



KNOWLEDGE SHARING: CONSTRAINT TO EFFECTIVE HUMAN CAPITAL DEVELOPMENT AMONG LOCAL GOVERNMENT STAFF IN OSUN STATE

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Abstract: *The paper seeks to examine the hindrances to effective Human capital development in the local government councils through knowledge sharing. The paper adopts the use of standard literature review, to review relevant and recent literature on knowledge sharing, knowledge management, local government administrations and human capital development. The study adopts a quantitative approach, 240 participants were selected out of which 172 participants responded to the research questions. Administrative staff were considered very relevant for the study because they occupied the position of administrator that are involved in running the affairs of the local councils. Likewise, the participants are in the position of developing themselves as well as developing those that work with them. It was found that their opinion formed bases for understanding major hindrance that affects knowledge sharing within employees of the local council. The findings reveal that attention should be taken by government to make sure that councils focus on the purpose for which they were established, that is, human capital development and bringing government activities closer to the general public rather than creating problems or been bias in sharing the right information. It was also observed that transferable skills are important and room should be created for mentoring of junior staff to overcome all sort of hindrances.*

Keywords: *Human capital development, knowledge sharing, knowledge management, council, research and development*

INTRODUCTION

In a debate by Alao, Osakede and Owolabi (2015) they argued that among other reasons for the establishment of local councils in Nigeria is the bridging of communication gap and serving as a platform for training of future leaders. Others such as (Abutudu, 2011; Adeyemi, 2012) also expressed that local council exists is to speed socio-economic development at the grassroot. Ajayi (2000), in an early debate claimed that the needs to toy in line with modern administrative practices is the demand for decentralization, and democratic practitioner to



participate in the affairs of local councils. For the purpose of this study the researcher prefers to use local council instead of local government, though they are used synonymously sometimes. In all, there are 774 local councils in Nigeria. These include the four area councils in Abuja. These local councils have the power to prepare budgets, formulate policies, and exercise a measure of control over its own staff, with a view that it is rightly positioned to ensure unhindered and efficient service delivery (Tumini 2011, Ezeani, 2012 Chukwuemeka et al, 2014; Otinche, 2014). The State Assembly has oversight functions on its operation while the Local Government Service Commission has been empowered to handle staff matters particularly those in senior category. In addition, the Ministry of Local Government and Finance Ministry of the Governor's office, exercise authority in respect of establishment matters. Likewise, some regulatory functions among other are performed by The Office of the Auditor General of the state for smooth running of local councils operations.

Local council systems are Federal Government authority subsidiary at the local level and one will expect that knowledge will be well shared and managed between the staff. However, in recent time, there have been competing voices raising issues on the manners of dissemination of information within the local councils. Kyenge (2013), listed misplaced priority, unskilled staff, indiscipline, financial challenges and autonomy as some of the reasons for poor performance. On the other hand, Gboyega (2001) among others concentrated on undue interference by the state Government and the personnel challenges while Aina (2006) Aluko (2006), Adeyemi, (2013); Ejike, (2014), partly focused on corruption. Alao, Osakede and Owolabi (2015) debated that among other reasons that inadequate funding professed a huge challenge to human capital development. A study conducted on organization behaviour within the local government suggested that there is difference in the way knowledge is perceived within the sector and the way knowledge are shared (Coker & Adam, 2013). Coker and Adam posits that Local government is an institution, which deals with matters concerning the people living in the particular locality. Within this localities, there exist stocks of knowledge that certainly vary from individual to individuals. These necessitate the need to manage and articulate these knowledge. Akram, Lei, Haidera and Hussein (2018) are of the opinion that many organizations have experienced an eye opener on the prominence of utilizing knowledge resources in order to be competitive through a



creative and innovative operation, and this has moved the emphasis of most organizations to a knowledge based system, which importantly the administrative operations of the local government should not be left behind. The focus of this paper is to examine the hindrances to effective Human capital development in the local government councils through knowledge sharing.

Recently, Hassan, Abbas, and Zainab (2018) in a debate argued that the rapid development and advancement in infrastructure, communication and information technology has expanded the level of competition among all businesses and services globally. A supportive argument was put forward by Omotayo (2015), who expressed designated knowledge management as a crucial factor to be considered in ensuring competitive advantage of an organization over its other competitors in the same industry. Knowledge being acquired are broadened, which then increases organization's ability to be creative, giving them an edge over their competitors (Akram et al., 2018). With this, only organizations who can stand to be innovative and creative will remain competitive.

According to Rowley (2000), knowledge management has been implemented and practiced in all sectors and benefits accrued. However, Quintas (2002) sees knowledge management from Xerox as follows: "knowledge management is the discipline of creating a thriving work and learning environment that fosters the continuous creation, aggregation, use and re-use of both organization and personal knowledge in the pursuit of new business values". Rowley (2000) expressed that Knowledge management refers to creating, identifying, sharing and storing knowledge in the quest for organizational learning. It is an extension of organizational learning because an organization that does not learn can never have any knowledge to store, to share and to use. Hence, Omotayo (2015) posits that knowledge is now regarded as a commodity or an intellectual asset, but knowledge management possesses significantly distinct features different from normal commodities. Martelli, Bellini and Salvatori (2015) stated that knowledge management can either be explicit or tacit in dimension, where the explicit knowledge depicts the intangible, written or oral form and the tacit knowledge covers the employees' belief, values, know-how and experience. Therefore, there is a need for organizations to work toward applying the right approach, guidelines and instruments on how various existing knowledge within the organization can be well managed and sustained through giving rooms for individual to share knowledge with others.



And with this, the routine of knowledge does not exhaust, but instead there is an enlargement of knowledge base within the organization.

Knowledge sharing has been positively supported in different disputes as a fundamental component in the execution of knowledge management (Widen-Wulff & Ginman, 2004). Pee and Min (2017) that knowledge sharing encirclement employees' distribution of pertinent 2006 information and need knowledge with their other contemporaries within a setting. Thus, the environment of the opined organization to support sharing of information and knowledge to ensure that a conducive atmosphere such as an environment with good interpersonal relationship, should be shaped. Hence, the knowledge being shared are knowledge transferred through a free flow channel, as people tend to be more willing to share their knowledge whenever there is a good relationship and trust between and within employees in the organization

In a research carried out by Christensen (2007), she highlighted that the drive of knowledge sharing is to create new knowledge or exploit existing knowledge, which improves the use and learning of such knowledge among people. Therefore, there is a need for people within the organization to be fascinated to help others to learn new things as well as the receptiveness to learn. Nevertheless, Hawryskiewicz and Binsawad (2018) suggest that some dynamics through which sharing of knowledge can be boosted and articulated should include: motivations, organisational culture and social systems. These factors were believed to improve knowledge, skills and abilities resulting into an effective work performance. However, in relation to this study, knowledge sharing is to be articulated through behavioural intention, attitude to work, intention to seek information, intention to participate and word of mouth. Making an attempt to see the influence on human capital development operationalized through employee involvement, employee satisfaction, employee commitment and employee loyalty.

Knowledge can be seen as ideas, information and skills gained or acquired through experiences or education. On one hand, Edem and Ani (2010) claimed that, knowledge has become the driving force for social development. Thus, the attention of the society to information and knowledge is rising and people's demands for information and knowledge is increasing step by step daily. On the other hand, Nonaka, Toyoma and Konno (2002) define knowledge by emphasizing on the relative, dynamic and humanistic dimensions



rather than traditional western epistemology (like theory of knowledge) that focus on absolute, static and non- human view of knowledge, thus, positing that “knowledge is created in the spiral that goes through two seemingly antithetical concept such as order and chaos, micro and macro, part and whole, mind and body, tacit and explicit, self and other, deduction and induction; and creativity and control” (Nonaka, Toyoma& Konno, 2002).

To this end, an understanding into knowledge management practices is of great essence. A fundamental priority of knowledge management therefore is knowledge sharing which can easily be put as the communication or exchange of acquired knowledge within a community of people with a pre- determined goal. Knowledge sharing can also be seen as an act through which, acquired information, knowledge, idea, skills and experiences are exchanged and shared among people (friends, colleagues, families, classmates,), organizations and institutions. Lee et al (2016) assert that knowledge sharing are activities of transferring or disseminating knowledge from one person, group(s) or organization. However, Van Den Hoof and De Ridder (2004) see knowledge sharing as the process where individuals mutually exchange their knowledge and jointly create new idea, which prostrates behavioural pattern expected of individuals. In effect, the paper sets to examine the hindrances to effective Human capital development in the local government councils through knowledge sharing.

RESEARCH

An employee is not developed if the employment does not offer him/her any challenge to imagination and ingenuity or does not demand the skills which was acquired during training (Mojeed-Sanni&Adetunji, 2015). No single factor can be said to be responsible for in effectiveness of employees in Nigeria. Consequently, many reason have been advanced ranging from job misplacement to nepotism, satism and service to workers among others (Otti, 2011). In terms of Job Misplacement: it was argued by Mojeed-Sanni&Adetunji, (2015) that a large number of trained Nigerian worker are not employed, where they are qualified or where their academic preparation has a direct bearing with the type of job they perform and thus does not make professionalism. Likewise, Omotayo (2015) pointed that the pattern of recruitment in this country today shows that many people in management positions have within the set-up, recruited their immediate relations, even where they are not qualified. It is as a result of this that discipline cannot be enforced in such organizations (Coker & Adams, 2013). Another point raised is the condition of service. The condition of



service (salary, promotion and fringe benefits such as car, basic allowances, advances, housing and medical scheme) under which one employee finds himself, influences productivity to an appreciable level. If he/she is not satisfied with the conditions and fringe benefit, his/her stay in the establishment will probably be short.

In addition to the above challenges, Otti (2011) highlights other identified factors, influencing human capital development in an organization to include *unfavorable Organization policies*. Organizational policies are guidelines that outline and guide actions within an organizational settings, business or agency. The exact types of policies will vary depending on the nature of the organization, and can include policies such as directions, laws, principles, rules or regulations. Likewise, Oyiasuji, Idada&Isiraojie (2010) point that organizational policies being designed and adopted in an organization are one of the basic factors that serve as a hindrance to the effective development of human capital. This is because due attention is not given to human capital development when setting policies in some organization, and with this, there is no room for employee to be develop. Most local government staff finds it difficult to developed and improve on their performance because the pattern and policies guiding the administration of local councils do not give direct avenue for human capital development when compared to other organisations that are not government establishment where members of staff are given opportunity to develop themselves.

Harwiki (2016) points another challenge confronting knowledge sharing and skill development as lack of funding. Harwiki is of the view that in circumstances where funds available are not efficiently allocated, it will be difficult to allocate funds for staff development. Likewise, Coker and Adams, (2013) added that in such situations where there is lack of funding as suggested by Akram et al., (2018), research and development which is expected to facilitates the creation of knowledge and drive economic growth will suffer. It is evidenced from World Bank (2010) that government funding for local government research is too low to attract partners in the education, economic and business environment to participate in the research and development agreements. This is not the case in other developing country like Singapore, Korea and other advanced knowledge economies. Losing out on this partnership is constraint on Nigeria's potential in breaking into a lucrative and job-creating economy (World Bank, 2010). Moreover, Renzl (2008) observes that the



potential for research and development is very low by standard even in government owned establishments compare to that of private ones that are expected to be self-finance. Similarly, knowledge sharing is not a straightforward jacket events that involves the cooperation of people, that is, individual interest in sharing information. Camisir, Lee and Loon (2012) also observe that even when the environment is favourable for employee to be develop themselves, whereby the organization has provided opportunities and adequate resources for their employees' to increase their skill, knowledge and abilities, some employees are not interested and may refuse to utilize these avenues. Employees may feel comfortable with the knowledge and skills they have possessed and see no reason to stress themselves to undergo any forms of training because they have no personal interest in self-development. In another report by Pee and Min (2017) emphasized that it is a serious problem if an organization cannot develop an individual who lack interest in self-development. Besides there is no tendency of yielding an effective result when an employee lacks interest on knowledge sharing and self-development

CONCEPT OF ADMINISTRATIVE EFFECTIVENESS

The concept of administrative effectiveness has been defined differently by different authors (such as Coker & Adams 2013; Oyiasuyi, et al., 2010) due to its complex nature (Bao, 2009). James (2013) defines administration as the component part of management concerned with facilitating the accomplishment of an organizational objectives through careful utilization of the available resources and systematic management of constraints. Alao, Osakede and Owolabi (2015) views administration as the activities that are done in order to plan, organize and run an organisation effectively. However, administration is connected with organisation in a systematic manner to yield result or organizing the work of an establishment in a sequential manner. Effectiveness is the capability of producing a desired result. When something is deemed effective, it means it has an intended or expected outcome, or produces a deep vivid impression, objectives are being achieved and problems/ challenges are being solved. Effectiveness plays an important role in accelerating organizational development (Bulent, Aydin & Adnan, 2009), whereby there is a contentment of all elements used in converting inputs to output in a proficient routine. Effectiveness within the scope of organizational behavior is defined as the optimal relationship among



productivity, quality, effectiveness, flexibility, satisfaction, competitiveness and development (Renzi, 2008).

In contrast to efficiency, effectiveness is determined without reference to costs. Whereas, efficiency means doing the thing right, effectiveness means doing the right thing. Scholars and practitioners (such as Analoui, 2007; Akomolafe, 2012) draw attention to the difference between efficiency and effectiveness. They are not synonyms their meaning is different; it may be possible that organization present high efficiency but could not gain their objectives. Sometimes efficiency does not result to success. Some re-searchers (Akomolafe, 2012; Adeyemi & Ademilua, 2012) define administrative effectiveness as the positive response to administrative efforts and actions with the intention to accomplish stated goal. Effective administration requires a balance of skills among many dimensions and these dimensions and parameters are influenced to a different degree by personal, organizational, and environmental contextual factors (Analoui, 2007). This balance includes not only a series of quality behaviors but also many personality traits as an administrator. An administrator is said to be effective when he/she is fulfilling its purpose and is likely to continue fulfilling its purpose in the foreseeable future.

In an organization, the knowledge worker is the production factor that makes highly developed societies and economies, such as the United States of America, Western Europe, Japan and some other countries. Thus, knowledge workers become productive. For a knowledge worker, productivity is the ability to have the right things carried out. This is the administrative effectiveness itself (Henzl, 2008). Every knowledge worker employed in a modern organization is an administrator because s/he displays actions that affect her organization positively or negatively. Determination of administrative effectiveness can be measured by combining four aspects of organizational effectiveness which are; Goal attainment, Quality service delivery, Career opportunity growth and Effective Communication. No wonder, Adeyemi (2012) is of the view that local council is the lowest level of government or government at the grass root that globally strive to meet peoples 'demands for goods and services in a cost effective manner.

METHODOLOGY

The paper adopts a survey approach to investigate 12 Local Councils in Osun State. The paper uses a quantitative method within a focused group of Professionals Administrators of



the Local Councils. The paper selected Directors of Personnel Management and their Deputies in the 12 Local Councils selected for pilot study. Administrative staff were considered very relevant for the study because they occupied the position of administrator that are involved in the running of Local Councils affairs. Likewise they are in the position to develop themselves as well as develop those that work with them. The participants' willingness to participate in the exercise was considered very important in selecting the participants. The population of the study was drawn using population index of Local Councils selected bases on their involvement in more socially responsible activities and performance which cuts across various units within the Local Council. The study deploy questionnaires to 240 participants within the 12 local council selected with the hope that their understanding of knowledge sharing and there experience will expose hindrances that affects human capital development within the council. 172 participants who carefully completed the questionnaires were considered relevant for the study. The analysis was conducted using descriptive statistics, chi-square and regression analysis to establish whether there is any relationship between knowledge sharing and human capital development in line with the objective and hypotheses of study as formulated below.

HYPOTHESIS

1. knowledge sharing does not influence employees' involvement in the local council's activities
2. knowledge sharing does not influence employees' satisfaction in relation to council activities
3. knowledge sharing does not influence employees' commitment to leadership of the council
4. knowledge sharing does not influence employees' loyalty to councils activities

RESULT AND DISCUSSIONS

Percentile and descriptive statistics of frequencies were used to analyze the demographic characteristics of the participants, while inferential statically tool of non-parametric statistics of chi-square was used to test the hypotheses in line with the objective of the study. The decision criterion for the hypotheses tested was set at 0.05 percent level of significance and the inference and the inferential statistical tool of relationship regression



was used to establish the link between dependent variable (elements of human capital development) and independent variable (knowledge sharing).

Participants Rate

For the Local Councils, 240 printed copies of questionnaire were distributed to Head of Local government administration (HLA) Director of Personnel Management (DPM), Deputy Director of Personnel Management (DDPM), and Administrative Officers (AO) of the selected local councils of which 172 representing 72% were completed and returned by the participants.

Table 1: demographic data of participants

S/N	Characteristics	Participants category	Frequency	Percent
1	Age	18-30	45	24.2
		31-45	60	34.6
		46-60	71	41.2
		TOTAL	172	100.00
2	Gender	Male	89	52.0
		Female	83	48.0
		TOTAL	172	100
3	Educational Qualification	Post graduate	17	9.9
		Degree/HND	92	53.3
		Diploma/OND	45	26.4
		SSCE	18	10.4
		TOTAL	172	100.0

Source: Survey Data, 2018

Table 1 shows that a greater percentage of the participants fell within the economically active group between the age range of 18-30 and 31-45 comprising 24.2% and 34.6% respectively. The remaining 71 or 41.2% are composite of the participant between 46 and 60 years. It is not surprising to find that majority of the participants were between the age of 46 – 60. These is an evidence that participants in the group have been working in the organisation for a long period of time and has benefited on the form of knowledge shared or the other. This, no doubt, would further justify our result since most of the responses were presumed to be emanating from those with the necessary knowledge and relevant authorities that can influence or transfer information from one units to the other.

The participants' gender as displayed in table 1 shows that the male (52%) were more than the female (48%) which shows that males were more involved in strategic position of the council's administration than female. Finally, the table shows that the education levels were



fairly distributed. Virtually all the participants were educated with 53.3% having Bachelor's degree or Higher National Diploma certificate, 9.9% have their postgraduate Degree Diploma holders were about 26.4% while the remaining 10.4% possesses SSCE. These statistics further indicate that most of the participants had higher experience at a postgraduate level or professional qualification while a relatively small percentage had at least high school education necessary for the participants to have an informed knowledge on the subject of the study. Although majority of those who had SSCE had also been promoted to perform task of those who qualified as diploma/OND or even degree/HND holders because they have enjoyed promotion based on year of services within the local councils administrations.

Test of Hypotheses

Table 2: perception on whether knowledge sharing does not influence employees' involvement in the local council's activities

Category of responses	Frequency	Percentage	X ² Value	Degree of freedom	Critical Value	Remark
Strongly agree	29	17				
Agree	24	14				
Indifferent	18	10	35.97	4	9.49	Significant
disagree	63	37				
Strongly disagree	38	22				
Total	172	100.0				

Source: Survey Data 2018

Table 2, which is on the perception whether the implementation of knowledge sharing does influence employees' involvement in the local council's activities, reveal that 29 (17%) and 24 (14%) strongly agreed and agree, respectively which, 63 (37%) and 38 (22%) disagreed and strongly disagree respectively, which 18 participant or 10% were uncertain. This show that majority of the participant were of the opinion that the implementation of knowledge sharing does influence employee's involvement in the local council's activities. The calculated chi square valve of 35.97 was far greater than the table valve of 9.49 at df = 4 set at 0.005 level of significance. The null hypotheses were therefore rejected. The result shows that the implementation of knowledge sharing has significantly influenced employees' involvement in activities of the local councils.



Table 3: perception on whether knowledge sharing does not influence employees' satisfaction in relation to council activities

Category of responses	Frequency	Percentage	X ² Value	Degree of freedom	Critical Value	Remark
Strongly agree	33	19				
Agree	17	10				
Indifferent	20	12	31.14	4	9.49	Significant
disagree	53	31				
Strongly disagree	49	28				
Total	172	100.0				

Source: Survey Date 2018

Table 3: which is on perception whether the practice of knowledge sharing does influence employee's satisfaction in relation to council activities, reveal that 33 (19%) and 17 (10%) strongly agreed and agreed, respectively which, 53(31%) and 49 (28%) disagree and strongly disagree respectively, which only 20 participants or 12% were uncertain. This shows that majority of the participant were of the opinion that knowledge sharing practices has significance impact in influencing employee's satisfaction in relation to council activities, as well as improves reputations. The calculated chi-square valve of 31.14 was far greater than the table of 9.49 at DF= 4 set at 0.05 level of significance. The null hypothesis was therefore rejected. The result shows that practice of knowledge sharing significantly influences employee's satisfaction in relation to council activities as well as increase reputation.

Table 4: perception on whether knowledge sharing does not influence employees' commitment to leadership of the council

Category of responses	Frequency	Percentage	X ² Value	Degree of freedom	Critical Value	Remark
Strongly agree	32	19				
Agree	24	14				
Indifferent	19	11	23.13	4	9.49	Significant
disagree	51	30				
Strongly disagree	46	27				
Total	172	100.0				

Source: Survey Date 2018

Table 4, which is on the perception whether the implementation knowledge sharing does influence employees' commitment to leadership of the council. The table reveals that 32 (19%) and 24 (14%) strongly agreed and agree, respectively which, 51 (30%) and 46 (27%) disagreed and strongly disagree respectively, which 19 participants or 11% were uncertain.



This show that majority of the participants were of the opinion that the implementation knowledge sharing does influence employee commitment to leadership of the council. The calculated chi square valve of 23.13 was far greater than the table valve of 9.49 at DF = 4 set at 0.005 level of significance. The null hypotheses were therefore rejected. The result shows that the implantation of knowledge sharing has significantly influenced employee's commitment to leadership of the council.

Table 5: perception on whether knowledge sharing does not influence employees' loyalty to local councils' activities

Category of responses	Frequency	Percentage	X ² Value	Degree of freedom	Critical Value	Remark
Strongly agree	33	19				
Agree	21	12				
Indifferent	24	14	21.37	4	9.49	Significant
disagree	55	32				
Strongly disagree	39	23				
Total	172	100.0				

Source: Survey Date 2018

Table 5 is on whether the implementation of knowledge sharing influences loyalty to councils' activities. The table reveals that 33 (19%) and 21 (12%) strongly agreed and agreed, respectively while, 55 (32%) and 39 (523%) disagreed and strongly disagreed respectively, while 22 participants or 14% were uncertain. This shows that majority of the participants were of the opinion that implementation of knowledge sharing does not influence employee's loyalty to councils activities. The calculated chi-square value of 21.37 was far greater than the table of 9.49 at df =4 set at 0.05 level of significance. The null hypotheses were therefore rejected. The result shows that the implantation of knowledge sharing does not influence shareholder's loyalty to councils' activities.

Finally, in order to establish the link between knowledge sharing and elements of human capital development, considering employees commitment, satisfaction, loyalty, through behavioural intention and attitude to work suggested that it increases the way information are sheared through the word of mouth.

To Test Hypothesis:

Hypothesis: there is no link between knowledge sharing and elements of human capital development, relationship multiple regression analyses are computed. Table 6 details the result of the multiple regression analyses. First of all, a positive relationship between



employees satisfaction of council's activities in relation to knowledge shared show (= 681; p=0.000) is found, supporting H1. Related to employee loyalty to leadership of the council and their activities shows that there is positive relationship between Knowledge Sharing and loyalty (=780; p= 0.000), employees' commitment to leadership of the local councils shows (=681; p=0.000), likewise employees' involvement shows (=780; p=0.000), which are in support of Ha1, Ha2 Ha3.

With respect to behavioural intention there is a positive relationship between knowledge sharing and attitude to work (=654; p=0.000), intention to seek information (=368; p=0.000), and intention to participate (=588; p=0.000). Lastly, there is a positive relationship between knowledge sharing and word of mouth (=777; p=0.000)

Table 6 multiple regression analysis results

Dependent variable	Independent variable	Adjusted R ²	F- change	Model	Std	Beta
Knowledge Sharing	Human capital development	654	321.716	0.000	.810	0.000
Staff satisfaction	Knowledge Sharing	459	106.143	0.000	681	0.000
Staff loyalty	Knowledge Sharing	605	190.929	0.000	780	0.000
Staff commitment	Knowledge Sharing	382	77.758	0.000	622	0.000
Employee involvement	Knowledge Sharing	558	26.289	0.000	762	0.000
Behavioral intention Attitude to work	Knowledge Sharing	415	34.289	0.000	654	0.000
Intention to seek information	Knowledge Sharing	130	23.2	0.000	368	0.000
Intention to participate	Knowledge Sharing	341	76.564	0.000	588	0.000
Word of Mouth	Knowledge Sharing	601	257.355	0.000	777	0.000

Source: computed by the authors

MAJOR FINDINGS

The major finding based on the analysis of the study revealed that there is a strong link between knowledge sharing and elements of human capital development as the study found that the implementation and practices of knowledge sharing has significant influence on employee involvements, satisfaction, commitment and loyalty as elements of human capital development in the local councils. Other finding reveals that all employees assign good reputation to those leaders who share knowledge and get them involved in the activities of the council. This was also evaluated positively in terms of such leaders' social and official performance.



The study also found that perceived knowledge sharing have a strong and positive influence on their pre caption regarding what they receive from the councils, their involvement in turns creates satisfaction which translate to commitment and loyalty to the councils leaders. This also informs and improves their orientation and attitude to work as well as intension for them to seek more information about the activities of the council. This finding implies that employees, who attributed a good reputation to a specific local council, regard their relationship with the leader to be valuable. Such relationships create emotional bonds with the activities of the council and willingness to last keep relationships for long. Elements of human capital development shows that positive leadership also help employee to perceive the activities of the council has important and contributing positively to the grassroot people, which increase their level of satisfaction and enhance loyalty and commitment. Those people who report greater satisfaction, loyalty, and commitment, also engage in positive word of mouth communication by sharing their experience with other with the aim of helping the leaders to achieve their set goals and show lesser switching tendencies. In particular, the finding indicates that employee, who work for the local council with positive public recognition, perceive their work place and job condition more favourably and as a result, feel more satisfied with their jobs. What is more, if you working for a well-regarded leader in a local council, it will definitely enhances employees self-esteem provides a stronger foundation for council commitment and decrease employees' complaints or intents to withdrawn.

Finally, with respect to the effect of perceived knowledge sharing on employees behavioural intention and actual behaviour, the finding reveals the employees evaluation of the council's leadership reputation have considerable effect on their loyalty, satisfaction and commitment, attitude to work, intension to participate as well as whether or not to seek information about happenings in the council.

CONCLUSION

The findings reveal that local council management should give attention to making sure that local government administrative system focus on the purpose for which it was established; reaching the grassroot people through human capital development programs rather than creating problems of politics or been bias in sharing the right information.



Likewise, it was observed that transferable skills are important and room should be created for mentoring of junior staff to overcome all sort of hindrances such as politics, nepotism and many more.

Based on the finding, the following conclusion are drawn; all employees who participated in the study assigns good reputation to those leaders who share knowledge and carry them along with the activities of the council. Such leaders were evaluated positively in terms of their social responsibilities performance. Strong record of environmental performance, community development, employee relation, and diversity initiatives may enhance the council's reputation in the eye of the community, Also, employees perceived human capital development has a strong and positive influence on their perception regarding the value they receive from the council, that is their involvement satisfaction, commitment and loyalty to both the leader, the council and community is of great important. Positive human capital development enhance reputation of the council, employees attitude to work improve and perceived the service rendered to the public as of high quality, which increase their level of involvement, satisfaction and enhances loyalty and commitment. Finally, knowledge sharing positively influence employees, and community leaders' perspective on the development that can enhance human capital development of the councils in general. The study cannot be generalized mean for all the councils in Nigeria, as it is only limited to Osun State where only 12 councils were considered.

RECOMMENDATION

Based on the finding and conclusion of the study, the researcher makes the following recommendations:

There is need for local councils in Nigeria to communicate human capital development activities effectively so to provide clear understanding of the government value to communities they serve with a view to tap maximum benefit that will help impact on human capital development through better leadership with good intension of knowledge sharing.

Local councils' chairperson or leadership should always involve employees in both formulation and implementation of to allow broad translation of the project. Knowledge sharing policies should be design to influence employee toward having favourable perception on vision and mission of local councils' project rather than enjoying autonomy of do whatever the chairperson likes. The contribution of employees in any company is very



critical to the survival of any organization; thus, involving them in such decision will not only result in changing their perception but will also help in building the entire community and given the leaders good reputation while in office and after service.

Local councils are employed to embark on more socially responsible action. Such include construction of roads, classroom blocks and provision of health centre and portable drinking water, as well as provision of electricity. Sponsorship through scholarship award to help assist member of the immediate community in which they operate s will also go a long way in addressing the incessant complaints on environmental pollution and degradation arising from their business activities.

Finally, Companies in Nigeria should always try to maintain good ethical standard in their relationship with employees, shareholder, government and various kinds of publics. Doing so will not only help in wooing more employees and achieving deeper market penetration, it will also help in building a strong organization reputation that will make it credible and reputable for sustainable competitive advantage.

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