EMPLOYEE INVOLVEMENT CULTURE, KNOWLEDGE INFRASTRUCTURE CAPABILITY AND ORGANIZATIONAL PERFORMANCE: A PROPOSED MODERATING FRAMEWORK FOR PENSION FUND ADMINISTRATORS IN NIGERIA

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Abstract
*The study proposes a conceptual model examining how knowledge infrastructure capability comprising information technology infrastructure, organizational structure, and human resources affects organizational performance of Pension Fund Administrators (PFAs) in Nigeria. It introduces employee involvement culture as a moderating factor that can strengthen this relationship. Given the historically poor performance of PFAs, the study suggests that enhancing knowledge infrastructure, organizational culture, and technology adoption can improve outcomes. The model aims to deepen understanding of these relationships and provide practical insights for stakeholders in the pension sector. The study recommends future empirical testing of the model using robust techniques such **as** Partial Least Squares Structural Equation Modelling (PLS-SEM) to validate the moderating role of employee involvement culture.*

Keywords: Knowledge infrastructure capability, employee involvement culture, organizational performance

1. Introduction

In an increasingly competitive and knowledge-driven global economy, organizational performance has emerged as a critical concern for both scholars and practitioners. Organizations are under growing pressure to improve efficiency, sustain growth, and deliver value to stakeholders through the effective utilization of knowledge-based resources, such as knowledge infrastructure capability (Al-Dmour et al., 2020). Organizational performance refers to the extent to which public and private organizations achieve effectiveness and efficiency in the pursuit of their objectives (Fatafta et al., 2019). Consistent with the multidimensional view of performance in the literature, organizational performance encompasses both financial and non-financial dimensions, reflecting how effectively and efficiently organizations deploy their resources to meet stakeholder expectations and achieve overall goals (Felicia, Aliyu, & Bello, 2025). While financial indicators such as profitability and growth remain important, non-financial outcomes, including reputation, innovation capability, employee commitment, and stakeholder relationships are increasingly recognized as critical drivers of long-term organizational success, particularly in the context of corporate social responsibility (Felicia et al., 2025). Janadari (2020) further noted that the inefficient utilization of resources can significantly undermine organizational performance.

The performance of Pension Fund Administrators (PFAs), particularly in terms of their contribution of pension assets to economic development as measured by Gross Domestic Product (GDP), varies considerably across countries. For instance, the Organisation for Economic Co-operation and Development (OECD) Global Pension Statistics (2024) indicate that the contribution of pension assets to GDP remains relatively low in many selected jurisdictions. In Nigeria, pension assets account for only 8.1% of GDP, which is significantly lower than the contributions recorded in other countries such as Kenya (13.7%), Papua New Guinea (16.9%), Malawi (17.1%), and Botswana (58.0). This comparatively low contribution has been largely attributed to the poor performance of PFAs (OECD, 2024). At the domestic level, the National Pension Commission (PenCom) Report (2025) further reveals that 368,911 Retirement Savings Account (RSA) holders transferred a total of ₦1.77 trillion from one PFA to another following the commencement of the transfer window, largely due to dissatisfaction with PFA performance.

The persistent poor performance of Pension Fund Administrators (PFAs) has prompted growing concern among key stakeholders in Nigeria's pension system. Notably, the Head of the Civil Service of the Federation, alongside several Permanent Secretaries, reportedly sought presidential approval to exit the Contributory Pension Scheme due to dissatisfaction with PFA performance (Umar, 2023). Similarly, legislative actions signed into law in 2017 and 2023 by President Muhammadu Buhari excluded personnel of the Nigerian Intelligence Agency (NIA) and the National Assembly Service (NASS) from the Contributory Pension Fund, largely in response to concerns over the poor performance of PFAs (Olafusi, 2023). Pension contributors and retirees have also expressed strong dissatisfaction, staging protests and public agitation against the perceived inefficiency of PFAs in Nigeria (Iwunze, 2023). Furthermore, the Nigerian Senate has mandated its Committee on Anti-Corruption and Financial Crimes to investigate the activities of PFAs due to persistent performance-related concerns (Salau, 2023). Despite these challenges, evidence suggests that pension reforms, the adoption of modern management strategies, enhanced knowledge infrastructure capability, supportive organizational culture, and technological advancement may significantly improve the performance of PFAs (Achadinha, 2020).

Employee involvement culture refers to the degree to which employees are empowered to participate actively in meaningful decision-making, problemsolving, and continuous improvement processes within an organization (Lawler, 1996). Empirical evidence indicates that an employee involvement culture is positively associated with organizational performance (Ologbo & Sofian, 2013). From a theoretical perspective, employee involvement culture is consistent with the Resource-Based View (RBV) of the firm, which posits that valuable, rare, and inimitable human resources constitute a key source of sustained competitive advantage (Barney, 1991).

Knowledge infrastructure capability enables organizations to effectively create, store, share, and apply knowledge (Gold, Malhotra, & Segars, 2001). It encompasses key organizational components—namely information technology infrastructure, organizational structure, and human resources—that collectively support knowledge flows and organizational learning. Empirical evidence suggests that organizations with strong knowledge infrastructure capabilities are better positioned to harness employee expertise, improve the quality of decision-making, and ultimately enhance organizational performance (Lee & Choi, 2003; Mills & Smith, 2011). However, the effectiveness of these infrastructures is often contingent upon the presence of complementary cultural attributes that promote employee involvement and facilitate knowledge sharing.

The emergence of the knowledge-based economy in the mid-1990s as a key driver of organizational performance has compelled organizations to adapt their managerial practices and technological systems in order to enhance efficiency and competitiveness (OECD, 2024). Consequently, beyond traditional physical resources, intangible resources and capabilities particularly knowledge infrastructure capability has become increasingly important in facilitating organizational performance (Liao, et al, 2012). In addition, employee involvement culture is recognized as a critical intangible resource that organizations can leverage to strengthen the effectiveness of knowledge infrastructure capability in improving performance outcomes (Onyango, et al, 2022).

Given the strategic importance of knowledge infrastructure capability in shaping organizational performance, there is a compelling need to empirically examine the extent to which employee involvement culture moderates the relationship between knowledge infrastructure capability and organizational performance.

1.2 Statement of the Problem

The failure of organizations to effectively adopt and manage infrastructure capabilities specifically information technology infrastructure, organizational structure, and human resources as critical strategic resources for enhancing performance has contributed significantly to poor organizational performance in recent times (Surchi, 2025). As contemporary organizations increasingly operate in knowledge-driven environments, the strategic management of these infrastructure capabilities has become essential for achieving sustainable performance outcomes.

Empirical studies examining the relationship between knowledge infrastructure capability (information technology infrastructure, organizational structure, and human resources) and organizational performance have produced inconsistent findings. Several studies have reported a positive relationship between knowledge infrastructure capability and organizational performance (e.g., Saputri, 2025; Enstroem; et al, 2025; Al-Tabtabae & Harbiun, 2022; Foli & Timiyo, 2022; Tessema, et al, 2025). Conversely, other studies have documented negative or insignificant relationships between knowledge infrastructure capability and organizational performance (e.g., Surchi, 2025; Chiu & Chen, 2016; Abualoush, et al, 2018; Mills & Smith, 2020; Parayitam, et al, 2025; Aldilami & Al-Murhadi, 2025). To address such inconsistencies and contradictory findings in empirical research, scholars have recommended the introduction of moderating variables to better explain the conditions under which relationships among constructs hold (Baron & Kenny, 1986; Lowry & Gaskin, 2014). In line with this recommendation, the present study introduces employee involvement culture as a moderating variable.

Furthermore, a review of the literature indicates that prior studies on knowledge infrastructure capability and organizational performance have employed diverse qualitative and quantitative research approaches, including in-depth interviews, focus group discussions, content analysis, and mixed-method designs (Mills & Smith, 2020; Parayitam et al., 2025; Saputri, 2025; Enstroem, et al, 2025; Al-Tabtabae & Harbiun, 2022; Foli & Timiyo, 2022; Aldilami & Al-Murhadi, 2025). While these methods provide valuable insights, they often limit the ability to study large populations and may not adequately capture complex relationships among variables (Fujii, 2018). Moreover, such techniques offer limited modelling capabilities, particularly for examining causal relationships and interaction effects among multiple constructs (Lowry & Gaskin, 2014). Consequently, this study proposes the adoption of Partial Least Squares Structural Equation Modelling (PLS-SEM), which is well suited for analysing complex models involving moderation effects.

In addition, existing empirical studies on knowledge infrastructure capability and organizational performance have been conducted across diverse national and industrial contexts (e.g., Saputri, 2025; Enstroem; Kang & Bhawna, 2025; Al-Tabtabae & Harbiun, 2022; Foli & Timiyo, 2022; Surchi, 2025; Chiu & Chen, 2016; Abualoush et al., 2018; Mills & Smith, 2020; Parayitam et al., 2025; Aldilami & Al-Murhadi, 2025), with limited attention given to the pension industry, particularly Pension Fund Administrators (PFAs) in Nigeria. As a result, the findings of these studies may not be readily generalizable to the Nigerian context due to contextual and cultural differences.

Arising from the foregoing, this study seeks to address critical gaps in the literature on organizational performance by: (1) examining the influence of knowledge infrastructure capability comprising information technology infrastructure, organizational structure, and human resources on organizational performance; and (2) investigating the moderating role of employee involvement culture in the relationship between knowledge infrastructure capability and organizational performance. To the best of the researcher’s knowledge, no prior study has empirically examined the moderating effect of employee involvement culture on the relationship between knowledge infrastructure capability and organizational performance, nor the combined effect of the dimensions of knowledge infrastructure capability on organizational performance within the Nigerian pension sector. This study therefore provides a strong justification for empirically testing the proposed relationships using PLS-SEM.

2.0 Literature Review

2.1 Organizational Performance

Organizational performance is one of the most extensively examined constructs in management research and remains a central concern for both scholars and practitioners. It represents a critical domain of management inquiry that has attracted increasing scholarly attention in recent years (Janadari, 2020). Organizational performance is inherently multidimensional and constitutes a primary objective of both public and private sector organizations (Novak, 2017). According to Fatafta, et al, (2019), organizational performance is influenced by multiple factors that enable organizations to survive and thrive through the satisfaction of stakeholder expectations. As such, organizational performance serves as a key indicator of organizational success (Koohang, et al, 2017).

The Balanced Scorecard (BSC) framework developed by Kaplan and Norton (1996) demonstrates that organizations employ diverse performance measures to monitor progress and effectively communicate strategic objectives to stakeholders. The BSC integrates both financial and non-financial dimensions in the assessment of organizational performance. Denison and Mishra (1995) further argue that the attainment of both financial and non-financial objectives is essential for sustaining organizational competitiveness in the short and long term.

Financial performance is typically assessed using indicators such as return on investment (ROI), return on equity (ROE), return on assets (ROA), cost efficiency, sales performance, and growth rates. In contrast, non-financial performance measures include product and service quality, customer satisfaction, timeliness of delivery, operational efficiency, effectiveness, responsiveness, equity, productivity, market share, employee satisfaction, strategic goal attainment, workforce development, and continuous improvement (Kaplan & Norton, 1996). Thus, for the purpose of this study, non-financial performance measures are adopted to assess the performance of Pension Fund Administrators (PFAs) in Nigeria, particularly in relation to knowledge infrastructure capability and the moderating role of employee involvement culture.

In today’s knowledge-based economy, organizations increasingly rely on information technology (IT) infrastructure as a cost-efficient tool for enhancing operational efficiency and reducing response time to customers (Rasula et al., 2012; Zaied, 2012). IT infrastructure constitutes a critical component of knowledge management infrastructure, as it facilitates the creation, storage, sharing, and utilization of knowledge within and across organizational units, departments, and employees, thereby improving organizational performance. It supports efficient operations, effective inventory management, and the integration of organizational activities and processes (Liao, et al, 2015).

Sangeetha (2015) argues that IT infrastructure enhances organizational performance by improving collaboration and communication, strengthening employee skills, supporting better decision-making, and increasing productivity. Similarly, Davenport and Prusak (1998) emphasize the central role of IT infrastructure in knowledge management, noting that it enables knowledge sharing, accelerates knowledge development, and enhances the speed and efficiency of information flow. Becerra-Fernandez and Sabherwal (2015) further contend that IT infrastructure facilitates rapid access to knowledge and improves organizational learning capabilities.

Information technology infrastructure has been defined as a set of electronic tools and systems that support knowledge generation, storage, sharing, transmission, and application both within and outside organizations (Nonaka, 1994; Gold et al., 2001; Imran et al., 2018). Chang and Chuang (2011) describe IT infrastructure as the technical systems that determine how knowledge is accessed, circulated, and utilized within organizations. In a similar vein, Gihtii (2021) views IT infrastructure as a mechanism that supports knowledge management activities by enabling the storage, preservation, and retrieval of knowledge through knowledge management databases.

Hajli, et al, (2015) conceptualize IT infrastructure as a combination of computer hardware, software, and communication technologies and examine how these elements are reflected in organizational performance. Sandhawalia and Dalchen (2011) identify IT infrastructure as a vital mechanism for timely information acquisition, communication, knowledge mapping, structuring, dissemination, and opportunity creation. Tippins and Sohi (2003) define IT infrastructure as the extent to which organizations understand and effectively utilize information technology to manage organizational information.

Given its central role in facilitating knowledge acquisition, storage, communication, and sharing, this study adopts the conceptualization of IT infrastructure proposed by Gihtii (2021). This definition is particularly appropriate as it emphasizes the role of IT infrastructure in supporting frequent knowledge sharing among employees, thereby enhancing organizational performance.

2.2.2 Organizational Structure

The flow of knowledge within organizations does not occur solely through traditional vertical or top-down channels; it also takes place through bottom-up and horizontal interactions supported by organizational structural infrastructure. Mintzberg (1983) defines organizational structure as the manner in which work is divided into distinct tasks, assigned, and coordinated to achieve organizational goals. It determines how responsibilities and authority are allocated and how tasks are executed by employees (Hunter, 2002).

Gold et al. (2001) conceptualize organizational structure as the formal arrangement of roles, responsibilities, tasks, and authority within an organization, including policies, procedures, hierarchical relationships, and functional boundaries. Similarly, Hall (1987) describes structure as the institutionalized patterns of interaction among organizational members, encompassing communication flows and clearly defined power relationships. Ali, et al, (2016) further explain organizational structure as a systematic arrangement of interrelated elements that interact to function as a unified whole within an organization.

Drawing from these perspectives, the present study defines organizational structure as a component of knowledge infrastructure capability that facilitates the effective conduct of knowledge-related activities through the division of responsibilities based on competence, specialization, and capability. A well-designed organizational structure supports efficient knowledge acquisition, storage, dissemination, and application, thereby enhancing organizational performance.

Empirical studies suggest that organizational structure significantly influences knowledge management processes and performance outcomes. For instance, transitions from rigid hierarchical structures to flatter and more flexible network-based structures have been shown to improve the acquisition, storage, transfer, and application of knowledge (Gold et al., 2001). Such structural configurations also positively influence organizational performance by promoting learning, adaptability, and innovation (Fiol & Lyles, 1985)

2.2.3 Human Resource

Human resources are indispensable to the successful operation of any organization and represent a core component of organizational memory. Employees are responsible for executing organizational activities and driving the achievement of organizational objectives. Given their central role within knowledge management infrastructure, organizations must encourage and support employee involvement in knowledge-related activities (Gharakhani & Mousakhani, 2012).

Rashdi, et al, (2022) argue that while some organizational resources exist in tangible forms, critical resources such as human capital reside within employees. Human resources therefore play a vital role in integrating and executing organizational activities, as well as in creating value from knowledge through their skills, expertise, and experience (Kushwaha & Rao, 2015).

Schuler and Jackson (1987) and Otoo (2019) define human resources as a system designed to attract, develop, motivate, and retain employees to ensure the effective execution of organizational activities. In this study, human resources are conceptualized as key organizational assets responsible for acquiring, storing, sharing, and applying knowledge through employees' cognitive abilities, actions, values, beliefs, and assumptions. This definition emphasizes the organization's capacity to maintain an adequate workforce with the requisite skills and competencies to manage knowledge effectively.

Human resources constitute the intellectual core of organizations and possess the capability to acquire, share, and apply knowledge with the support of technological, cultural, and structural infrastructures. Consequently, human resources are fundamental to the creation, management, and utilization of organizational knowledge. Empirical evidence indicates that organizations with highly skilled, competent, and motivated employees achieve superior performance outcomes (Rashdi et al., 2022). This suggests that organizations with employees who possess strong cognitive abilities and who effectively utilize information technology for knowledge management are more likely to enhance organizational performance

2.2.3 Employee Involvement Culture (EIC)

The concept of organizational culture has been interpreted in various ways since its emergence in the mid-twentieth century. Despite these diverse perspectives, scholars generally agree that culture comprises shared values, beliefs, assumptions, and norms communicated among organizational members (Tierney & Schein, 1986). From a group perspective, culture represents the collective thoughts and actions of individuals that reflect an organization's strategic orientation (Dobni & Luffman, 2003).

Organizational culture plays a critical role in shaping strategy and guiding employee behaviour, making it a variable that organizations must consciously manage. It facilitates efficiency, effectiveness, responsiveness, and equity through effective communication among individuals, teams, clients, and other stakeholders (Norman, et al, 2022). In the contemporary knowledge-based economy, organizational culture is recognized as a complex and dynamic element of change management, encompassing both formal and informal components that evolve over time (Al-Shibami et al., 2019).

Several scholars, including Gordon and DiTomaso (1992), Kotter and Heskett (1992), Denison and Mishra (1995), and Sorenson (2002), developed models illustrating how organizational culture explains variations in organizational performance (Sparrow, 2001). These models identify employee involvement culture as a key cultural dimension that enhances organizational effectiveness and performance.

Kumari and Kumari (2014) define employee involvement culture as the empowerment and participation of employees in decision-making processes commensurate with their positions within the organization. Nwachukwu (2006) argues that employee involvement culture strengthens employee commitment and facilitates the successful implementation of organizational change. Building on these perspectives, the present study conceptualizes employee involvement culture as a deliberate managerial approach aimed at expanding employees' responsibilities and participation at various organizational levels to enhance organizational performance.

2.3 Empirical Review

2.3.1 Information Technology Infrastructure and Organizational Performance

Saputri (2025) examined effect of IT infrastructure management on organizational performance using case study of organizations that have implemented IT infrastructure management strategies. The result showed that IT infrastructure management has significantly improves organizational performance through operational efficiency, system reliability, innovation and stakeholders satisfaction. The result of the study is judgemental on the ground that it used qualitative method which focuses on small sample which is not representative enough for drawing robust conclusion. Moreover, the study ignored the role employee involvement culture would have played as a moderator to influence the relationship between the constructs. This establishes a huge gap which current study seeks to address.

Similarly, Enstroem, et al, (2025) investigated impact of IT infrastructure on organizational performance using Harmonized Information Technology and Organizational Performance (HI-TOP) model. The result revealed that IT information enhanced organizational performance positively. The study excluded the moderating role of employee involvement culture which would have made more contributions. This indicate the need for further study to investigate the role employee involvement culture would play as a moderator on the relationship between strategic thinking and organizational performance.

AL-Tabtabae and Harbiun (2022) conducted a landmark study on the effect of knowledge infrastructure capability on sustainable organizational performance of civil hospitals in the Middle Euphrates region, Syria. In the study, information technology infrastructure was considered as one of the key components. The result indicates a statistically significant correlation between information technology infrastructure and sustainable performance. However, result of the study is not explicit considering the fact that it exclude the moderating role of employee involvement culture. More so, the sample size of sixty two used in the study is not sufficient for drawing robust conclusion. Thus, the result cannot be generalized. This reveals a huge gap which current study will fill.

Moreover, Foli and Timiyo (2022) systematically reviewed literature and critically investigate the enablers of knowledge management infrastructure that potentially drives sustainable organizational performance of SMEs using the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) methodological approach. Based on the synthesis, the study proposed a conceptual model which depicts the interrelationship between information technology infrastructure and organizational performance. The study assumed organizational performance is contingent upon information technology infrastructure. The major limitation of the study is that it has not been tested empirically. Thus, current study will fill this gap by suggesting further investigation into the relationship between the information technology infrastructure and organizational performance using empirical data on a platform of appropriate theory.

Kaldeen, et al, (2020) analysed the effect of IT infrastructure on organizational performance of Star rated Hotels in Sri Lanka. Finding shows that IT infrastructure indirectly influence organizational performance. However, their study was based on IT infrastructure as a predictor of organizational performance without considering other equally important variable such as the structure and human resource. Also, the multidimensional variables of the study would have made more contributions, especially where it is designed to include the moderating role of other equally important variable like employee involvement culture. Thus, finding of the study cannot be generalized. This indicates a gap which current study will fill.

However, Surchi (2025) conducted a landmark study which investigated the role of management information technology in enhancing organizational efficiency. The study employed mixed method, combining content analysis of 50 peer-reviewed articles with quantitative survey of 120 managers from healthcare, manufacturing and education sectors. The result showed insignificant relationship between IT infrastructure and organizational performance. The findings of the study is judgemental given that the study focuses on other sectors without considering pension subsector. Similarly, the study excluded other equally important moderating variables such as employee involvement culture which would have made more contributions. Current study intends to fill this huge gap.

More so, Chiu and Chen (2016) did a study on the effect of knowledge management capabilities on organizational performance (effectiveness) in Taiwanese public utility: the mediator role of organizational commitment. The result shows that information technology infrastructure insignificantly influence organizational performance. The study used convenience sampling method which may lead to common sample bias and thus, will not provide a more comprehensive result. Also, the findings of the study are not explicit on the grounds that the study laid more emphasis on organizational effectiveness which is a component of organizational performance without including other equally important components of organizational performance. Therefore, the study cannot be generalized. This indicates a huge gap present study will fill.

More so, Abualoush, et al, (2018) undertook study on the interrelationships among knowledge management infrastructure, knowledge management process, intellectual capital, and organizational performance. The results indicated that information technology infrastructure has negative relationship with organization performance. Although the study has filled a knowledge gap, but the result is judgemental on ground that it focused only on food industry in Jourdan and did not consider pension industry. Also, the study employed convenient sampling technique which is bias and does not provide appropriate sample representative enough for drawing robust conclusion. This pauses a threat to generalization of the findings.

Likewise, Mills and Smith (2020) investigated the linkage between business strategy and knowledge management capabilities for organizational effectiveness using a sample of 189 managers. The result shows a negative relationship between information technology infrastructure and organizational performance. However, since the study did not separate data used for the analysis of organizational performance on the basis of subjective or objective measure, consequently, it is not clear whether subjective measure made significant contribution or not. More so, given that the study eliminates other variables such as employee involvement culture which would have made more impact, the result cannot be generalized. This reveals a huge gap in the literature which present study will address.

2.3.2 Organizational Structure and Performance

In a landmark study was conducted by AL-Tabtabae and Harbiun (2022) on the effect of knowledge infrastructure capability on sustainable organizational performance of civil hospitals in the Middle Euphrates region, Syria. The result shows that organizational structure significantly influence sustainable performance. The result of the study is judgemental on the ground that it ignored the contributions of other equally important variables such as employee involvement culture. Moreover, the sample size of sixty-two is not sufficient enough for coming up with robust conclusion. Thus, current study will fill this gap using appropriate data for the analysis.

However, Kolotova (2018) did a study titled influence of knowledge management practices on organizational performance: empirical research at Russian SME's. The study considered the effect of organizational structure as one of the major constructs of knowledge infrastructure capability on organizational performance. It used online survey to collect data from the respondents through questionnaire. The result show that organizational structure negatively influences organizational performance. However, given the fact that the population of the study is only forty-one (41), the finding cannot be generalized because the sample size is not representative enough for drawing a robust conclusion. Also, the study did not consider other equally important variables employee involvement culture which would have made more contributions. Thus, current study will address these gaps by considering the variables on a platform of appropriate theory with sufficient empirical data.

In another landmark study conducted by Aldilami and Al-Murhadi (2025) titled alignment between organizational structure and strategy and its impact on organization's performance in Yemen. The study employed SEM to analyse data obtained form (305) managers of (43) organizations. The result show absence of alignment between organizational structure and organizational performance. Nonetheless, the result could be judgemental on the ground that ignored moderating role of other equally important variables such as employee involvement culture which would have made contribution. Thus, current study will fill these huge gaps.

2.33.3 Human Resource and Organizational Performance

Al-Tabtabae and Harbiun (2022) examined the effect of knowledge infrastructure capability on the sustainable organizational performance of civil hospitals in the Middle Euphrates region of Syria. Their findings revealed a significant positive relationship between human resources and organizational performance. However, the generalizability of the results is limited because the study excluded employee involvement culture as a moderating variable, which could have provided deeper insights into the relationship. This omission represents a notable gap that the current study seeks to address.

Similarly, Rashdi, et al, (2022) investigated the effects of knowledge management processes and infrastructure on organizational performance, while also examining the moderating roles of organizational trust and support. The results demonstrated that human resources exert a significant influence on organizational performance. The authors recommended that future studies incorporate additional moderating variables, such as employee involvement culture, to further elucidate these relationships. Moreover, the study did not disaggregate the data based on public and private sector organizations, making it difficult to determine the extent to which each sector contributed to the findings. Consequently, the results may be misleading. The present study addresses this limitation by focusing on a specific sector.

Tessema, et al, (2025) explored the effect of human resource analytics on organizational performance in Ethiopia, using data collected from 269 respondents across 66 organizations in Addis Ababa. The findings indicated that human resources significantly influence organizational performance. Nonetheless, the study's findings have limited generalizability due to the exclusion of the pension subsector, which could have provided additional explanatory power. Furthermore, the study largely ignored the role of employee involvement culture, leaving a critical gap in the literature. The current study aims to bridge this gap by examining employee involvement culture as a moderating variable within the pension subsector.

Empirically, Parayitam, et al, (2025) investigated the relationship between human resource management practices, knowledge management practices, and organizational performance in the Indian healthcare industry. The results revealed an insignificant linear relationship between human resource practices and organizational performance. Although the study employed a relatively balanced regional sample, a larger sample size could have enhanced the generalizability of the findings. In addition, the study focused primarily on human resource practices while overlooking other critical factors, such as employee involvement culture, that may influence organizational performance. This oversight highlights a substantial gap in the literature that the present study intends to fill.

2.4 Employee Involvement Culture (EIC) as a Moderator

Every organization is distinctive and operates within a unique cultural context that shapes its activities and practices. Organizational culture refers to the shared system of values, beliefs, behaviours, and ideas established by an organization to guide employees in the execution of organizational activities. It serves as a driving force that propels the organization forward and creates an operational environment in which employees collectively strive to achieve organizational goals (Narayana, 2017). Consequently, understanding organizational culture is essential for employees, stakeholders, and organizations as a whole, given its critical role in promoting efficiency, effectiveness, responsiveness, and equity within organizations (Djangone et al., 2021; Norman, et al, 2022).

Despite the universal pursuit of improved organizational performance within diverse cultural settings, it remains important to understand the extent to which organizational culture influences performance outcomes. In response to this need, the present study introduces employee involvement culture to examine its moderating role in the relationship between knowledge infrastructure capability—comprising information technology infrastructure, organizational structure, and human resources—and organizational performance. The inclusion of employee involvement culture is justified by empirical evidence identifying it as a critical explanatory factor of organizational performance (Saleem & Ilkhanizadeh, 2021; Baba & Audu, 2021; Mananeka, et al, 2021). Furthermore, previous studies have validated the moderating influence of organizational culture on organizational relationships (Irianto & Basbeth, 2021; Maswadeh & Al-Zumot, 2020).

However, existing studies on knowledge infrastructure capability have largely overlooked the moderating role of employee involvement culture in explaining how knowledge infrastructure capability affects organizational performance. Saliani and Eslami (2016) contend that organizational culture can actively engage employees in knowledge-related activities, thereby enhancing organizational performance. This assertion underscores the fact that employee behaviour is strongly shaped by prevailing cultural factors, suggesting that employee involvement culture should be examined within the broader organizational culture framework.

Accordingly, this study introduces employee involvement culture as a moderating variable in the relationship between knowledge infrastructure capability and organizational performance, with a specific focus on Pension Fund Administrators (PFAs) in Nigeria. This approach is grounded in the premise that employees in PFAs may be actively involved in knowledge infrastructure activities that enhance organizational performance. Therefore, the study posits that employee involvement culture moderates the relationship between knowledge infrastructure capability namely IT infrastructure, organizational structure, and human resources—and organizational performance. It is further assumed that a strong employee involvement culture amplifies the positive influence of knowledge infrastructure capability on organizational performance within the Nigerian context

2.5 Research Framework/Model and Underpinning Theory Knowledge-Based View (KBV)

The Knowledge-Based View (KBV) posits that the resource base of organizations is largely composed of knowledge-based assets (Roos, et al, 1997; Stewart, 1997; Sveiby, 2001; Marr, 2004). The theory asserts that organizational performance can be effectively enhanced through the acquisition, management, sharing, and utilization of knowledge resources, supported by appropriate infrastructural capabilities. Within this perspective, knowledge is regarded as one of the most critical, unique, and scarce strategic resources available to organizations (Grant, 1996).

Knowledge management capability refers to an organization's ability to acquire, protect, and disseminate knowledge, as well as to motivate employees to share knowledge through suitable infrastructural mechanisms in order to achieve optimal organizational performance (Liu, Chen, & Tsai, 2004). Effective knowledge management capability enhances organizational efficiency, effectiveness, and responsiveness (Borho, et al, 2012; Lee, et al, 2012). Consequently, only organizations that manage their knowledge resources efficiently and effectively are likely to attain superior performance outcomes (Zack, et al, 2009).

In the contemporary knowledge-based economy, operations within the pension subsector have become increasingly complex due to growing dependence on knowledge infrastructure capability, which facilitates effective knowledge management practices among Pension Fund Administrators (PFAs). As such, the availability of efficient and effective knowledge infrastructure capability has become a prerequisite for successful organizational operations in the subsector (Ali, et al, 2021).

Against this backdrop, the conceptual model of the present study draws on the Knowledge-Based View to explain the influence of knowledge infrastructure capability on organizational performance, while incorporating employee involvement culture as a moderating variable. KBV contends that the transfer and transformation of organizational knowledge require the synergistic interaction of key elements of knowledge infrastructure capability, namely information technology infrastructure, organizational structure, and human resources.

Furthermore, knowledge infrastructure capability is closely linked to organizational performance, as information technology infrastructure, organizational structure, and human resources collectively support the organization's stock of knowledge, which can be leveraged to improve performance outcomes. This implies that organizations can deploy knowledge resources to develop superior services and processes that enhance overall organizational performance (Grant, 1996). Accordingly, the study assumes that the Knowledge-Based View provides a robust theoretical foundation for examining how knowledge infrastructure capability, strengthened through employee involvement culture as a moderator, influences organizational performance.

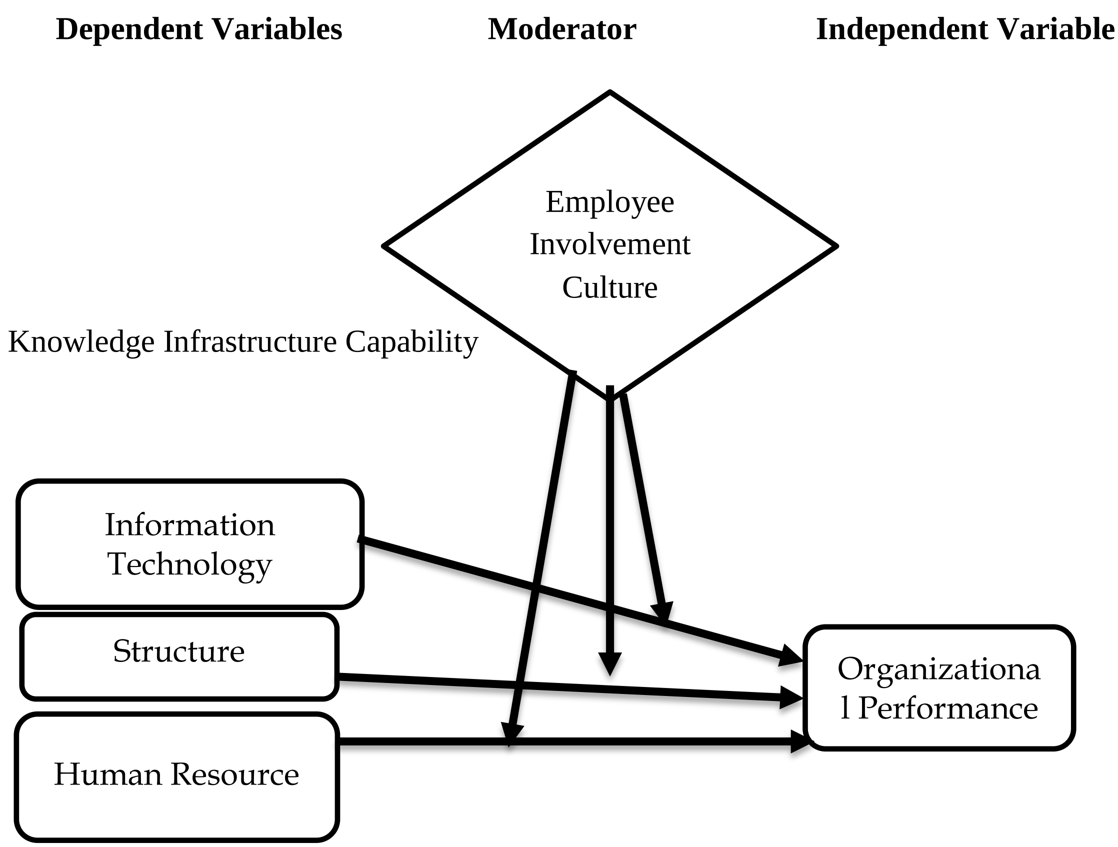

Figure 1.1: Conceptual model of the study

3.0 Conclusion

Previous studies suggest that knowledge infrastructure capability and employee involvement culture may influence organizational performance either positively or negatively, depending on the specific dimensions of knowledge infrastructure capability examined. Organizational performance remains the foundation of every organization, as it underpins the attainment of strategic goals and objectives. To a considerable extent, organizational success also depends on the active involvement of employees in organizational activities. Against this backdrop, the present study seeks to contribute to the theoretical development of knowledge infrastructure capability, employee involvement culture, and organizational performance.

Specifically, the study proposes an empirical examination of the relationships among knowledge infrastructure capability, employee involvement culture, and organizational performance within the Nigerian pension industry. It investigates the direct effect of knowledge infrastructure capability on organizational performance, as well as the moderating role of employee involvement culture in this relationship. By doing so, the study addresses an important gap in the literature by providing empirical evidence on the interaction between knowledge infrastructure capability and employee involvement culture in influencing organizational performance within the pension subsector in Nigeria.

Practically, the findings of this study are expected to provide a valuable foundation for improving the effectiveness and efficiency of operations in the pension subsector, particularly among Pension Fund Administrators (PFAs) in Nigeria. The proposed model offers guidance to key stakeholders by identifying the dimensions of knowledge infrastructure capability that enhance organizational performance and highlighting the role of employee involvement culture in strengthening these effects. Accordingly, the study underscores the need for empirical investigation of the moderating role of employee involvement culture on the relationship between information technology infrastructure, organizational structure, human resources, and organizational performance within the pension subsector

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