

## **Harnessing Knowledge Accessibility for Enhanced Employee Productivity in Ogun State Universities: A Human Capital Perspective**

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### **Abstract**

This research explores the nexus between employee knowledge accessibility and productivity within Ogun State's university setting, with a focus on sustainable human capital management strategies. Utilizing a survey research design, data were gathered via a self-administered questionnaire from 586 academic and non-academic staff members across four universities. Simple random sampling was employed, and the research instrument's validity was confirmed with an average variance of 0.831. The Cronbach's alpha value exceeded 0.70, indicating high reliability. Descriptive and inferential statistics, including simple linear regression analysis, were applied to analyze the data. The results reveal a significant positive correlation between knowledge accessibility and employee productivity ( $\beta = 0.475$ ,  $t = 10.717$ ,  $p < 0.05$ ), corroborating existing literature on the benefits of effective knowledge accessibility. The study underscores the critical role of knowledge accessibility in achieving organizational goals. The findings emphasize the importance of a systematic approach to knowledge management, encompassing acquisition, organization, application, sharing, and renewal of both tacit and explicit knowledge. This approach can enhance organizational adaptability, increase the value of products and services, and boost employee productivity. The study's implications for human capital management in universities are significant, recommending that institutions prioritize knowledge accessibility to enhance employee productivity and organizational performance, ultimately gaining a competitive advantage and achieving sustainable development.

**Keywords:** Employee productivity, Human capital, Knowledge accessibility, Management, University performance.

### **1. Introduction**

In the wake of the COVID-19 pandemic, coupled with the forces of globalization and rapid technological advancements, the pivotal significance of human capital in propelling organizational triumph has become increasingly evident. Strategic human capital management is vital for augmenting employee productivity, attaining enduring competitive superiority, and nurturing organizational growth and adaptability. Globally, human capital development is recognized as a strategic investment in the growth and success of organizations, rather than a mere budgetary expense (Wang, Wang & Li, 2022). The literature suggests that effective human capital management is

positively correlated with enhanced employee productivity, accelerated technological development, and improved innovation and talent management (Khan, Niazi & Khan, 2022). Furthermore, recent research emphasizes the critical role of human capital in fostering organizational survival, growth, and productivity, underscoring its value as a strategic asset (Wang et al., 2022). Within academic institutions, the productivity of employees is intricately linked to the effective management of human capital, encompassing skills, knowledge, and expertise (Khan et al., 2022). Assessing key drivers of human capital management, including leadership strategies, employee involvement, and access to knowledge, enables universities to gauge their performance and pinpoint opportunities for enhancement (Wang et al., 2022).

According to Wang et al. (2022), knowledge accessibility involves the process of retrieving, internalizing, and utilizing shared knowledge to achieve organizational objectives. Organizations with

Okusanya A. O., Obisanya A. A., Adenuga A. J. and Aderemi A. P.. (2023). Harnessing Knowledge Accessibility for Enhanced Employee Productivity in Ogun State Universities: A Human Capital Perspective. *The Vocational and Applied Science Journal (VAS)*, vol. 18, no. 1, pp. 11-16.

**©COVTEd Vol. 18. No. 1. Nov 2023**

effective human capital management systems can foster knowledge-based value creation by motivating employees to develop, share, and apply their knowledge in alignment with organizational goals. However, in the Nigerian educational system, inadequate knowledge accessibility hinders knowledge sharing, transfer, and application, leading to decreased value in university activities and employee productivity (Oladimeji, Oluwatobi & Ojo, 2022). The loss of experienced senior personnel through retirement or resignation poses a significant challenge, as it results in the loss of valuable knowledge and expertise (Khan et al., 2022). Furthermore, the capacity and expertise of academic staff play a critical role in producing high-quality graduates, and inadequate human capital development among academia can lead to poor graduate outcomes (Wang et al., 2022).

Knowledge accessibility is a pivotal aspect of knowledge management, playing a crucial role in organizational success (Eiriemiokhale & Idiedo, 2020). Knowledge management encompasses a range of activities, including knowledge creation, processing, storage, dissemination, and utilization (Isah & Ibrahim, 2023). The components of knowledge management have been identified as knowledge creation, capture, distribution, and sharing, with each stage contributing to the effective management of organizational knowledge (Lo & Tian, 2020). Notably, knowledge accessibility is considered a critical process by scholars, facilitating the retrieval and application of knowledge within organizations (Lo & Tian, 2020; Syed, Danish, & Gul, 2021). The significance of knowledge accessibility has garnered increasing attention in the scholarly domain, particularly among bottom-level employees (Fauzi, Tan, Thurasamy, & Ojo, 2019). In the context of universities, knowledge accessibility is especially vital, as it enables the exchange, dissemination, and creation of knowledge, ideas, and expertise among academics (Jameel, Massoudi, & Agha, 2021). This, in turn, fosters scientific knowledge, improves teaching and learning outcomes, develops collaborative networks, and promotes innovation (Jameel, Massoudi, & Agha, 2021). As emphasized by Lawal, Oriogu, and Ogbuiyi (2017), the potential role of knowledge accessibility in contributing to the success of universities should not be overlooked.

The Nigerian university system is facing a critical challenge in managing its human capital, resulting in poor knowledge accessibility and decreased employee productivity (Oladimeji et al., 2022), which threatens the quality of education, research output, and sustainable development in the sector. The strategic importance of human capital in driving organizational performance is well-established, yet the lack of effective human capital management systems, inadequate knowledge sharing, and high turnover rates among experienced academics have resulted in significant knowledge loss and expertise depletion (Khan et al., 2022). This has severe consequences for

the quality of education and research output, hindering sustainable development in the sector (Wang et al., 2022). To address this issue, this study investigates the relationship between knowledge accessibility and employee productivity in selected universities in Ogun State, Nigeria, with a view to developing strategies for effective human capital management and sustainable development.

## **2. Objective of the study**

This research endeavors to explore the influence of knowledge accessibility on workforce productivity within the context of select universities in Ogun State, Nigeria.

## **3. Research question**

To what extent does knowledge accessibility influence employee productivity in selected universities in Ogun State?

## **4. Hypothesis**

Based on the study's objective and research question, the null hypothesis was formulated and tested at a significance level of 0.05:

H<sub>01</sub>: Knowledge accessibility has no significant effect on employee productivity in selected universities in Ogun State.

## **2. Literature Review**

### **2.1. Human Capital Management**

Human capital management (HCM) is a multifaceted construct that integrates a range of organizational practices, including training and development, career advancement, performance evaluation, coaching, mentoring, and strategic organizational development (Al Ariss, Cascio & Paauwe, 2019). HCM recognizes the value of investing in employees' skills and abilities, which can enhance their quality of life and productivity (Birasnav, 2020). Effective HCM involves sourcing, engaging, and disengaging individuals within a system, whether at the organizational or national level (Sharma et al., 2020). In the public sector, particularly in local governments, HCM plays a crucial role in delivering quality services, as it directly impacts employee commitment and performance (Joshi et al., 2020). Contemporary research has pinpointed critical determinants of human capital management, notably leadership strategies, employee involvement, workforce efficiency, access to knowledge, and organizational learning capabilities (Singh et al., 2020). These key factors can guide informed decision-making in strategic human resource management at both executive and operational levels (Kumar et al., 2020). Furthermore, education and training are essential for improving employee performance and increasing organizational efficiency (Chandwani, Kumar & Kumar, 2020).

Human Capital Management (HCM) is a vital organizational process that facilitates the attainment of

strategic objectives through the efficient utilization of human resources (Oladimeji et al., 2022). Through the collection, analysis, and interpretation of pertinent data, human capital management enables evidence-based decision-making regarding strategic investments and operational workforce management, thereby fostering organizational effectiveness and success (Wang et al., 2022). The effective implementation of HCM can yield significant benefits, including enhanced employee performance, increased productivity, and improved organizational competitiveness (Yusuf et al., 2022).

## **2.2 Knowledge Accessibility**

Knowledge accessibility is a critical process that facilitates the sharing, transfer, and dissemination of information to enhance organizational activities and drive employee productivity (Khan et al., 2022). As a social skill, knowledge accessibility enables effective teamwork and collaboration, ultimately contributing to the achievement of collective goals (Kumar, Kumar & Sharma, 2019). In organizational settings, knowledge accessibility ensures that expertise is valued and shared, leading to the creation of innovative services and products, improved employee productivity, and enhanced organizational performance (Singh, Kumar & Kumar, 2020).

Effective knowledge accessibility involves internalizing and utilizing stored knowledge to achieve targeted objectives (Joshi, Singh & Kumar, 2020). Firms with robust human capital management frameworks can facilitate knowledge-driven value generation by incentivizing employees to acquire, disseminate, and apply their expertise in alignment with strategic organizational goals (Sharma, Joshi & Kumar, 2020).

Recent studies have investigated the impact of knowledge accessibility on organizational outcomes. According to Oladimeji et al. (2022), knowledge accessibility has been shown to strengthen manager-employee dynamics, mitigate corrupt practices and communication gaps, and foster more positive organizational attitudes among employees. Wang et al. (2022) discovered that knowledge accessibility accounted for significant variance in firm performance. Furthermore, Khan et al. (2022) demonstrated that knowledge accessibility significantly contributes to organizational effectiveness, shaping core values, cultural dynamics, adaptability to change, and workforce motivation.

Extant research has investigated the nexus between knowledge sharing and employee performance. Notably, Oluwatobi, Ojo & Oladele (2022) discovered a positive correlation between knowledge sharing and employee performance, innovation, and organizational competitiveness. Similarly, Gberville, Otubanjo & Eke (2022) found a significant relationship between organizational learning and employee performance, job satisfaction, and organizational commitment.

Moreover, Chris (2016) examined the impact of organizational knowledge on firm performance in Nigeria, revealing that organizational knowledge was a significant predictor of performance. Additionally, Michael (2011) established a causal link between organizational knowledge and organizational success, highlighting its role in shaping values, culture, adaptability, and employee motivation.

## **2.3 Employee Productivity**

Productivity is a multifaceted concept that can be defined as the ratio of output to input, and its measurement can be approached in various ways, including sales or units produced per hour worked or labor cost (Yusuf et al., 2022). This concept can be reflected in employment rates, wage rates, job satisfaction, and employability, and can be measured at individual, enterprise, or organizational levels (Khan et al., 2022). Recent studies emphasize the critical role of productivity in achieving competitive advantage, as it directly impacts the cost of producing goods and services (Wang et al., 2022). Notably, productivity is not solely about increasing output, but also about optimizing resource utilization to achieve the same output (Oladimeji et al., 2022).

Human resources are crucial to driving productivity, with various HR practices, including compensation, performance evaluation, training, recruitment, job design, and benefits, intentionally influencing individual and organizational productivity (Adeyinka et al., 2022). Strategic human resource management is vital for boosting employee productivity, which subsequently impacts organizational performance (Abdullah, Bakar & Ismail, 2020). Moreover, contemporary studies emphasize the significance of employee productivity initiatives in attaining organizational goals (Oladapo, 2022).

Studies have investigated the impact of employee productivity programs on retention rates, with opportunity for job advancement being a significant factor (Oladapo, 2022; Alshammari et al., 2020). However, other factors, such as job security and compensation, have yielded mixed results (Fatima & Bashir, 2020; Oladapo, 2022). Overall, human resources are a crucial component of organizational productivity, and HR activities directly impact individual and organizational productivity (Al Ariss et al., 2019).

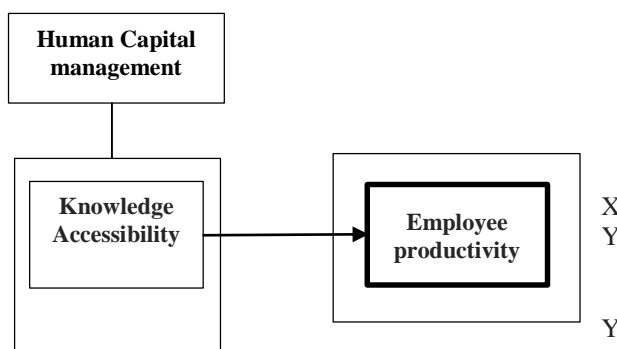
## **2.4 Knowledge Accessibility and Employee Productivity**

Contemporary research has examined the influence of diverse organizational factors on performance. Notably, Alshammari et al. (2020) discovered a significant positive correlation between learning capacity and organizational performance in Saudi Arabian banks. Likewise, Fatima et al. (2020) found that organizational knowledge had a substantial positive effect on employee performance in Pakistani banks, underscoring the importance of knowledge in

driving performance.

Abdullah et al. (2020) explored the relationship between human capital management and organizational performance in Malaysia's manufacturing industry, revealing that strategic human capital management practices substantially improved performance. Similarly, Al Ariss et al., (2019) conducted a comprehensive review of talent management research, determining that effective talent management significantly contributes to enhanced organizational performance.

Furthermore, Bashir et al. (2020) examined the relationship between knowledge management and organizational innovation in the Pakistani technology sector, finding that knowledge management practices significantly fostered organizational innovation. These studies collectively highlight the importance of organizational factors, such as learning capacity, knowledge management, and human capital management, in driving performance and innovation.



**Figure 1: Conceptual framework**

The conceptual framework underlying this study highlights the research gap, focusing on the relationship between knowledge accessibility (independent variable) and employee productivity (dependent variable). Specifically, this study investigates the influence of knowledge accessibility on employee productivity.

### 2.5 Theoretical Framework

This research is anchored in Human Capital Theory, which asserts that employees are a crucial organizational asset essential for achieving strategic objectives (Yusuf et al., 2022). Human Capital Theory offers a pertinent framework for examining the nexus between human capital management and employee productivity, highlighting the importance of practices such as leadership, employee engagement, knowledge accessibility, workforce optimization, and talent management (Wang et al., 2022). The theory conceptualizes human capital as the knowledge, skills, and expertise acquired through education and training, emphasizing the quality of labor supply (Khan et al., 2022). By extension, Human Capital Theory underscores the value of investing in human capital to boost employee productivity and organizational

performance.

### 3. Methodology

This investigation utilized a survey research design to examine the nexus between knowledge accessibility and employee productivity. The study population comprised 6,058 academic and non-academic staff from four Nigerian universities in Ogun State: Babcock University, Covenant University, Federal University of Agriculture, Abeokuta, and Olabisi Onabanjo University. Applying Cochran's (1997) formula, a sample of 586 university employees was derived, and participants were selected using random sampling. A self-developed questionnaire was employed to collect data, with validity established through average variance extraction (AVE) at 0.831. Reliability was confirmed via Cronbach's Alpha coefficients of 0.75 for knowledge accessibility and 0.84 for employee productivity, indicating high instrument reliability. Data analysis involved descriptive and inferential statistics, including simple linear regression.

#### 3.1 Model Specification

The model used in establishing relationships between the variables of the study were specific in this section as:

X = Independent Variables,  
Y = Dependent Variable,

where; X = Knowledge Accessibility (KA)  
Y = Employee Productivity

Therefore, functional relationship is expressed as:

#### Hypothesis one

$$Y = f(X)$$

$$Y = a_0 + \beta_1 X_1 + \varepsilon_1$$

$$EP = a_0 + \beta_1 KA + \varepsilon_1 \quad (1)$$

### 4. Results and Discussions

#### Knowledge accessibility has no significant effect on employee productivity in selected universities in Ogun State.

To test the hypothesis, a simple linear regression analysis was conducted. The data for knowledge accessibility and employee productivity were aggregated by summing the responses for all items corresponding to each variable. The results of the regression analysis are presented in Table 1, providing insight into the relationship between knowledge accessibility and employee productivity.

The findings presented in Table 1 reveal a significant academic correlation between knowledge accessibility and employee productivity in the selected universities in Ogun State. Regression analysis showed that knowledge accessibility explained 16.6% of the

Table 1: Simple Regression analysis results for the effect of Knowledge accessibility on employee productivity of selected universities in Ogun State

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.469	1.853		11.049	0.000
	Knowledge Accessibility	0.475	0.044	0.407	10.717	0.000
R = 0.407;		R <sup>2</sup> = 0.166;		F <sub>(1,579)</sub> = 114.850		

Dependent Variable: Employee Productivity

variance in employee productivity, while 83.4% was attributed to other dimensions of human capital development. The unstandardized  $\beta$  coefficient ( $\beta = 0.475, t = 10.717, p < 0.05$ ) confirmed a positive and statistically significant relationship between knowledge accessibility and employee productivity. The regression model,  $EP = 20.469 + 0.475KA$ , indicates that knowledge accessibility positively influences employee productivity, with a unit increase in knowledge accessibility resulting in a 0.475 increase in employee productivity. Given the significant relationship, the null hypothesis ( $H_{01}$ ) positing no significant relationship between knowledge accessibility and employee productivity was rejected.

#### 4.1 Discussion

The study's findings are consistent with previous research, such as Wang et al. (2022), which found a positive correlation between knowledge sharing, accessibility, and innovation productivity. Similarly, Khan et al. (2022) and Oladimeji et al. (2022) highlighted the importance of knowledge accessibility in enhancing innovation and productivity. The results also align with studies on the challenges of knowledge accessibility among lecturers in Nigerian universities (Yusuf et al., 2022; Adeyinka et al., 2022).

#### 5. Conclusions

This investigation concludes that knowledge accessibility is a vital mechanism for acquiring, organizing, applying, sharing, and updating knowledge to improve organizational agility and employee productivity. The results indicate a significant correlation between knowledge accessibility and employee productivity in Ogun State universities. Consequently, educational institutions should prioritize knowledge accessibility to promote innovation, productivity, and competitiveness.

#### 6. Recommendations

Based on the study's findings, which indicate a significant relationship between knowledge accessibility and employee productivity in universities in Ogun State, the following recommendations are proposed:

1. Universities should foster a culture of consistent knowledge sharing among academic staff to enhance collaboration, innovation, and productivity.
2. Human capital leaders in universities should adopt a strategic approach to managing institutional activities, focusing on anticipating, envisioning, and maintaining flexibility. This can be achieved through training, experience, and developing employees to enhance their productivity and contribute to the institution's long-term viability.
3. Universities should implement a systematic process for acquiring, organizing, applying, sharing, and renewing both tacit and explicit knowledge. This will enable the institutions to adapt to changing environments, increase the value of existing products and services, and ultimately enhance employee productivity.

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