KNOWLEDGE PROCESS CAPABILITY AND PERFORMANCE OF PENSION FUND ADMINISTRATORS IN NIGERIA: AN EMPIRICAL EXAMINATION OF THE MODERATING EFFECT OF EMPLOYEE INVOLVEMENT CULTURE

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Abstract

This study proposed a model that suggests interaction between four dimensions of knowledge process capability (acquisition, storage, sharing and application) and organizational performance. The model incorporated employee involvement culture as a moderator in the interaction between knowledge process capability and performance of Pension Fund Administrators in Nigeria. The model will contribute to a better understanding of the relationship between knowledge process capability, employee involvement culture and organizational performance. The study will guide stakeholders in the pension subsector to understand the component of knowledge process capability (acquisition, storage, sharing and application) that facilitates performance of organizations through contribution of employee involvement culture. The study suggests an empirical evaluation of the interaction among knowledge process capability (acquisition, storage, sharing and application) and organizational performance through the moderating role of employee involvement culture to be conducted in the future using advanced robust data analysis software such as Partial Least Square Structural Equation Modelling (PLS-SEM).

***Keywords*:** employee involvement culture, knowledge process capability, organizational performance

1.0 Introduction

The increasing complexity of the global business environment has made knowledge a critical strategic resource for achieving sustained organizational performance. Within the field of strategic management, organizations gain competitive advantage through the effective utilization of valuable, rare, inimitable, and non-substitutable resources, particularly knowledge (Barney, 1991). As a result, organizations are increasingly focusing on developing knowledge process capabilities such as knowledge acquisition, storage, sharing, and application to enhance performance.

The performance of Pension Fund Administrators (PFAs), particularly in terms of their contribution of pension assets to economic development as measured by Gross Domestic Product (GDP), varies across countries. For instance, the Organisation for Economic Co-operation and Development (2024) Global Pension Statistics report indicates that the contribution of pension assets to GDP is relatively low in most

selected jurisdictions. Nigeria's contribution stands at 8.1%, which is lower than that of countries such as Kenya (13.7%), Papua New Guinea (16.9%), Malawi (17.1%), and Botswana (58.0%), reflecting the comparatively weak performance of PFAs (OECD, 2024). At the domestic level, the National Pension Commission (2025) reports that 368,911 Retirement Savings Account (RSA) holders have transferred ₦1.77 trillion from one PFA to another since the commencement of the transfer window, largely due to dissatisfaction with PFA performance.

The poor performance of the PFAs has compelled the Police Retired Officers Forum of Nigeria (PROF) to block one of the gates to the Presidential Villa in Abuja demanding for exclusion of police officers in Contributory Pension Scheme (CPS) (Isamotu & Clement, 2026). Retirees of the Nigerian Ports Authority (NPA) begged Tinubu to intervene over 16 years unpaid pension due to poor performance of Pension Fund Administrators (PFAs) in Nigeria (Bodunde, 2026). Umar (2023) explained that inefficiency of PFAs necessitated Head of the Civil Service of the Federation and Permanent Secretaries to request for presidential fiat to exit the CPS. In addition, the personnel of the Nigerian Intelligence Agency (NIA) and National Assembly (NASS) service have been excluded from CPS due to incompetence of the PFAs (Olafusi, 2023). Several pension contributors and retirees have agitated against poor performance of PFAs in Nigeria (Iwunze, 2023). Moreover, the Senate, through its committee on Anti-Corruption and Financial Crimes, directed investigation of the activities of PFAs in Nigeria due to inefficiency (Salau, 2023). Nevertheless, Achadinha (2020) suggested that modern strategies, knowledge process capability and cultural adoption may enhance performance of PFAs in Nigeria.

Employee involvement culture refers to the extent to which employees are empowered to participate in meaningful decision making, problem solving and continuous improvement in an organization (Lawler, 1996). Ologbo and Sofian (2013) revealed that employee involvement culture has been associated with organizational performance. From a theoretical viewpoint, it aligns with Knowledge-Based View of firms which suggests that valuable, rear and inimitable human resources can create a sustained competitive advantage (Barney, 1991).

Knowledge process capability is the ability of organizations to create, store, share, and apply knowledge effectively (Gold, Malhotra & Segars, 2001). According to Lee and Choi (2003), organizations with strong knowledge process capability are better positioned to leverage employee expertise, enhance decision making, and organizational performance. However, the effectiveness of such processes often depends on the presence of complementary cultural attributes such as employee involvement culture which would encourage employee participation in decision making, knowledge acquisition, storage, sharing and application. Employee involvement culture is an intangible resource which organizations may utilize to moderate the influence of knowledge process capability on organizational performance (Onyango, Egessa & Ojera, 2022). This suggests the need to investigate the moderating role of employee involvement culture on the relationship between the constructs.

1.2 Statement of the Problem

The inability of organizations to adopt knowledge process capability (acquisition, storage, sharing and

application) as some of the most valuable strategic resources that should be managed in order to enhance performance has led to poor performance of organizations in recent times (Surchi, 2025).

There are studies conducted on the relationship between knowledge process capability (acquisition, storage, sharing and application) and organizational performance which revealed inconsistent results. Among the studies that reported positive association areSaputri (2025); Enstroem, Kang and Bhawna (2025); AL-Tabtabae and Harbiun (2022); Tessema, Yang and Chen (2025).

Other studies that reported negative association between knowledge process capability (acquisition, storage, sharing and application) and organizational performance include Surchi (2025); Mills and Smith (2020); Parayitam, Naina, Shea, Mohideen and Aruldoss (2025); and Aldilami and Al-Murhadi (2025). In order to address these contradictions, weaknesses or inconsistencies, a moderator can be introduced (Lowry & Gaskin, 2014; Baron & Kenny, 1986). Therefore, this study introduced employee involvement culture as a moderator.

The review of literature on knowledge process capability (acquisition, storage, sharing and application) and organizational performance revealed that the variables are investigated using different qualitative and quantitative tools such as in-depth interview, focus group discussion, content analysis and mixed methods by Mills, et al. (2020); Parayitam, Naina, Shea, Mohideen and Aruldoss (2025); Saputri (2025); Enstroem; Kang and Bhawna (2025); AL-Tabtabae and Harbiun (2022); and Aldilami and Al-Murhadi (2025). Nevertheless, these tools may not make it possible to cover a great number of the population and thus, may not provide details of the phenomenon (Fujii, 2018). The foregoing techniques offer limited modelling capabilities, particularly in terms of causal or complex modelling (Lowry & Gaskin, 2014). Therefore, the current study suggests the adoption of Partial Least Squares Structural Equation Modelling (PLS-SEM) to investigate the interaction among knowledge infrastructure capability and organizational performance through the moderating role of employee involvement culture.

Several studies on knowledge process capability and organizational performance were conducted in different contexts. These include Saputri (2025); Enstroem; Kang and Bhawna (2025); AL-Tabtabae and Harbiun (2022); Surchi (2025); Mills, et al. (2020); Parayitam, Naina, Shea, Mohideen and Aruldoss (2025); and Aldilami and Al-Murhadi (2025). However, they are not focused on pension industry in Africa, and in particular, PFAs in Nigeria. Hence, their findings cannot be generalized to Nigeria due to cultural differences. Again, other studies conducted in Nigeria concentrated on universities without considering PFA subsectors.

Arising from the foregoing, this study seeks to: (1) investigate the influence of knowledge process capability (acquisition, storage, sharing and application) on organizational performance; and (2) examine the moderating role of employee involvement culture on the relationship between knowledge process capability and organizational performance. The hypothesis of the study are as follows:

i. H_{o1}: there is no significant relationship between knowledge acquisition and organizational performance of PFAs in Nigeria.

ii. H_{o2}: there is no significant relationship between knowledge storage and organizational performance of PFAs in Nigeria.
iii. H_{o3}: there is no significant relationship between knowledge sharing and organizational performance of PFAs in Nigeria.
iv. H_{o4}: there is no significant relationship between knowledge application and organizational performance of PFAs in Nigeria.
v. H_{o5}: there is no significant moderating effect of employee involvement culture on the relationship between knowledge acquisition and performance of PFAs in Nigeria.
vi. H_{o6}: there is no significant moderating effect of employee involvement culture on the relationship between knowledge storage and performance of PFAs in Nigeria.
vii. H_{o7}: there is no significant moderating effect of employee involvement culture on the relationship between knowledge sharing and performance of PFAs in Nigeria.
viii. H_{o8}: there is no significant moderating effect of employee involvement culture on the relationship between knowledge application and performance of PFAs in Nigeria.

2.0 Conceptual Review

2.1 Organizational Performance

Organizational performance is one of the most significant variables researched by scholars of management.It is a critical area of management which many scholars have paid attention to in recent times (Janadari, 2020). Organizational performance is multidimensional in nature and is the major target of both public and private organizations (Novak, 2017). According to Fatafta, Obeidat, Mohammed and Kanaan (2019), different factors influence organizational performance to ensure survival of organizations through satisfaction of stakeholders.

Financial performance is measured using financial indicators such as return on investment (ROI), return on equities (ROE), return on asset (ROA), costs, sales, and growth, while non-financial performance measures include product quality, customer satisfaction, delivery on time, efficiency, effectiveness, responsiveness, equity, productivity, market share, employee satisfaction, strategic goal attainment, workforce development and improvement (Kaplan & Norton 1996; Denison & Mishra 1995). For the purpose of this study, we adopt non-financial performance measures to determine performance of PFAs in Nigeria in relation to knowledge infrastructure capability through moderating role of employee involvement culture. Therefore, this study adopts measures of organizational performance developed by Ostrom (1975) which comprises efficiency, effectiveness, responsiveness and equity, used in the original work of Song (2016).

2.2 Knowledge Process Capability

Knowledge process capability is one of the major resources needed by organizations for growth and survival in twenty first century. Failure to use knowledge obtained from learning and the inability of organizations to code and document knowledge coupled with the absence of incentives to share knowledge, are the most important factors in the forgetting of knowledge in organizations (Ershadi & Dehdazzi, 2019). Knowledge process capability is a managerial activity that involves employees in the acquisition, storage, sharing and utilization of knowledge in organizations. In other words, organizations may involve individuals

and groups in different aspect of knowledge management process at any given period. This study defines knowledge process capability as a systematic process of acquiring, storage, sharing and application of knowledge in strategic thinking, planning and decision making process to enhance performance.

Studies have presented different measures of knowledge process capability. For example, De Long (1997) presents knowledge process capability model to include knowledge capture, transfer, and use. Knowledge acquisition, collaboration, integration, and experimentation dimensions were modelled by Leonard and Sensiper (1995). Teece (1998) developed measures that comprise knowledge creation, transfer, assembling, integration and exploitation. Skyrme and Amidon (1998) and Spender (1996) presented a model of knowledge process, thus capability as creation, transfer, and usage of knowledge. Gold et al. (2001) regroup the foregoing dimensions of knowledge process capability into knowledge acquisition, conversion, application and protection.

The framework of knowledge process capability developed by Alavi and Leidner (2001) contains knowledge creation, storage/retrieval, transfer and application. The forgoing classifications were supported by other scholars such as Liu, Chen and Tsai (2004) who identify knowledge process capability as obtaining, refining, storing and sharing. Therefore, the current study adopts measures of knowledge process capability which comprise knowledge acquisition, storage, sharing and application presented by Alavi, et al. (2001).

2.2.1 Knowledge Acquisition

The concept of knowledge acquisition refers to the ability of organizations to acquire new knowledge within and outside the organization to address extant and emerging challenges in order to enhance organizational performance (Gold et al., 2001; & Nonaka, 1994). Cho & Korte (2014) define knowledge acquisition as managerial activity for generation of ideas, knowledge, and skills within and outside the organization that enhances stock of existing knowledge. In this regard, knowledge acquisition encompasses fusion, adaptation, dedicating of organizational resources and building of knowledge networks (Choo, 2003). Different terms have been used to describe knowledge acquisition such as seek, generate, create, capture, collaborate, accumulate, etc. Thus, this study conceptualizes knowledge process as a consistent and procedural managerial activity concerned with obtaining useful data, information and knowledge relevant to the objectives of organizations.

Knowledge acquisition could be measured using identification, transmission, processing, storage and reinterpretation of knowledge (Nieminen, 2007). The components of knowledge acquisition were found to be linked to organizational performance. Moreover, knowledge acquisition is discovered to have played a significant role in enhancing performance of organizations (Kordab, Raudeliuniene, Meidute-Kavaliauskiene, 2020). These studies were limited to specific sectors and geographical areas, but did not include the pension sub-sector of the economy.

2.2.2 Knowledge Storage

Knowledge is a key resource of organizations that should be acquired, stored, retrieved and utilized at appropriate time for organizational performance. Darr (1995) explains that although organizations create knowledge

and learn, they also forget knowledge acquired, meaning that, knowledge acquired, if not adequately stored, may be lost which could negatively affect performance of organizations.

More so, Alavi (2000) posits that the creation of new knowledge within and outside the organization is not enough, but having adequate mechanisms on ground to store and retrieve the knowledge created when the need arises are significant to performance of organizations. Rao (2012) conceptualizes knowledge storage as the process of organizing, collecting and preservation of knowledge in system and tools, to be updated and easily retrieved for utilization by employees. Knowledge storage is referred to as a means of storing existing knowledge, acquired and created. Kordab, et al. (2020) define knowledge storage as the recording and preservation of extant organizational knowledge in database and repositories to increase efficiency in discharging responsibilities, achieving knowledge strategy and enhancing organizational performance. This definition is adopted to guide the conduct of the current study.

In a related development, Stein and Zwass (1995) conceptualizes organizational memory as influence of past event, knowledge and experience on current organizational activities. Organizational memory integrates information across organizational boundaries and controls current activities to avoid past mistakes (Jannex&Olfman, 2002). Organizational memory is significantly linked to organizational performance (Nafei, 2019), which means performance of organization was influenced by storage and retrieval of knowledge (Sadq, Othman & Mohammed, 2020). Abualoush, Masa'deh, Bataineh &Alrowwad (2018) found a positive link between knowledge storage and organizational performance. Therefore, it is assumed that knowledge storage may influence organizational performance in the pension subsector.

2.2.3 Knowledge Sharing

Having acquired, stored and retrieved knowledge, it is significant for the knowledge to be disseminated for consumption by individuals and organizations to enhance performance. Knowledge sharing is one of the most essential processes of knowledge management in organizations on the grounds that it as the flow or transfer of knowledge between individuals, groups or organizations using different communication channels (Gupta & Govindarajan, 2000; & Alavi et al., 2001). Gharakhani and Mousakhani (2012) define knowledge sharing as social and cultural interaction which involves the exchange of experiences, ideas, and skills between individuals and, between and within units, sections, departments and organizations. Coakes (2003) explained that knowledge sharing is the act of delivering the right knowledge to the right person at the right time in appropriate form and at appropriate cost.

Adequate sharing of knowledge in organizations is predicated on the existence of efficient processes, instruments and techniques such as reports, manuals, training, formal meetings and on-the-job or informal learning, informal conferences, seminars and sessions that take place outside working hours (Albream& Maraqa, 2019). This study views knowledge sharing as the exchange of new knowledge between different groups, individuals, parties, units, sections and departments using appropriate instruments to enhance organizational performance. Moreover, knowledge sharing significantly influences

organizational performance (Sadq, et al 2020). Thus, we propose that knowledge sharing may facilitate organizational performance in the pension subsector.

2.2.4 Knowledge Application

The objective of knowledge application is to utilize knowledge in practical terms. It means that the success of knowledge management in any organization is determined by the extent to which knowledge acquired, stored and disseminated is adequately utilized to enhance performance of the organization. According to Ngah, Tai and Bontis (2016) generating knew knowledge is useless unless it is applied to enhance organizational performance. This shows that application of knowledge is the ability not only to acquire and assemble knowledge, but also to use knowledge for decision making and problem solving in organizations (Gold et al., 2001).

Furthermore, the value of organizations' knowledge is applied and seen in their activities, processes, products and services through capacity development of their employees and encouraging employees to be creative and innovative (Mills, et al., 2020). This indicates that adequate application of knowledge enhances the production of goods and services that will add value to the needs of customers and organizational performance. In light of the foregoing, the present study conceptualizes knowledge application as utilization of insights, ideas, data, skills, expertise, competencies and experiences for effective and efficient conduct of organizational activities towards enhanced performance. Hence, the performance of organization is influenced by knowledge application (Iqbal, Latif, Marimon, Sahibzada & Hussain, 2018; & Sadq, et al., 2020). Thus, we suggest that knowledge application may influence organizational performance in the pension subsector.

2.3 The Concept of Employee Involvement Culture (EIC)

The concept of culture has been viewed in different ways by different scholars since its evolution in the mid-twentieth century. However, the scholars believed that culture consists of values, beliefs and assumptions which are shared or communicated among members (Tierney & Schein, 1986). Denison et al. (1995)developed a model that exposed the extent to which culture helps to explain differences in performance of organizations (Sparrow, 2001).The model identified employee involvement culture as one of the essential elements in enhancing organizational performance.

Employee involvement culture gives employees the opportunity to participate in determining the direction and operations of the organization. It is a conscious and intended effort of management to provide role-expanding opportunities for individuals or groups at middle and lower levels in the organization to participate and or contribute in one or more areas of organizational performance (Glew, O'Leary-Kelly, Griffin & Van Fleet, 1995). Sofijanova and Zabijakin-Chatleska (2013) view employee involvement as the participation of employees in decision making, problem solving and increased autonomy in work process.

Kumari and Kumari (2014) explain that employee involvement culture is the empowerment and participation of employees in decision making on activities suitable to their ranks in the organization. It is a joint decision making process between the management and subordinates. Employee involvement culture is

determine by transparent communication, employee-focused leadership, and strong inter-personal relationship in organizations (Engelen, Flatten, Thalmann &Brethel, 2014). In the light of the foregoing, this study conceptualizes employee involvement culture as deliberate management effort aimed at expanding responsibilities of employees or group of employees at different levels to discharge their responsibilities toward enhancing organizational performance.

2.4 Empirical Review

2.4.1 Knowledge Acquisition and Organizational Performance

El Kharraz and Boussenna (2021) conducted a study on application of knowledge management process and organizational performance through the moderating effect of culture where data was retrieved from eighty eight (88) researchers. The result shows that knowledge acquisition correlates with organizational performance. The result could be judgemental on the grounds that the study concentrates more on acquisition of knowledge in the universities thereby ignoring other relatively significant variables such as employee involvement culture which would have made additional contributions. This signifies the existence of a huge gap which the current study intends to fill.

In the same vein, Sadq, Othman and Mohammed (2020) conducted another landmark study on the impact of knowledge management process on organizational performance (effectiveness) predicated on attitude of managers' in private banks in the Erbil city in Kurdistan region of Iraq using a population of eighty (80) managers and supervisors as units of analysis. The study demonstrated that knowledge acquisition positively influences organizational performance. However, the population of eighty (80) may not be representative enough to draw a robust conclusion. Thus, the result is judgemental. Equally, it avoided the moderating role of employee involvement culture on the relationship between the constructs. This reveals a huge gap which the current study set out to fill given the introduction of employee involvement culture as a moderator.

In addition, Wijaya and Suasih (2020) analysed the impact of knowledge management process on the performance of silver craft SMEs through the mediating role of competitive advantage where knowledge acquisition was considered as one of the components of knowledge management. The result showed that knowledge acquisition negatively influences organizational performance. The study recommended, among others, that future studies should consider industry classification based on company size, company age, business type, process type, technology type and control variable. This is because the study was limited to one type of creative industry that has a different character from other types of industry. Also, it did not consider knowledge storage as a measure of knowledge management which could have added value to organizational performance. Thus, the result is judgemental. This constitutes a fundamental gap that the current study intends to fill.

2.4.2 Knowledge Storage and Organizational Performance

In a study, ElKharraz and Boussenna (2021) tested the existence of correlation between the application of knowledge and organizational performance through the moderating effect of culture of researchers. The result suggests that all the knowledge storage significantly influences organizational performance. Despite its contribution to literature, the

result is not explicit given that the study lays more emphasis on knowledge storage process in universities thereby ignoring other relatively significant variables such as the moderating role of employee involvement culture which would have made additional contributions. Thus, this indicates a huge gap which will be addressed by the current study.

Again, Sadq, Othman and Mohammed (2020) investigated the impact of knowledge management process on organizational performance based on managers' attitudes in private banks in Iraq. The analysis showed that knowledge storage has a positive and significant relationship with organizational performance (t=2.489 and t-0.013). The study focused on managers and supervisors in the banking sector excluding other relatively significant levels of staff who would have made robust contributions. Thus, caution must be exercised in generalizing the result. Moreover, the study ignored the moderating role of employee involvement culture on the relationship between the constructs. This indicates a significant gap which the current study will fill by introducing employee involvement culture as a moderator.

Conversely, Bachir, Omar, Kenza and Yahia (2022) investigated the impact of knowledge management process on organizational performance of electricity producing companies in Ashwat-Jijel where knowledge storage was considered as one of the major components. The study revealed that knowledge storage negatively correlates with organizational performance. Nevertheless, care must be taken in generalizing the result of the study given that it ignored the contributions of other equally important subjective measures of organizational performance. Moreover, the study has not been able to gauge the impact of other equally significant constructs such as the moderating role of employee involvement culture which could influence organizational performance. These gaps will be addressed by the current study.

2.4.3 Knowledge Sharing and Organizational Performance

Danko and Crhová (2025) investigated the relationship between knowledge sharing and organizational performance in knowledge-intensive business services. The study employed PLS-SEM to analyse data collected from 237 respondents in two round questionnaire survey of companies randomly selected in Czech Republic. The result showed that knowledge sharing significantly influences organizational performance. This result cannot be generalized given that it ignored other equally important subsectors which would have made a contribution. More so, the study did not incorporate the moderating role of employee involvement culture which would have strengthened or weakened the relationship between the constructs. The current study will address these huge gaps.

More so, Sadq, Othman and Mohammed (2020) examined the relationship between knowledge management process and organizational performance where knowledge sharing was considered as one of the major dimensions. Data retrieved from eighty managers and supervisors of private banks in Iraq was analysed using PLS-SEM. The result showed that knowledge sharing significantly influence organizational performance. The result could be judgemental given that the study excluded other equally important sectors such as education, health and pension.

Ang, Fabeil and Pang (2022) examined the influence of tacit and explicit knowledge sharing on organizational performance among manufacturing companies in Malaysia. The study obtained data from production managers of 145 manufacturing companies. The study found that tacit and explicit knowledge have significant influence on organizational performance in manufacturing companies in Malaysia. Although the study has provided fundamental knowledge for researchers, the finding cannot be generalized on the grounds that the study ignored other equally important sectors such as the pension sector. This huge gap will be filled by the current study.

However, Bachir, Omar, Kenza and Yahia (2022) examined the impact of knowledge management process on organizational performance of electricity producing company in Ashwat-Jijel. The result showed that knowledge sharing negatively influences organizational performance. Despite its contribution to literature, the result is not explicit. This is because the study concentrated on universities, ignoring other relatively significant subsectors. Thus, the findings cannot be generalized. This signifies the existence of a huge gap which the current study will fill.

2.4.4 Knowledge Application and Organizational Performance

Ogunbanwo, Okesola and Sheryl (2021) empirically examined the relationship between knowledge management process capability and academic performance of universities in Nigeria. The result shows that knowledge application negatively influenced academic performance of universities. Nonetheless, even though it has contributed to the literature, the study has not been able to gauge the influence of employee involvement culture as a moderator on the relationship between the constructs which may have made contributions. This leaves a wide gap which the current study will address.

Again, Sadq, Othman and Mohammed (2020) explored the relationship between knowledge management process and organizational performance in private banks in Kurdistan region of Iraq. The finding suggest that knowledge application ($\beta = 0.150$, $p \leq 0.05$) positively influences organizational performance. The study centred on managers and supervisors in the banking sector without considering other levels of staff to enhance the quality of the data. Thus, the result is judgemental. Similarly, the study avoided the moderating role employee involvement culture will play among the variables which could make more contribution.

In another landmark study, Bachir, Omar, Kenza and Yahia (2022) used a survey design to examine the impact of knowledge management process on organizational performance: A case study of electricity producing company in Ashwat-Jijel. In the study, knowledge application was considered as one of the major components of knowledge management. The Authors' discovered that knowledge application has negative correlation with organizational performance. However, caution must be exercised in generalizing the result of the study on the grounds that it isolated the influence of other equally important subjective measures of organizational performance while concentrating on objective measures like growth rate, return on total asset and equity as the only measures of organizational performance. Also, the study has not been able to gauge the impact of other equally significant constructs such as the moderating role of employee involvement culture which could influence organizational performance.

These gaps will be filled by the current study.

2.5 Moderating Role of Employee Involvement Culture (EIC)

Organizational culture is a system of values, beliefs, behaviours and ideas instituted by organizations to guide employees on the operations of the organization. It drives the organization forward and establishes operational ecosystem in which every employee tries to achieve the goal set by the organization (Narayana, 2017). This indicates that understanding organizational culture is significant for the employees, stakeholders and organizations at large (Djangone & El-Gayar, 2021). This is because it is needed to facilitate organizational efficiency, effectiveness, responsiveness and equity (Norman, Paramansyah& Abdan, 2022).

A study by Denison (1990) demonstrates how cultural dimensions work in organizations at individual and organizational level. This model reduced cultural dimensions to consistency, adaptability, involvement and mission. In general, studies have revealed that cultural dimensions influence organizational performance and have been conceptualized and modelled as moderators of organizational performance (Yang, Zhang, Xiao, Liu, Chai & Zhou, 2020; Morched&Jarboui, 2020). However, the current researcher is not aware of any study that used employee involvement culture as a moderator on the relationship between the constructs. This suggests the need to concentrate on the extent to which organizational culture dimensions such as employee involvement culture may moderate interaction between knowledge process capability and organizational performance.

Moreover, employee involvement culture influences organizational performance (Ismail, Imran & Al Hosni, 2021, Faeq, 2022). Thus, organizations must strive to facilitate involvement and participation of their employees in knowledge management process.

This study introduces employee involvement culture as a moderator on the relationship between knowledge process capability and organizational performance of PFAs in Nigeria. This is because PFAs may require their employees to be involved in the process of knowledge acquisition, storage, sharing and application. Consequently, the study suggests that employee involvement culture may moderate the relationship between knowledge process capability (acquisition, storage, sharing & application) and organizational performance of PFAs in Nigeria.

2.6 Underpinning Theory: Knowledge-Based View (KBV)

Knowledge-Based View (KBV) theory propounded by Grant (1996) states that organizational performance could be enhanced effectively by acquiring, storing, managing, sharing and application of knowledge resources through adequate processes. Knowledge management is one of the most significant, unique and scarce strategic resources of organizations (Grant, 1996). Knowledge process capability is the ability to acquire, protect and motivate staff to share knowledge through appropriate infrastructure for optimal organizational performance (Liu, Chen & Tsai (2004). It enhances efficiency, effectiveness and responsiveness of organizations (Lee, Kim, & Kim, 2012). This means that only organizations that efficiently and effectively manage their knowledge would achieve superior performance (Zack, McKeen, & Singh, 2009).

Consequently, KBV is concerned with knowledge management capabilities

which deal with knowledge acquisition, storage, sharing and utilization of knowledge to enhance organizational performance with adequate infrastructure (Kogut & Zander, 1992). This indicates that knowledge processes (acquisition, storage, sharing & utilization) and capability are superior organizational resources that have impact on organizational performance (McEvily & Chakravarthy, 2002). Knowledge acquisition, storage, sharing and application were discovered to have played significant roles in enhancing organizational performance (Sadq, et al., 2020). This study postulates that organizational performance may be influenced by knowledge process capability through moderating role of employee involvement culture.

The model of the present study suggests that KBV theory may explain the impact of knowledge process capability on organizational performance through the moderating role of employee involvement culture. The theory considers knowledge process capability proxies (acquisition, storage, sharing and utilization) as knowledge management resources that further explain organizational performance. Similarly, since organizations absorb internal and external knowledge, they can be combined with pre-acquired knowledge to create new knowledge through transfer and transformation of knowledge. As such, the theory contends that transfer and transformation of knowledge in organizations requires the interplay of knowledge acquisition, storage, sharing and application components of knowledge process capability.

In the light of the forgoing review of knowledge-based view theory, it is assumed that the theory would support knowledge process capability through employee involvement culture as a moderator to influence organizational performance.

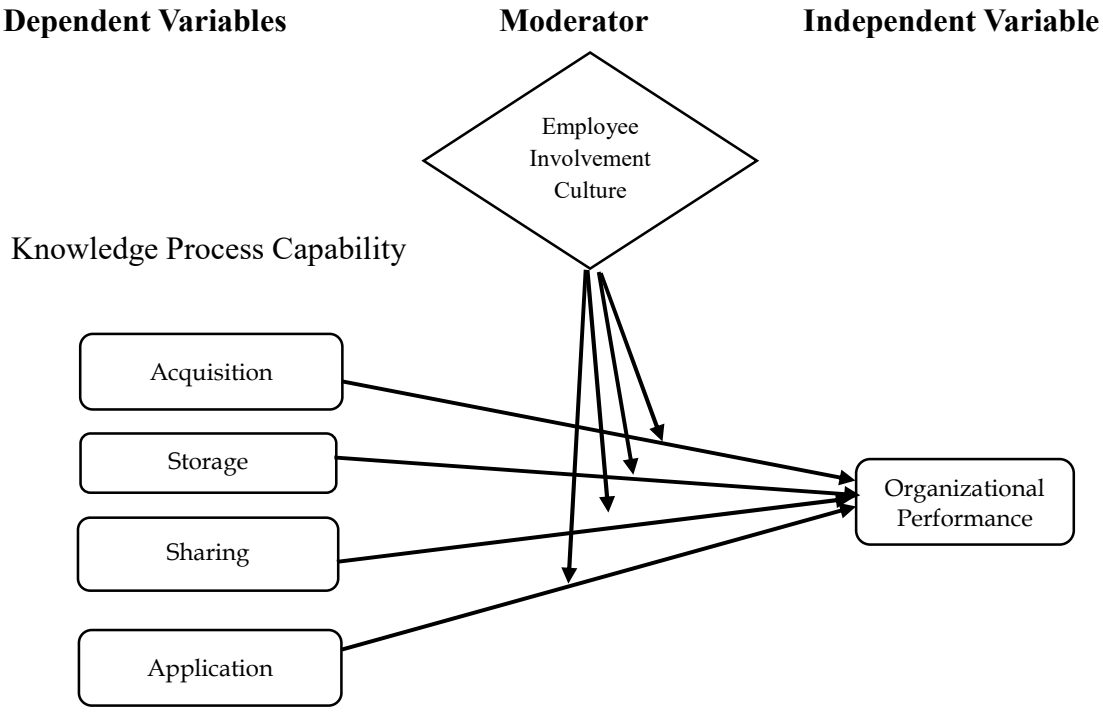


Figure 2.1: Conceptual Framework of the Study

3.0 Conclusion

The extant literature has revealed that the interaction between knowledge process capability and employee involvement culture influences organizational performance negatively or positively depending on the measures of knowledge process capability employed in the study. Organizational performance is the bedrock of each organization. This is because it leads to attainment of goals and objectives. The success of organizations depends largely on involvement of employees in knowledge management process. Therefore, this paper seeks to contribute to development of theory on knowledge process capability, employee involvement culture and organizational performance. The paper suggests empirical investigation of knowledge process capability, employee involvement culture and organizational performance in pension industry in Nigeria. It proposes investigation of direct effect of knowledge process capability on organizational performance through the moderating effect of employee involvement culture. This paper therefore fills the literature gap through provision of data on relationship between knowledge process capability, employee involvement culture and organizational performance within the context of pension subsector in Nigeria. This study practically provides background for enhancing effective operations of the pension subsector, especially the PFAs in Nigeria. The model of this study will guide stakeholders in the pension subsector to understand the knowledge process capability that facilitates performance of organizations and contribution of employee involvement culture if adopted in the pension subsector. In this regard, it is suggested that, in the future, an empirical investigation of the extent to which employee involvement culture may moderate the interaction between knowledge acquisition, storage, sharing, application, and organizational performance should be conducted.

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