

Knowledge Management Practices and Employee Creativity of Vocational Institute in Anambra State

ANYAEGBUNAM, CHIOMA EZINWANNE

Department of Business Administration, Chukwuemeka Odumegwu Ojukwu University Igbariam,
Anambra State, Nigeria

Abstract: *The study examined the knowledge management practices and employee creativity of Vocational Institute in Anambra State. The objectives of the study were to: Investigate the degree to which knowledge utilization affects employee creativity of Vocational Institute in Anambra State Evaluate the effect of knowledge acquisition on employee creativity of Vocational Institute in Anambra State Examine the effect of knowledge creation on employee creativity of Vocational Institute in Anambra State. Three research hypotheses were formulated in line with the objectives. This study was anchored on the Knowledge-Based View. It adopted the survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the selected firms. The population of this research work was drawn from the workers in the selected Vocational Institute which has a total population of Three hundred and ninety-eight (398) staff. The hypotheses were tested using the regression method at 0.05% level of significance. The findings of the study revealed that, knowledge utilization has significant positive effect on employee creativity of vocation institute in Anambra State, Knowledge acquisition has significant negative effect on employee creativity of vocation institute in Anambra State, Knowledge creation has significant positive effect on employee creativity of vocation institute in Anambra State. The study recommended that Management of vocational institute should ensure that the utilization knowledge is applied to real life situations to solve problems as this will enable employees do better job of achieving valuable outcome with fewer resources. Vocational institute should ensure the protection of their acquired knowledge within the organization so as to gain a better employee creativity and better performance. Knowledge creation should be made availability for formal and informal networks between organizations employees and external experts; memberships of professional bodies; constant experimentation with new ideas; and employee efficiency in vocational institute*

Keywords: *knowledge management practices, knowledge utilization, knowledge acquisition, knowledge creation, employee creativity.*

1.1 Introduction

Knowledge management practices addresses business challenges and enhances customer responsiveness by creating and delivering innovative products or services, managing or enhancing relationships with existing and new customers, partners and suppliers, as well as administering or improving more efficient and effective work practices and processes. Knowledge management is about getting knowledge from those who have it to those who need it in order to improve organizational effectiveness (Armstrong, 2015). Knowledge management has become a direct competitive advantage for companies selling ideas and relationship (Ulrich, 2018). Knowledge management practices (KMP) refers to range of practices used by organizations to identify, create, represent, and distribute knowledge for reuse, awareness, and learning across the organization. Knowledge management programs are typically tied to organizational objectives and are intended to lead to the achievement of specific business outcomes such as shared business intelligence, improved performance, competitive advantage, or high levels of innovation.

Knowledge management practices are popularized and have been spread across the industrial and information research world. Organizations understand the significance of intellectual capital that is managed efficiently in order to improve the entire organizational performance by aligning the ability of employees in accordance with the overall business strategy. The knowledge management focuses on merging people, processes, and technology together by combining the ability with the objective of providing corporate knowledge at an organizational standard. Knowledge management is also about identifying and compiling business information within the business with a competitive advantage over other companies. The information that is gathered will be comprised of employee knowledge that makes up their experience in the field, as well as technological knowledge that various people may have. Knowledge management is about ensuring that this information is accessible to anyone within the company who needs it.

Knowledge management is made up of sets of strategies and practices required to obtain/capture, create, store and disseminate experience and knowledge within the confine of the organization. Kianto, Ritala, spender & Vanhala (2014) state that knowledge is more efficient and valuable than nature assets and the organizations that posses the best information or maintain it will be the most successful in this age. For effective management of knowledge in an organization, Juan and Mercedes (2016) maintain that internal knowledge transfer should be considered so as to provide value for Organizations.

More recently, the arrival of the Internet and social media, as well as a specific adaptation of technologies such as knowledge bases, expert systems, knowledge repositories, group discussion support systems, intranets, and other computer-supported cooperative works, have contributed significantly to advancement in knowledge management initiatives in many organizations across the globe (Baesens, Setiono, Mues, and Vanthienen., 2003). KM comprises practices involving various activities which encompass theories, models, processes and technologies that support the protection, development, and exploitation of knowledge assets. It is the systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical and strategic requirements; it consists of the initiatives, process, strategies, and systems that sustain and enhance the storage, assessment, sharing, retirement, and creation of knowledge (Alan, 2014). Knowledge management is a conscious effort to get the right knowledge to the right people at the right time so that it can be shared and put into action (Brikend, Veseli, and Ibraime 2013).

In Norway, studies by Dingsoryr (2002) on KM also reveal that KMPs" are capable of influencing performance and growth and should therefore help corporate management to cut down on organization layers, increase flexibility of enterprise and contribute to sharing infrastructure (Huosong Xia, Kuanqu, Du & Shuquin, Cui, 2003). Huosong xia et al.,(2003) also pointed out that KM may also help in reducing time wastage required to capture correct information or make decisions, reduce production costs, improve success rate and potentially reduce research and development costs and product development cycle time. In addition, they indicated that good KM can also help the organization in identifying cultural and behavioral changes that are prerequisite to the implementation of incentives and practices that foster improved changes. According to Scaruffi (2003) Knowledge management can influence man to develop flexible behavior in understanding and adjusting to the world around him as well as transforming it to suit his needs. Importantly, in Nigeria, IFAD (2007) efficient knowledge management practices transformed agriculture and industry and reduced poverty amongst the poor Rural Nigerians; whole in China, India, Mesopotamia and Egypt KMPs" especially Knowledge acquisition and utilization enabled

the countries to improve their ecosystems, and reduced their impact on their civilization (Jean, 2010). The importance of knowledge management as far as employees productivity in Nigeria is concerned can never be overestimated. In fact knowledge management remains a strong tool needed for organization to stand the test of time especially in order to secure their employees productivity.

1.2 Objective of the Study

The main objective is to critically examine the knowledge management practices and employee creativity of Vocational Institute in Anambra State. The specific objectives of the study are to:

- i. Investigate the degree to which knowledge utilization affects employee creativity of Vocational Institute in Anambra State
- ii. Evaluate the effect of knowledge acquisition on employee creativity of Vocational Institute in Anambra State
- iii. Examine the effect of knowledge creation on employee creativity of Vocational Institute in Anambra State

1.3 Statement of Hypotheses

The following null hypotheses were formulated that guide the objectives of the study and strengthen the analysis

- i.Ho₁: knowledge utilization has no significant effect on employee creativity of Vocational Institute in Anambra State
- ii.Ho₂: Knowledge acquisition has no significant effect on employee creativity of Vocational Institute in Anambra State
- iii.Ho₃: Knowledge creation has no significant effect on employee creativity of Vocational Institute in Anambra State

REVIEW OF RELATED LITERATURE

2.1 Conceptual Issues

2.1.1 Employee creativity

Employee Creativity has been identified as one of the most distinct of human attributes. It is indeed a special case of problem solving in which originality is emphasized (Achor, 2014). Employee Creativity is marked by the ability to create, bring into existence, to invent into a new form, to produce through imaginative skill, to make to bring into existence something new. Employee Creativity is the ability to generate new knowledge by expanding and transforming the vision of reality as the future that can systematically organize its activities, i.e., this is a creative construction. Employee Creativity assumes a creative approach in designing new object properties using already existing elements (properties, relationships). The term “Employee creativity” is closer to the original meaning of the word “Employee constructiveness”. It can be described as having the quality of something created rather than imitated so being creative is nothing but having the passion of creating new and unique ideas or concepts.

Employee Creativity is not ability to create out of nothing, but the ability to generate new ideas by combining, changing or reapplying existing ideas. Some creative ideas are astonishing and brilliant, while others are just simple, good practical ideas that no one seems to have thought of yet (Harris, 2018). Everyone has substantial creative ability irrespective of age, class, gender or race. Employee Creativity is also an attitude, the ability to accept change and newness, a willingness to play with ideas and possibilities, a flexibility of outlook, the habit of enjoying the good, while looking for ways to improve it, we are socialized into accepting only a small number of permissible or normal things (Okpara, 2017). Employee Creativity is a process by which a symbolic domain in the culture is changed. New songs, new ideas, new machines are what creativity is about Mihaly (2017). Employee Creativity is the ability for employee to make or otherwise bring into existence something new, whether a new solution to a problem, a new method or device, or a new artistic object or form. Wyckoff (2011) as noted in Okpara (2017) views creativity as new and useful. Employee Creativity is the act of seeing things that everyone around us sees while making connections that no one else has made. Creativity is moving from the known to the unknown (Okpara, 2017).

2.1.2 Knowledge Management

Knowledge management refers to how information is managed within the enterprise by steering the strategy, structure, culture, systems as well as the capacities and attitudes of individuals with regard to their own knowledge (Beijerse, 2000). As an effort to improve useful knowledge, McInerney (2002) added that knowledge management is a step to improve useful knowledge within the enterprise. Deviating from the above argument, Siadat et al., (2014) argued that knowledge management comprises of processes of brining knowledge and information in the organization together and creating a suitable working environment for production and applying the knowledge to solve enterprise problems. On the other hand, Chawla & Joshi (2010) elucidate that knowledge management is the identification, analysis of available and required knowledge in order to achieve enterprise objectives. In simpler dimension, knowledge management is concerned with knowledge acquisition, knowledge dissemination and its application (Darroch, 2003; Lee & Yang, 2010; Kiessling et al., 2009).

Knowledge management (KM) refers to range of practices used by organizations to identify, create, represent, and distribute knowledge for reuse, awareness, and learning across the organization. Knowledge management programs are typically tied to organizational objectives and are intended to lead to the achievement of specific business outcomes such as shared business intelligence, improved performance, competitive advantage, or high levels of innovation. Knowledge management is complex and multifaceted; it encompasses everything the organization does to make knowledge available to the business, such as embedding key information in systems and processes, applying incentives to motivate employees and forging alliances to infuse the business with new knowledge. Effective knowledge management requires a combination of many organizational elements- technology, human resource practices, organizational structure and culture- in order to ensure that the right knowledge is brought to bear at the right time. Knowledge management initiatives in organization are consequently increasingly becoming important and firms are making significant information technology investments in deploying knowledge management systems (KMS). Knowledge management can play an important role to make companies compete productively.

Knowledge management is popularized and has been spread across the industrial and information research world. Organizations understand the significance of intellectual capital that is managed efficiently in order to improve the entire organizational performance by aligning the ability of employees in accordance with the overall business strategy. The knowledge management focuses on merging people, processes, and technology together by combining the ability with the objective of providing corporate knowledge at an organizational standard. Knowledge management is also about identifying and compiling business information within the business with a competitive advantage over other companies. The information that is gathered will be comprised of employee knowledge that makes up their experience in the field, as well as technological knowledge that various people may have. Knowledge management is about ensuring that this information is accessible to anyone within the company who needs it.

2.2 Theoretical Framework

The Resource-Based View (RBV)

The resource-based view (RBV) provided part of the framework for the theoretical and empirical approach for this study. The resource-based view (RBV) perceives the family as a resource contributing to the success and continuity of the business. According to the resource-based view the competitive advantage of the firm depends on all of its resources and its capability to take advantage and leverage on them (Teece, Pisano, & Shuen, 1997). The resource-based view has been one of the dominant theories used to explain strategy in family businesses (Chrisman, Kellermans, Chan, & Liano, 2010). Firm resources can be tangible or intangible. Furthermore, from the point of view of longterm survival and family business continuity, the family is a resource in the business (Habbershon & Williams, 1999). According to Dyer 2006 to gain competitive advantage family businesses combine their family specific resources with other productive resources (staff, technology, customer relations, supplier chains, financing) in a way competitors cannot imitate.

2.3 Empirical Study

Osisoma, & Audu (2022) examine the effect of performance management on employee productivity with particular reference to Nigeria breweries, Ibadan, Oyo State and Guinness Nigeria Limited Ogba, Lagos. The objective of the study was to examine the extent to which training and development affects employee's efficiency. To achieve the objective, the study adopted a survey research design and the population of the study was the combined staff and management of the two firms which was 6,417. A sample of 362 was selected using Krejcie and Morgan sample size determination formula. Data were collected through structured questionnaire designed in a five point Likert scale to obtain information from the respondents. The hypothesis formulated was tested using simple linear regression at 0.05 alpha level of significance, and the result showed a positive significant relationship between performance management as represented by training and development and employee productivity as represented by employee efficiency. The regression analysis indicated that training and development [$P = 12.712$, $R^2 = 0.814$, $P < 0.05$ at 81%]. This means that effective performance management in terms of training and development positively influences employee's productivity. The study concluded that performance management if properly executed has the capacity to enhance employees' productivity especially if training and development is designed with individual employee's work requirements. The study recommends

the adoption of training and development that is aligned with work requirement of the employees for maximum efficiency.

Endende, Kwasira, & Makhamara, (2022). investigate the influence of Knowledge Creation Practices on Employee Performance in public technical vocational education and training institutions in Kenya. The study was anchored on Unified Model of Dynamic Knowledge Creation propounded by Nonaka, Toyama & Konno in the year 2000. The study used a positivism philosophy and a descriptive survey research design. The target population comprised of 11 national polytechnics in Kenya. The unit of inquiry comprised of 265 administrators comprised of both academic and non-academic heads of department. Primary data was collected using structured self-administered questionnaires. The reliability of the research instrument was ascertained using Cronbach Alpha. Validity was established using content and construct validity. Quantitative data were analysed using descriptive and inferential statistics with aid of SPSS 26. Descriptive analysis used includes; frequencies, mean, standard deviation and percentages while inferential analysis involved correlation analysis and multiple linear regression analysis to test the hypothesis at a significance level of 0.05. Regression analysis indicated that knowledge creation ($P=0.000$) has a significant influence on employee performance. The study concluded that knowledge creation practices significantly influence employee performance in TVETs. The study recommends that managers should create a better atmosphere in their institutions that encourage their employees to express new ideas. They also should apply effective ways to manage knowledge workers better by creating policies that inculcate new knowledge which consequently should go a long way in continuously improving employee performance.

Mbah & Maduafor, (2022) examined the effect of knowledge management and organizational performance of pharmaceutical manufacturing firms in Enugu State, Nigeria. Three research question and hypotheses guide the study. Relevant conceptual theoretical and empirical literature was reviewed. The study was anchored on knowledge-based view (KBV). The study adopted survey research design. This study was carried out in Enugu State, Nigeria. Therefore, the population of the study comprised 1590. The sample size consisted 310 was obtained using statistical formula devised by Borg and Gall. This study made use of primary source of data. The research instrument was questionnaire, which was subjected to face and content validity procedures. Data gathered was retested using Cronbach Alpha. The data collected were analyzed using simple percentages to answer the research questions while multiple regression was used in test the hypotheses. The result shows that knowledge accessibility has a significant positive influence on market share in pharmaceutical manufacturing firms; Knowledge sharing has a significant positive effect on customer satisfaction in pharmaceutical manufacturing firms and Knowledge creation has a significant positive influence on employee efficiency in pharmaceutical manufacturing firms in Enugu State, Nigeria. The study concluded that knowledge management had a significant positive effect on organization performance using pharmaceutical manufacturing firms in Enugu State. Manufacturing firm should ensure the protection of their acquired knowledge within the organization so as to gain a better quality service and better performance. Organizations especially manufacturing firm should efficiently and effectively manage knowledge and embrace knowledge sharing in order to gain sustainable competitive advantage and customer satisfaction. Knowledge creation should be made availability for formal and informal networks between

organizations employees and external experts; memberships of professional bodies; constant experimentation with new ideas; and employee efficiency in pharmaceutical manufacturing

Ayetigbo, Ibrahim, Adegbola, Salam, & Ayetigbo, (2023) assessed the impact of knowledge management (KM) on performance of employees at the National Open University of Nigeria (NOUN). KM was decomposed into knowledge acquisition, knowledge conversion, and knowledge protection while performance was used as a one-dimension variable. Primary data was used for this study. Data was gathered through the use of a Google Form questionnaire. The online survey was administered via the official University electronic mail of the senior staff of NOUN. The target population was divided into two major strata; Academic and Non-Academic staff. The descriptive analysis technique was used to analyze the data. Results show that the majority of the respondents (46%) strongly agreed and (34%) agreed that knowledge acquired through the use of (ICT) has a positive impact on the performance of employees in NOUN. Also, the majority of the respondents (53%) agreed and (27%) strongly agreed that knowledge conversion help to enhance the performance of employees, while the majority of the respondents (39%) agreed and (25%) of the respondents strongly agreed that knowledge protection help protects the institution's core competency and increase the competitive advantage of the University. Based on the results the study recommends that policymakers should effectively build, acquire, convert, and protect relevant knowledge that could enhance the performance of their employees which may, in turn, translate to increased service delivery and enhance the overall performance of NOUN.

Duru Fu and Nimo (2023) investigated how KM processes impact innovation in the Nigerian industry. We surveyed 424 manufacturers and found that better KM processes (acquisition, creation, application, and sharing) lead to improved innovation implementation. The results demonstrated that KM processes considerably impacted innovation implementation in the Nigerian manufacturing sector. Knowledge acquisition, creation, application, sharing, and storage all have a favourable effect on innovation implementation ability. The findings emphasise the significance of adequate information flow, investment in research and development, and technological capabilities for promoting innovation. This study shows the link between KM practices and innovation outcomes in the Nigerian industry. This study has implications for improving competitiveness and sustainability. A work environment that prioritizes continuous learning, collaboration, and technology for knowledge management would be beneficial

Methodology

3.1 Research Design

The study adopted survey design. The decision was made because research design constitutes the blue print for collection, measurement and analysis of data. The study involved finding effects between the variables as well as to test the hypotheses. The area of this study is Anambra state which is a state in southeastern part of Nigeria. The population of interest therefore consists of the staff of His promise school of vocational studies Awka, All Saints School of Vocational Studies, Nnewi, Mary Sumner Vocational Institute, Grundtvig Institute of vocational institution, Climax, Vocational Institute, El-sheddia Vocational Institute, Divino Amore Vocational Institute, Awka, and St John vocational institute with total population of Three hundred and ninety-eight (398) staff.

The sample sizes of Three hundred and ninety-eight (398) and stratified sampling techniques were used. The method applied in gathering the data used for the answering the questions raised in this study was primary and secondary methods, the primary method was questionnaire, the questionnaire items was raised from the literature review, objectives of the study, observations and (perceived) problems identified in the course of this research. Meanwhile percentage table, correlation and regression analysis will be used to analyses the collected data from the sample respondents.

3.2 Model Specification.

Due to the nature of the objective of the study, the researcher will develop a model, to capture knowledge management and employee creativity. As a result, the model is specified below,

$$ECRT = f(KNU, KNA, KNC)$$

Where

ECRT = employee creativity

KNU= knowledge utilization

KNA= knowledge acquisition

KNC= knowledge creation

f=Functional Notation

The above equation can be put in an econometric form as;

$$ECRT = b_0 + b_1 KNU + b_2 KNA + b_3 KNC + \mu$$

Where;

b_0 = Autonomous or intercept

b_1 = Coefficient of parameter KNU

b_2 = Coefficient of parameter KNA

b_3 = Coefficient of parameter KNC

μ = Stochastic variable or error term

PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

In this Chapter, the data presentation, analysis and model solution are to be handled. Data is a representation of facts, observations and occurrences. It is also the input of the statistical and data processing systems. Three hundred and ninety-eight (398) were administered among the students of selected vocational institution However; Three hundred and twenty-three (323) copies of questionnaire were retrieved.

Table 4.1: Respondents' Demographic Variables

4.1.1 What is your gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	197	54.3	61.0	61.0
	FEMALE	126	34.7	39.0	100.0
	Total	323	89.0	100.0	

Source: SPSS Version 21, 2023

The above table reveals that the one hundred and ninety-seven (197) of the respondents which represents 61% were male respondents, while one hundred and twenty-six (126) respondents which represent 39% were female respondents. By implication, male respondents were more than female respondents by 22% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire

4.1.2 What is your marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	243	66.9	75.2	75.2
	SINGLE	49	13.5	15.2	90.4
	DIVORCED	9	2.5	2.8	93.2
	WIDOWED	22	6.1	6.8	100.0
	Total	323	89.0	100.0	

Source: SPSS Version 21, 2023

The above table reveals that the two hundred and forty-three (243) of the respondents which represents 75.2% were married, while forty-nine (49) respondents which represent 15.2% were single. Again, nine (9) of the respondents which represents 2.8% were divorced and lastly, twenty of the respondents which represent 6.8% were Widowed in our selected population sample for this study. The implication of this is to enable us to know the number of married, single, divorced and widowed respondents that successfully returned their questionnaire

4.1.3 Could you please tell us your age category?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	105	28.9	32.5	32.5
	26-33	102	28.1	31.6	64.1
	34-40	50	13.8	15.5	79.6
	41-50	48	13.2	14.9	94.4
	51-ABOVE	18	5.0	5.6	100.0
	Total	323	89.0	100.0	

Source: SPSS Version 21, 2023

The table above shows that respondents whose age bracket falls between 18-25 yrs were one hundred and five (105) which represent 32.5 percent. This is followed by those with age bracket of 26-33 years with one hundred and two (102) which represents 31.6%. Also those within age bracket of 34-40yrs were fifty (50) which represents 15.5%. This is followed by those with age bracket of 41-50 years with forty-eight (48) which represents 14.9%. Lastly, those with age bracket

of 50-above with eighteen respondents which represent 5.6%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group.

4.1.4 What is your highest Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid DIPLOMA	52	14.3	16.1	16.1
BACHELOR	216	59.5	66.9	83.0
MASTERS DEGREE	31	8.5	9.6	92.6
DOCTORAL DEGREE	24	6.6	7.4	100.0
Total	323	89.0	100.0	

Source: SPSS Version 21, 2023

In the table above, out of the three hundred and twenty-three (323) respondents, fifty-two (52) of the respondents are diploma holders. While two hundred and sixteen (216) respondents which represent 66.9 percent are BSC holders. Thirty-one respondents (31) which represent 9.6 are MSC/MBA holders, while twenty-four (24) which represents 7.5 are PHD holders.

4.2 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.716 ^a	.512	.510	.79813	.512	200.516	3	320	.000	1.789

a. Predictors: (Constant), KNU, KNA, KNC

b. Dependent Variable: ECRT

Table 4.2.1 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 0.512. This implies that 51.2% of the variation in Knowledge Management is explained by variations in knowledge utilization, knowledge acquisition and knowledge creation. This was supported by adjusted R^2 of 0.510.

In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.789 in table 4.4.1 shows that the variables in the model are not auto correlated and that the model is reliable for predications.

Table 4.2.2 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	383.195	3	127.732	200.516	.000 ^b
Residual	365.009	320	.637		
Total	748.205	323			

a. Dependent Variable: ECRT

b. Predictors: (Constant), KUN, KNA, KNC

The f-statistics value of 200.516 in table above with f-statistics probability of 0.000 shows that the independent variables have significant effect on independent variables such as knowledge utilization, knowledge acquisition and knowledge creation an collectively explain the variations in knowledge management and employee creativity.

Table 4.2.3 Coefficients of the Model

T-statistics and probability value from the regression result are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 4.2.3 T-Statistics and Probability Value from the Regression Result

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	1.001	.095		10.551	.000	.815	1.187
KNU	.642	.028	.671	22.756	.000	.587	.698
KNA	-.132	.036	-.127	-3.644	.000	-.204	-.061
KNC	.064	.027	.081	2.349	.019	.118	.011

a. Dependent Variable: ECRT

Table 4.2.3 shows the coefficient of the individual variables and their probability values. knowledge utilization variable have regression t-value of 22.756 with a probability value of 0.00 this implies that knowledge utilization has a positive but significant effect on employee creativity. Knowledge acquisition have a regression t-test of -3.644 with a probability value of 0.000 implying that Knowledge acquisition variables have a negative and significant effect on employee creativity.

On a similar note, knowledge creation variable have a t-test value of 2.349 and a probability value of .000 this shows that knowledge creation has a positive and significant effect on employee creativity.

4.6 Hypotheses Testing

Hypothesis one

H03: knowledge utilization has no significant positive effect on employee creativity of vocation institute in Anambra State

Interpretation:

Drawing inference from the regression result table 4.2.3 above, the findings showed that t-value of representative knowledge utilization (KNU) is 22.755 which is more than 2; with $p = 0.002$, which is less than $P < 0.05$ level of significance and at the 95% level of confidence intervals: (lower bound=0.286, upper bound=0.400). Based on the above findings, we accept (H_1) and reject (H_0) which statistically suggested that knowledge utilization has significant positive effect on employee creativity of vocation institute in Anambra State

Hypothesis two

H04: Knowledge acquisition has no significant positive effect on employee creativity of vocation institute in Anambra State

Interpretation:

Drawing inference from our regression result in table 4.2.3 above, the findings showed that the t-value of Knowledge acquisition (KNA) is -3.644, which is less than 2, with $p=0.000$ which is less than $P < 0.05$ level of significance and at 95% level of confidence intervals: (lower bound= 0.587, upper bound=0.698) which means zero lies within the confidence interval with which the researcher worked. Based on the findings from the result, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1) which stated that Knowledge acquisition has significant negative effect on employee creativity of vocation institute in Anambra State

Hypothesis Three

H_{05} : Knowledge creation has no significant positive effect on creativity of vocation institute in Anambra State

Interpretation:

Drawing inference from our regression result in table 4.2.3 above, the findings showed that the t-value of Knowledge creation (KNC) is -2.349, which is greater than 2, with $P=0.000$ which is more than $P < 0.05$ level of significance and at 95% level of confidence intervals: (lower bound= 0.204, upper bound=0.061) which means zero lies within the confidence interval with which the researcher worked. Based on the findings from the result, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1) which stated that Knowledge creation has significant positive effect on employee creativity of vocation institute in Anambra State

4.3 Discussion of findings

The data generated were subjected to statistical analysis and the following output was ascertained.

Knowledge utilization and employees creativity: The study found that positive and significant effect on Knowledge utilization and employees' creativity in vocation institute in Anambra State. This implies that improved Knowledge utilization would translate to increased, employees' creativity. The findings indicated that knowledge is only useful when it changes operational lines, improves the quality of products made and increasing the income earning of an enterprise. In a similar study Kinyua et al. (2015) examined how conversion and application of knowledge affected the performance results reported by commercial banks in Kenya. From the findings, it was established that knowledge utilization positively influences performance in vocation institute in Anambra State

Knowledge acquisition and employees creativity: The study found that Knowledge acquisition has a positive effect on employees' commitment in selected vocation institute in Anambra State. The study also established that Knowledge acquisition enhances creativity: since employees performed better when there are acquisitions of refine knowledge to than those who are not informed. However inability to train the staff on the new innovations and techniques has made the staff insecure and overzealous in carrying out their duties. The study is inline with the findings of Yang, (2018) who maintain that Knowledge acquisition is important because gathering knowledge from suppliers, employees and customers remains the top priority for organizations to ensure continuous improvement. The accumulation of information can increase an organization's understanding of their employee's skills and experiences, and enable the organization to better produce products that can meet customers' satisfaction

Knowledge creation and employees creativity: The study found that Knowledge creation has a positive effect on employees' creativity in vocation institute in Anambra State. The study also established that Knowledge acquisition enhances creativity: since employees performed better when there are acquisitions of refine knowledge to than those who are not informed. The accumulation of information can increase an organization's understanding of their employee's skills and experiences, and enable the organization to better produce products that can meet customers' satisfaction

Conclusion

Knowledge is a major resource that facilitates change and brings about development if properly managed. It has the potentials of driving vocational institute if put into proper use by management and stakeholders. The vocational institute which is a major stakeholder in economic development is highly influential in provision of services and the labour that drives the economy towards sustainable development. However, it is essential that the potentials of relevant and reliable knowledge in human resources are properly harnessed to create an environment that will be conducive for learning to thrive. Apart from the roles of government in creating an enabling environment for learning to thrive by investing in human and capital development, the vocational institute can create an internal enabling environment that will enhance competitiveness and improve the ease of learning by ensuring that knowledge, a major factor in a knowledge-driven and knowledge-based economy is well managed among its staff. The benefits of an enabling learning environment with a favorable degree of knowledge management to the staff are enormous.

Recommendation

- i. Management of vocational institute should ensure that the utilization knowledge is applied to real life situations to solve problems as this will enable employees do better job of achieving valuable outcome with fewer resources.
- ii. Vocational institute should ensure the protection of their acquired knowledge within the organization so as to gain a better employee creativity and better performance.
- iii. Knowledge creation should be made availability for formal and informal networks between organizations employees and external experts; memberships of professional bodies; constant experimentation with new ideas; and employee efficiency in vocational institute

References

- Achor, N.C. (2014). Enhancing creativity in entrepreneurship through home economics education in Nigeria. *American International Journal of Contemporary Research*, 4 (6), 104 -107
- Armstrong, M.(2015). Hand Book of Human Resource Practice.10th.Edition. England: Kogan
- Ayetigbo, O. A, Ibrahim, G.M, Adegbola, E. A, Salam, O. & Ayetigbo, O.F. (2023). Knowledge management and employees performance: a study of employees' of national open university of Nigeria. *Nigerian Journal of Management Sciences* 24, (2) 286-291
- Baesens, B., Setiono, R., Mues, C. and Vanthienen, J. (2003). Using neural network rule extraction and decision tables for credit-risk evaluation. *Management Science*, 49(3): 312-29.

- Beijerse, R. P. (2000) Knowledge management in small and medium-sized companies: knowledge management for entrepreneurs. *Journal of Knowledge Management*, 4(2), 162-179.
- Chawla, D. and Joshi, H. (2011) Impact of Knowledge Management on Learning Organization Practices in India: An Exploratory Analysis. *The Learning Organization*, 18, 501-516
- Darroch, J. (2003). Developing a measure of knowledge management behaviours and practices. *Journal of knowledge management*, 7 (5), 41-54.
- Duru C.C., Fu C., and Nimo M. (2023) Impact of knowledge management processes on innovation implementation: nigerian manufacturing, *International Journal of Small Business and Entrepreneurship Research*, 11, (2), 33-51
- Endende, K.L Kwasira, J & Makhamara, F (2022). knowledge creation practices and employee performance in selected public technical vocational education and training institutions in kenya. *European journal of human resources management* 6 (1) 56-78
- Harris, A., & Staley, J. (2018). Schools without walls: creative endeavour and disengaged young people. *Journal of Arts & Creativity in Education*. Retrieved November 2011, from <http://jaceonline.com.au/issues/issue-title/>
- Kianto A, Ritala P, Spender J-C, Vanhala M (2014) The interaction of intellectual capital assets and knowledge management practices in organizational value creation. *J Intellect Cap* 15(3):362–375
- Kiessling, T. S., Richey, R. G., Meng, J., & Dabic, M. (2009). Exploring Knowledge Management to Organizational Performance Outcomes in a Transitional Economy. *Journal of World Business*, 44 (4), 421-433.
- Lee, C . C . , & Yang, J .(2000) . Qlenocuo value sciiQ .*Journal of Management Development*, 19(9), 783–793.
- Mbah S. I. & Maduafor, C. A.(2022). Knowledge management and organizational performance of pharmaceutical manufacturing firms In Enugu State, Nigeria. *International Journal of Innovative Information Systems & Technology Research* 10(4):24-41,
- McInerney, C. (2002), Knowledge management and the dynamic nature of knowledge, *Journal of the American Society for Information Science and Technology*, 53 (12), 1009-18.
- Mihalyi, S.C. (2017). *Creativity: Flow and the psychology of discovery and invention*. New York: Harper Will Collins Publishers, Inc.
- Okpara, F.O. (2017). The value of creativity and innovation in entrepreneurship. *Journal of Asia Entrepreneurship and Sustainability*, III (2), 1- 14
- Osisoma, E. H. & Audu, Y. P. (2022). Performance Management Practices and Productivity of Employees of Nigeria Brewery and Guinness Plc in South-West Nigeria. *International Journal of Public Administration and Management Research* 7, (4) , 28-52

- Scaruffi, P., (2003). *A History of Knowledge*. (retrieved on 19th.7.2009) from <http://www.thymos.com/know/history.html>.
- Siadat, S. H., Matinvafa, A., Saeednia, A., & Moghadasi, F. (2015). Effective factors on successful implementation of knowledge management in higher education. *Management and Administrative Sciences Review*, 4(1), 166-181.
- Ulrich, M.H (2018). The Conceptualization and Integration of Marketing and Learning Capabilities: Implication for Organizational Performance (ph.D – thesis). Oxford MS. University of Mississippi.
- Wgckoff, M.L. (2011). *Poverty alleviation initiatives*. A Publication of UNIFEM, East and Southeast Asia Regional Office. michael.gray@unifem.or.th, Thailand.