

**THE IMPACT OF KNOWLEDGE MANAGEMENT ON JOB  
PERFORMANCE  
(CASE STUDY OF GOVERNMENT HEALTH CLINICS IN NIGERIA)**

Oziegbe Kelly Egbon, Dr Umi Asma' Mokhtar

Faculty of Information Science and Technology  
Universiti Kebangsaan Malaysia.  
43600 UKM Bangi, Selangor Malaysia

[P105926@siswa.ukm.edu.my](mailto:P105926@siswa.ukm.edu.my), [umimokhtar@ukm.edu.my](mailto:umimokhtar@ukm.edu.my)

**ABSTRACT**

*In today's competitive, uncertain and rapidly changing business environment, knowledge management (KM) creates confusion among managers and employees, and mishandling information of company is disaster. Without KM it hard to support training of healthcare workers, it is hard for new employee to understand how things are done, which leads to poor efficiency in workplace, when company failed to preserve knowledge appropriately it can result to excessive loss of resources and extra cost for training and development. Time and even failure of the organization, lack of accountability, try and error, problem of measuring progress or output and problem of quality control. The study purpose is to investigate the impact of knowledge management on job performance in government health clinics in Nigeria: by (i) identifying the impact of information technology as a driver of knowledge management (ii) identifying the impact of employees' commitment and (iii) determining the impact of knowledge Sharing as a driver of knowledge management. The study employs quantitative approach with the help of online survey of non-probability convenience sampling and questionnaire distributed via email using Likert scale 1 to 5 was analysed by SPSS software. The regression analysis revealed that a positive and significant impact of KM and EM. Result of information technology show a positively strong significant relationship on job performance. Comparable to employee commitment which shows a weakly strong significant relationship on job performance, while the last variable knowledge sharing shows a very weak and insignificant relationship on job performance in Nigeria health*

*care sector. Knowledge is seen as secret recipe in Nigeria as a whole, most people do not want to share what make them better than other because this serves as edge over competition even in health care sector. This study recommended knowledge management for healthcare industry in Nigeria because it helps to keep employees educate, and empower them about health issues, shortcut, and easy ways to perform tasks. This study is significant because it unique as there are few empirical studies which have been done on this topic. This research is important to managerial aspect as it educates business and managers on the importance of knowledge management and ways it could be used in achieving competitive advantage. This study recommends Nigeria health care to invest more in knowledge management and promote knowledge sharing among employee for better output and help workers to learn a faster way of doing things, instead of hiding the knowledge that might safe life.*

**LIST OF ABBREVIATIONS:** *Knowledge Management, Job Performance, Information Technology, Employee Commitment, Knowledge Sharing.*

## 1 INTRODUCTION

The knowledge management concept came to light in the early 90s, countries which are developed are paying attention to companies with standard knowledge, which was seen in their attributes as they inspired for more knowledge. Applying and utilizing knowledge within an individual at the appropriate time and in an appropriate manner enhance efficiency and effectiveness in employees' performances. KM has been described to be method of applying a schemed approach in, managing, sharing, structuring, capturing knowledge inside an association for the improvement of work, reusing best practices, thereby reducing expensive workload from scheme to scheme.

KM is usually categorized by a Rat Pack method to satisfied; various documents are probably warehoused while complex search tools are then used in recovering few of this content, and understandably costly and large scale while systems that are expensive being constructed, solutions of knowledge management overtime have proved to be fruitful in storage, capture and various other dimensions of knowledge which were extracted precise its best practices and the lessons acquired.

Knowledge management is among the modern smart developments which have put its focus towards the people that engages in information practices in overall and the person with delegate abilities and competencies that performs the brilliant work in the company, particularly which has helped in increasing the importance of cognitive aim which focuses on knowledge management, that must lead to improvement of opportunities different levels of production.

Effectiveness and efficiency in companies through constructive performances and in turn levelled on knowledge management process with patterns that allow the government health clinics to mix knowledge with implicit knowledge, which has broken the stiffness of old companies and making health clinics being able to adapt and to dictates the outside environment variables like learning and digital developments.

Francis says, 'Knowledge is power' and basically there two different knowledge are noted which are explicit and tacit knowledge. Knowledge it seen as basic organizational resource in this 21st

century has brought about sustainable competitive edge at the end because most study paid attention to knowledge management.

Envisage that towards the 20th century end, numerous companies all globally would introduce KM initiative KM program, mostly on IT that encourages broader diffusion and individual knowledge access in their business, but then the centre of various reports that deals with KM have broadened their knowledge to the study of company aspects which emphasizes more on worker advancement role, and organizational practices that impose sharing of knowledge with a managerial construction that give room for integration of departments and employees of the company.

## **2 LITERATURE**

### **2.1 Information Technology**

Information technology is seen as software and computer hardware which provides support to organization, management, and operations strategies (choo and sorooshian 2013). Information technology has been largely defined as a firm's telecommunication software and hardware technologies that provides immediate means of taking care of communication information (molla and heeks, 2009). There are two possible divisions to this definition of it, and they are:

1. Hardware: - these are the physical equipment versus software which is the instructions of the computer (Heeks and Molla 2009).
2. Computer: - it is an electronic device which processes and stores data and telecommunication of which transmit information between different devices and locations (Heeks and Molla 2009).

Information technology are the uses of any kinds of computer, networking, storage and any kinds of physical devices or process that stores, creates, exchange forms of data and processes data (Bigelow 2001), it is system which protects, stores, create and transforms information. These days it is common in using the word Information Communication Technology (ICT) because of its

diverse ways of working without connecting directly to a network (Dario 2011). In numerous cases IT has been argued as the processing, acquisition, dissemination of vocal, process, numerical and textual information by a microelectronic based combination of telecommunications and computing (egyankosh, 2020). Therefore, the name IT has also been involved in computing and telecommunications (egyankosh, 2020). Thus, the term IT also involves any application of computer and hardware's required packages, enterprise resource planning, computer aided design, electronic data interchange that positively affects the productivity of cooperation, computer aided manufacturing (Sorooshian and Choo, 2013).

## **2.2 Employee Commitment**

There is different form to define employee commitment; this variable, as human resource is often seen as difficult to define (Bronwyn Wainwright, 2019). As per Kiesler, (1971) commitment has been characterized as the level of promising or restricting of the person to a bunch of ways one to act of motivates and behaviours (Fornes and Rocco, 2004). Commitment is likewise alluded to areas of strength for an in and acknowledgment of an association's objectives; staff inspiration or eagerness to apply impressive exertion for their employer; a powerful urge to keep up with enrolment to the association (greatwithtalent, 2013).

Job commitment and career commitment are the two types of commitment which related to the current study. A career commitment (also known as occupational commitment and professional) emphasizes on the devotion to a craft or occupation and the employee's career (Blau, 1995). A commitment and career is characterized as the extent of motivation individual's, disposition, influences, conviction and conduct expectations toward an occupation or vocation (Blau, 1995) or the level of centrality of one's vocation for one's personality (Gould, 1979). A job commitment is a degree to which an individual recognizes mentally with her/his work and is the assimilation of the qualities and the significance of work for the individual's worth and how much one's work execution influences one's confidence and mental self-portrait (Rabinowitz and Hall, 1977).

Understanding how individuals become committed is complex and a commitment in the workplace are also complex (Allen and Meyer, 1997). Containing of the consequences, antecedents, forms and elements such as team, job, organizational (affective), supervisory and career commitment.

Sufficient discriminate validity (reduction in concept redundancy) occurs between commitment of organizational, career commitment, job commitment (Bedeian and Carson, 1999; Chang, Grant and Bashaw, 1994; Morrow and Wirth, 1989; morrow and Goetz, 1998), and (group) commitment (De Gilder, Ellemers and Van Cave Heuvel, 1998). In the working environment to consider these as independent types of commitment. These types of independent work environment commitment are reevaluated into two levels which are individual commitment (job, career and team) organizational commitment (organization and supervisor) (Rocco and Fornes, 2004).

### **2.3 Knowledge Sharing**

Knowledge sharing is characterized as the method involved with trading information (experience, skills and understanding) service providers, policy makers and among researchers.(Lily Tsui, 2005-2006). Knowledge sharing is a device that can be utilized to advance evidence-based practice and decision making, and to promote dialogue and exchange among researchers, policy makers and service providers (Lily Tsui, 2005-2006). Argument from Im and Park (2003) characterized knowledge sharing as the most common way of moving information from an individual to one more in association. It is a cycle to collect divided information between individuals (Im and Park, 2003).

Bock and Kim (2002) also argued that knowledge sharing is characterized as a sort of social collaboration among individuals. Information, in contrast to data and is secured in the part of human identity and human mind (Kim and Bock 2002). Frappaolo (2006) stated that knowledge sharing is about how individuals offer and use what they know (Frappaolo, 2006). In accumulation, Tasmin and Woods (2007) declared that knowledge sharing as a social framework that supports integration and joint effort which is typically worked with by innovation (Che Rusuli , 2010). According to Wang and Noe KS (2010) knowledge sharing is refer to as the development of information among people in associations to help other people and to team up with others for taking care of issues, implement measures, policies and develop new ideas (Haradhan Kumar Mohajan, 2019).

Knowledge sharing is unlike knowledge exchange and knowledge transfer, as defined by Connelly (2000) knowledge sharing is as the trading of knowledge or the way of behaving that help other

people with information. Ipe (2003) felt that the knowledge sharing among people was the interaction that private person's knowledge goes to be retained, comprehended, and utilized by others. It implies that knowledge sharing is at any rate a knowledge sources and conscious behaviour also do not want to give up ownership of knowledge (Tingting Zheng, 2017). Knowledge sharing may contain methods, best practices, past experiences and case studies etc. to achieve the goal, objectives and deadlines can be meet (Bhavans College, Ramesh G. Paloti and Nagar Munshi, 2015).

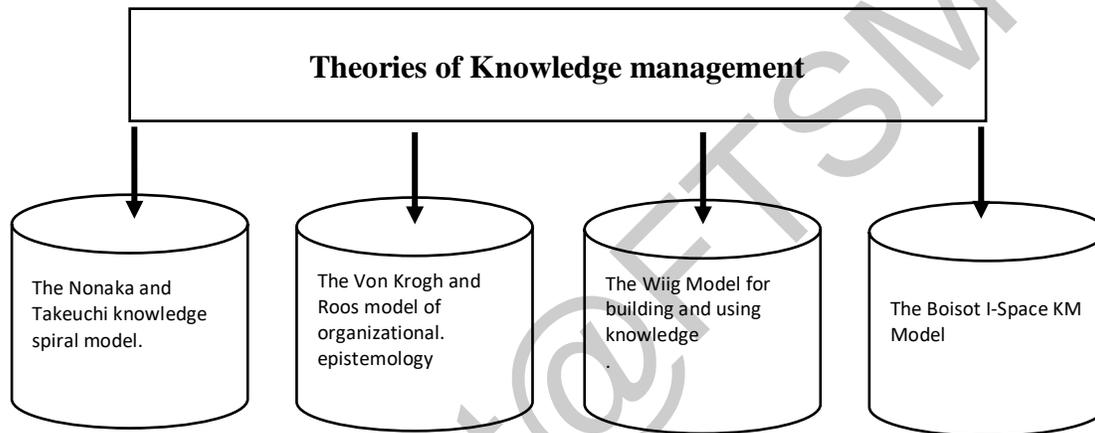
#### **2.4 Knowledge Management**

Knowledge management is basically about getting the right information to the perfect individual with flawless timing (Emil Hajric, 2018). All information is a combination of explicit and tacit components instead of being either (Emil Hajric, 2018). Knowledge involves know-how, experience, insight, understanding, and contextualized information Emil Hajric (2018). Thus, Knowledge Management as the way of distributing, efficiently and capturing using knowledge year after Davenport definition, Duhon, (1998) gives a definition which has become more frequently cited, which says that “Knowledge management is an act which promotes a diverse way of identifying, evaluating, capturing, sharing and retrieving various enterprise info’s and assets, and these assets involves document, policies, databases, previous un-recorded experts, procedures and workers experiences” (Micheal and Koenig, 2018).

Quintals et al. (1997) disagreed that KM can only discover, absorb, deliver, utilize, and develop knowledge inside both in and out of the organization by using the right and appropriate means in meeting future and current needs. According to Drucker (1999) who argued with a similar definition as that of Hajric, (2018) and Holm (2001) for the right people KM talks about available making of the appropriate knowledge. It is making sure that companies know and learn that they can be able to use and retrieve assets of knowledge in a recent application as needed in the appropriate manner. According to Drucker it is the exploitation and coordination of organizational knowledge resources for them to initiates competitive advantage and benefit (Emil 2018). According to Wellman (2009) the scope of KM is limited to the styles used and lessons learned in the known of the management, and knowledge creating is more perceived as a different field which mostly falls on innovative management (Emil 2018).

## 2.5 Theories

Theories used for research are derived from Takeuchi and Nonaka spiral method, the Boisot I space knowledge management model and the Krogh and Ross organizational epistemology organization model in combination of the Wig research for using and building knowledge, other theories are used due to their comparison to knowledge management and present research at hand.



## 2.6 Past Study Using Same Variables

NO	TOPIC	FINDING	FACTORS	CITATION
1	The Impact of Information Technology on Knowledge Management Practices.	Practical data of result were collected from 206 companies out of 1242 companies by means of a questionnaire. Cronbach's Alpha was used to test reliability, and multiple regressions analysis was employed to test hypotheses. The results of the study indicated that there was a positive significant relationship between information technology and knowledge management practices.	information technology.	(Abdel-Aziz Ahmad Sharabati and Kamel Mohamad Hawajrwh, 2012)
2	The impact of employee commitment on employee satisfaction role of employee performance as	Role of employee commitment has always been accepted as an active catalyst for improving organizational satisfaction. Data is collected through close-ended questionnaire and statistically analysed through SPSS by applying descriptive statistics and t-test, results revealed that the there is a moderate level of interdependence between these	employee commitment	(Dr. Mubbsher Munawar Khan, Zia-ur-Rehman, Muhammad Wasim Akram, 2012)

moderating variable variables. So, they will reject alternate hypothesis and accept null hypothesis.

3

in one's working environment, findings knowledge Existence of KM processes is highly sharing. associated with high job satisfaction. Particularly a key KM process tend to be intra-organizational knowledge sharing. in most employee groups promoting satisfaction with one's job. Fascinatingly, significant knowledge-based promoters of job satisfaction contrast as a function of job characteristics. Practical implications of KM impact on job satisfaction of employee are very strong, thus; KM activities in organizations are advised to be implement by managers, not just for the purpose of improving performance of knowledge worker but to also improve well-being of employees at work.

## 2.7 Conceptual Framework

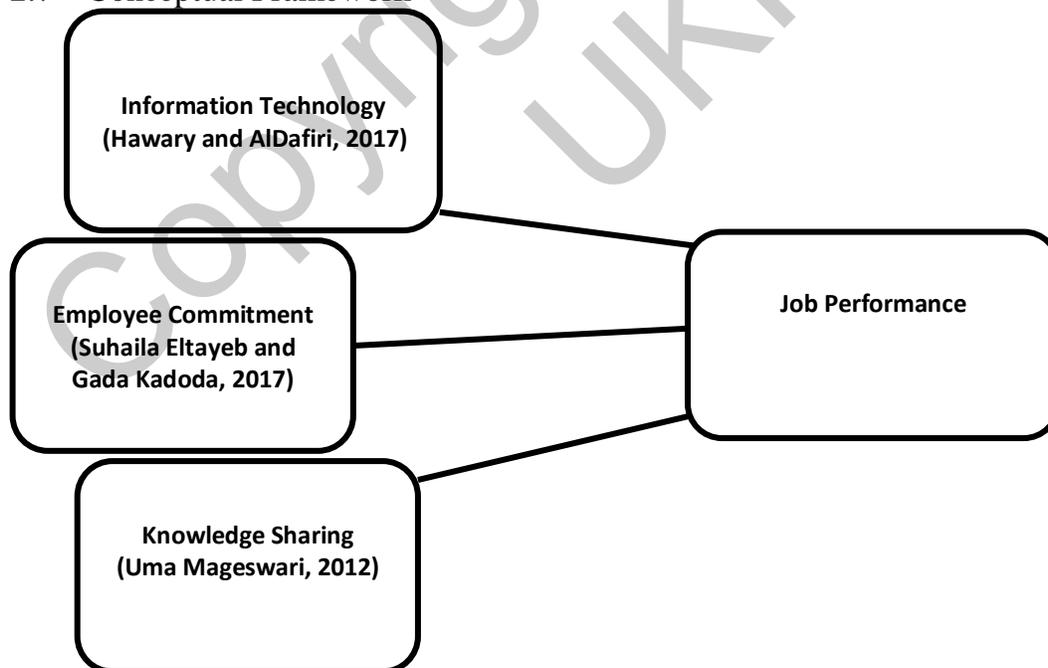


Figure 2.1 Conceptual framework

Data gives the resources to develop, process, analyse, exchange, store, and secure information (Bigelow 2000-2021). In knowledge management, information Technology Communication incorporate, a facilitator in knowledge management it plays by IT (data storage, facilitates documents management, dissemination, access of information, sharing and exchange of thoughts), answers are gives for Knowledge by IT (Rakwadi 2015). Digitalization of data has helped to solve a lot of problems and helped to realize some great projects (Gutmann 2001).

**H1 = there's a positive significant relation between information technology and job performance in government health clinic in Nigeria.**

Kimani (2015) shown that “there was a positive relationship between the level of IT use and organizational performance at Population Services Kenya” (Kimani 2015). Olanrewaju (2016) also shown “that technological innovation influenced banks employee’s performance, customer’s satisfaction and improvement in banks profitability” (Olanrewaju 2016). Terek, Vukonjanski, and Cvetkoska (2018) also discovered that “All correlations between information technology items and the observed organizational performance (job satisfaction dimensions and organizational commitment dimensions) are statistically significant, strong, and positive”. Finally, Al-Hawary and AlDafiri (2017) found “that there a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) for the adoption of information technology elements represented by (hardware, software, data bases, and the human element) on Employees Performance”. another positive relation was discovered by Rezaei, Zare, Zare, Rezaei, and Akbarzadeh (2014).

**H2 = there's a positive significant relation between employee commitment and job performance in government health clinic in Nigeria.**

Employees with low or average commitment achieve low and lesser than employees who are highly committed can enable an organization to achieve much more each year. Organizational Commitment is positively related to a desirable variety of work outcomes including performance, motivation and employee job satisfaction, negatively related to turnover and absenteeism (Zajac and Mathieu, 1990). Strong organizational affective commitment Employees are attached emotionally to the organization having a greater desire to meaningfully contribute to the organization, choose to be less absent, improving production, work harder and overall performance on the job. Employee commitment which are Individual and commitment to groups work improves

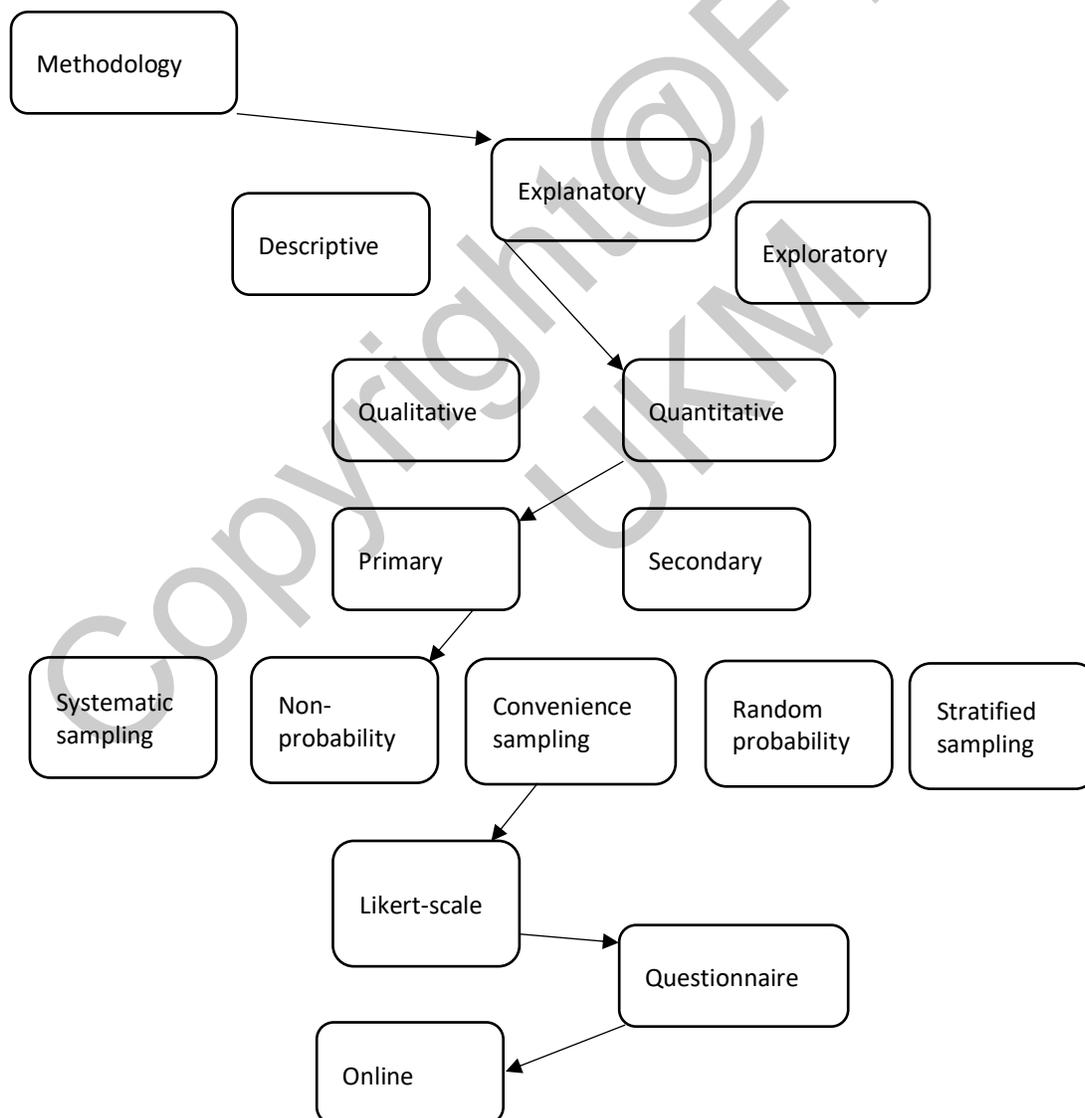
performance of team, group cohesion and pro-social behaviour enhancing satisfaction and job performance of individual. the person and organization are affected by Commitment, making it two levels. (a) Organizational commitment which is directed by organization attributes and defined as the psychological and emotional attachment of employees to their organizations (Morrow 1993; Allen and Meyer 1991; Mathieu and Zajac 1990; Fornes and Rocco 2004). According to “the results of the study show that the Employees’ Commitment (Affective, Normative, Continuous) are significantly related to Organizational Performance in Eravurpatru Divisional Secretariat” (Anthony Andrew, 2017). Another study by Dickson and Ebikeseye (2018) revealed that “there is a significant relationship between employee commitment to work and increase in productivity in the firms. Committed employees develop a bond with an organization and that creates better organizational performance”. If that connection of emotional to the organization are present, relationships with other employees and their career, they serve the organization better and perform better (Andrew 2017).

**H3 = there’s a positive significant relation between knowledge sharing and job performance in government health clinic in Nigeria.**

Knowledge sharing contributes as an element to activities of knowledge management (Noorhayati Tompong and Alwi Mohd Yunus, 2017). Birgit and Renzl (2008) revealed that sharing knowledge between and within a team was crucial to develop the capabilities and skills for organizations, for the sustain and value to enhance competitive advantage; behaviour of sharing knowledge was employee’s basis means that can contribute to the knowledge application, the organizational optimization and innovation (Zheng 2017). Accessible and existing knowledge are identified by KS to tally and transfer this knowledge to specific solve tasks cheaper, faster and better than done by other methods of solving (Christensen 2007). Huge impacts are delivers through Knowledge Sharing to the creation of organizational culture learning, innovation and knowledge (Casimir 2012). The KS goal is to allocate content that are right at right time to the right people, this can aid into problem solving and decision-making (Munshi Nagar, Bhavans College Ramesh G. Paloti, , 2015).

### 3 METHODOLOGY

This research adopts explanatory approach of research, which is less expensive in term of cost, giving the reader clear view of the study from it early stage and it lay foundation for future research. Explanatory research which is chosen for this study is worth pursuing and investing time in. Explanatory research in understanding toward a particular topic, for this current study knowledge management and making it easy to determine why and how things happened to trigger job performance. It compactible with this research because it versatile and flexible, open minded and interactive, low cost incurred, no experiment needed, and with wide exploration of view. For this purpose, explanatory execution will be adopted.



This research employs a method that is quantitative instead of qualitative suitable for the conviction that it yields precise, are more as well as data which are objective and proper to that reality through normalized techniques which are replicable, they are gathered freshly, not normal qualitative information which can simply be dissected by utilization of statistical techniques that are sophisticated or from the third party which might have been tampered with (Rao and Woolcock 2003). Also, Quantitative Phase Gunderson and Aliaga, (2000), describes quantitative study “as a research approach explaining a phenomenon by collecting numerical data that are analysed using statistical approaches” (Gunderson, 2000).

The highest potency correlated with research that are quantitative, is that its methods produce quantifiable and reliable data that can hypothetically be simplified to a large population (Marshall, 1996). In accumulation, it is appropriate to test and validate theories which are already constructed about why and how phenomena occur through hypotheses testing that are constructed before the data are collected (Tesfaye Boru 2018). Primary data is collected in this research for the purpose of the research only, this research adopt a primary collection method of data as it provided this investigator a chance to conduct a direct and indirect investigation and to carry out examinations via surveys and questionnaires, contrasting the collection of data method that are secondary whereby data is acquired from side to side published and unpublished material which might not be accurate, might be corrupted or adjusted for some reason not known to researcher, for these reasons acquired data by primary research which are much more accurate and are well as much more reliable for this current study purpose (Hoox and Boeije, 2005).

This investigate has acquired a target population from Nigeria government health clinic, using 300 medical professionals and senior workers in a health clinic, questionnaire was distributed to them via email in Nigeria, adopting the technique sampling, which is non-profitability convenience, make it easy to distributing the questionnaire to them via email. Email distribution helps to distribute and conduct online survey method easily, it automated and with easy setup, cost effective, enabling the research to add personalization to some degree to connect with the recipient. Email distribution help to track respondent, who have opened the email or not, who have fille, click or complete the survey. Distributing questionnaire through email, makes it easy to

commitment with respondent who have not replied, making the process and completion of survey achievable in a short time.

This analysis grabbed technique which is a non-probability convenience sampling adopted in this research, to draw an example among the populace which is focused on. Convenience sampling is frequently depicted as a non-probability and non-random inspecting by which the objective populace individuals are selected after meeting a specific rule, for example, availability or geographical proximity in a specific time, willingness, or easy accessibility to volunteer (Mahmoudi-Hamidabad and Farrokhi, 2012). Random probability samples are whereby each person of the populace designated got a likelihood of being chosen. The fusion of the elements also has an opportunity for equal choice” (Lathman, 2007). The convenience sampling central assumption is that the population targeted is homogenous (Hamidabad-Mahmoudi, 2012). Sampling which are Convenience has likewise been heavily criticized for being naturally bias, based on their judgment from knowledgeable sets of recommended people or to select the sample-based membership on the research goals, which reduce the research validity of the result. According to Ross, (2005) therefore Convenience sampling is picked most times by the research specialist. Hence, as indicated by Ross (2005), convenience sampling alludes to random samples for the intention that components might be brought into the straightforward example essentially on the grounds that they incidentally turn out to be arranged close to the researcher directing the data collection (Ross, 2005).

This research collection of quantitative data utilizes, the questionnaires was focused on Likert-scale 1-5 given out to the targeted population. In measuring attitudes, the agree or disagree approach has been utilized for a very long time, involving opinion polling, questionnaires, surveys and market research, academic studies, and knowledge management in fields ranging from political science to product design (John, 2010). Based on knowledge management, Likert scale 1-5 format will be utilized in this research, which is reasonably versatile as well as the simple way of assessment of explicit feelings; it likewise lays an estimation on the more extensive mentalities as well as values of knowledge management and job performance (Gravestock and Gregor-Greenleaf, 2008).

The questionnaires will be distributed randomly online via email among managers, employees, and senior workers in a health clinic in Nigeria. Therefore, this research does not require a letter of consent from the gatekeeper, which will be challenging to go to a health clinic one after the other. A serious problem to agree with the Likert-scale format is that statements are predisposed without putting their content in considering (John, 2010). Also, it is quite tough to measure or address topics that are sensitive so that the participants may falsely respond if they were to be asked directly (Chimi and Russell, 2009). A Tabulation test was carried out to confirm whether the variables used were correct. SPSS software was used to measure and analyse the obtained results, to overcome the limitations (Chimi and Russell, 2009). There will be the arrangement of quit choices where the respondent needs adequate information to seriously answer. The online questionnaire was distributed online to every respondent online via email in English language and the feedback of questionnaire was also collected via email making it easy to reach the respondent in a way that don't incur cost or difficulty. Below is the sample of the questionnaire.

## 4 FINDING

### Reliability Testing

#### The Findings

HYPOTHESES	BETA COEFFICIENT	SIGNIFICANT (P<0.05)	DECISION
H1: there is a significant positive impact of information technology on JP (job performance).	0.897	.000	Accepted
H2: there is a significant positive impact of commitment on job JP (job performance).	0.216	.000	Accepted
H3: there is a significant positive impact of knowledge sharing on JP (job performance).	0.024	.597	Rejected

The finding of this research, Beta coefficient show how strong or weak the variable is, while the significant level must fall between the range of less than zero point five ( $P < 0.05$ ) only when it falls between this range it shows positive correlation. For information technology it shows a very strong Beta coefficient value of 0.897, according to the model fitness, this indicate that information technology has a strong correlation on job performance. The significant level according to the model fitness is when  $P < 0.05$  and the value for information technology is .000 which is less than  $P < 0.05$ . this is accepted because information technology contributes to knowledge management in many ways in Nigeria helping the health care to easily access information of patient, making it easy to keep track of the health record. Every health care organization keep record of patient by issuing them member care, information technology is very important in Nigeria as every organization are moving toward a more innovative society. information technology helps the health care sectors to develop a new way of doing things or how to solve problem in other to satisfy customers and information technology help healthcare creates a medium in which knowledge can easily circulate the health care center.

Commitment shows a medium Beta coefficient value of 0.216, according to the model fitness, this indicate that commitment has a moderate correlation on job performance. The significant level according to the model fitness is when  $P < 0.05$  and the value for commitment is .000 which is less than  $P < 0.05$ . this is accepted because commitment contributes to knowledge management in many ways in Nigeria healthcare centre, helping the health care to perform better and treat patient properly, commitment trigger a good behaviour among employees in Nigeria health care department, create a lovely work environment, reduce absenteeism or intension to leave or quite due to work stress, commitment reduce work stress and lack of commitment increase stress. Employee who are stress tend to perform low in workplace and this will result to low performance outcome and many patients who are left unattended to. Employee who are commitment in health care sector possesses a positive professional behaviour add value to the organization which is very important in Nigeria healthcare centre and this correlate to the patient care quality.

knowledge sharing shows a very weak Beta coefficient value of 0.024, according to the model fitness, this indicate that knowledge sharing has a low correlation on job performance in Nigeria heath care. The significant level according to the model fitness is when  $P < 0.05$  and the value for

knowledge sharing is .597 which is higher than  $P < 0.05$ . This is rejected according to the model fitness. Lack of trust is one of the barriers preventing health care employees from sharing knowledge in Nigeria, every doctor wants to have an edge over another, and every health care centre wants to be the best which patients trust in, lack of incentive or poor reward system also prevents health care workers from sharing knowledge or transferring it to other parts of the organization to have an edge over its competitors. The health care industry needs to motivate employees to encourage them in sharing the knowledge they possess for efficient and effective operation. Asking or encouraging employees to share the knowledge they possess makes them feel good about themselves and increases their commitment toward the organization.

## 5 CONCLUSION

### **Achievement of the objective one: impact of information technology on job performance in government health clinics Nigeria:**

Information technology shows there is a positive significant impact on JP (Job Performance) in government health clinics in Nigeria. Thus, with the assistance, development and building of information technology, the business and healthcare sectors will create and achieve extreme results that are conceivable. It will be easy for business and take less time when technology is encouraged but in various areas if information technology limits innovation and progression. Information technology gives proficient communication, storage and electronic security to health care in Nigeria. Innovation is driven by information technology and to business, achieving innovation is the way forward. Business innovation has the very effect that steam had on the industrial revolution. Truth be told, it is hard to say any business has not yet profited from the digital revolution. Indeed, even computers are utilized by agriculture factors (as hands on). Computers are used by farmers for production records, financial planning, acquisition and research on specialized issues and innovative ways of doing things. These days the business recipe for achievement is basic: information technology drives innovation. Thus, in any industry the main thing start-ups attempt to sort out is how to settle on brilliant information technology procuring decisions. Government health clinics are undergoing lack of technology efficiency and proper maintenance by government as many governments' health care businesses lack facilities which can compete with developed countries. With the high number of medical doctors, nurses, and health care professionals complaining

and seeking government intervention and sponsorship to carry out proper operation. Information technology will help medical professional in healthcare sectors to perform better and help them generate easy ways of doing thing.

**Achievement of objective two: impact of employee commitment on job performance in government health clinics Nigeria:**

A positive significant impact of commitment is proved on JP (Job Performance) in this research. Thus, the association enhanced by carry Committed of employees, incorporating through their generally high productivity, proactive help, assurance, and consciousness of value. Employees' being dedicated to work or task are most likewise less inclined to leave the or phone in debilitated (Eltayeb and Kadoda 2017). Employee commitment is accomplished when the objectives and individual upsides of an employee are lined up with the objectives and upsides of an association. At the point when an employee is appropriately connected with, not in the least does the person in question stay in the organization for the cash, but since the individual genuinely thinks often about their future and achievement. The specialist lays out a psychological and enthusiastic commitment to the organization. Exceptionally dedicated employees to show a decent inclination to the progressions that the association proposes, are involved, and will work more than what is generally anticipated to accomplish the proposed objectives. They obviously get the organization objectives and how much their work impacts the coming two of those objectives. This fills them at an expert level as well as at an individual level. They feel satisfied. In Nigeria government health clinic, the result of this study proves that commitment as variable have a positive and significant impact on job performance during the time of study.

**Achievement of objective three: knowledge sharing impact on job performance in government health clinics Nigeria:**

A positive significant knowledge sharing impact on JP (Job Performance) was uncovered. Thus, "Knowledge may be power, yet it's substantially more powerful when it's common" If one individual knows how to follow through with something by some stroke of good luck, that will keeps creating from others and can upset advancement of your associations. Additionally, what happens if they crowd knowledge and choose to leave! With all the knowledge of doing thing on time, this will slow production output and minimize organizational profit. But that's enough doom

and gloom because when knowledge is managed properly and people are given a platform to share and access it, it opens the door to a whole host of benefits! Knowledge sharing linked with job satisfaction that is very high, sharing of intra-organizational knowledge particularly is a key of KM process by all accounts, in most employee gatherings satisfaction advancement with one's job. Extraordinarily, knowledge-based significant advertisers of satisfaction of job contrast as an element of attributes for job. Viable ramifications KM unequivocally affects satisfaction of employee job, while accordingly, supervisors are encouraged to execute KM exercises in their associations, not just for further developing knowledge labourer execution yet in addition for further developing their prosperity at work (Eltayeb and Kadoda 2017). In Nigeria government health clinic, the result of this study shows that Knowledge sharing as variable is weak and insignificantly shows no impact on job performance during the time of study.

Copyright@FTSM  
UKM

## REFERENCES

- Al-Hawary, S.I.S. and AlDafiri, M.F.S. (2017). Effect of the Components of Information Technology adoption on Employees Performance of Interior Ministry of Kuwait State. *International Journal of Academic Research in Economics and Management Sciences*.
- Alyoubi, B., Hoque, M.R., Alharbi, I., Alyoubi, A., and Almazmomi, N. 2018. Impact of Knowledge Management on Employee Work Performance: Evidence from Saudi Arabia. *The International Technology Management Review*, Vol. 7.
- Anthony Andrew. 2017. Employees' Commitment and Its Impact on Organizational Performance. Researchgate.
- Anthony Andrew. 2017. Employees' Commitment and Its Impact on Organizational Performance. *Asian Journal of Economics, Business and Accounting*.
- Bandula, P.M.K.U. and Jayatilake, L.V.K. 2016. Impact Of Employee Commitment On Job Performance: Based On Leasing Companies In Sri Lanka. *International Journal of Arts and Commerce*.
- Bigelow, R. C. 2000 - 2021. information technology (IT). TechTarget.
- Boru, T. 2018. Chapter Five Research Design and Methodology 5.1. Introduction Citation: Lelissa TB (2018); *Research Methodology*; University of South Africa, PHD Thesis. Researchgate.
- Choo and Sorooshian. 2013. Mini Literature Analysis on Information Technology Definition. *information and Knowledge Management*.
- Cooper, D.J. 2021. Employee commitment: The motivational role of senior management theory of action. USIR.
- Dalkir, K. 2005. *Knowledge Management in Theory and Practice*. Elsevier.
- De Geytere, T. 2021. *Seci Model (Nonaka Takeuchi)* Knowledge Center. 12manage.
- Eltayeb, S. and Kadoda, G. 2017. The impact of knowledge management practices on business strategies and organizational performance. *IEEE*.
- Ebikeseye, B. and Dickson, R.S. 2018. Employee Commitment to Work as an Ingredient for Service Delivery of Selected Firms in Bayelsa State. *IIARD International Journal of Economics and Business Management*.
- Egyankosh. 2020. INTRODUCTION TO INFORMATION TECHNOLOGY. *Information Technology: Concept and Basics*. Al-Hawary, S.I.S. and AlDafiri, M.F.S. (2017). Effect of the Components of Information Technology adoption on Employees Performance of Interior Ministry of Kuwait State. *International Journal of Academic Research in Economics and Management Sciences*.

- Indah, Yusuf and Chamariyah. 2017. The Effect of Knowledge Sharing and Transfer of Training on The Performance of Employees . Journal of Research in Business and Management.
- Jafari, S.M. and Suppiah, M. 2015. The effect of knowledge management practices on employees' innovative performance . Econstor.
- Kianto, A., Vanhala, M. and Heilmann, P. 2016. The impact of knowledge management on job satisfaction. Journal of knowledge manament.
- Kimani, K.A. 2015. Impact Of Information Technology On Organizational Performance: Case Of Population Services Kenya. erepository.
- Koenig, M.E.D. 2018. What is KM? Knowledge Management Explained. KMWORLD.
- Lee, o.-J. 2009. A Study on the Structural Relationships between the Antecedents of Knowledge Management and Performance in Public Enterprise: Focus on the KORAIL . Journal of the Korean Society for information Management .
- M Khyzer Bin Dost, Zia-ur-Rehman, Samia Tariq. 2012. Employee Commitment And Their Performance Are Inter- Related: A Behavioral Study From Pakistan. Kuwait chapter of Arabian Journal of Business and Management Review.
- Mir Hamid Rrza Torabi, Abdulkarim Kyani and Hussein Falakinia. 2016. An investigation of the impact of knowledge management on human resource performance in management of Keshavarzi Bank Branches in Tehran. Science Direct.
- Sonia Adnan, Abir Nhaily and Wang, H. 2018. "To Evaluate and Study the relationship between employees' commitment and individual performance" A Quantitative Approach- Case Study of Kansai Paints. Diva-Portal.
- Terek, T., Vukonjanski, J. and Cvetkoska, V. 2018. The influence of information technology on job satisfaction and organizational commitment. Researchgate.
- Tolera, D.G. 2018. Effects of employees' commitment on organizational performance at Arjo Didessa Sugar Factory. African Journal of Business Management.
- Tong, C., Ip, W. and Wong, A. 2013. The Impact of Knowledge Sharing on the Relationship between Organizational culture and Job Satisfaction. researchgate.
- Trivellas, P., Akrivouli, Z., Tsifora, E., Tsoutsas, P. 2015. The impact of knowledge sharing culture on job satisfaction in accounting firms. The mediating effect of general competencies. ScienceDirect.
- Tsui, L. 2005-2006. A Handbook on Knowledge Sharing: Strategies and Recommendations for Researchers, Policymakers, and Service Providers. Canadian Health Services Research Foundation and Leveraging knowledge: Tools and strategies for action.
- Wainwright, B. 2019. What is employee commitment? Effectory.
- Zargar, E. 2013. The Study of Knowledge Management Effect on Performance Rate of Employees. European Online Journal of Natural and Social Sciences.
- Zheng, T. 2017. A Literature Review on Knowledge Sharing. Open Journal of Social Sciences.