.

In the pursuit of becoming a knowledge-based organization, senior executives have encountered challenges in transforming their companies, especially when dealing with well-established processes and a tradition of business success²⁴. Consequently, organizations must enhance their capacity to successfully implement knowledge management initiatives and harness knowledge for sustainable competitive advantages. In addition to devising capabilities for knowledge management processes, organizations should establish and execute strategies centered on these knowledge management processes to ensure that knowledge contributes to their competitive edge²⁵.

The fundamental premise underpinning organizational knowledge management is that factors leading to superior performance, including organizational innovation, operational efficiency, and the quality of products and services, improve when knowledge is readily accessible and competently utilized²⁶. It has been argued that the knowledge management infrastructure serves as the cornerstone of knowledge management²⁷. This assertion aligns with an earlier observation that nearly all successful organizations adopting knowledge management recognize the necessity and significance of an explicit and supportive infrastructure to facilitate knowledge management practices. Consequently, it is acknowledged that the effective application of knowledge management necessitates a robust and appropriate knowledge management infrastructure²⁸, comprised of four key components: technology, organizational culture, organizational structure, and intellectual capital²⁹.

2.1.3 Knowledge Infrastructure Capability

Establishing and sustaining Knowledge Infrastructure Capabilities (KIC) is essential for the development and ongoing support of general capabilities that are commonly utilized across organizational tasks and functions. Evaluating knowledge infrastructure capabilities encompasses an examination of three principal components: structural infrastructure, technical infrastructure, and cultural infrastructure³⁰. In this research, we have applied the three criteria derived from the theory of knowledge infrastructure capabilities as outlined below. Structural infrastructure pertains to the

physical arrangement and the hierarchical structure of the organization. A proper physical structure, such as office design and office locations, is favorable for knowledge sharing. Flexible hierarchical structures, such as matrix teams or flattened organizations, can also increase communication with individuals and sharing behavior within the organization. Enterprises can establish strategies to form a knowledge sharing culture, which creates a desire for knowledge among their employees that keeps the enterprises themselves steady with regard to the continual application, distribution, and creation of knowledge³¹.

Knowledge management infrastructure encompasses the factors and context that facilitate the development of knowledge and promote its creation and sharing within an organization. It encompasses elements such as the organizational culture, the structure of the organization, the individuals within it, and the utilization of information technology³². The process of managing knowledge infrastructure involves the gathering, organization, sharing, and analysis of information in a manner that is readily accessible to employees. This information encompasses technical resources, frequently asked questions, training materials, and interpersonal skills³³. An often-overlooked aspect of a knowledge infrastructure is its inherent capability for assessment. Demonstrating the utilization and effectiveness of knowledge management is crucial, as it serves as evidence of its practicality as an organizational tool. Evaluation is not a mere luxury; it serves as a primary source of information about both knowledge management and the organization's overall job performance. Evaluation underscores the significance of the knowledge infrastructure within the organization, facilitates its redesign, and ultimately shapes the organization's principles³⁴.

The initial mode of assessment, termed summative evaluation, focuses on the value, or in corporate terms, the return on investment (ROI), of the knowledge infrastructure. Knowledge infrastructures are intentionally structured to enhance the organization as a whole and the individual members within it³⁵.

Recognizing the dual purpose of knowledge infrastructure is critical, as an organization whose members are dedicated to self-improvement enhances its chances of success. Each dollar invested in a well-structured knowledge infrastructure can contribute to cost savings, improved efficiency, and enhanced overall capabilities. These savings, efficiencies, and capabilities should exert influence at both the organizational and individual levels. The secondary mode of assessment, referred to as formative evaluation, pertains to the design of the knowledge infrastructure as a whole, as well as the specific knowledge services it offers³⁶. Evaluation and feedback drive inquiries into the effectiveness of these services, prompting continual refinement and redesign of the services

2.1.4 Knowledge Process Capability

Knowledge Process Capability (KPC) represents a dynamic and continuous series of processes and methodologies ingrained within individuals and also integrated into group dynamics and physical infrastructures. Within any given organizational context, individuals and groups may engage in various facets of the knowledge process simultaneously. As such, it is imperative to view knowledge process capability as a sequence of activities and occurrences, encompassing the generation, retention, transmission, and application of knowledge, all culminating in outcomes related to knowledge management³⁷.

KPC encompasses the organizational abilities that govern knowledge, which is often structured in the form of established operating procedures and routines, disseminated across the entire organization. KPC is comprised of four key phases: sharing tacit knowledge, conceptualizing ideas, validating concepts, and facilitating the cross-level dissemination of knowledge³⁸.

An alternative four-stage KPC model, which includes knowledge acquisition, transformation, application, and protection, consolidates processes identified in various empirical studies. This knowledge management process framework, in turn, comprises four stages: creation, storage/retrieval, transfer, and application. The essence of KM capabilities lies in three interconnected processes:

acquisition, conversion, and application. These metrics are grounded in the knowledge process capability theory. Knowledge is not just a critical resource for organizations; it serves as a foundational wellspring of competitive advantages³⁹. Consequently, knowledge management capabilities pertain to an organization's capacity to cultivate and employ knowledge internally. These capabilities revolve around three core processes: acquisition, dissemination, and application.

The Knowledge Acquisition Process entails the exploration of knowledge sources external to the organization and the creation of new knowledge through the interaction between newly acquired knowledge and the existing knowledge within the organization. This process enriches innovation development and enhances organizational effectiveness. Acquisition denotes the organization's aptitude to identify, access, and gather both internal and external knowledge indispensable for its operations⁴⁰. Knowledge acquisition arises from the active involvement of individuals and the interplay among tasks, technologies, resources, and personnel within specific contexts. The externalization and capture of knowledge by those in need of it can significantly boost the firm's productivity and profitability⁴¹.

The Knowledge Dissemination Process stands as a pivotal facet of knowledge management capability within organizational settings. It involves the transmission of knowledge to locations where it is required and can be effectively utilized. Organizations must judiciously transform tacit knowledge into explicit knowledge; failure to do so may result in the loss of valuable tacit knowledge⁴².

Dissemination refers to the capacity of businesses to convert knowledge into a form that can be assimilated and readily accessed within the organization. When enterprises successfully transform tacit knowledge into explicit and codified forms, they can harness this explicit knowledge more efficiently and effectively to foster innovation and enhance their overall performance. The effective utilization of knowledge in a business context necessitates the conversion of acquired knowledge from both internal and external sources into organizational knowledge⁴³. These transformations, occurring within the data, information, and knowledge cycle, are transient and must evolve data into information, and

information into organizational knowledge to maximize the advantages of this process. The Knowledge Application Process denotes the utilization of knowledge within the organization. Key process characteristics associated with the application of knowledge encompass storage, retrieval, application, contribution, and sharing⁴⁴. This application process is defined as the manner in which knowledge is employed within the organizational context. Processes such as the sharing and distribution of knowledge play a pivotal role in knowledge management. With the assistance of information technology such as an intranet, database systems, or non- information technology tools such as brainstorming sessions and research collaboration, enterprises can exploit the knowledge within the organizations⁴⁵. Knowledge application involves activities that show that the organization is applying its knowledge. A statistically significant correlation has been observed between the knowledge process Capability and job performance at Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. Three distinct categories of knowledge exist, namely Explicit knowledge, Embedded Knowledge, and Tacit knowledge. Nevertheless, the most pivotal differentiations pertain to explicit and tacit knowledge. Explicit knowledge is codified and is typically stored in books, files, folders, documents, databases, and how-to guides. It can be easily accessed and managed through a knowledge management system⁴⁶.

In contrast, Tacit knowledge is characterized by its intuitive nature and is rooted in experience and practical know-how, often contributing to long-term goals. The transfer of this type of knowledge is challenging, as it resides within an individual. Unlike explicit knowledge, extracting tacit knowledge is not straightforward, necessitating the knowledge-holder to transcribe it or create a video recording. Illustrative examples of tacit knowledge encompass recognizing the opportune moment to initiate a sales pitch and developing leadership skills.

Embedded knowledge, on the other hand, is ingrained within systemic processes, routines, manuals, organizational structures, and corporate cultures⁴⁷. It is incorporated formally through managerial initiatives or informally as organizations apply the other two knowledge categories. While embedded

knowledge may occasionally be traced back to explicit sources, it is not always immediately apparent why specific practices are vital for business⁴⁸.

A knowledge management system functions as a type of content management system that serves as a repository for organizational knowledge, commonly referred to as a knowledge base. It facilitates the presentation of information to users in various formats. Knowledge management yields benefits such as reducing operational costs and enhancing employee productivity. This is achieved through reducing the duplication of existing knowledge, as individual and collective knowledge is documented and readily accessible in one centralized location, providing easy access to information for users, eliminating the need for extended rounds of communication to obtain answers to their queries, minimizing errors and mistakes⁴⁹. As individuals disseminate information, they navigate through various processes to prevent the recurrence of the same errors, promoting standardized procedures.

A comprehensive repository of processes and protocols is stored within a system accessible to all, enhancing employee onboarding and training. This also safeguards information integrity, averting the deterioration of processes over time and fostering increased collaboration⁵⁰. With users sharing knowledge in a communal space, collaboration for process enhancement becomes more convenient. Organizations should refrain from overwhelming employees with a sudden influx of new knowledge management processes and systems. Instead, businesses should carefully strategize a gradual implementation process, offering thorough employee training at each phase to ensure their comfort with the new system and its utilization. Managers should incentivize employees through rewards and bonuses for active participation in the new knowledge management system, thus encouraging knowledge sharing over hoarding⁵². In cases where clarification or additional information is needed concerning materials read or viewed, individuals are aware of whom to contact. It is imperative to establish a formal knowledge exchange policy, especially when employees leave a company. Rather than losing valuable information along with the departing employee, this information is now disseminated to other employees, ensuring knowledge retention.

Prior to implementing a knowledge management framework, it is essential to have a well-structured plan in place. Businesses can follow these steps to ensure a seamless implementation: Define program objectives: Leadership should pinpoint which business processes, such as training and onboarding, require attention and document both short-term and long-term objectives, involve employees in the implementation process⁵²; employees must familiarize themselves with the new processes and adapt their approach to knowledge sharing. Businesses should designate knowledge management "champions" to facilitate this transition, inspiring others to share knowledge and providing feedback to the implementation team. Develop comprehensive procedures; this encompasses the methods businesses employ to capture, organize, and disseminate knowledge, including the creation of best practices for knowledge management⁵³. Assess technology requirements; businesses should determine their technological needs based on program objectives. They must also evaluate the current technology used by employees, discerning what works and what doesn't, and why. Organizations should confirm that existing technology aligns with their business needs. Construct a roadmap; at this stage, it is crucial for the business to reaffirm leadership's support for this initiative, along with securing program funding⁵⁴.

This strategic plan may encompass an extended timeframe, spanning months or even years: Implementing the Program. Once businesses have established their processes, technology infrastructure, and addressed the organizational culture, it becomes opportune to launch the knowledge management initiative. Measuring Success and Continuous Improvement. The launch of a knowledge management program does not signal the conclusion of the effort. It is imperative for businesses to gauge the program's success and strive for ongoing enhancements to optimize efficiency. This can be achieved by developing scorecards that assess performance, quality, compliance, and value. The tangible benefits may not manifest immediately, but the organization will witness progressive results over time.

Knowledge management involves the harnessing and cultivation of an organization's intellectual assets to accomplish its strategic objectives⁵⁵. These assets encompass both explicit and implicit knowledge. The practice of knowledge management encompasses the creation, manipulation, storage, and dissemination of knowledge among members of a community of practice. It is a crucial mechanism for directing knowledge flows within an organization. To enhance organizational performance and gain a competitive advantage, it is imperative to incorporate and implement effective knowledge management strategies⁵⁶. Organizations proficient in knowledge management regard knowledge as a form of human capital and have established organizational principles and values that encourage knowledge generation and sharing⁵⁷.

Knowledge Management Capability (KMC) serves as an intentional organizational mechanism for the continual generation of knowledge within the organization. Additionally, infrastructural capabilities and process capabilities in Knowledge Management (KM) directly impact organizational effectiveness⁵⁸.

It was argued that an organization must leverage its existing knowledge management capabilities and apply the knowledge in its operations to sustain competitiveness. With regard to previous research, KMC is divided into two categories: knowledge infrastructure capabilities and knowledge process capabilities.

A number of studies have addressed knowledge management processes; they divide knowledge management into several processes. They have identified many key aspects to this knowledge management process such as capture, transfer, and use; acquire, collaborate, integrate, and experiment; create, assemble, integrate, and exploit, transfer, and use⁵⁹. The four knowledge processes including creation, storage, transfer, and application. Knowledge process capabilities is cluster into four broad dimensions of process capability which are; acquiring knowledge, converting it into a useful form, applying or using it, and protecting it. Knowledge creation process, and they adopt the SECI

(socialization, externalization, combination, internalization) process model to explore knowledge creation. Knowledge management processes by four categories including generating and accessing, facilitating and representing, embedding and usage, and transferring and measuring. Knowledge management processes presents generating new knowledge, accessing valuable knowledge from outside sources, generating and accessing process; facilitating knowledge growth through culture and incentive and representing knowledge in documents, databases, and software embedding knowledge in processes, products or services and using accessible knowledge in decision making and transferring existing knowledge into other parts of the organization and measuring the value of knowledge assets and impact of knowledge management⁶⁰.

2.2 Theoretical Review

2.2.1 Campbell Model of Job Performance

There exist eight distinct behavioral dimensions of performance that adequately characterize the uppermost levels of the concealed hierarchy. However, it's important to note that these eight facets exhibit dissimilar characteristics. They exhibit diverse patterns of sub-general factors, and their content demonstrates variations across different job roles. The following list outlines the eight models: *Job-specific task proficiency* pertains to an individual's competence in performing tasks that constitute the core technical prerequisites of a particular job and distinguish it from others. *Non-job-specific task proficiency* encompasses an individual's capability to execute tasks that are not exclusive to the job in question but are essential in most, if not all, organizational roles. *Written and oral communication* evaluates an individual's ability to communicate effectively through writing and speaking, irrespective of the audience's size. *Demonstrating effort* measures an individual's dedication to job-related tasks and the degree of persistence and intensity with which they engage in those tasks. *Maintaining*

personal discipline assesses the extent to which an individual refrains from engaging in negative behaviors, such as alcohol misuse, rule violations, and absenteeism. *Facilitating team and peer performance* evaluates an individual's capacity to support, assist, and nurture peers, contributing to the effective functioning of the group as a unified entity.

A partial assessment of Campbell's model was conducted via confirmatory factor analysis. A measurement instrument comprising 59 items, constructed in accordance with Campbell's six non-task-related performance factors, was employed. Participants included U.S. Air Force technicians and their supervisors. Respondents were asked to rate the relevance of each item to their current or most recent job roles^{61,62}. Three models underwent testing via confirmatory factor analysis: Model 1: A single latent performance factor with the 59 items serving as manifest indicators. Model 2: Six latent performance factors, each representing Campbell's non-task factors, with roughly 10 items as manifest indicators for each factor. Model 3: Campbell's six performance dimensions were treated as first-order latent factors, with a general performance dimension as a second-order latent factor. The results indicated that Model 2 exhibited significant improvements in fit compared to Models 1 and 3. Nonetheless, overall fit for Model 2 was relatively weak, suggesting that while Campbell and colleagues' model may provide a rough depiction of job-related latent structures, it was anticipated that future empirical investigations would necessitate adjustments to their theory⁶³. Campbell did not specifically mention examples of behavioral episodes with varying levels of expected organizational value. It is not difficult, however, to imagine what they might be from the definitions he provided for the behavioral categories. For example, in the first dimension (job-specific proficiency), behaviors that represent quick, error-free task execution would carry positive expected value, and at the other end behaviors that represent very slow or incomplete task execution would carry negative expected value⁶⁴. Similarly, in the sixth dimension (facilitating peer and team performance), behaviors that represent generous help and support for coworkers in need would carry positive expected value and behaviors

that represent indifference toward coworkers in need, or hostile and hurtful acts toward coworkers would carry negative expected value⁶⁵. Thus, performance in each of the behavioral areas described in Campbell's model can be defined according to the expected values of all the behaviors that fall under the same behavioral category. For example, performance on the factor job-specific task proficiency can be defined as the sum of the expected values of all behaviors related to job-specific task proficiency that an individual carries out over some standard period of time⁶⁶.

The difference between task performance and contextual performance out of concern that research and practice in the area of employee selection tended to focus only on a part of the performance domain and tended to exclude or downplay another part that is also important for organizational effectiveness. To explain how these two parts of the performance domain differ, they suggested that the part that tended to be most frequently recognized and targeted by selection research and practice refers to activities like those that usually appear on formal job descriptions⁵⁹. They called it *task performance* and suggested that it might take either of two forms. One involves activities that directly transform raw materials into the goods and services that are the organization's products. Such activities include selling merchandise in a retail store, operating a production machine in a manufacturing plant, teaching in a school, performing surgery in a hospital, and cashing checks in a bank⁶⁷.

The second form of task performance involves activities that service and maintain the technical core by replenishing its supply of raw materials, distributing its finished products, or providing important planning, coordination, supervising, or staff functions that enable it to function effectively and efficiently. When these task activities are performed effectively, they are behavioral episodes with positive expected organizational value because they facilitate the production of organizational goods and services. When performed ineffectively, however, they can have negative expected value because they might hinder the production of organizational goods and services⁶⁸. Thus, the domain of task

performance includes behavioral episodes that represent task activities that are performed well and behavioral episodes that represent task activities that are performed poorly, with corresponding variability in their expected organizational value. They argued that the part of the performance domain that was relatively ignored in selection research is also organizationally valuable, but for reasons different from those that explain the organizational value of task performance. They called it *contextual performance* because they defined it in terms of behavior that contributes to organizational effectiveness through its effects on the psychological, social, and organizational context of work. Individuals can contribute through the context of work in several different ways⁶⁹.

One approach involves influencing fellow colleagues within the organization to increase the likelihood of them engaging in valuable organizational behaviors themselves. For instance, when an individual's actions foster a positive atmosphere, defuse conflicts, and promote interpersonal trust, they contribute positively to the organization's expected value. Such actions enhance the social dynamics of the workplace, improving communication, cooperation, and the coordination of interdependent tasks⁷⁰.

Additionally, actions demonstrating exceptional commitment to tasks or the organization can serve as models for others, inspiring similar behavior. These actions also contribute positively to the expected organizational value by motivating others to exert greater effort in achieving organizational goals. These effects extend beyond the individual level and impact group characteristics, such as cohesion, teamwork, and morale, which, in turn, influence the performance of group members (71). These influences can permeate the organization as a whole by shaping organization-wide norms, culture, and climate, ultimately impacting the performance of individuals throughout the organization.

Conversely, behaviors like consuming alcohol or drugs during work hours have a negative expected value, as they reduce an individual's readiness to perform effectively. On the other hand, actions that actively resist the adverse effects of stressful work situations and proactively engage in valuable organizational activities, rather than passively responding to situational demands, fall under the

category of behaviors with positive expected value. These behaviors enhance an individual's readiness to contribute to organizational objectives⁷³.

A third avenue for contributing to the work environment is through actions that impact the organization's tangible resources. Actions such as tidying up meeting rooms after use, utilizing personal resources like family vehicles or personal computers for organizational purposes, and conserving electricity by switching off lights upon leaving an office, all hold positive expected value due to their effects on tangible aspects of the organizational context⁷⁴.

Conversely, actions like theft, sabotage, and the wastage or destruction of organizational resources or facilities have negative expected value, primarily due to their adverse impact on tangible aspects of the organizational context. These three broad categories of contextual performance highlight various facets of the psychological, social, and organizational dimensions within the workplace⁷⁵.

The first dimension emphasizes contextual factors, focusing on the psychological states of others and the characteristics of groups and the organization as a whole. Behaviors that impact these psychological states and corresponding group or organizational traits can have either positive or negative expected outcomes, as they influence the likelihood of others undertaking actions that contribute to organizational effectiveness⁷⁶.

The second dimension centers on contextual elements, specifically an individual's own readiness to contribute. Behaviors that influence an individual's readiness can result in either positive or negative expected outcomes, depending on whether they enhance or diminish the probability of the individual engaging in subsequent actions that contribute to organizational effectiveness⁷⁷.

The third dimension deals with tangible organizational resources. Behaviors affecting these resources can yield either positive or negative expected outcomes, contingent on whether they preserve or deplete organizational resources⁷⁸.

Conversely, it is evident that organizational behavior at the lower end of these contextual dimensions

can pose significant challenges for organizations. Employees who disregard established procedures when it inconveniences them, defy reasonable organizational rules, consistently question their supervisors' judgment, or disparage the organization to colleagues and external individuals unquestionably contribute to issues and can severely undermine organizational effectiveness⁷⁹.

The researchers conducted a comprehensive review of behavioral patterns found in the original taxonomy, discussions of organizational behavior and pro-social organizational behavior, as well as a model of soldier effectiveness. They deconstructed these patterns into 27 distinct behavioral concepts. Expert judges were then tasked with categorizing these 27 concepts based on their behavioral content. Through various analytical techniques, including factor analysis, multidimensional scaling analysis, and cluster analysis of these judgments, they identified underlying dimensions, which they labeled as interpersonal support, organizational support, and job-task conscientiousness⁸⁰. While these definitions explicitly address effective behaviors, it is essential to note that they encompass ineffective behaviors as well. The distinguishing factor between task and contextual performance lies in the underlying rationale for behaviors within each domain, which can lead to either positive or negative organizational outcomes⁸¹. This rationale can either contribute to the production of organizational goods and services or enhance the psychological, social, and organizational context of work. Some behaviors, however, may have expected value for both these reasons, creating complexity when categorizing them within job performance. Certain behaviors can simultaneously impact the production of goods and services, thereby contributing to task performance, while also influencing the social, organizational, or psychological context of work, thus contributing to contextual performance⁸². The behaviors outlined in the definitions of contextual performance dimensions serve as prototypes for behaviors with anticipated value in maintaining or enhancing the psychological, social, and organizational work environment.

It is worth noting that the implications of these behaviors for task performance are sometimes evident, particularly in the conscientious initiative dimension⁸³. In this context, task performance can be defined as the cumulative expected value of an individual's behaviors over a standard time frame, focused on the production of organizational goods and services. On the other hand, contextual performance can be defined as the cumulative expected value of an individual's behaviors over the same standard time frame, aimed at preserving and enhancing the psychological, social, and organizational context of work. These definitions acknowledge that certain behaviors may have consequences both for the production of goods and services and for enhancing the psychological, social, and organizational context of work⁸⁴.

If we consider no other reasons for a behavior to have positive or negative organizational value beyond the distinction between task and contextual performance, the behaviors encompassed by these two dimensions collectively encompass the realm of job performance. If we assume that Campbell's multifactor model can describe the underlying structure of all job roles, it implicitly covers the entirety of job performance⁸⁵. Therefore, these two taxonomic frameworks pertain to the same domain of performance behaviors, with their difference lying in how they partition the behavioral domain. Campbell's model appears to categorize behaviors primarily based on their content, whereas the distinction between task performance and contextual performance categorizes behaviors based on their organizational consequences, acknowledging that some behaviors may have implications for both types of consequences⁸⁶.

It's worth noting that this study has specifically adapted three metrics from Campbell's model—task proficiency, demonstrating effort, and personal discipline—which align closely with the subject of discussion in this research work. While Campbell's model also includes other metrics such as written and oral communication, facilitating team and peer performance, supervision and management, and

administration, the three adapted metrics are deemed more pertinent to the researcher's work⁸⁶.

2.2.2 Frischmann's Infrastructure Capability

Infrastructure is a combined set of hardware, software, networks, facilities which include all of the information technology in order to develop, test, deploy, operate, monitor, control, maintain and support the delivery of IT services.

The infrastructure capability is the IT capability system which functions to realize computing equipment, middleware, IT platforms, IT storage, IT networks and IT security infrastructure⁸⁷. The purpose of the infrastructure capability is to enable and assure the abilities of the IT infrastructure of the enterprise. Infrastructure management is the IT capability management of the infrastructure capability. The purpose of infrastructure management is to enable and assure the management and abilities of the IT infrastructure capabilities of the enterprise are controlled, balanced and aligned to the mission and needs of the enterprise as a whole⁸⁸.

The IT manager role is responsible for infrastructure management of the infrastructure capability. Infrastructure management work products include infrastructure management ideas, requirements, plans, risks, opportunities, reviews, decisions and action items. The infrastructure architecture is the IT architecture of infrastructure management of the infrastructure capability. The IT manager role uses the infrastructure architecture to support infrastructure management responsibilities and activities. The purpose of the infrastructure architecture is to provide a management structure to enable and assure the infrastructure capability of the enterprise is controlled, balanced and aligned to the mission and needs of the enterprise as a whole. The structure includes computing equipment, middleware, platforms (databases), storage, networks and security infrastructure⁸⁹. The IT architect role is responsible for architecting the infrastructure architecture in support of the infrastructure management responsibilities of the IT manager role. Infrastructure architecture work products include infrastructure architecture concepts, descriptions, models, views, viewpoints, specifications and analyses. Knowledge

infrastructures include individuals, organizations, routines, shared norms, and practices. Key to the infrastructure perspective is their modular, multilayered, rough-cut character. Infrastructures are not systems, in the sense of fully coherent, deliberately engineered, end-to-end processes⁹⁰. Rather, infrastructures are ecologies or complex adaptive systems; they consist of numerous systems, each with unique origins and goals, which are made to inter-operate by means of standards, socket layers, social practices, norms, and individual behaviors that smooth out the connections among them⁹¹.

This adaptive process is continuous, as individual elements change and new ones are introduced and it is not necessarily always successful. The current situation for knowledge infrastructures is characterized by rapid change in existing systems and introduction of new ones, resulting in severe strains on the elements. knowledge infrastructures operating across multiple disciplines consistently run headlong into this problem. Such infrastructures are vital to solving key issues of our day: effective action on biodiversity loss or climate change depends on sharing databases among disciplines with different, often incompatible ontology. If the world actually corresponded to the hopeful vision of data-sharing proponents, one could simply treat each discipline's outputs as an "object" in an object-oriented database (to use a computing analogy)⁹². Discipline X could simply plug discipline Y's outputs into its own inputs. One could thus capitalize on the virtues of object-orientation: it would not matter what changed within the discipline, since the outputs would always be the same. Unfortunately, this is unlikely perhaps even impossible for both theoretical and practical reasons⁹³.

Frischmann's infrastructure theory demonstrates how open access to infrastructure resources generates significant value for consumers and society. His theory suggests that the benefits of open access and the corresponding costs of restricted access are significantly greater. Infrastructure includes transportation systems, communication networks, sewage, water, and electricity systems⁹⁴. Projects related to infrastructure improvements may be funded publicly, privately, or through public-private

partnerships. Two main categories of infrastructure are hard and soft infrastructure. Soft infrastructures are the institutions that make up an economy, like healthcare systems, law enforcement, financial institutions and educational systems⁹⁵. A knowledge infrastructure is established upon three interrelated pillars: culture, technology, and processes, all of which should encompass specific shared cultural assumptions. The Knowledge Infrastructure is a set of measures and facilities aimed at securing a continuous transfer of knowledge between all players involved in the construction, operation and use of the infrastructure⁹⁶.

Professor Brett Frischmann identifies the unifying characteristics of this infrastructure resources and, from this analysis, develops a theory of infrastructure that promises to redefine the current open access versus private control debate. Largely basing his theory on demand-side economics, he brings new and important considerations to the current debate. Frischmann's infrastructure theory demonstrates how open access to infrastructure resources generates significant value for consumers and society⁹⁷. His theory suggests that the benefits of open access and the corresponding costs of restricted access are significantly greater than reflected in current debates. Frischmann supports his theory by example, demonstrating how private control of various infrastructure resources-lakes, basic scientific research, and the Internet-may prevent society from realizing the full value of these resources⁹⁸. This study thereby adopted metrics from the theory propounded as follows: information technology, knowledge structure and knowledge culture.

Information technology is a fundamental component of the structural dimension required to mobilize social capital for knowledge creation. The technological aspect encompasses various facets crucial for effective knowledge management, including business intelligence, collaboration, distributed learning, knowledge discovery, knowledge mapping, opportunity generation, and security⁹⁹. It is well-documented in literature that information technology plays a pivotal role as a foundational knowledge management infrastructure, facilitating essential knowledge activities such as knowledge generation,

dissemination, and application. From a knowledge management perspective, the technical capabilities of knowledge management can expedite the acquisition, storage, and exchange of knowledge, facilitate the mapping of internal and external knowledge sources, integrate organizational knowledge flows, and apply existing knowledge to foster innovation¹⁰⁰.

The technical knowledge capability, specifically the adept use of information and communication technology (ICT), is a critical attribute in any knowledge-centric organization. In the pursuit of effective knowledge management, comprehending the stages of ICT development and recognizing the fundamental issues and factors influencing technology adoption or rejection are paramount. Equipping employees with tools that enhance their ability to share knowledge seamlessly with colleagues, regardless of time or location, is essential¹⁰¹. Such technologies have the potential to augment knowledge management by enabling collaborative knowledge creation involving multiple individuals.

The cultivation of a Knowledge Culture is a supportive capability that fosters the appreciation of organizational knowledge and fosters an interactive, collaborative environment among members of the organization. Organizational culture is a complex amalgamation of values, beliefs, behaviors, and symbols that significantly impact knowledge management within organizations¹⁰². Therefore, a positive knowledge culture stands out as a critical determinant influencing knowledge management practices and the utilization of knowledge outcomes. Organizational culture attributes such as customer focus, service quality, informality, and innovation exhibit substantial associations with organizational performance. Consequently, organizational culture represents a substantial impediment or catalyst for success in the realm of knowledge management¹⁰³.

Within the framework of infrastructure capabilities, three key components are discerned: cultural, structural, and technological. Knowledge Infrastructure (KI) comprises a collection of measures and resources designed to facilitate the seamless transfer of knowledge among all stakeholders engaged in infrastructure development, operation, and utilization. In the context of organizational knowledge management, the knowledge management infrastructure encompasses five major constituents:

knowledge culture, knowledge structure, knowledge information technology infrastructure, common knowledge, and physical environment¹⁰⁴.

Knowledge structure exerts a considerable influence on knowledge management dynamics and outcomes. This study emphasizes a significant structural factor - centralization, which is acknowledged as a pivotal variable underpinning the structural construct. Furthermore, the impact of centralization on knowledge management within organizations is widely acknowledged¹⁰⁵. In the pursuit of successful knowledge management, organizational culture emerges as the most critical determinant. Organizations must establish a conducive culture that motivates individuals to create and disseminate knowledge within the organizational context¹⁰⁶.

2.2.3 Mark Burgin Knowledge Process

Numerous concepts, models, and various theories have been proposed within the realm of knowledge processes. The entire domain of activities related to knowledge can be delineated into three distinct categories as per the classification provided by Mark Burgin. These categories include Knowledge Studies (both theoretical and experimental), Knowledge Engineering, and Knowledge Utilization and Management. It is worth noting that the latter two categories fall under the umbrella of knowledge technology. Knowledge Engineering primarily deals with the technology associated with knowledge production, organization, transformation, management, preservation, capture, and acquisition. In contrast, Knowledge Utilization delves into the examination of how individuals and organizations employ knowledge, while also devising novel techniques and approaches for such endeavors¹⁰⁷.

The classification of knowledge theories can be further broken down into three categories: Philosophical theories, which are housed within the philosophical discipline known as epistemology. These philosophical theories are concerned with three fundamental inquiries: the definition of knowledge, which seeks to elucidate what knowledge truly entails and how it can be distinguished from mere beliefs; the boundaries of knowledge acquisition, which explore the limits of what is possible to know; and the mechanisms of knowledge creation and acquisition, investigating how

knowledge is obtained¹⁰⁸.

Mathematical theories encompass areas such as mathematical logic, offering formal means for knowledge representation and formation; the theory of algorithms, which provides mechanisms for knowledge transformation and preservation, often centered on procedural or operational knowledge; and mathematical linguistics, which delves into the study of informal knowledge representation and formation¹⁰⁹.

Empirical theories, on the other hand, are oriented towards the practical aspects of knowledge functioning. These encompass theories from various disciplines including artificial intelligence, knowledge management, knowledge bases, knowledge acquisition, cognitive psychology, cognitive neuroscience, cognitive anthropology, cognitive sociology, education, and the sociology of knowledge¹¹⁰.

The exploration of knowledge through experimentation dates back to ancient times. A notable example of such experimentation can be found in Plato's dialogue, *Theaetetus*, where Socrates and Theaetetus engage in a dialogue to investigate the essence and nature of knowledge. Over time, mental experiments became a common method for studying knowledge¹¹¹. With the advancement of technology, computer experiments have become pivotal in fields like Artificial Intelligence and knowledge management. Additionally, researchers have conducted various experiments involving physical carriers of knowledge. For instance, psychologists, educators, and sociologists have organized experiments to examine how people acquire, store, and disseminate knowledge¹¹².

Research in the domain of knowledge can be categorized into three distinct directions:

Structural Analysis of Knowledge: This direction seeks to comprehend how knowledge is constructed and its inherent properties. It serves as a foundational tool for the system theory of knowledge, knowledge bases, and artificial intelligence¹¹³.

Axiological Analysis of Knowledge: This approach aims to explain the fundamental features that define knowledge as a social and technological phenomenon. It plays a central role in the fields of

philosophy of knowledge, psychology, and social sciences, including the sociology of knowledge, which investigates the interplay between human creativity and its social context¹¹⁴.

Throughout history, the importance of knowledge has steadily increased, and active knowledge assets have become indispensable. This holds true across all strata of society, as basic knowledge has become essential for individuals to function effectively in contemporary society¹¹⁵. Many organizations recognize the necessity of efficient knowledge management to remain competitive. Increasingly, individuals and organizations alike are recognizing that the optimal generation, acquisition, and application of knowledge are key factors for success.

While the role of knowledge in the economy is not a recent development, its significance has grown both quantitatively and qualitatively in recent years due to advancements in information processing and communication technologies¹¹⁶. Knowledge is now recognized as a primary resource, product, and constraint. In advanced industries such as computer technology, communications, software development, and other knowledge-intensive sectors like pharmaceuticals, knowledge is the primary source of wealth¹¹⁷. Moreover, knowledge production and creation are rapidly gaining importance, with governments and organizations investing increasingly in this endeavor¹¹⁸. Knowledge has evolved into intellectual property, attributed to individuals or groups and safeguarded by copyright or other forms of social recognition. As an economic commodity, knowledge and its production are valued and rewarded in the realms of research, communication, and education¹¹⁹. As the result, knowledge has moved to the social overhead investment of society in the form presented in books, articles, patents or computer programs, written down, printed or recorded at some point for transmission and utilization¹²⁰.

Our civilization is based on knowledge and information processing. In contemporary knowledge-driven economy, organizations ultimately gain their value from intellectual and knowledge-based assets rather than material commodities. That is why it is so important to know properties of knowledge and how to work with it. For instance, the principal problem for computer science as well

as for computer technology is to process not only data but also knowledge¹²¹. Knowledge processing make problem solving much more efficient and are crucial if not vital for big companies and institutions. In order to accomplish this objective, it is essential to differentiate between knowledge and the process of acquiring knowledge to comprehend the patterns within the structure, operation, and progression of knowledge. This distinction is integral to the development of software. Numerous intelligent systems explore knowledge domains, which are either explicitly or implicitly determined by the selected knowledge acquisition process. Consequently, the knowledge acquisition process plays a significant role, serving as a substantial influencing factor¹²². People increasingly rely on AI processing systems, which in turn, depend on their software, while information is processed in the search of knowledge. Sophisticated safety-critical software is embedded in a diversity of systems across most industry sectors, ranging from automotive and aerospace to energy and maritime. This situation once more demonstrates importance of knowledge because software is a form of operational knowledge process¹²³.

In contemporary society, the significance of knowledge has rapidly expanded alongside societal progress. The 20th century witnessed a transformative development with the introduction of computers, elevating knowledge to a focal point of scientific inquiry. Nevertheless, grasping the concept of knowledge is a formidable task. It is often characterized as an elusive notion, replete with numerous definitions¹²⁴. This complexity is evident in the myriad inquiries posed by philosophers and intellectuals, probing the very nature, unique attributes, functions, and societal roles of knowledge. These inquiries span the spectrum from theoretical contemplations to pragmatic applications¹²⁵.

All basic questions about knowledge are related to the way in which we organize and direct the development and application of knowledge on different levels from individuals through companies and organizations through the whole society¹²⁶. For instance, in many organizations, knowledge management has come to occupy a central place in their functioning. It is a role that makes great

demands on an organization's strategic insight, problem solving ability, and successful development. A wide variety of technologies have to be invoked in providing support for knowledge requirements, ranging from the acquisition, modeling, maintenance, transmission, dissemination, retrieval, reuse, and publishing of knowledge¹²⁷. Knowledge is a valuable asset and resource. So, any tool set capable of providing support for operating with knowledge would be valuable as its effects can percolate down to all the application domains structured around the domain representation.

Knowledge process capability theory is among those capabilities and it enables an organization to capture, reconcile and transfer knowledge in an efficient manner. KPC extends the scope of organization-specific knowledge by accumulating it internally and externally through creation, collaboration, feedback, sharing and benchmarking.

Organization-specific knowledge helps an organization in designing need-specific innovations and adjustments¹²⁸. This theory has it that process capability helps an organization in organizing, combining and coordinating knowledge in a meaningful and structured manner which subsequently enhances the usability of knowledge for decision-making and strategy formulation. Simply, it may be seen as an ability to handle changes through creating options and choices. Process capability that creates right knowledge will enhance the portfolio of a firm's options and choices. Similarly, knowledge integration perspective that focuses on three types of integration which are efficiency, scope and flexibility of integration that has been found to broaden the firm's portfolio of strategic options and choices¹²⁹. Cross-functional exchange of knowledge helps an organization in quickly understanding the changing environment and sponsors reengineering and customization of organizational priorities, actions and plans accordingly¹³⁰. Availability of "right knowledge" at the right time reduces error in decision-making; hence, the quality of options and decisions are largely dependent on how an organization stores and distributes its knowledge. In addition, an organization's ability to protect its knowledge from illegal theft, leakage and use is also positively related to its

competitiveness¹³¹. An organization should protect its knowledge when stocks and significance of knowledge are critical. It is pertinent to propose that knowledge process capability enhances the availability of right knowledge and enables an organization to react or act towards opportunities or threats. Knowledge process capability through integrating the KPC and business planning processes, developing reliable and innovative applications that complement organizational needs and predicting future business needs of the organization¹³². Organizations' capability to process knowledge effectively reduces the impact of environmental uncertainty and leads to the development of effective business plans. The SECI model (Socialization, Externalization, Combination, Internalization) served as the foundation for investigating the knowledge creation process. Within the realm of knowledge management, processes emerged that involved generating and accessing valuable external knowledge, nurturing knowledge growth through cultural incentives, and representing knowledge through documentation, databases, and software applications. Additionally, embedding knowledge into processes, products, or services and incorporating accessible knowledge into decision-making processes were key aspects of this endeavor¹³³.

Knowledge Process Capability (KPC) comprised four pivotal steps: the sharing of tacit knowledge, concept creation, concept validation, and cross-leveling knowledge facilitation. Another four-stage KPC model encompassed acquisition, transformation, application, and protection, synthesized from various empirical studies. A broader framework for knowledge management processes consisted of four stages: creation, storage/retrieval, transfer, and application. These frameworks underscored the importance of acquisition, conversion, and application processes in knowledge management, as they were adapted from knowledge process capability theory¹³⁴.

Knowledge is not merely a valuable resource for organizations; it stands as a fundamental source of competitive advantage.

The Knowledge Acquisition Process focuses on obtaining knowledge from external sources and

fostering the creation of new knowledge through the interplay between fresh insights and existing organizational knowledge. This process ultimately enriches innovation development and enhances organizational effectiveness. Acquisition, in this context, signifies an organization's ability to identify, access, and gather both internal and external knowledge pertinent to its operations¹³⁵. The Knowledge Acquisition Process emerges from individual involvement and interactions among tasks, technologies, resources, and individuals within a specific context¹³⁶. When knowledge is externalized and captured by those in need, it can significantly boost a firm's productivity and profitability¹³⁷.

The Knowledge Dissemination Process assumes a pivotal role in organizational knowledge management capabilities by facilitating the efficient transfer of knowledge to where it is needed and can be utilized. Organizations must carefully navigate the transformation of tacit knowledge into explicit knowledge to prevent the loss of valuable insights¹³⁸. The KM process plays a pivotal role in ensuring that knowledge enhances a company's competitive edge. Organizational knowledge management is founded on the principle that all elements contributing to superior performance, creativity within the organization, operational efficiency, and product and service quality are enhanced when knowledge is not only made readily available but also utilized skillfully. This underscores the significance of the knowledge management infrastructure, often regarded as the backbone of KM¹³⁹. This assertion aligns with the earlier observation that virtually every successful organization implementing KM recognizes the necessity and significance of a well-defined and supportive infrastructure to facilitate KM practices. Thus, it is widely accepted that the effective implementation of KM necessitates a robust and fitting KM infrastructure, comprising four key components: technology, organizational culture, organizational structure, and intellectual capital¹⁴⁰.

The ability to generate and disseminate knowledge throughout the organization is acknowledged as a critical strategic capability for gaining a sustainable competitive advantage. The unique abilities of organizations in creating and sharing knowledge are increasingly recognized as central to their

competitive edge. In the literature, four distinct KM process capabilities emerge clearly: acquisition, conversion, application, and protection¹⁴¹. These KM process capabilities empower organizations, including firms, to harness knowledge resources and achieve superior performance in areas such as enhancing service flexibility through a superior service operations strategy¹⁴².

2.3 Review of Empirical Studies

2.3.1 Knowledge Infrastructure Capability and Job Performance

An increasing number of organizations, spanning various sizes, scopes, and profit models, are recognizing the imperative nature of knowledge management (KM). Consequently, the KM landscape, encompassing consultants, experts, technologies, and applications, is experiencing rapid growth¹⁴³. Throughout history, both individuals and organizations have implicitly practiced what could be termed knowledge management. Early inhabitants learned to adapt to their surroundings, nations honed their strategies for warfare, and agricultural communities optimized their land utilization. These examples highlight the diversity of knowledge management methods, some innate and automatic, while others are acquired and applied¹⁴⁴. In contemporary times, KM transcends mere documentation within organizations; it encompasses decision-support systems, artificial intelligence, process re-engineering, and numerous other processes that have become buzzwords, including various "e-" terms¹⁴⁵.

A knowledge infrastructure plays a pivotal role in connecting different members of an organization with diverse sources of both internal and external knowledge, significantly impacting job performance. Formal knowledge interactions take the form of libraries, bulletin boards, CEO letters, employee manuals, standard operating procedures (SOPs), email systems, and intranets. Informal knowledge interactions occur through spontaneous gatherings, whiteboard sessions, chance meetings, feedback mechanisms, and similar avenues. In its full-fledged form, a knowledge infrastructure constitutes one of the organization's core assets, akin to a nervous system, linking various tools and functions¹⁴⁶. A robust knowledge infrastructure enhances an organization's capabilities, while its absence results in

reduced operational efficiency. Constructing a knowledge infrastructure mirrors the process of building any other infrastructure, beginning with the planning phase, where KM leaders establish the necessary foundations. Subsequently, the second phase involves actual system implementation. With systems in place, the organization proceeds to the often overlooked third phase: evaluation, which, in turn, leads to plan refinement and system enhancement. A knowledge infrastructure rests on three complementary pillars: culture, technology, and processes, all of which enhance an organization's overall job performance¹⁴⁸.

Cultivating a culture of knowledge is the first foundational step before an organization can effectively practice KM. These three pillars—culture, technology, and processes—are crucial during the planning stage of constructing a knowledge infrastructure. The aim of these services aligns with the overarching goal of the knowledge infrastructure: to make knowledge more accessible and valuable. The initial construction phase is modest in scale and expands as more knowledge users and services are integrated. Subsequently, the knowledge infrastructure adapts based on necessity, expectations, and evaluations, particularly in the third phase¹⁴⁹.

In the modern business landscape, knowledge stands as one of the most invaluable assets for organizational survival. Effectively managing this asset necessitates continuous adaptation by organizations and demands that employees strive to enhance company work processes. Organizations strive to integrate their unique knowledge with traditional methods and innovative approaches, seeking to transform them into superior resources compared to their competitors¹⁵⁰. Consequently, managing the knowledge asset has become a critical concern for contemporary organizations, with knowledge management representing a viable solution. Knowledge management is a multifaceted process encompassing knowledge identification, acquisition, development, distribution, utilization, and storage. However, many studies have limited their focus to fragmented or restricted aspects of knowledge management. To enhance the effectiveness of knowledge management, it is imperative to address both

qualitative and quantitative challenges that underpin effective knowledge management within organizations¹⁵¹.

The original framework lacked the inclusion of incentives, widely acknowledged as a primary motivator in facilitating the knowledge management process. This study rectifies the omission by emphasizing the importance of incentives within the knowledge management framework. Additionally, the study identifies the relationship between organizational performance, as viewed through the Balanced Scorecard framework, encompassing customer-related aspects, internal business processes, learning and growth, and perceptual financial dimensions in the context of Korean businesses¹⁵². Furthermore, the study explores the relationship with objective financial performance. Lastly, this study conducts a comparative analysis of larger and smaller organizations, as well as manufacturing and non-manufacturing firms, within the realm of knowledge management. Since the study was conducted in Korea, the original instrument underwent translation into Korean using the back-translation technique. The validity and reliability of the instrument were assessed through confirmatory factor analysis (CFA)¹⁵³. To identify the relationship between knowledge management capabilities and organizational performance, structural equation modeling (SEM) and multiple regression analysis were conducted. A Student's t test was conducted to examine the mean differences. The results of this study indicated that there is a positive relationship between effective knowledge management and organizational performance. However, no empirical evidence was found to suggest that knowledge management capabilities are linked to the objective financial performance, which remains a topic for future review.

In addition, the findings indicate that the size of an organization influences knowledge management, while the type of organization does not¹⁵⁴. These study results offer valuable insights into the establishment of a valid and reliable survey instrument. They also provide compelling evidence that knowledge management capabilities play a pivotal role in enhancing current organizational

performance and offer significant recommendations for future research endeavors.

The concept of knowledge management capabilities refers to an organization's ability or routine in recognizing, creating, transforming, and disseminating knowledge¹⁵⁵. It can be categorized into two dimensions: Knowledge Infrastructure Capability and Knowledge Process Capability.

Knowledge Infrastructure Capability: This dimension pertains to the infrastructural environment that supports knowledge creation and sharing capabilities. It encompasses aspects such as technology, organizational structure, organizational culture, and the incentive system.

Knowledge Process Capability: This facet primarily involves the capability to acquire new and essential knowledge, as well as effectively maintain it to support employees' efforts in performing optimally. This includes activities related to knowledge acquisition, conversion, application, and protection¹⁵⁶.

Organizational performance is the outcome of various business factors, including work processes, team communication, corporate culture, policies, leadership, and an environment that fosters innovation, creativity, and loyalty. The Balanced Scorecard is a tool used for measuring performance¹⁵⁷. It aims to address the limitations of traditional performance measurement tools by balancing both financial and non-financial indicators. It evaluates organizational performance across four perspectives: financial, customer-related, internal business, and learning and growth.

Tobin's q is a ratio that compares a company's market value of stocks with the value of its equity book value¹⁵⁸. If Tobin's q exceeds 1.0, it may suggest that the market value reflects unrecorded or unmeasured company assets, which can include intangible assets. Conversely, a ratio below 1.0 indicates that the market value of assets is lower than the recorded value. Tobin's q is frequently used in research related to knowledge management due to its intangible and forward-looking nature¹⁵⁹.

In the contemporary business environment, characterized by constant adaptation and change, knowledge management is of paramount importance. Employees must continuously strive to enhance their company's work processes, as their roles have become more intricate, spanning various parts and levels of the organization. Management also requires more complex decision-making¹⁶⁰.

In today's society, rapid changes in global markets and customer demands, along with groundbreaking technological advancements, challenge managers to anticipate and respond swiftly. Knowledge sharing within organizations is crucial for survival in an environment marked by rapid technological shifts and intense competition¹⁶¹. Knowledge is power, and through knowledge sharing processes, this power and potential spread throughout the organization. Furthermore, organizations must align knowledge-oriented processes, technologies, and organizational structures with their business strategies to maintain a sustainable knowledge advantage.

However, contemporary organizations and employees grapple with information overload and a shortage of time for knowledge sharing. Employees find themselves overwhelmed by an excessive amount of information, leading to a continuous and costly cycle of searching, sorting, and evaluating information¹⁶². According to the International Data Corporation (IDC), Fortune 500 companies suffer annual losses of at least \$31.5 billion due to inadequate knowledge management. Nevertheless, both businesses and governments invest substantial resources in knowledge management technology and systems, often yielding limited or no results¹⁶³. In 2002, businesses spent \$2.7 billion on new systems, which escalated to \$4.8 billion in 2007. The U.S. government increased its investment by 35 percent between 2005 and 2010 in three segments: equipment, software, and professional services. While managers clamor for additional staff, resources, software, and training, these investments may provide only temporary solutions and may not address the underlying issues¹⁶⁴.

Organizations typically strive to blend and synchronize their unique knowledge with traditional resources, procedures, and capabilities in novel and distinctive ways, thereby transforming them into innovative resources superior to those of their rivals. As has been indicated, "knowledge can be considered the most pivotal strategic asset, with the capacity to acquire, integrate, archive, disseminate, and apply it being the foremost competency for establishing and perpetuating a competitive edge"¹⁶⁵. Knowledge, especially tacit knowledge, is commonly ingrained within intricate organizational processes and routines that are challenging to mimic. Hence, competitors are compelled to partake in similar experiences, demanding time and effort to attain analogous knowledge. Consequently, the capacity to identify, assimilate, and leverage knowledge becomes paramount to a company's strategic triumph¹⁶⁶. When a company's workforce absorbs and accumulates knowledge from their experiences and then applies it outside their primary competencies in a manner directly linked to the organization's product or service, the company attains a strategic advantage. It is crucial to comprehend the art of harnessing information and data to facilitate the transmission of knowledge from an individual to the organization¹⁶⁷. The most invaluable reservoir of knowledge resides within an employee's mind and can be easily forfeited when that individual departs from the organization. Therefore, a knowledge management system emerges as a viable resolution to the predicament of capturing individual knowledge, preserving it within an organizational memory bank, disseminating it across the entire organization, and subsequently harnessing it for generating fresh knowledge. Knowledge management encompasses any endeavor aimed at managing knowledge, encompassing collection, storage/retrieval, application, sharing, and creation.

Moreover, it encompasses any technique devised to systematically and routinely facilitate the management of what employees, others, teams, and organizations know, as well as what they must know, with respect to work processes, technological infrastructure, and the culture of knowledge-sharing¹⁶⁸. The challenge of preserving and managing extensive volumes of data, information, and

knowledge gives rise to inefficiencies, ill-informed decisions, and duplicated efforts. Even when two organizations possess comparable workforce sizes and financial assets, their success may diverge based on their investments in effective knowledge management. Knowledge management advocates that an organization undergoes a subtle yet profound shift from relying on its historical experience or knowledge to relying on its competencies and resourcefulness for shaping its future. The significance of knowledge creation and dissemination in all organizations must adapt dynamically to a changing environment¹⁶⁹. Previously, information processing and problem-solving skills were predominantly employed to navigate a static environment. In today's rapidly evolving landscape, this approach is insufficient to address intricate customer requirements and provide intricate services. Organizations must metamorphose and innovate to contend with intricate and swiftly changing business circumstances¹⁵⁹. It has been posited that "innovation is better understood as a process in which the organization identifies and frames problems, then actively cultivates novel knowledge to resolve them." One of the paramount survival skills for contemporary organizations is the ability to generate and propagate their knowledge, which empowers them to innovate¹⁷⁰.

Knowledge creation is the exclusive purview of individuals, while an organization serves as a vehicle for knowledge integration, irrespective of whether it has an official knowledge management system. An organization can only amass a limited amount of knowledge from individuals in an explicit format, such as manuals, product specifications, or scientific formulas, which can be advantageous within information systems. Once this knowledge is explicitly articulated, organizational information systems can readily disseminate it to others within the organization¹⁷¹. While an individual's knowledge may have limited impact on an organization, the act of sharing knowledge can extend its reach to other individuals and cultivate innovation within the organization. Through feedback, inquiries, enhancements, and adaptations, original knowledge can be enriched. Put simply, when things go well or encounter challenges, valuable lessons can be gleaned and shared. If these lessons have

applicability to future situations, the organization stands to gain significantly¹⁷². In essence, knowledge-sharing behaviors can stimulate learning among organizational members, empowering them to apply solutions to similar past problems, thus enabling the organization to swiftly respond to customer demands and a competitive environment.

Typically, the processes of knowledge creation and sharing are not entirely distinct; they often occur in tandem¹⁷³. When these processes are dichotomous, their benefits remain limited. Knowledge created but never shared only benefits the individual who generated it. Conversely, sharing knowledge without enhancing its value leaves the organization stagnant and devoid of competitive advantages.

Knowledge creation is defined as an ongoing process where one transcends individual boundaries and the constraints imposed by past information and learning by gaining new perspectives on the world and acquiring fresh knowledge¹⁷⁴. Naturally, knowledge sharing fosters learning, which is the conduit for acquiring or creating knowledge. Knowledge creation is intrinsically linked to organizational innovation, offering the potential for the organization to outshine its competitors by nurturing more innovation¹⁷⁵. Innovation is widely acknowledged as a prerequisite for business survival, with continuous product and process innovation serving as essential components for sustained competitive advantage¹⁷⁵. Sharing and creating knowledge within an organization often encompasses expertise sharing on product development, best practices, discoveries in process improvement, and insights into customer needs, behaviors, and attitudes, all of which constitute the capacity for innovation. Within this context, the processes of knowledge sharing and creation are closely tied to organizational performance and innovation¹⁷⁶.

Nevertheless, knowledge-sharing processes can be intricate, as organizations frequently struggle to recognize their own knowledge or encounter difficulties in locating internal knowledge from the past. Many organizations grapple with maintaining the flow of internal data, information, and knowledge, and failing to do so can result in inefficiencies, an uneven distribution of knowledge within the

organization, ill-informed decisions, and redundant efforts¹⁷⁷.

Research has demonstrated that effective knowledge management enables organizations to create and share new knowledge significantly faster and more extensively than their competitors who do not prioritize knowledge management. Knowledge management empowers organizations to capture, codify, and disseminate their knowledge, thus enhancing the effectiveness and efficiency of their operations. The implementation of knowledge management can yield benefits for businesses, such as overall cost reduction, improved efficiency in business processes, faster research and development cycle times, heightened service quality and consistency, and enhanced customer relations¹⁷⁸.

Nonetheless, the definitions and concepts surrounding knowledge management remain somewhat ambiguous, often being conflated with information technology. At this juncture, it is beneficial to establish clear definitions for "knowledge" and "knowledge management" and delve into strategies for implementing the latter to enhance organizational effectiveness¹⁷⁹. Efforts to define knowledge have persisted since ancient Greek times, revealing its abstract and multifaceted nature. Generally, knowledge can be characterized as a composite concept encompassing experience, expertise, insight, information, and capabilities. It stands distinct from mere data and information; data represents factual descriptions of events, either quantitatively or qualitatively, and when these data points are interpreted within a meaningful context, they transform into usable information. Additionally, knowledge can be categorized into two primary types based on its modes of expression: tacit and explicit¹⁸⁰. Tacit knowledge is deeply ingrained in action, commitment, and engagement within specific contexts, encompassing both cognitive and technical aspects. In contrast, explicit knowledge is codified or visually represented in a clear language format, often referred to as information¹⁸¹. Importantly, these two forms of knowledge are not isolated states; instead, they are mutually dependent and complementary qualities. Tacit knowledge serves as a foundational backdrop for shaping the structure that underpins the development and comprehension of explicit knowledge¹⁸². Both categories of

knowledge hold value for organizations, yet tacit knowledge frequently remains unarticulated and unshared. Consequently, it has been acknowledged that effective management of both tacit and explicit knowledge is essential to harness intellectual assets that can enhance an organization's value.

Knowledge management is a multifaceted process encompassing the identification, acquisition, development, distribution, utilization, and storage of knowledge that bears significance for organizations. This process pertains not only to explicit knowledge but also to tacit knowledge¹⁸³. To elevate organizational performance and generate value, an organization must possess the capability to systematically and specifically manage both forms of knowledge. This involves acquiring, organizing, sustaining, applying, sharing, and renewing both tacit and explicit knowledge. Various researchers and practitioners have approached the definition of knowledge management from diverse perspectives. Broadly, three predominant trends exist in defining knowledge management: it can be viewed as a set of work processes or activities, as a technological infrastructure, or as a set of behavioral norms and practices often referred to as organizational culture¹⁸⁴. Nevertheless, these definitions share a common objective: to facilitate effective knowledge management within an organization, promoting greater flexibility, swift responsiveness to changing market dynamics, innovation, enhanced decision-making, and increased productivity. Organizations that prioritize knowledge management often emphasize collaboration, organizational learning, the adoption of best practices, workflow optimization, intellectual property management, document handling, a customer-centric approach, and the effective utilization of data¹⁸⁵. An ideal knowledge management system efficiently organizes and disseminates knowledge while fostering the creation of new knowledge. It harnesses collective knowledge and encourages responsiveness and innovation by connecting individuals to pool diverse experiences and perspectives.

Knowledge management assembles individuals with diverse viewpoints to address specific challenges, facilitating the sharing of knowledge and the discovery of superior solutions. In organizations lacking

a formal knowledge management framework, valuable practices may go unnoticed, errors could be repeated, and insights from employees, customers, partners, or competitors might be overlooked—resulting in missed opportunities for improvement, sharing, and reuse¹⁸⁶. Knowledge management capabilities have been widely discussed in various organizations. Many organizations have invested in knowledge management projects, but a significant number of these initiatives have remained focused on information management rather than contributing to innovation in products and services. Effective knowledge management encompasses the recognition, creation, transformation, and distribution of knowledge. These capabilities can be classified into two main categories: knowledge infrastructure capability, which includes technology, structure, and culture, and knowledge processing capability, which involves acquisition, conversion, application, and protection¹⁸⁷. The original framework of knowledge management capabilities emphasizes the importance of knowledge providers in facilitating knowledge sharing. This process demands resources in terms of funds, effort, and time, and incentives, whether monetary or non-monetary, play a pivotal role in motivating and encouraging knowledge sharing. This study seeks to enhance the original knowledge management capabilities framework by incorporating incentives¹⁸⁸. The modified framework, known as Measuring Organizational Performance, takes into account various business factors, including work processes, team communication, corporate culture, policies, leadership, climate for innovation, loyalty, and the economic and business environment¹⁸⁹.

Organizations constantly strive to improve their performance. Traditionally, performance assessment relied heavily on financial data. However, financial metrics primarily reflect past actions and are typically reported at the conclusion of projects, providing little immediate feedback when issues arise. A single financial performance metric is inadequate for supporting continuous improvement and innovation within an organization. Research has shown that traditional financial measures such as return on investment, earnings per share, or return on assets have limitations in promoting continuous

improvement and innovation¹⁹⁰. The introduction of the Balanced Scorecard marked a significant shift in performance evaluation methods, incorporating four key perspectives: learning and growth, internal business processes, the customer perspective, and the financial perspective¹⁹¹. By integrating financial and non-financial indicators, organizations can connect long-term strategic goals with short-term actions, enabling managers to consider various interrelationships and causal effects. The Balanced Scorecard is widely regarded as a reliable tool for assessing diverse aspects of organizational performance. However, it should be customized to align with each organization's unique mission, strategy, and culture, rather than applied universally as a one-size-fits-all template¹⁹².

Nevertheless, it's important to note that this adaptability also leads to inconsistencies, making cross-company comparisons challenging. Since the Balanced Scorecard is tailored to the specifics of each organization, it doesn't offer a standardized, industry-wide perspective with clear recommendations. Additionally, because it focuses on an organization's strengths, areas in need of improvement may be overlooked¹⁹³. Therefore, comparing organizations using their respective Balanced Scorecards is not meaningful. Instead, a standardized performance measurement tool is essential for evaluating the impact of various business initiatives. A comprehensive view of organizational performance requires considering multiple perspectives, and the Balanced Scorecard stands out as a potent tool for achieving strategic alignment by integrating financial and non-financial aspects of performance¹⁹⁴. This goal necessitates standardized organizational performance metrics. Hence, for the present study, we have borrowed the concept of the four performance perspectives and have made an effort to develop a generalized organizational performance measurement tool.

To assess the impact of knowledge management capabilities on an organization's performance, it is essential to standardize the metrics used in conjunction with key organizational performance indicators¹⁹⁵. Knowledge Management's Influence on Organizational Performance Every private enterprise anticipates favorable outcomes from its investments. The primary objective of investing in

knowledge management is to enhance organizational performance, which is directly correlated with profitability through the enhancement of organizational efficiency, innovation, and communication. Establishing a connection between knowledge management and organizational performance, as well as profitability, serves as a compelling incentive for senior management to prioritize knowledge management by highlighting the advantages it can bring to the organization's financial performance. KPMG conducted research on knowledge management in 1998, 2000, and 2003 to ascertain organizations' perspectives on knowledge management, their objectives in implementing it, and the advantages they gained from its adoption¹⁹⁶. For the 1998 knowledge management report, KPMG surveyed CEOs, CFOs, CMOs, and individuals responsible for knowledge management in 100 leading UK corporations. According to the 1998 report, the following percentages of organizations achieved the benefits outlined through knowledge management implementation: enhanced decision-making (86%), cost reduction (70%), quicker response to critical issues (67%), sharing of best practices (60%), creation of new/additional business opportunities (58%), increased profits (53%), and augmented market share (42%)¹⁹⁷. In the 2000 report, a similar survey was conducted among executives in 423 companies worldwide, revealing that knowledge management played an "extremely significant" or "significant" role in enhancing competitive advantage in various categories: marketing (75%), improved customer orientation (72%), product innovation (64%), revenue growth (63%), profit growth (63%), employee development (57%), improved decision-making (71%), faster response to key business decisions (68%), and improved customer handling (64%). In the 2003 report, organizations reported experiencing synergies among units (83%), accelerated innovation (63%), increased customer value (74%), cost reduction (67%), improved quality (70%), and reduced exposure to risk (26%) through the adoption of knowledge management¹⁹⁸. Half of the total respondents reported tangible financial benefits and returns. It is highly plausible that there exists a positive correlation between knowledge management and organizational performance.

2.3.2 Knowledge Process Capability and Job Performance

Knowledge process capability (KPC) represents a dynamic and continuous array of procedures and methodologies ingrained within individuals, groups, and the physical structures of organizations. These capabilities play a pivotal role in driving innovation performance. Companies that cultivate superior knowledge process capabilities tend to excel in innovation¹⁹⁹. The Dynamic Capabilities viewpoint underscores the significance of contextual factors in the development of capabilities, which cannot be overlooked²⁰⁰.

Numerous scholars have underscored three principal factors underpinning knowledge process capabilities and their impact on organizational performance. Knowledge management capabilities encompass organizational mechanisms for the perpetual generation of knowledge¹⁹¹. They encompass the promotion of knowledge acquisition, safeguarding of knowledge, and facilitation of knowledge sharing within an organization. These knowledge management processes can be perceived as structured coordination efforts aimed at effective knowledge management²⁰¹. In order to compete effectively, enterprises must harness their existing knowledge while concurrently creating new knowledge that strategically positions them within their chosen markets. Achieving this necessitates the development of the capacity to utilize prior knowledge to recognize the value of new information, integrate it, and apply it to create novel knowledge and capabilities²⁰². Several researchers have proposed that capabilities influencing knowledge management serve as prerequisites or organizational assets for effective knowledge management²⁰³. Empirical investigations have examined the mutual relationships between various knowledge management practices designed within organizations to support the creation, storage, and transfer of knowledge, all of which can enhance organizational performance.

In particular, five approaches have been presented, including formal employee training, the establishment of knowledge repositories, informal knowledge-sharing events for employees, the fostering of communities of practice, and the integration of knowledge management into ongoing projects, as ways to enhance organizational performance²⁰⁴. It is also emphasized that knowledge management encompasses both the processes involved in managing knowledge and the enablers that support these processes²⁰⁴. These knowledge management enablers encompass organizational culture, structure, human resources, and information technology support²⁰⁵.

Numerous studies have delved into knowledge management processes and have subdivided knowledge management into several distinct phases. These studies have identified numerous critical facets within the knowledge management process, including knowledge capture, transfer, and utilization. Four core processes have been delineated, encompassing knowledge creation, storage, transfer, and application. While a company's value hinges on intangible assets such as knowledge and brand, traditional financial metrics rooted in the industrial era continue to be employed in evaluating a company's performance in knowledge management and job performance²⁰⁶. Performance measurement assumes a pivotal role in management activities. What an organization chooses to measure significantly impacts its outcomes. Performance measurement serves as the foundation for formulating and achieving future strategies, effectively conveying the company's vision and strategic goals to all stakeholders, including CEOs and employees. It plays a crucial role in streamlining internal business processes. Nevertheless, it is worth acknowledging that conventional performance measurement, reliant on financial reporting, yields objective performance outcomes that facilitate comparisons among companies²⁰⁷.

Nevertheless, short-term and past-oriented financial indicators cannot become unique indicators that can evaluate company's performance. Therefore, various attempts to measure organizational performance in knowledge management have been conducted. Measurement of the performance of intangible assets such as human capital, structural capital, and market capital as they relate to intangible assets as plain and simple; categorizes intellectual capital by employee capability, internal

structure, external structure; and uses three performance indicators of growth/innovation (change), efficiency, and stability, respectively, in these categories as a strategic performance measurement framework including financial indicators as well as nonfinancial indicators is a strategic learning system that can amend business theory and organizational strategy through monitoring a company's performance from its knowledge management activities²⁰⁸.

The improvement of organization knowledge, the creation of new knowledge or innovation, and improved employee job based on extended collaboration. Construction of a knowledge repository and activations of communities of practice has been suggested to support overall knowledge management²⁰⁹. The knowledge management activities can achieve the objectives of knowledge management; knowledge management does not actually contribute greatly to the organizational performance²¹⁰. The evaluation of knowledge management performance to address its limitations involves assessing a range of indicators. These indicators gauge a company's success, profitability, growth rate, innovativeness, business size, and market share in relation to its competitors. The assessment is conducted from a subjective perspective, allowing for the development of performance metrics that encompass both financial and operational aspects²¹¹.

Knowledge management is a practice that fosters collaboration and integration among employees. It introduces a Knowledge Management Scorecard (KMSC) model for the measurement of knowledge management performance (212). This model encompasses various knowledge management processes, including knowledge generation, access, facilitation, representation, embedding, utilization, transfer, and measurement of knowledge assets²¹³.

Our approach involves measuring the performance of companies using KMSC and adapting relative performance indicators to make them universally applicable across all organizations²¹⁴. While financial performance metrics like Return on Investment (ROI) offer a realistic assessment, connecting knowledge management initiatives to metric financial performance proves challenging for Korean companies. The short adoption period of knowledge management practices and the difficulty of

standardizing performance indicators across diverse business sectors led us to employ cognitive measures, such as relative financial performance compared to key competitors, instead of metric financial data²¹⁵

In the second measurement model, we scrutinize the relationships within the knowledge management process measures. Parameter estimates, fit indices, and observed residuals collectively suggest that the knowledge management process effectively represents the covariance among the respective item measures. Notably, Model X appears non-significant and rather substantial. Similar to previous models, high values for GFI, AGFI, NFI, and NNFI indicate a strong model fit, underscoring its reliability²¹⁶.

Our third measurement model delves into the relationships among knowledge management performance measures. Fit measures, along with parameter estimates, affirm the suitability of this model for assessing organizational performance based on the observed covariance in the sample. Confirmatory factor analyses confirm construct validity, including unidimensionality, concentration validity, and discriminated validity²¹⁷.

2.3.3 Knowledge Infrastructure Capability and Knowledge Process Capability on Job Performance

A Knowledge Infrastructure can be strategically planned, executed, and assessed using an analytical framework within the perspective of Knowledge Infrastructure Strategy²¹⁸. Organizational vision encompasses an organization's strategic direction, its core competencies, inherent limitations, its market positioning, and its competitive landscape. Becoming a knowledge-centric organization is aimed at advancing the organizational vision by enabling the organization to harness the value of knowledge utilization, the benefits of knowing, and mitigating the drawbacks of ignorance²¹⁹.

A knowledge-centric organization is one that acknowledges knowledge as a pivotal strategic asset and equips itself with the necessary tools for effective knowledge utilization. Often, in the face of rapidly evolving market dynamics, the emergence of new market players, and the increasingly sophisticated

and discerning consumer base, organizations not only experience heightened competition but also recognize the unprecedented speed of today's world. Swiftiness and precision are indispensable for an organization's sustainability, deeply rooted in its capacity to leverage internal knowledge assets and acquire essential knowledge from external sources²²⁰. So, what exactly is knowledge management (KM)? It can assume various forms and interpretations for different individuals, all centering around activities such as collecting, storing, and leveraging knowledge. The operational definition employed here is as follows: KM constitutes the art of performing knowledge-related activities such as organizing, inhibiting, filtering, archiving, collecting, disseminating, and utilizing knowledge entities like data, information, experiences, evaluations, insights, wisdom, and initiatives. Though these entities are not identical, from the perspective of KM, they are all elements to be effectively managed²²¹. In essence, KM is the execution of knowledge-related activities upon knowledge resources. The rise of the knowledge-based economy has significantly transformed the economies of developed countries from managed economies into entrepreneurial economies, which deal with knowledge as both input and output. Consequently, knowledge has become a key asset for organizations and knowledge management is one of the driving forces of business success. One of the most important challenges faced by enterprises today is to manage both knowledge assets and the e-collaboration process between knowledge workers²²². Critical business knowledge and information is often contained in mostly unstructured documents in content management systems. Therefore, content management based on knowledge perspectives is crucial for organizations²²³, especially knowledge-intensive organizations. Enterprise Content Management has evolved as an integrated approach to managing documents and content on an enterprise-wide scale. This approach must be enhanced in order to build a robust foundation to support knowledge development and the collaboration process. A knowledge infrastructure based on the perspective of knowledge components that could help enterprises create more business value by classifying content formally and enabling its transformation into valuable knowledge assets²²⁴.

Knowledge Management is defined as the product of Knowledge Actions multiplied by Knowledge Objects (225). However, it's important to note that providing a working definition is only the beginning and should not replace the ongoing discussion regarding the various types of knowledge actions and knowledge objects. Some scholars have already embarked on efforts to discern the distinctions between knowledge, information, data, wisdom, and even luck. Meanwhile, others advocate for differentiating between tacit and explicit knowledge or between espoused theory and practiced knowledge. While these theoretical discussions hold value, their practical applicability in the organizational context is somewhat limited²²⁵.

Real individuals working in actual organizations are often swamped with their daily tasks, such as sales, development, and survival, and are primarily concerned with knowing what they need to accomplish specific tasks²²⁶. Consequently, organizations effectively manage their knowledge through a dedicated knowledge infrastructure, which functions as a vital tool. Analogous to the nervous system, a robust knowledge infrastructure interconnects various members of the organization with internal and external knowledge sources²²⁷. Without a potent knowledge infrastructure, an organization operates at reduced capacity, but with one in place, it can efficiently plan, execute, and assess its knowledge management endeavors.

Just as any infrastructure requires careful planning during its initial phase, the first step in knowledge management involves laying the necessary foundations²²⁸. It is the responsibility of KM leaders to discern where their investments in time, finances, and personnel will yield the most significant benefits. Three fundamental pillars—culture, technology, and processes—play a pivotal role in the planning stage of establishing a knowledge infrastructure²²⁹. Rushing into KM without adequate planning can jeopardize the integrity of the entire operation, as these foundational aspects are crucial.

Once these foundations are firmly established, the organization is well-prepared to implement its knowledge management operations, which chiefly involve the active connection of three main

components: the users of the knowledge infrastructure, who access knowledge services through a central knowledge switchboard²³⁰. The architecture of the infrastructure systems underscores that knowledge users are primarily individuals who practice KM, although it is worth noting that machines and systems can also engage in KM activities, though this is a distinct subject within the realm of conventional information technology²³¹.

Beyond the scope of internal organizational personnel, knowledge users encompass clients, suppliers, and various stakeholder groups. The organization places a significant emphasis on recruiting users and actively supporting them throughout the knowledge utilization process. This emphasis is crucial, as the effectiveness of Knowledge Management (KM) is fundamentally reliant on the extent to which the system is embraced and employed. Knowledge utilization encompasses various actions, including but not limited to gathering, selecting, updating, sharing, and contributing to knowledge repositories²³². It is imperative for users to comprehend the nature of these actions and when to employ them. The technical mechanism facilitating users' knowledge-related activities is referred to as the 'knowledge switchboard.' This component must operate seamlessly, akin to a 'transparent' black box from the user's perspective. It must be both secure and user-friendly while efficiently executing knowledge-related tasks without imposing any undue burden on users²³³.

The concept of a knowledge service can be likened to a 'service' that confers benefits to specific user groups. A knowledge service plays a dual role: housing the requisite knowledge for users and providing the context for various knowledge-related activities, such as adding, sorting, viewing, updating, and deleting²³⁴. Knowledge services are inherently dynamic, evolving, expanding, or contracting to align with the evolving needs of users and the organization.

In this analogy, knowledge services may be envisioned as a house, wherein knowledge resides, and

where knowledge actions are executed. Knowledge users are akin to guests who can enter, stay, and eventually influence the configuration and content of its rooms, and even its overall design²³⁵.

The second phase of the KM process, implementation, involves the construction of KM systems. Initially, this infrastructure is developed on a limited scale and gradually expands as more knowledge users and knowledge services are integrated. Subsequently, the growth of the knowledge infrastructure is determined by the evolving requirements, expectations, and assessments, occurring in the third phase²³⁶.

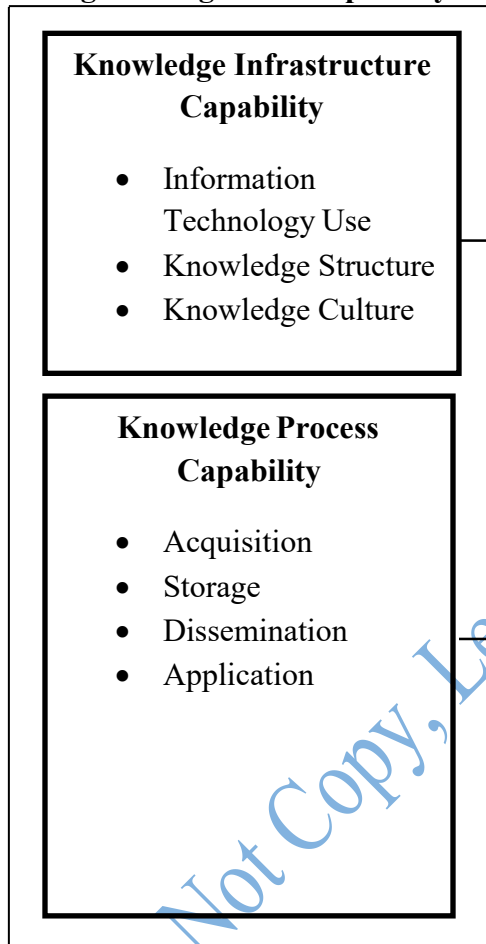
Knowledge culture is a manifestation of the people within the organization, shaped and propagated by individuals entrenched in the organizational ecosystem²³⁷. This category encompasses not only knowledge users but also the 'key of value,' which measures the organizational and personal significance of individuals within the context of the knowledge infrastructure, especially during the evaluation phase. The top-row keys not only focus on individual contributions but also assess the value that specific knowledge services bring to the organization. The organizational processes, the types of knowledge acquired and disseminated, and the judicious use of knowledge all revolve around the organization's self-perception. The individuals (knowledge users), their contextual surroundings, and the organization itself constitute the primary focal points within the framework of knowledge management-capability²³⁸.

2.4 Conceptual Model

Knowledge Management Capability comprises a broad, overarching variable encompassing both Knowledge Infrastructure Capability and Knowledge Process Capability. These components draw inspiration from Frischmann's Infrastructure Theory and Mark Burging's Knowledge Process Theory

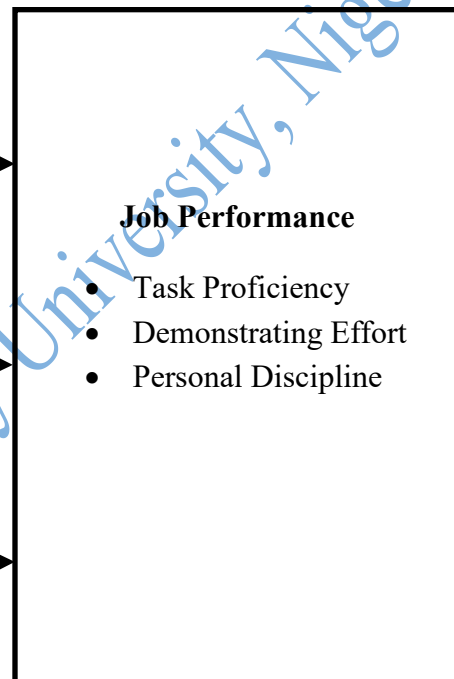
Independent Variables

Knowledge Management Capability



Dependent Variables

Job Performance



H₀₁

H₀₃

H₀₂

Figure 2.1: Conceptual Model Source: Researcher's work 2023

2.4.1 Discussion on the Conceptual Model

Knowledge Management Capability and Job Performance of administrative staff of Eko and Ikeja Electricity Distribution Companies, Lagos State, Nigeria is the focus of this work. The Job Performance measure which was the dependent variable was adapted from Campbell Job Performance

The main independent variable 'Knowledge Management Capability' is sub-divided into Knowledge Infrastructure Capability and Knowledge Process Capability which was imbibed from knowledge management capability theory. This study adapted only task proficiency, demonstrating effort and personal discipline which were found relevant to the subject of discussion in this research work. Other metrics according to Campbell (written and oral communication, facilitating team and peer performance, supervision and management and administration) are inline but the three adapted are more relevant to the researcher's work. The Knowledge Infrastructure Capability measures were adopted from Frischmann's Infrastructure Theory. The measures are information technology use, knowledge structure and knowledge culture²³⁹.

The Mark Burgin Knowledge Process measures were adapted based on relevance to the independent variable; knowledge process capability. The measures are knowledge acquisition process, knowledge storage process, knowledge dissemination process and knowledge application process. The influence of knowledge infrastructure capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria will be examined as shown in the framework. The influence of knowledge process capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria will be examined as shown in the framework. The combine influence of knowledge infrastructure capability and knowledge process capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria will be examined as shown in the framework.

2.5 Summary of Literatures Reviewed

As the era of knowledge-based economy is emerging, the importance of knowledge management is gradually increasing. The question of how the organization influence on the knowledge management is becoming increasingly relevant. Literature upholds that knowledge management capability is of highly importance in the job performance of organization. Thus, this has resulted in research interest

in this field. Several scholars have conducted research on different aspects of knowledge management capability which are infrastructure capability and process capability on job performance of Electricity Distribution Companies²⁴⁰. Effects on customer knowledge management and performance, Customer relationship building, The role of brand attractiveness and consumer brand identification, Influence of innovation capability and customer experience on reputation and loyalty, Customer portfolio management for improved job performance, Customer involvement capability and service firm performance. Findings revealed that customer involvement as a relationship with firm performance and that firms should learn both infrastructure and process capability of knowledge management to enhance job performance.

The definition of knowledge has been a topic of discussion since ancient Greek times, with no universally accepted single definition. Knowledge is a conceptual notion that lacks a direct counterpart in the tangible world, characterized as a complex and multifaceted concept with layers of meaning. In the broader investigation, it was established that the capacity of knowledge infrastructure and knowledge processing significantly influences the job performance of administrative personnel at Eko and Ikeja Electricity Distribution Companies, thus impacting their productivity. However, a lingering inquiry in this context pertains to the degree to which infrastructure capacity and process capacity, serving as indicators of knowledge management capability, affect the day-to-day execution of their contractual responsibilities by administrative staff, a question that remains unanswered.

Hence, the study is examining the knowledge management capability a big umbrella variable for infrastructure capability and process capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies, Lagos State, Nigeria.

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Chapter Three

Methodology

This chapter presents the method that will be used to carry out the study. The methods to be employed include: the research design for this study, the study population, computation of sample size, sampling technique adopted, description of research instrument, validity and reliability of the research instrument, distribution of the research instrument as well as method of data analysis.

3.1 Research Design

A cross-sectional survey research design will be used for this study to empirically investigate the influence of Knowledge Management Capability on Job Performance of Administrative Staff in Eko and Ikeja Electricity Distribution Companies, Lagos State, Nigeria. This research design will ensure the collection of data from different individuals at a single point in time. This design is considered appropriate for this study because it saves time, expenses and the amount of quality information yielded is valid and reliable, while the researcher's bias is reduced because respondents complete identically worded self-reported questionnaire. More so, it is less cumbersome than a longitudinal survey design, and several scholars have found it appropriate for studies of similar nature¹.

3.2 Population of the Study

The population of this study covers Two Hundred and Sixty-Four (264) Administrative staff in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. The reason for using the two Head Offices is because the perceived gaps which form the aim of this study have been traced to exist there².

Table 3.1: Population of EKEDC Administrative Staff

S/N	ADMINISTRATIVE STAFF CADRE	TOTAL
	EKO ELETRICITY DISTRIBUTION COMPANY (EKEDC)	
1	Administrative Officer	31
2	Higher Executive Officer	48
3	Executive Officer	76
4	Confidential Secretary	20
	SUB TOTAL	(175)
	IKEJA ELETRICITY DISTRIBUTION COMPANY (IKEDC)	
1	Administrative Officer	22
2	Higher Executive Officer	29
3	Executive Officer	25
4	Confidential Secretary	13
	SUB TOTAL	(89)
	TOTAL	264

Source: Researcher's work: 2023

3.3 Sample Size and Sampling Techniques

This study has a total of two hundred and sixty four (264) total population which is the total enumeration of the population that will be used for the study which made up of administrative staff cadres (Administrative Officer, Higher Executive Officer, Executive Officer and Confidential Secretary) in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria.

3.4 Description of Research Instruments

The instrument to be used is tagged Knowledge Management Capability and Job Performance Scale (KMCJP scale). A structured questionnaire will be used to gather data from the respondents because it easily analyses the structured questions and responses easily to achieve the study objective. The study will also adopt the Likert scale design which allows the researcher to list options where respondents choice come from. The instrument is made up of three sections, which are as follows:

Section A: This contains the demographic information of respondents which is self-developed. The Bio-data of respondents will be measured through four (4) factors, namely gender, age, qualification, and years of experience.

Section B: This section constitutes the Job Performance scale with 15-items. The items were adapted from existing literatures³. The Cronbach Alpha value will be recorded. The scale will use a 4-point response format of 4 = Very High Extent (VHE), 3 = High Extent (HE), 2 = Low Extent (LE), 1 = Very Low Extent (VLE). Examples of questions on task proficiency are; to what extent would you say you are very fit at every task given to you and to what extent is your attitude to work better than other workers.

Demonstrating effect questions are: How often do you seek clarification about unclear assignment and to what extent can you influence other workers to embrace the trend in technology to their work.

Personal discipline questions are: To what extent do you set an expectation for your day and stick to it and to what extent do you start a challenging task and able to stay focused on it until it is completed.

Section C: This is Knowledge Management Capability with 15-items. The items were adapted from existing literatures on Knowledge Management Capability⁴. The Cronbach Alpha value will be recorded. The response options provided in this questionnaire followed the 4-point response format of 4 = Strongly Agree (SA), 3 = Agree (A), 2 = Disagree (D), 1

= Strongly Disagree (SD).

Examples of questions are: My company has clear rules for formatting or categorizing its product knowledge, my company has clear rules for formatting or categorizing its process knowledge.

Examples of questions on knowledge process capability are: My company has processes for generating new knowledge from existing knowledge, my company has processes for acquiring knowledge about our customers.

3.5 Validity of Research Instrument

The items for the instrument will be gathered through related literature review and adaptation from questionnaires that were previously used by other researchers. Face and content validity will be done with the input of the supervisor and other experts in the field of Information Management. Corrections will be made and incorporated in constructing the final questionnaire which will be given out to the respondents for the study.

3.6 Reliability of Research Instrument

The researcher will subject the questionnaire to a reliability test to check the internal consistency of all items measuring each variable in the study. The reliability of the instrument will be tested through a pilot study using thirty (30) copies of the questionnaire which will be administered to the administrative staff of Ibadan Electricity Distribution Company (IBEDC), Dugbe, Ibadan which is not part of the study. Data obtained was subjected to Cronbach's alpha reliability test to establish internal consistency of the items. The result has it that majority of the administrative staff opined that knowledge infrastructure and process capability has a great influence of job performance of the administrative staff of their unit.

3.7 Method of Data Collection

Data will be collected to address the objectives of the study through a structured questionnaire in line with existing literature. This instrument is appropriate with a cross-sectional survey design mainly because it supports the collection of data regarding the opinions and perceptions of respondents at a point in time on current issues.

A letter of introduction will be obtained from the Head of Department of Information Management, Lead City University, which will be addressed to the managers of Eko and Ikeja Electricity Distribution Companies (EKEDC and IKEDC) by introducing the survey and the researcher. The letter will describe the reasons for the survey and soliciting the administrative staff to help fill and return the questionnaire. The copies of the questionnaire will be administered by the researcher and with the help of two trained research assistant, who will undergo a day training, to ease the administration and retrieval of the questionnaire.

3.8 Method of Data Analysis

The researcher will analyze the data using the descriptive and inferential statistic. The use of the descriptive statistics was appropriate because it helps to describe and summarize data in terms of frequency distribution, mean, standard deviation, and percentage of response about variables under study, thereby answering the research questions. To test the hypotheses formulated, inferential analysis will be used to analyze null hypotheses one to three using multiple regression analysis. All hypotheses in the study will be tested at level of 0.05 significance. The data collected for the study will be analyzed using Statistical Package for Social Sciences (SPSS), Version 24.

Endnotes

- ¹. T. D., Ayodele, & T. S. Afolabi. *Corporate financial disclosure in Nigerian deposit money banks*, **Advances in Social Sciences Research Journal**, 5(2), 2018, 248-253.
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- ³. C. Moorman, A. S. Miner *The impact of organizational memory on new product performance and creativity*. *J. Mark. Res.* (1997). 34 91–106. 10.1177/002224379703400108.
- ⁴. G. Szulanski *The process of knowledge transfer: a diachronic analysis of stickiness*. *Organization Behavior. Hum. Decis. Process.* (2000). 82 9–27. 10.1006/obhd.2000.2884

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Chapter Four: Results and Discussion of Findings

This chapter presents various findings drawn from the study. The following results presented are based on the research questions and hypothesis raised, which the study has sought to answer.

4.1 Demographic Characteristics of Respondents

This segment presents the descriptive statistics of age, gender, educational qualification and year of work experience.

Table 4.1: Percentage Distribution of Respondents by Age

Age	Frequency	Percentage
25-35 years	212	81.5%
36-50 years	48	18.5%
Total	260	100

Source: Field Survey, 2023

Table 1 reveals the percentage distribution of respondents by age. Out of 260 respondents, 81.5% of the respondents are 25-35 years old while 18.5% of them are within the age range of 36-50 years. This implies that the majority of the respondents are within the age range of 25-35 years.

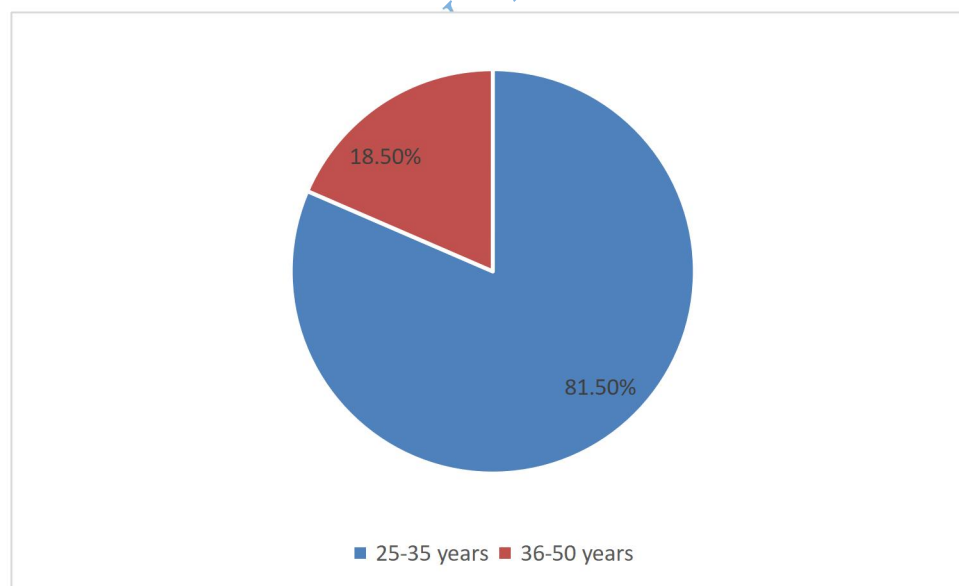


Fig. 1: Pie-chart showing the percentage distribution of respondents by age

Table 4.2: Percentage Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	139	53.5%
Female	121	46.5%
Total	260	100

Source: Field Survey, 2023

Table 4.2 reveals the percentage distribution of respondents by gender. Out of 260 respondents, 53.5% of the respondents are males while 46.5% of them are females. This implies that the majority of the respondents that partake in the study are males.

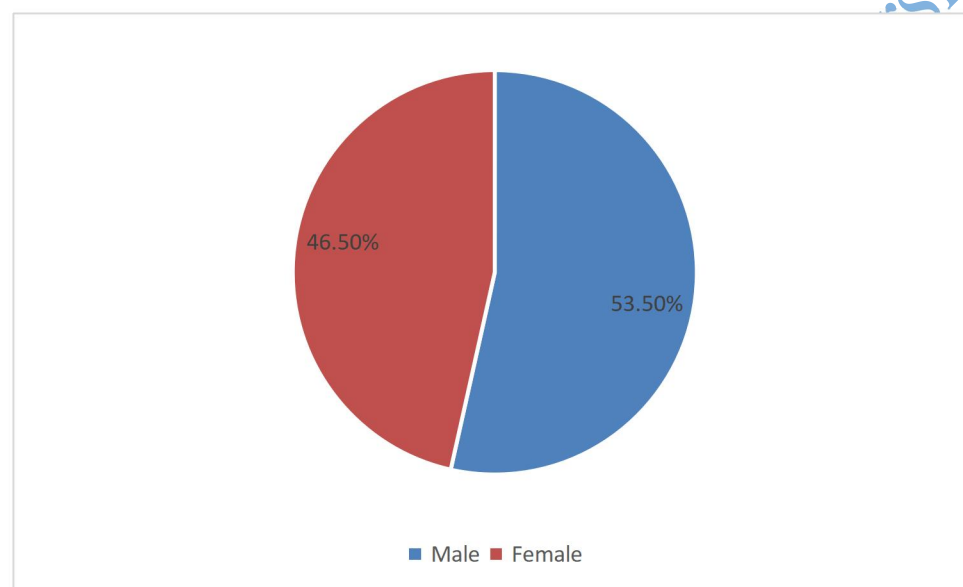


Fig. 2: Pie-chart showing the percentage distribution of respondents by gender.

Table 4.3: Percentage Distribution of Respondents by Qualification

Qualification	Frequency	Percentage
HND	141	54.2%
B.SC	41	15.8%
ND/NCE	78	30.0%
Total	260	100

Source: Field Survey, 2023

Table 3 reveals the percentage distribution of respondents by qualification. Out of 260 respondents, 54.2% of them are HND qualified, 15.8% of respondents are B.sc holders, 30.0% are ND/NCE qualified. This shows that majority of the respondent are HND holders.

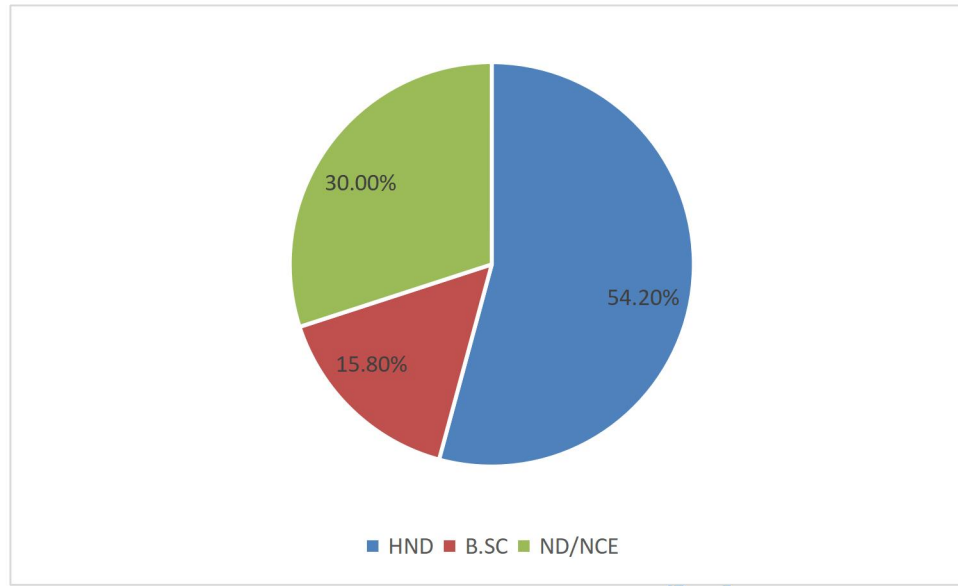


Fig. 3: pie chart showing the percentage distribution of respondents by qualifications.

Table 4.4: Percentage Distribution of Respondents by Work Experience

Work Experience	Frequency	Percentage
1-10years	202	77.7%
11-20 years	58	22.3%
Total	260	100%

Source: Field Survey, 2023

Table 4 reveals the percentage distribution of respondents by work experience. Out of 260 respondents, 77.7% of respondents have 1-10 years experienced in their field of work while 22.3% have 11-20years work experience. By implication, respondents who have between 1-10years experience participated in this study than their counterparts.

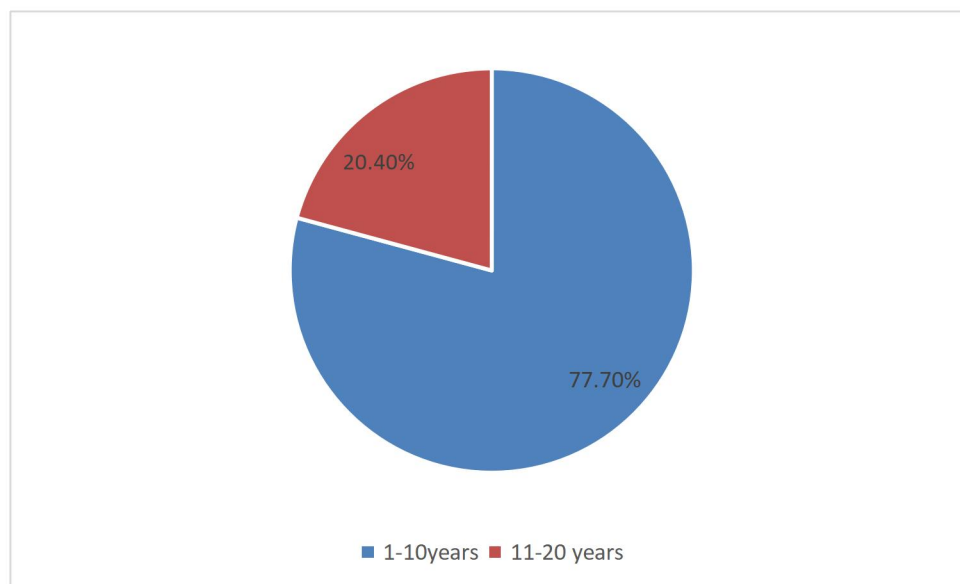


Fig. 4: Pie chart showing the percentage distribution of respondents by work experience.

4.2 Presentation of Research Questions

Research Question One: What is the level of job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State Nigeria?

Table 4.5: Showing Frequency Distribution of the Respondents Based on Job Performance of Administrative Staff of Eko and Ikeja Electricity Distribution Companies in Lagos State Nigeria?

S/N	Task Proficiency	VHE	HE	LE	VLE	Mean	St. Dv
		1	2	3	4		
1	To what extent would you say you are very fit at every task given to you	148 (56.9%)	96 (36.9%)	11 (4.2%)	4 (1.5%)	3.5346	.88026
2	To what extent is your attitude to work better than other workers	87 (33.5%)	155 (59.6%)	18 (6.9%)		3.2654	.57854
3	To what extent did health problems limit the kind or amount of work you could do	59 (22.7%)	119 (45.8%)	62 (23.8%)	20 (7.7%)	2.8346	.86522

4	To what extent is your concentration on the job	102 (39.2%)	124 (47.7%)	22 (8.5%)	12 (4.6%)	3.2154	.78583
5	To what extent did you find yourself not working as carefully as you should.	78 (30.0%)	84 (32.3%)	73 (28.1%)	22 (8.5%)	3.3231	4.50434

Mean 3.2

Demonstrating Effect

6	To what extent do you seek clarification about unclear assignment	105 (40.4%)	96 (36.9%)	57 (21.9%)	2 (0.8%)	3.1692	.79223
7	Do you think population of staff influence your frequency of participation in the work place.	78 (30.0%)	113 (43.5%)	114 (54.0%)	59 (28.0%)	3.0115	.79808
8	To what extent can you influence other workers to embrace the trend in technology to their work.	121 (46.5%)	87 (33.5%)	43 (16.5%)	7 (2.7%)	3.4769	2.73181
9	To what extent do you pursue common goal set for individual staff	123 (47.3%)	118 (45.4%)	14 (5.4%)	5 (1.9%)	3.3808	.67870
10	To what extent are staff carried along on day-day activities of your office	103 (39.6%)	121 (46.5%)	30 (11.5%)	6 (2.3%)	3.2346	.74224

Mean 3.3

Personal Discipline

11	To what extent do you set an expectation for your day and stick to it	121 (46.5%)	110 (42.3%)	22 (8.5%)	6 (2.3%)	3.4115	1.42098
12	To extent do you come early to work everyday	141 (54.2%)	93 (35.8%)	16 (6.2%)	10 (3.8%)	3.4038	.77259
13	To what extent do you start challenging task and able to stay focused on it to completed	113 (43.5%)	116 (44.6%)	26 (10.0%)	5 (1.9%)	3.2962	.72516
14	To what extent are used up material get replenished in your organization	100 (38.5%)	115 (44.2%)	39 (15.0%)	6 (2.3%)	3.1885	.70522
15	To what extent can people depend on you to do the work you promise you will do	162 (62.3%)	80 (30.8%)	11 (4.2%)	7 (2.7%)	3.5269	.70522

Mean 3.4

Grand mean 3.3

Decision rule If mean ranges from

1 – 2.4 = Very Low Level

2.5 – 2.9 = Low Level

3.0 -3.5 = High Level

3.6 – 4.0 = Very High Level.

Source: Field Survey, 2023

Table 4.5 reveals that based on the task proficiency, 56.9% and 36.9% agreed very high extent and high extent that they are very fit at every task given to them. 59.6% and 33.5% agreed high extent and very high extent that their attitude to work is better than other workers. 45.8% and 23.8% agreed to a high extent and very high extent that health problems limit the kind or amount of work they could do. 47.7% and 39.2% agreed that their concentration on the job is to a high extent and very high extent. 32.3% and 30.0% agreed to a high extent and very high extent that they find themselves working as carefully as they should. Base on the demonstrating effect, 40.4% and 36.9% agreed that they seek clarification about unclear assignment to a very high and high extent. 43.5% and 30.0% agreed to a high extent and very high extent that population of staff influence the frequency of their participation in work place. 46.5% and 33.5% agreed to a very high and high extent that they can influence other workers to embrace the trend in technology to their work. 47.3% and 45.4% agreed that they pursue common goal set for individual staff to a very high and high extent 46.5% and 39.6% agreed to a very high and high extent that the staff are carried along on day-day activities of their office. Based on personal discipline, 46.5% and 42.3% agreed to a very high and high extent that they set an expectation for their day and stick to it. 54.2% and 35.8% agreed to a very high and high extent that they do come early to work every day. 44.6% and 43.5% agreed to a high and very high extent that they start challenging task and are able to stay focused on it to be completed. 44.2% and 38.5% agreed to a high extent and very high extent that used up material get replenished in your organization. 62.3% and 30.8% agreed to a very high and high extent that people can depend on them to do the work they promise others that they would do.

The table above also reveals that self-competence job performance of administrative staff in Eko and Ikeja Electricity distribution companies are high (G.M= 3.3). The measure of task proficiency (M=3.2) is relatively lower compare to measure of demonstrating effects (M=3.3) and personal discipline (M=3.4). However, the performance level is not at the optimum as there are rooms for very high level. Also among other, the table reveals that health problems limit the kind or amount of work employees

engages in the organization. Employees felt that population of their organization influences their frequency a work.

Research Question Two: What is the level of Knowledge Management Capability of Administrative Staff of Eko and Ikeja Electricity Distribution Companies in Lagos State Nigeria?

Table 4.6: Showing Frequency Distribution of the Level of Respondents Based Knowledge Management Capability of Administrative Staff of Eko and Ikeja Electricity Distribution Companies in Lagos State Nigeria

S/N	Knowledge infrastructure capability	SA	A	D	SD	Mean	St. Dv
		4	3	2	1		
1	My company has clear rules for formulating or categorizing its knowledge		15 (5.8%)	93 (35.8%)	152 (58.5%)	3.5269	.60504
2	My organization uses technology that allows its monitor her competitors and customers	7 (2.7%)	31 (11.9%)	111 (42.7%)	109 (41.9%)	3.2615	.78158
3	My organization uses technology that allows employees to collaborate with other staff members in the organization	5 (1.9%)	27 (10.4%)	136 (52.3%)	90 (57.3%)	3.2192	.71526
4	In my organization, employees understand the importance of knowledge to corporate success	9 (3.5%)	30 (11.5%)	130 (50.0%)	91 (35.0%)	3.1654	.76074

5	In my organization, high levels of participation are expected in capturing and transferring knowledge	3	16	138	103	3.3115	.63903
		(1.2%)	(6.2%)	(53.1%)	(39.6%)		
6	In my organization ,employees are encourage to explore and experiment	2	32	101	123	3.3500	.73298
		(0.8%)	(12.3%)	(38.8%)	(47.3%)		
7	There is on-the-job training and learning in my organization	14	18	109	119	3.2808	.81611
		(5.4%)	(6.9%)	(41.9%)	(45.8%)		
	Mean	3.3					

Knowledge Process Capability

8	My organization has processes for generating new knowledge from existing knowledge	8	23	100	129	3.3462	.76821
		(3.1%)	(8.8%)	(38.5%)	(49.6%)		
9	My organization has processes for acquiring knowledge about our customer	6	138	116		3.4231	.53978
		(2.3%)	(53.1%)	(44.6%)			
10	My organization has processes for distributing knowledge throughout the organization.	2	23	124	111	3.3231	.66594
		(0.8%)	(8.8%)	(47.7%)	(42.7%)		
11	My organization has processes for benchmarking performance	2	28	107	123	3.3500	.70066
		(0.8%)	(10.8%)	(41.2%)	(47.3%)		
12	My organization has teams devoted to identifying best	5	20	108	125	3.6808	3.62664
		(1.9%)	(7.7%)	(41.5%)	(48.1%)		

	practices								
13	My organization has processes for transferring organizational knowledge	5	14	111	128	3.7154	3.61835		
		(1.9%)	(5.4%)	(42.7%)	(49.2%)				
14	My organization uses knowledge to improve efficiency	4	9	108	139	3.4692	.64201		
		(1.5%)	(3.5%)	(41.5%)	(53.5%)				
15	My organization uses knowledge to adjust strategic direction	2	8	117	133	3.4654	.59822		
		(0.8%)	(3.1%)	(45.0%)	(51.2%)				
Mean		3.5							
Grand mean		3.4							
Decision rule		If mean ranges from							
		1 – 2.4 = Very Low Level							
		2.5 – 2.9 = Low Level							
		3.0 -3.5 = High Level							
		3.6 – 4.0 = Very High Level.							

Source: Field Survey, 2023

Table 4.6 reveals that based on knowledge infrastructure capability, 58.5% and 35.8% strongly disagreed and disagreed that the company has clear rules for formulating or categorizing its knowledge. 42.7% and 41.9% disagreed and strongly disagreed that their organization uses technology that allows its monitor her competitors and customer. 57.3% and 52.3% strongly disagreed and disagreed that their organization uses technology that allows employees to collaborate with other staff members in the organization. 50.0% and 35.0% disagree and strongly disagree that in their organization, employees understand the importance of knowledge to corporate success. 53.1% and 39.6% disagree

and strongly disagree that in their organization, high levels of participation are expected in capturing and transferring knowledge. 47.3% and 38.8% strongly disagreed and disagreed that in their organization, employees are encourage to explore and experiment. 45.8% and 41.9% strongly disagreed and disagreed that there is on-the-job training and learning in their organization. Based on the knowledge process capability, 49.6% and 38.5% strongly disagreed and disagreed that in their organization there are processes for generating new knowledge from existing knowledge. 44.6% disagree that their organization has processes for acquiring knowledge about their customers. 47.7% and 42.7% strongly disagreed and disagreed that their organization has processes for distributing knowledge throughout the organization. 47.3% and 42.2% strongly disagreed and disagreed that their organization has processes for benchmarking performance. 48.1% and 41.5% strongly disagreed and disagreed that their organization has teams devoted to identifying best practices. 49.2% and 42.7% strongly disagreed and disagreed that their organization has processes for transferring organizational knowledge. 53.5% and 41.5% strongly disagreed and disagreed that their organization uses knowledge to improve efficiency. 51.2% and 45.0% strongly disagreed and disagreed that their organization uses knowledge to adjust strategic direction.

The table further reveals that knowledge management capability of administrative staff of Eko and Ikeja Electricity Distribution Companies are high (G.M= 3.4). In comparison, the measure of knowledge infrastructure management (M=3.3) is lower than the measure of knowledge process management process (M=3.5).

Furthermore, the table reveals that the organizations lack clear rules for formulating or categorizing its knowledge, does not use technology that allows monitoring of competitors and customers, fail to use technology that allows employees to collaborate with other staff members in the organization, there is no room for experimentations on the part of employs. Coming from measure of knowledge process capability, the organization lacks process or generating new knowledge from exiting knowledge, process for distributing knowledge throughout the organization, process for benchmarking

performance and for transferring organizational knowledge.

4.3 Testing of Hypotheses

Hypothesis One: There will be no significant influence of Knowledge Infrastructure Capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria.

Table 4.7: PPMC Summary Showing the Relationship Between Knowledge Infrastructure Capability and Job Performance.

Variables	N	Mean	St. Dv	df(n-2)	R	Sig.	r ²
Job Performance	260	49.4959	7.13318	258	0.244	<0.01	0.06
Knowledge Infrastructure Capability	260	23.2301	2.61592	258			

Source: Field Survey, 2023

Table 4.7 reveals that there is a significant relationship between knowledge Infrastructure Capability and job performance $r(209) = 0.244$, $p < 0.01$, $r^2 = 0.06$. Thus, the null hypothesis is rejected. This table further reveals that increase in knowledge infrastructure capability will lead to increase in job performance. Effect size r^2 (0.06) suggested that knowledge infrastructure capability account for 6% in the variation of change in job performance. Other factors job performance are beyond the scope of this study.

Hypothesis Two: There will be no significant influence of Knowledge Process Capability on Job Performance of Administrative Staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria.

Table 4.8: PPMC Summary Showing the Relationship Between Knowledge Process Capability and Job Performance.

Variables	N	Mean	St. Dv	df(n-2)	R	Sig.
Job Performance	260	49.4959	7.13318	258	0.018	>0.05
Knowledge Process Capability	260	27.7686	5.91348	258		

Table 4.8 reveals that there is no significant relationship between knowledge Process Capability and job performance $r(209) = 0.018$, $p > 0.05$. Thus, the null hypothesis is accepted.

Hypothesis 3: There will be no significant combined influence of Knowledge Infrastructure Capability and Knowledge Process Capability on Job Performance of Administrative Staff in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria.

Table 4.9: Summary of Regression for the Joint Contributions of Independent Variables to the Prediction of Job Performance.
R =.246

R Square =.060

Adjusted R square =.053

Std. Error =6.94105

		Sum	of			
Model		Squares	df	Mean Square	F	Sig.
1	Regression	796.692	2	398.346	8.268	.000 ^b
	Residual	12381.804	257	48.178		
	Total	13178.496	259			

Table 4.9 reveals significant joint contribution of the independent variables (Knowledge Infrastructure Capability and Knowledge Process Capability) to the prediction of Job Performance. The result yielded a coefficient of multiple regression $R = .246$ and multiple R-square =.060. This suggests that

the two factors combined accounted for 5.3% ($\text{Adj.R}^2 = .053$) variance in the prediction of job performance. The other factors accounting for the remaining variance are beyond the scope of this study. The ANOVA result from the regression analysis shows that there was a significant effect of the independent variables on the job performance, $F_{(2,259)} = 8.268$, $P < 0.05$.

4.4 Discussion of Findings

This segment presents the findings of the study and its convergence with previous studies.

Research question one examines the level of job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. The result reveals that job performance of administrative staff is high. However, given the peculiarity of the organization as the one engaged in rendering of essential services and the volume of resources allocated to that sector, the job performance of administrative staff is supposed to be higher. The measure of task proficiency is relatively lower compare to measure of demonstrating effects and personal discipline. Also, among others, employees felt that population of their organization influences their frequency at work. Employees are the bloodline of any organization and their Job Performance determine the continuous existence of the organization. If task proficiency is dwindling it will result in least performance. Also, if the organization is congested with employees who are lacking in task proficiency, this will mar the overall performance. This finding is in tandem with¹ who found that where task proficiency is lacking, performance will be retrogressing.

The research question two examine the level of knowledge Management Capability in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. The findings reveal that the job performance of administrative staff in Eko and Ikeja Electricity Distribution Companies are high. In comparison, the measure of knowledge infrastructure management is lower than the measure of knowledge process management process. The findings also reveals that the organizations lack clear rules for formulating or categorising its knowledge, does not use technology that allows monitoring of

competitors and customers, fail to use technology that allows employees to collaborate with other staff members in the organization, there is no room for experimentations on the part of employs. Coming from measure of knowledge process capability, the organization lacks process or generating new knowledge from exiting knowledge, process for distributing knowledge throughout the organization, process for benchmarking performance and for transferring organizational knowledge.

Consistently, hypothesis one examines the influence of Knowledge Infrastructure Capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. The result reveals that there is statistically significant influence of knowledge infrastructure capability on job performance of administrative staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. This finding is corroborated by previous researcher who reported that knowledge management helps organizations to create and share new knowledge noticeably quicker and more extensively than its competitors that do not manage knowledge well, enables organizations to capture, codify, and disseminate their knowledge to improve the effectiveness and efficiency of its operation, and implementing knowledge management may benefit a business in the areas of overall cost reduction improving business process efficiency; faster R&D cycle time; enhancing service quality and greater consistency; and improving both employee and organization performance².

In another study, knowledge infrastructure connects different members of the organization with different sources of internal and external knowledge which influence employees job performance.³ A powerful knowledge infrastructure strengthens the capabilities of the organization without which an organization perform at diminished capacity.⁴ In tandem, reported that there is a positive relationship between effective knowledge infrastructural capability and overall organizational performance.

Additionally, findings showed that knowledge management is affected by organization's size, but not by type of organization⁵. The results of this study are valuable in establishing a valid and reliable survey instrument, as well as in providing strong evidence that knowledge management capabilities

are essential to improving organizational performance currently and making important recommendations for future research.

Also, the second hypothesis inquiry into influence of Knowledge Process Capability on job performance of administrative staff in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. The findings reveal that there is no significant influence of knowledge process capability on job performance.

In consonance, the third hypothesis probe the combined influence of Knowledge Infrastructure Capability and Knowledge Process Capability on job performance of administrative staff in Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. The result reveals that the two factors combined explained 5.3% in the variation of change of employee job performance. In term of magnitude, knowledge infrastructural capability is a potent predictor of Job Performance while knowledge process capability predicting tendencies is not statistically significant. From the previous studies, Knowledge process capabilities are highly associated with innovation performance. Firms which develop better capabilities in processing knowledge can innovate better⁶. The Dynamic Capabilities view states that the effects of contextual variables on capability development cannot be ignored⁷. Many researchers have emphasized three major factors for knowledge process capabilities and organizational performance. Knowledge management capabilities are organizational mechanisms for generating knowledge continuously⁸. It can encourage acquiring knowledge, protecting knowledge, and facilitating knowledge sharing in an organization. To compete effectively, companies must leverage their existing knowledge and create new knowledge that favorably positions them in their chosen markets. To accomplish this, companies must develop the ability to use prior knowledge to recognize the value of new information, assimilate it, and apply it to create new knowledge and capabilities. The improvement of organization knowledge, the creation of new knowledge or innovation, and improved employee job based on extended collaboration. Construction of a knowledge repository and activations of communities of practice has been suggested to support overall employee

performance.⁹

Previous studies argue that the rise of the knowledge-based economy has significantly transformed the economies of developed countries from managed economies into entrepreneurial economies, which deal with knowledge as both input and output. Consequently, knowledge management capability has become a key asset for organizations and knowledge management is one of the driving forces of business success and which drives employee performance. Yet, another study submit that critical business knowledge and information is often contained in mostly unstructured documents in content management systems. Therefore, content management based on knowledge perspectives is crucial for organization performance. Knowledge management capacity involves bringing together people with various perspectives to look at specific problems, and by encouraging people to share knowledge, a better solution can be found. In general, organizations with formal knowledge management will use numerous good practices, does not repeat mistakes, and use what employees learn from customers, partners, or competitors to improve their performance.

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Chapter Five: Conclusion

This chapter presents and discusses the summary of findings, conclusions and provides useful recommendations, contributions to knowledge and suggestions for further studies.

5.1 Summary of Findings

The aim of this study is to investigate the Knowledge Management Capability and Job Performance of Administrative Staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. The study has five chapters so as to achieve its main objective. Chapter one presented the background to the study which introduced that Job performance is the ability of enterprises to deliver products or services to customers using economical processes. It has become widely accepted as a critical success factor for companies across many industries. It is best described as the level at which all business units in an organization work together to achieve core business goals. Knowledge management is defined as the process of creating, storing, transferring, applying and saving organizational knowledge. Knowledge management process developed employees regarding the increment of their knowledge regarding the job performance activities as well as support to achieve the goal of knowledge management.

Literature Review of existing relevant studies on the concept of job performance and knowledge management capacity was done.

Knowledge management capacity in this study is an important evidence which identifies that job performance hinge on organization's and employee ability to creating, storing, transferring, applying and saving organizational knowledge for specific and general organizational tasks.

To be competitive in the digital age, employees and organization needs to be proficient in crating, storing, converting and creating new knowledge from information gathered to be used for organizational advantages. Performance was measured with task performance, demonstrating effect and personal discipline while knowledge management capability was measured with knowledge infrastructure capability and knowledge process capability. The empirical review was done to capture the interaction between knowledge management capability and job performance in Eko and Ikeja

Conclusion

In an organization with core objectives of providing essential services which has to be continuous in nature and volatile nature of employees in recent time, managing organizational knowledge becomes sacrosanct for continuity and optimum job performance. Knowledge management capability will help employees store, retrieve, convert and use knowledge effectively thereby improving job performance. Job performance which is a catalyst to organizational performance does not come by accident but through constant efforts to up skill the basic knowledge that employee brought into the organization, document it and retrieve for organizational uses when needed even in the absence of employee who store the knowledge in the first. The basic knowledge possessed by employee are not robust enough to enhance competence and performance, hence there is need for knowledge management capability. The study concludes that knowledge management capability plays a key role in enhancing job performance.

5.3 Recommendations

The goal of every research is to add to the body of knowledge and promote society's general development by producing fresh information that will either improve the current situation or provide new ideas and techniques for solving problems. Based on the findings in this study, the following recommendations were made:

1. Administrative staff should be trained on the job on how to be proficient in their tasks.
2. Knowledge management capability procedures should be well enshrined into the organization for better performance.
3. Knowledge storing, retrieving, retrieval and usage skill should be inculcated into training routine of administrative staff.
4. Knowledge infrastructure capability should be emphasised and implemented among administrative staff so as to improve their competencies for better performance.
5. Task proficiency performance should be enhanced so as to improve overall organizational and

employee performance.

6. Organization should leverage on technology in managing knowledge sharing among the staff and for monitoring customers as well as staying ahead of competitors.
7. Organizations should device a custom-made approach for categorising and storing knowledge for organizational uses so as to maintain competitive advantage and adjust accordingly when a skilful employee exit the organization.
8. Organizations should have clear rules for generating new knowledge and this should be well understood by employee.

5.4 Contribution to knowledge

This study offers significant contribution to literature conceptually, theoretically, and empirically. Conceptually, the study focused on identifying gaps in literature pertaining to knowledge management capability and employee performance. The conceptual framework of this study equally offers conceptual contribution as it was constructed by the researcher to analyse the gaps identified in literature. Being the first model to combine dependent (job performance), and independent variable (knowledge management capability) with measures ranging from dimensions of job performance such as task proficiency, demonstrating effects and personal discipline. knowledge management capability was measured with knowledge infrastructure capability and knowledge process capability respectively. The model also can be adapted to suite future studies.

Empirically, the study is able to add to literature on the knowledge management capability and job performance which could be a basis for reference for future study on knowledge management capability. Moreover, the study provides findings which scholars can use to buttress the empirical submissions in their studies. Overall, these above-mentioned points lay emphasis on the fact that this study offers significant contribution to knowledge and has practical implication for the management and administrators in the service-oriented organization.

5.5 Areas of Further Research

This study investigated the influence of Knowledge Management Capability and Job Performance of Administrative Staff of Eko and Ikeja Electricity Distribution Companies in Lagos State, Nigeria. Nevertheless, to further broaden the frontiers of knowledge, the following areas of studies are suggested for further research.

1. The present study was carried out in Eko and Ikeja Electricity distribution company, further studies in the area of knowledge management capability can be carried out in production-oriented organizations.
2. This study investigated knowledge management capability of administrative staff in Eko and Ikeja electricity distribution company, other variables that could influence performance can be explored.
3. A survey design was used in the course of the study, and this means evidence of causality cannot be established. Hence, further study may consider longitudinal survey design to explain causality over a long period of time or quasi experimental design in other to manipulate variables that might influence job performance.
4. This study employed primary data for collection of information from the administrative staff in Eko and Ikeja electricity distribution companies, same study may be carried out in the nearest future using the secondary data for collection of information.

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Do Not Copy, Lead City University, Nigeria

Appendix

Appendix I:

Questionnaire

A Sample of the Research Instrument

Lead City University, Ibadan
Faculty of Communication and Information Sciences, Department of Information Management

Dear Respondent,

I am a Post graduate student in the above-named institution. I am gathering data for an academic research titled “Knowledge Management Capability and Job Performance of Administrative Staff in Eko and Ikeja Electricity Distribution Companies, Lagos State, Nigeria”. The questionnaire is strictly meant for academic purpose. Kindly respond honestly to the questions as this will assist the researcher a great deal. To the best of the researcher ability, all information provided shall be treated with utmost confidentiality.

Thank you for your cooperation.

Yours faithfully,

Researcher

SECTION A: Bio-data of Respondent

Instruction: Please, tick (✓) the appropriate answers to the questions asked below:

1. Gender: Male () Female ()
2. Age: 25–35 years (), 36–50 years (), 51 years and above ()
3. Qualification: ND/NCE (), HND (), B.Sc. (), M.Sc. () Ph.D. () MBA ()
Others ()
4. Work Experience: 1–10 years (), 11–20 years (), 21 years and above ()

SECTION B: Job Performance

Please indicate the extent at which you agree or disagree with each statement in relation to Job Performance in your company.

4 = Very High Extent; 3 = High Extent; 2 = Low Extent; 1 = Very Low Extent

S/N	To what extent do you agree with the following statement?	VHE 4	HE 3	LE 2	VLE 1
	<i>Task Proficiency</i>				
1.	To what extent would you say you are very fit at every task given to you?				
2.	To what extent is your attitude to work better than other workers?				
3.	To what extent did health problems limit the kind or amount of work you could do?				
4.	To what extent is your concentration on the job?				
5.	To what extent did you find yourself not working as carefully as you should?				
	<i>Demonstrating Effect</i>				
6.	To what extent do you seek clarification about unclear assignment?				
7.	Do you think population of staff influence your frequency of participation in the work place?				
8.	To what extent can you influence other workers to embrace the trend in technology to their work?				
9.	To what extent do you pursue common goal set for individual staff?				
10.	To what extent are staff carried along on day-to-day activities of your office?				
	<i>Personal Discipline</i>				
11.	To what extent do you set an expectation for your day and stick to it?				
12.	To what extent do you come early to work everyday?				
13.	To what extent do you start a challenging task and able to stay focused on it until it is completed?				
14.	To what extent are used up materials get replenished in your organization?				

15.	To what extent can people depend on you to do the work you promise you will do?				
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SECTION C: Knowledge Management Capability

Please indicate the extent at which you agree or disagree with each statement in relation to the level of Knowledge Management Capability.

4 = Strongly Agree (SA); 3 = Agree (A); 2 = Disagree (D); 1 = Strongly Disagree (SD)

S/N	To what extent do you meet up to the following statement?	SA 4	A 3	D 2	SD 1
	<i>Knowledge Infrastructure Capability</i>				
1.	My organization has clear rules for formulating or categorizing its knowledge.				
2.					
3.	My organization uses technology that allows its monitor her competitors and customers.				
4.	My organization uses technology that allows employees to collaborate with other staff members in the organization.				
5.	In my organization, employees understand the importance of knowledge to corporate success.				
6.	In my organization, high levels of participation are expected in capturing and transferring knowledge.				
7.	In my organization, employees are encouraged to explore and experiment.				
8.	There is on-the-job training and learning in my organization.				
	<i>Knowledge Process Capability</i>				
9.	My organization has processes for generating new knowledge from existing knowledge.				
10.	My organization has processes for acquiring knowledge about our customers.				
11.	My organization has processes for distributing knowledge throughout the organization.				
12.	My organization has processes for benchmarking performance.				
13.	My organization has teams devoted to identifying best practice.				
14.	My organization has processes for transferring organizational knowledge to individuals.				
15.	My organization uses knowledge to improve efficiency.				
16.	My organization uses knowledge to adjust strategic direction.				

Thank you.

Bio-data

A: Personal Data

- | | |
|---------------------------------|--|
| 1. Name: | Tobi Emmanuel, OLAYANJU |
| 2. Date of Birth: | 9th August, 1984 |
| 3. Nationality/State of Origin: | Nigeria/Oyo State |
| 4. Marital Status: | Married |
| 5. Phone Numbers: | 08058526930/07018532028 |
| 6. E-mail Address: | olayanjutobi4christ@gmail.com |

B: QUALIFICATIONS AND EXPERIENCES

1. INSTITUTIONS ATTENDED WITH DATES

Lead City University	2019
The Polytechnic, Ibadan	2012
The Polytechnic, Ibadan	2008
The Polytechnic, Ibadan	2005
Lagelu Grammar School	2003
Mount Olivet Grammar School	2000
Baptist Primary School	1997

2. ACADEMIC QUALIFICATIONS OBTAINED WITH DATES:

Office and Information Management	B.Sc First Class (Distinction) Lead City University Ibadan 2019
Office Technology and Management	Higher National Diploma (HND) Upper Credit The Polytechnic, Ibadan Ibadan 2012
Secretarial Studies	National Diploma (ND) Upper Credit The Polytechnic, Ibadan Ibadan 2008
Prelim Management Business Com.	Pre-ND Statement of Result The Polytechnic, Ibadan Ibadan 2005

National Examinations Council

NECO
Community High School
Arulogun
Ibadan
2004

West African Examinations Council

WAEC
Lagelu Grammar School
Ibadan
2003

Junior Secondary Certificate Examination

JSCE
Mount Olivet Grammar School
Ibadan
2000

Primary School Examination

Primary School Leaving Certificate
Idikan Baptist School
Ibadan
1997

C: WORK EXPERIENCE:

Confidential Secretary

Vocational Skills and Entrepreneurship
Study Centre (VSESC)
The Polytechnic, Ibadan
2009 to date

Receptionist

Group Medical Practitioners
Queen Elizabeth Road,
Mokola, Ibadan.
2008-2009

D: AWARD AND FELLOWSHIP:

The Most Humorous Personality
National Association of Secretarial Students
(NASS)
The Polytechnic, Ibadan
2008

Vice President I
National Association of Secretarial Students
(NASS)
The Polytechnic, Ibadan
2008

Vice President
Gospel Students Fellowship (GSF)
The Polytechnic, Ibadan
2008

Class Representative
National Association of Office Technology
and Management Students (NAOTAMS)
The Polytechnic, Ibadan
2011

Financial Secretary
National Association of Office Technology
and Management Students (NAOTAMS)
The Polytechnic, Ibadan
2011

Certificate of Participation
Transformational Discipleship Course
Gospel Faith Mission International
Apete District, Victory Assembly
Ibadan
2014

HOC (Head of Class)
Post Graduate Class
Office and Information Management
Lead City University
Ibadan
2021 to Date

E: PROFESSIONAL QUALIFICATIONS/AWARDING BODY/DATE OF AWARD:

Professional Member	National Institute of Office Administrator and Information Managers (NIOAIM) Certificate of Membership 2021/2022
New Horizons Computer Learning Centers	Comptia Project Management+ Certificate of Completion of Training NO. NHN. 47438 2019
Computer Proficiency Certificate	University of Ibadan Ibadan 2016
Open Grading Test (OGT Examination)	60/120 wpm The Polytechnic, Ibadan Ibadan 2011

F: ACADEMIC PUBLICATIONS/BOOKS WITH DATES:

Co-author:

Rita E. Ajibola and Olayanju Tobi E.,
Shorthand Made Simple Text Book
(2017), 2nd edition, Muklad Printing Press,
Oke-ado, Ibadan

Author:

Olayanju Tobi E., Shorthand Made Simple
Text Book (2015) Muklad Printing Press,
Oke-ado, Ibadan

G: CONFERENCES:

NIOAIM Conference

Repositioning Office Administration and
Information Management for Innovation,
Sustainability Development and Global
Competitiveness
Lead City University
Certificate of Participation
2022

16th Annual National Conference of School of Business Studies, The Federal Polytechnic, Ede, Osun State

“Entrepreneurship Education in Tertiary
Institution and Instructional Facilities
for Sustainable Development in Nigeria”
Certificate of Presentation
June, 2018

WORKSHOP/SEMINAR: LIPRORICH CONSULTING LIMITED

Workshop/Seminar
Certificate of Participation
Up skilling for Professionalism in the
Information Age
Lead City University
Ibadan
2022

LIPRORICH CONSULTING LIMITED

Workshop/Seminar
Certificate of Participation
Enhancing Office Management Proficiency
Lead City University
Ibadan
2018

THE GREAT FELLOW CLUB INTL.

Seminar
Certificate of Participation
Information Technology: How does it relate
to you?
The Polytechnic, Ibadan
Ibadan
2008

H: REFEREES:

Dr A. A. Olaniyan

The Director
Vocational Skills and Entrepreneurship Study Centre
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08081193332

Mr L. Fakorede

Head of Department
Office Technology and Management
The Polytechnic, Ibadan
Ibadan
08035721790

Mr O. S. Jayeoba

Chief Lecturer
General Studies Department
The Polytechnic, Ibadan
Ibadan
08055137412

Signature

Date

The University Compliance Certification

This is to certify that this thesis was carried out by me, Tobi Emmanuel OLAYANJU with Matric Number LCU/PG/002516 in the Department of Information Management, Lead City University, Ibadan, is in full compliance with the approved university format and style.

Signature

Date

Do Not Copy, Lead City University, Nigeria