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Knowledge Management: A Panacea for Effective Employee's Performance in Nigerian Polytechnics

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ABSTRACT

The study was carried out to examine knowledge management as a panacea for effective employee performance in Nigerian Polytechnics. The specific objectives include to: examine the relationship between knowledge acquisition and efficiency of Nigerian polytechnics; ascertain the relationship between knowledge sharing and effectiveness of Nigerian polytechnics and examine the relationship between knowledge application and the efficiency of Nigerian polytechnics. The area of the study comprised of selected academic staff from Institute of Management and Technology Enugu. The study used the survey approach. The primary source was the administration of questionnaire. A population of two hundred and sixty seven (267) academic staff randomly selected. The whole population was studied copies of the questionnaire were prepared and randomly distributed by hand to respondents. One hundred and thirty three (133) staff returned the questionnaire and accurately filled. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.75 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z – test statistical tool. It was found that knowledge acquisition had positive significant relationship on the efficiency of Nigerian polytechnics (r=.144<.893, p>.05); knowledge sharing had positive significant relationship on the effectiveness of Nigerian Polytechnics (r=197<.956, p>.05), and knowledge application had positive significant relationship on the efficiency of Nigerian Polytechnics (r=.294<.746, p>.05). The study concluded that knowledge acquisition, knowledge application and knowledge sharing had positive significant relationship on the effectiveness of Nigerian Polytechnics. The study recommended among others that Considering knowledge acquired is difficult to measure or audit, organizations must successfully manage knowledge in order to fully exploit the skills and experience inherent in their systems and structures.

Keywords: Knowledge Acquisition, Knowledge Sharing, Knowledge Application, Efficiency, Effectiveness.

INTRODUCTION

Knowledge management is the employment and development of the knowledge assets of an organization to achieve the organizational goals [1,2,3,4]. This knowledge consists of both explicit and implicit knowledge [5,6,7]. Knowledge management involve the creation, manipulation, storage and sharing of knowledge among people in a community of practice. Knowledge management manages the knowledge flows in an organization [8,9,10].To enhance organizational performance, knowledge management strategies must be incorporated and implemented so that the organization attains a competitive edge. Organizations that are skilled in knowledge management consider

knowledge to be human capital and have developed organizational rules and values to support knowledge production and sharing[11,12,13,14]. Effective knowledge resources make up knowledge capability among organizations with the help of knowledge sharing, knowledge creation, innovativeness, and knowledge absorption. Therefore, when these resources merged it determine the knowledge management practices which ultimately turn into the relationship with organizational performance [15]. [16], distinguish two perspectives of knowledge in higher education institutions: academic knowledge, resulting from learning and teaching activities, the primary purpose of universities; ii) organizational knowledge, which refers to knowledge of the overall business of an institution: its strengths, weaknesses, strategies, critical factor of success, relationships with research centers, etc. These two perspectives of knowledge could be enhanced by a set of KM practices and tools that facilitate the development of an environment of knowledge creation, collaboration and sharing [17,18,19,20,21,22]. Due to the appearance of new knowledge producers in the higher education, more and more universities are looking into the possibility of applying and managing corporate tools [23,24,25]. Technologies are important to facilitate KM activities, such as discovery or acquisition (research), dissemination or share (teaching), application ok knowledge and their preservation (libraries, repositories). Information has consistently been significant for humankind and its evolution, as well as for organizational management [26,27,28,29]. With the arrival of globalization, knowledge has become an intangible resource generator of permanent competitive advantage [30,31,32]. Knowledge plays a central role in the differential competitive advantage of institutions and knowledge management (KM) helps them to deal with changes in the environment [33,34,35]. Employees need to use knowledge in order to improve their performance and to ensure long term viability in the current environment. The study therefore intends to examine knowledge management as a panacea for effective performance of staff in Nigerian Polytechnics.

Statement of the Problem

The twenty first century is the era of knowledge economy, in which most organizations possess knowledge that enables them to improve their performance. Managing knowledge often requires extensive personal contact and regular interaction. Employees will garner tacit, organizational knowledge through time by learning from experienced co-workers via training or mentoring sessions. Through Knowledge management, all employees have access to the overall expertise held within the organization a smarter workforce is built who are more able to make quick, informed decisions that benefit the company. Tertiary institutions such as the polytechnic have always been involved in KM practices. The three missions of tertiary education, research, education and service to society are closely linked with knowledge creation, knowledge dissemination and knowledge transfer. However, to remain competitive in the knowledge economy, Nigerian polytechnics need to manage their knowledge processes within the context of a deliberate efficiency of employees. The study examined knowledge management as a panacea for effective employee performance in Nigerian Polytechnics.

Objectives of the Study

The main objective of the study is to examine knowledge management as a panacea for effective employee performance in Nigerian Polytechnics. The specific objectives include to:

i. Examine the relationship between knowledge acquisition and efficiency of Nigerian polytechnics.
ii. Ascertain the relationship between knowledge sharing and effectiveness of Nigerian polytechnics.

iii. Examine the relationship between knowledge application and the efficiency of Nigerian polytechnics.

Research Questions

The following research questions guided the study:

i. What is the relationship between knowledge acquisition and the efficiency of Nigerian polytechnics?
ii. What is the relationship between knowledge sharing and the effectiveness of Nigerian Polytechnics?
iii. What is the relationship between knowledge application and the efficiency of Nigerian Polytechnics?

Statement of Hypotheses

The following null hypotheses guided the study

i. Knowledge acquisition has no positive significant relationship on the efficiency of Nigerian polytechnics.
ii. Knowledge sharing has no positive significant relationship on the effectiveness of Nigerian Polytechnics.
iii. Knowledge application has no positive significant relationship on the efficiency of Nigerian Polytechnics.

Review of Related Literature

Conceptual Review

Knowledge Management

Knowledge management is the conscious process of defining, structuring, retaining and sharing the knowledge and experience of employees within an organization. The main goal of knowledge management is to improve an organization's efficiency and save knowledge within the company. Often it is referring to training and learning in an organization or of its customers. It consists of a cycle of creating, sharing, structuring and auditing knowledge, in order to maximize the effectiveness of an organization's collective knowledge. Knowledge management (KM) is the collection of methods relating to creating, sharing, using and managing the knowledge and information of an organization [7]. It refers to a multidisciplinary approach to achieve organisational objectives by making the best use of knowledge. Knowledge management efforts typically focus on organisational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organization [12]. These efforts overlap with organisational learning and may be distinguished from that by a greater focus on the management of knowledge as a strategic asset and on encouraging the sharing of knowledge. KM is an enabler of organizational learning [12].

Employee Performance

Employee performance signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around [9] and in view of its impact on the organization, an effective employee performance management system is imperative for every business organization. Employee performance will be higher level on the organizational achievements [13]. Employee performance are job-related activities expected of employees and an evaluation of how well those activities were executed which is been assessed on an annual or quarterly basis in order to identify suggested areas of improvement [17]. Employee performance is the work-related actions anticipated of a worker and how soundly those activities are executed [24]. It is about what is to be achieved at an organizational level by workers as it involves the workers agreed measures, skills, competency requirements,

development plans, and the delivery of results. It also symbolizes the broad belief of the personnel about their contributions towards the achievement of theorganization[26].

Knowledge acquisition

Acquisition is concerned with seeking knowledge outside the organization and creating new knowledge from the interaction between new knowledge and previous knowledge in the organization. Thus, the new knowledge will benefit innovation development and organizational effectiveness. Acquisition refers to the ability of an organization to identify access and collect the internal and external knowledge that is necessary for its activities [28]. Knowledge acquisition results from individual participation and interactions between tasks, technologies, resources and people within a particular context [22]. Knowledge acquisition involves the development of existing contents and the generation of new knowledge, namely in activities related with research and development and also learning activities. The knowledge which is externalized and captured by people who need it can increase the productivity and profitability of firms [21]. Acquired knowledge may consist of facts, rules, concepts, procedures, heuristics, formulas, relationships, statistics or any other useful information. Source of these knowledges may be experts in the domain of interest, text books, technical papers, database reports, journals and the environments. The knowledge acquisition is a continuous process and is spread over entire lifetime.

Knowledge sharing

Knowledge sharing is an activity through which knowledge (namely, information, skills, or expertise) is exchanged among people, friends, peers, families, communities (for example, Wikipedia), or within or between organizations [6]. It bridges the individual and organizational knowledge, improving the absorptive and innovation capacity and thus leading to sustained competitive advantage of companies as well as individuals. Knowledge sharing is part of the Knowledge management process. Apart from traditional face-to-face knowledge sharing, social media is a good tool because it is convenient, efficient, and widely used Organizations have recognized that knowledge constitutes a valuable intangible asset for creating and sustaining competitive advantages [4]. However, technology constitutes only one of the many factors that affect the sharing of knowledge in organizations, such as organizational culture, trust, and incentives. The sharing of knowledge constitutes a major challenge in the field of knowledge management because some employees tend to resist sharing their knowledge with the rest of the organization [8]. In the digital world, websites and mobile applications enable knowledge or talent sharing between individuals and/or within teams. The individuals can easily reach the people who want to learn and share their talent to get rewarded.

Knowledge application

Knowledge application is when available knowledge is used to make decisions and perform tasks through direction and routines [5]. Knowledge application refers to an organization's timely response to technological change by utilizing the knowledge and technology generated into new products and processes [6]. 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 organizations [9]. Therefore, enterprises can increase performance and innovation.

METHODOLOGY

The area of the study comprised of selected academic staff from Institute of Management and Technology Enugu. The study used the survey approach. The primary source was the administration of questionnaire. A population of two hundred and sixty seven (267) academic staff randomly selected. The whole

population was studied copies of the questionnaire were prepared and randomly distributed by hand to respondents. One hundred and thirty three (133) staff returned the questionnaire and accurately filled. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.75 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z-test statistical tool.

Data Presentation

What is the relationship between knowledge acquisition and the efficiency of Nigerian polytechnics?

Table 1: Responses on the relationship between knowledge acquisition and the efficiency of Nigerian polytechnics

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1	Knowledge acquisition has enabled our staff to develop their competencies to create new knowledge and skills and elevate uniqueness and value	265 53 39.8	204 51 38.3	42 14 10.5	2 1 .8	14 14 10.5	527 133 100%	3.96	1.221	Agree
2	My institution organizes seminars, conferences, and workshops on trending topics.	485 97 72.9	20 5 3.8	24 8 6.0	24 12 9.0	11 11 8.3	564 133 100%	4.24	1.360	Agree
3	Academic staff benefit from additional skills and knowledge thereby motivating them to do well.	275 55 41.4	188 47 35.3	24 8 6.0	24 12 9.0	11 11 8.3	522 133 100%	3.92	1.259	Agree
4	Knowledge are learned where they will actually be applied, with tools that will actually be used.	455 91 68.4	48 12 9.0	24 8 6.0	24 12 9.0	10 10 7.5	561 133 100%	4.22	1.322	Agree
5	The information and attitude acquired improves production activities	225 45 33.8	260 65 48.9	24 8 6.0	24 12 9.0	3 3 2.3	536 133 100%	4.03	1.984	Agree
	Total Grand mean and standard deviation							**4.074**	**1.4292**	

Source: Field Survey, 2022

Table 1, 104 respondents of 133 representing 78.1, there are responses to Knowledge acquisition has enabled our staff to develop their competencies to create new knowledge and skills and elevate uniqueness and value 3.96 and standard deviation of 1.221. My institution organizes seminars, conferences, and workshops on trending topics 102 respondents representing 76.7 percent agreed with mean score of 4.24 and standard deviation of 1.360. Academic staff benefit from additional skills and knowledge thereby motivating them to do well 102 respondents representing 78.7 percent agreed with mean score of 3.92 and standard deviation of 1.259. Knowledge are learned where they will actually be applied, with tools that will actually be used with 103 respondents

representing 77.4 percent agreed with mean score of 4.22 and 1.322. The information and attitude acquired improves production activities 110 respondents representing 82.7 percent agreed with a mean score of 4.03 and standard deviation 1.984.

What is the relationship between knowledge sharing and the effectiveness of Nigerian Polytechnics

Table 2: Responses on the relationship between knowledge sharing and the effectiveness of Nigerian Polytechnics

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1	The organization encourages individuals to come up with new ideas about work issues	260 52 39.1	232 58 43.6	24 8 6.0	24 12 9.0	3 3 2.3	543 133 100%	4.08	1.008	Agree
2	The institution encourages new ideas and approaches to work performance to be applied on a daily basis	220 44 33.1	264 66 49.6	24 8 6.0	24 12 9.0	3 3 2.3	535 133 100%	4.02	1.981	Agree
3	My school informs its members about the responsibilities of other co-workers and departments	275 55 41.4	220 55 41.4	24 8 6.0	24 12 9.0	3 3 2.3	546 133 100%	4.11	1.017	Agree
4	The school provides informal environments for individuals to share knowledge and experiences among co-workers	135 27 20.3	352 88 66.2	24 8 6.0	12 6 4.5	4 4 3.0	527 133 100%	3.96	1.848	Agree
5	Meetings are organised to inform individuals about innovations in their activities	185 37 27.8	276 69 51.9	24 8 6.0	12 6 4.5	13 13 9.8	510 133 100%	3.83	1.175	Agree
	Total Grand mean and standard deviation							**3.946**	**1.4058**	

Source: Field Survey, 2022

Table 2, 110 respondents of 133 representing 82.7 agreed that organization encourages individuals to come up with new ideas about work issues 4.08 and standard deviation of 1.008. The institution encourages new ideas and approaches to work performance to be applied on a daily basis representing 82.7 percent agreed with mean score of 4.02 and standard deviation of 1.981. My school informs its members about the responsibilities of other co-workers and departments with 110 respondents representing 82.8 percent agreed with mean score of 4.11 and standard deviation of 1.017. The school provides informal environments for individuals to share knowledge and experiences among co-workers representing 86.5 percent agreed with mean score of 3.96 and 1.848. Meetings are organised to inform individuals about innovations in their activities 106 respondents representing 79.7 percent agreed with a mean score of 3.83 and standard deviation 1.175.

What is the relationship between knowledge application and the efficiency of Nigerian Polytechnics?

Table 3: Responses on the relationship between of knowledge application and the efficiency of Nigerian Polytechnics

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1	I am able to locate and apply knowledge to changing competitive conditions	360 72 54.1	176 44 33.1	24 8 6.0	10 5 3.8	4 4 3.0	574 133 100%	4.32	1.964	Agree
2	Academic staff has processes for using knowledge to solve new problems	210 42 31.6	300 75 56.4	24 8 6.0	8 4 3.0	4 4 3.0	546 133 100%	4.11	1.873	Agree
3	I quickly apply knowledge to critical needs that arises	195 39 29.3	304 76 57.1	24 8 6.0	14 7 5.3	3 3 2.3	540 133 100%	4.06	1.877	Agree
4	Correct application of relevant knowledge has reduced the likelihood of making mistakes, reduce redundancy, increase efficiency.	420 84 63.2	136 34 25.6	24 8 6.0	8 4 3.0	3 3 2.3	591 133 100%	4.44	1.908	Agree
5	Through knowledge application, staff are able to cope with new administrative and technological systems.	335 71 53.4	156 39 29.3	24 8 6.0	24 12 9.0	3 3 2.3	542 133 100%	4.08	1.056	Agree
	Total Grand mean and standard deviation							**4.202**	**1.7356**	

Source: Field Survey, 2022

Table 3, 116 respondents of 133 representing 87 agreed that I am able to locate and apply knowledge to changing competitive conditions 4.32 and standard deviation of 1.964. Academic staff has processes for using knowledge to solve new problems 117 respondents representing 88.0 percent agreed with mean score of 4.11 and standard deviation of 1.873. I quickly apply knowledge to critical needs that arises 115 respondents representing 86.4 percent agreed with mean score of 4.06 and standard deviation of 1.877. Correct application of relevant knowledge has reduced the likelihood of making mistakes, reduce redundancy, increase efficiency, 118 respondents representing 88.8 percent agreed with mean score of 4.44 and 1.908. Through knowledge application, staff are able to cope with new administrative and technological systems, 110 respondents representing 82.7 percent agreed with a mean score of 4.08 and standard deviation 1.056.

Test of Hypotheses

Hypothesis One: Knowledge acquisition has no positive significant relationship on the efficiency of Nigerian polytechnics

Correlations

Knowledge acquisition has enabled our staff to develop their competencies to create new knowledge and skills and elevate uniqueness and value	Pearson Correlation	1	.562**	.604**	.451**	-.144
	Sig. (2-tailed)		.000	.000	.000	.098
	N	133	133	133	133	133
My institution organizes seminars, conferences, and workshops on trending topics.	Pearson Correlation	.562**	1	.939**	.931**	.509**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	133	133	133	133	133
Academic staff benefit from additional skills and knowledge thereby motivating them to do well.	Pearson Correlation	.604**	.939**	1	.893**	.418**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	133	133	133	133	133
Knowledge are learned where they will actually be applied, with tools that will actually be used.	Pearson Correlation	.451**	.931**	.893**	1	.571**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	133	133	133	133	133

Academic staff benefit from additional skills and knowledge thereby motivating them to do well.	Pearson Correlation	-.144	.509**	.418**	.571**	1
	Sig. (2-tailed)	.098	.000	.000	.000	
	N	133	133	133	133	133

**. Correlation is significant at the 0.01 level (2-tailed).

Table 1 showed the Pearson correlation matrix on knowledge acquisition has no positive significant relationship on the efficiency of Nigerian polytechnics showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows .197<.739. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that knowledge acquisition had positive significant relationship on the efficiency of Nigerian polytechnics, Nigeria (r=.144<.893). The computed correlations coefficient is greater than the table value of r = .000 at alpha level for a two-tailed test (r=.144<.893,p>.05).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed (r =.144<.893) is greater than the table value of .000, we reject the null hypothesis. Therefore, we concluded that knowledge acquisition had positive significant relationship on the efficiency of Nigerian polytechnics as reported in the probability value of (r=.144<.893, p>.05).

Hypothesis Two: Knowledge sharing has no positive significant relationship on the effectiveness of Nigerian Polytechnics.

Correlations

The organization encourages individuals to come up with new ideas about work issues	Pearson Correlation	1	.956**	.612**	.456**	.485**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	133	133	133	133	133
The school provides informal environments for individuals to share knowledge and experiences among co-workers	Pearson Correlation	.956**	1	.651**	.375**	.490**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	133	133	133	133	133
The institution encourages new ideas and approaches to work performance to be applied on a daily basis	Pearson Correlation	.612**	.651**	1	.470**	.186*
	Sig. (2-tailed)	.000	.000		.000	.032
	N	133	133	133	133	133
Meetings are organised to inform individuals about innovations in their activities	Pearson Correlation	.456**	.375**	.470**	1	.526**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	133	133	133	133	133
My school informs its members about the responsibilities of other co-workers and departments	Pearson Correlation	.485**	.490**	.186*	.526**	1
	Sig. (2-tailed)	.000	.000	.032	.000	
	N	133	133	133	133	133

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2. Showed the Pearson correlation matrix knowledge sharing has no positive significant relationship on the effectiveness of Nigerian Polytechnics showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows .186<.956. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that Knowledge sharing had positive significant relationship on the effectiveness of Nigerian Polytechnics, Nigeria (r=.186<.956). The computed correlations coefficient is greater than the table value of r = .000 at alpha level for a two-tailed test (r=186<.956,p>.05).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed (r =186<.956) is greater than the table value of .195, we reject the null hypothesis. Therefore, we concluded that Knowledge sharing had positive significant relationship on the effectiveness of Nigerian Polytechnics, Nigeria as reported in the probability value of (r=186<.956, p>.05).

Hypothesis Three: Knowledge application has no positive significant relationship on the efficiency of Nigerian Polytechnics.

Correlations

I am able to locate and apply knowledge to changing competitive conditions	Pearson Correlation	1	.572**	.479**	.704**	.644**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	133	133	133	133	133
Academic staff has processes for using knowledge to solve new problems	Pearson Correlation	.572**	1	.338**	.294**	.738**
	Sig. (2-tailed)	.000		.000	.001	.000
	N	133	133	133	133	133
I quickly apply knowledge to critical needs that arises	Pearson Correlation	.479**	.338**	1	.746**	.541**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	133	133	133	133	133
Correct application of relevant knowledge has reduced the likelihood of making mistakes, reduce redundancy, increase efficiency	Pearson Correlation	.704**	.294**	.746**	1	.535**
	Sig. (2-tailed)	.000	.001	.000		.000
	N	133	133	133	133	133
Through knowledge application, staff are able to cope with new administrative and technological systems	Pearson Correlation	.644**	.738**	.541**	.535**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	133	133	133	133	133

**. Correlation is significant at the 0.01 level (2-tailed).

Table 3. Showed the Pearson correlation matrix Knowledge application has no positive significant relationship on the efficiency of Nigerian Polytechnics showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows .294<.746. This value indicates that

correlation is significant at 0.05 level (2 tailed) and implies that Knowledge application had positive significant relationship on the efficiency of Nigerian Polytechnics (r=.294<.746). The computed correlations coefficient is greater than the table value of r = .000 at alpha level for a two-tailed test (r=.294<.746,p>.05).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed (r =.294<.746) is greater than the table value of .195, we reject the null hypothesis. Therefore, we concluded that Knowledge application had positive significant relationship on the efficiency of Nigerian Polytechnics as reported in the probability value of (r=.294<.746,p>.05).

DISCUSSION OF FINDINGS

The result of hypothesis One, indicates that the computed (r =.144<.893) is greater than the table value of .000. The concluded that knowledge acquisition had positive significant relationship on the efficiency of Nigerian polytechnics as reported in the probability value of (r=.144<.893, p>.05). In the support of result, [9] asserts that knowledge acquisition involves the development of existing contents and the generation of new knowledge, namely in activities related with research and development and also learning activities. The knowledge which is externalized and captured by people who need it can increase the productivity and profitability of firms. The result of hypothesis two, indicates that the computed (r =.197<.956) is greater than the table value of .000, we concluded that knowledge sharing had positive significant relationship on the effectiveness of Nigerian Polytechnics as reported in the probability value of (r=197<.956, p>.05). Supporting the findings, knowledge sharing bridges the individual and organizational knowledge, improving the absorptive and innovation capacity and thus leading to sustained competitive advantage of companies as well as individuals. Apart from traditional face-to-face knowledge sharing, social media is a good tool because it is convenient, efficient, and widely used Organizations have recognized that knowledge constitutes a valuable intangible asset for creating and sustaining competitive advantages [10]. The result of hypothesis three, indicates that the computed (r=.294<.746, p>.05) is greater than the table value of .000, we concluded that knowledge application had positive significant relationship on the efficiency of Nigerian Polytechnics as reported in the probability value of (r=.294<.746, p>.05). In the support of result, Ike, Agbaeze, Udoh and Adeleke (2019) conducted a study on the Challenges Associated with the Implementation of Knowledge Management in Nigerian Tertiary Institutions. Their finding also showed that there was positive significant challenge in knowledge management implementation and academic staff retention in selected tertiary institution. Lack of Knowledge Management implementation would posed a great challenge among academic staff efficiency.

CONCLUSION

The study concluded that knowledge acquisition, knowledge application and knowledge sharing had positive significant relationship on the effectiveness of Nigerian Polytechnics. Knowledge management has played a significant role in the efficiency of polytechnics staff in so many ways. It has encouraged the documentation of work processes, which increased sharing and subsequently the enhancement of output. Employees have access to the organization's knowledge pool where its knowledge is stored for use and reuse. The process of use and reuse of knowledge in the firm leads to improving the organization's sharing culture. Work processes are documented and shared to enhance output. The more experienced employees are always willing to share and apply the knowledge.

RECOMMENDATION

Based on the findings, the following recommendations were made:

i. Considering knowledge acquired is difficult to measure or audit, organizations must successfully manage knowledge in order to fully exploit the skills and experience inherent in their systems and structures.

ii. Institutions should create spaces for sharing to happen thereby encouraging several forms of knowledge sharing.

iii. For polytechnics to contribute and be relevant to the Economy, they must be prepared to open themselves to the flow of knowledge in the system.

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