Information Exchange and Human Capital Development

by

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Abstract

This study focuses on the relationship between information exchange and human capital development in Bauchi Furniture Company in Bauchi State. In this study, a cross-section analysis method was used to generate the data. The target group for the survey is all employees of the Bauchi Furniture Company in Bauchi State, totaling 285 (285). The table of Krejcie and Morgan (1970) was used to collect sample sizes and establish the minimum sample size returned for a given population. For our population, the table established the sample size as 169 (169). Finally, after data cleansing, only data from 148 respondents were used for data analysis. The sampling method used in this study is a simple random sampling technique focused on owners and operators. Pearson descriptive statistics correlations were used for data analysis and hypothesis testing. Experimental results confirm that there is a positive and significant correlation between human capital management and the innovation power of the company for the Bauchi Furniture Company in Bauchi State. This study concluded that aspects of information sharing (knowledge acquisition, knowledge distribution and interpretation, and organizational memory) have positive and significant relationships with human capital development. The research suggests that information sharing factors (connectivity and readiness) should be considered in an organization's innovation plan. Overall, the results of the research will help scholars and practitioners in the field of strategy and innovation to develop academically sound technologies, identify the scope of innovation for firms, and apply resources to human capital can be used.

Key Words: Information Exchange, Human Capital Development, Connectivity, Willingness.

1.0. Introduction

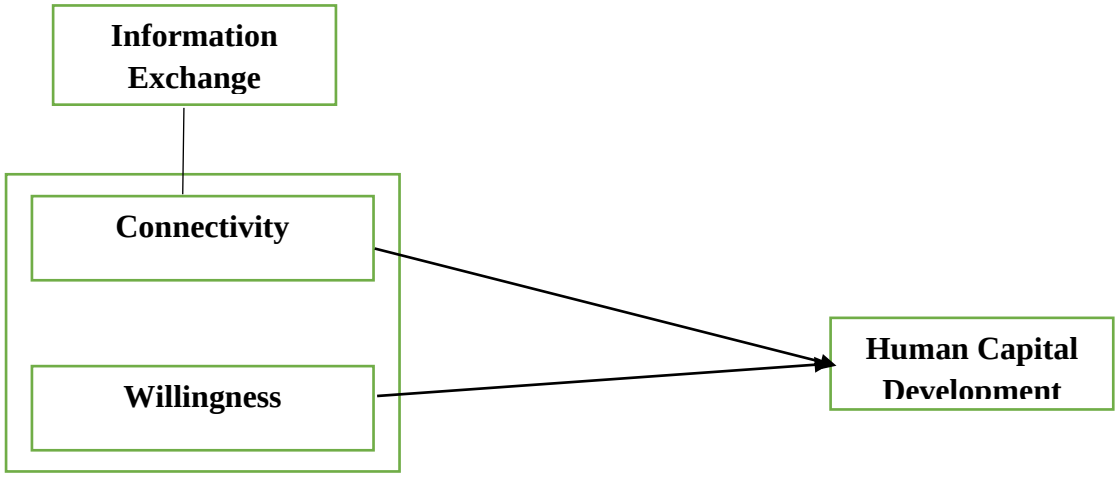
Organizations are experiencing extraordinary changes in an increasingly ubiquitous marketplace. Many companies compete for talented employees with high performance and high competence in the workplace (Zeb et al., 2018). According to Omowaye (2019), the world is seeing changes in physical infrastructure amid creativity, innovation and new technologies, but the dominant type of capital is human capital. Education has been the archetype of human development for decades. Omowaye (2019) shows that human capital includes not only education but also health. When people are provided with the necessary skills that are purposefully used through education and training, health and nutrition, it is an act of strengthening the human capital of a country. Development of mental acuity, as a result of improvements in education and health, has led to physical breakthroughs and effected emancipation from slavery, and also led to technological revolution and a number of other advanced innovations. It's thereby decreased poverty, encouraged equity and preference, and to

some extent, crossed income inequality, and thereby fostered the event of human capital that concludes to be necessary for progress and economic process (Yaroson & Esew, 2016).

In the recent years, information-exchange attitude has invited increasing interest among researchers and practitioners in library and knowledge science. Despite a rising body of publication during this area, rare studies have sought to define information-exchange attitude and to examine its relationship with human capital development. The character of information-exchange behavior in human capital development remains unclear (Boateng, 2017a). In expansion, there's no criterion available to watch information exchange attitude, especially its key components, information transfer and exchange, from an extensive and quantitative viewpoint. This paper provides answers to the following research questions:

i. How does Connectivity contribute to Human Capital Development in the Bauchi Furniture Company, Bauchi State?

ii. How does willingness relate to human capital development in the Bauchi Furniture Company, Bauchi State?



Source: Fawcett, 2015

Fig 1: The Framework shows the Relationship between Information Exchange and Human Capital Development.

2.0. Literature Review

2.1. Theory Review

2.1.1. Human Capital Theory

Human capital theory was formulated by Schultz (1960s) and Becker (1962) during a human capital development emergency. Academics understand human capital from several narrow perspectives. While Schultz analyzes the use of education as a kind of investment, Becker sees the formation of human capital as a reward for one's position in education. However, it is acceptable that both terms are correct and can be used interchangeably (Yusuph, 2015).

Using a theory to explain the performance of employees of the Bauchi Furniture Company in Bauchi State, it was hypothesized that their job performance correlated with their degree of latent human capital. I have the knowledge and skills relevant to my job. It is a holistic economic view of people acting within the economy that seeks to capture the social, biological, cultural and psychological complexities of interacting in particular trades and economic transactions. Most theories attempt to divide human capital for research into one or more

segments, usually called intangibles (Appleton & Teal, 1998; Yusuph, 2015). Social capital is usually the sum of social ties and relationships, understood together with synonyms such as philanthropy, brand equity, social cohesion, social resilience, and related ones such as celebrity and fame. Unlike private (unique as an athlete) talent.) has achieved a development that cannot be inherited by others no matter how hard they try. Also, aspects of the people being told and taught: Educational capital (Adams-kane & Lim, 2016).

2.1.2. Information Exchange Theory

The theory of information exchange contributes to the understanding of the aspects that enable and limit the exchange of information between people. It is based on the belief that "organizational culture and policies, as well as personal factors, can influence people's attitudes toward information sharing" (Fawcett, 2015; Zaheer & Trkman, 2016). Information exchange is affected by two factors. The mix of these factors justifies the need for a special theory to compare different types of 'exchange' information exchanges. The first aspect lends itself to reciprocity/rational self-interest ("If you help me, I will help you too"). Zaheer & Trkman (2016) argue that information exchange is like a social exchange, and that context-specific aspects of this shared 'behavior', 'why do we need to share information, and to me did not agree to influence what is included. This includes the social determinants of information exchange. These were already included in practical theories of social exchange, but did not accurately describe information exchange (Zaheer & Trkman, 2016).

The second factor relates to behavior in social and organizational contexts ("correct, normal and expected" attitudes towards information exchange in the workplace). The more we believe that we are expected to share information, the more we will want to share it. People are more willing to share information when they feel comfortable with them, while prosocial behavior shaped by aspects such as job satisfaction and experience also play a role in their willingness to share data (Constant et al., 1994). These are the psychological determinants of information sharing. The theory of information exchange has therefore been taken as a solid basis for information and knowledge (used synonymously according to Davenport and Cronin, 2000) for literature exchange (Zaheer & Trkman, 2016).

2.1.3. Concept of Information Exchange

Information exchange or information sharing refers to the passing of knowledge between individuals or other entities, which may be done electronically (NIEM 2019). These are phrases that either concern about communication from a system-theoretic or information-theoretic perspective, or about bidirectional information flow in computing and communications. Since "information" A broader definition of data exchange is often seen in this context, as it always refers to (electronic) data that encodes and represents existing knowledge. Information technology has a long history of facilitating the flow of information (Tang & Zhang, 2019). The traditional definition of information sharing included one-to-one knowledge transfers between sender and receiver. Businesses can use the information shared online to guide future online sharing-supported strategies (Fico et al., 2020). Many different open and proprietary protocols, message formats, and file formats are used to implement these information exchanges. The successful deployment of economic data exchanges that started in the late 1970s and are still in use today is known as electronic data interchange (EDI) (Lee, Sai et al 2015). When considering rules governing information exchange, there is some debate.

2.1.4. Role and Impact of Connectivity

In SCM, information technologies are crucial. They make it possible for staff to gather, examine, and share information among chain participants to enhance decision-making (Fawcett, 2015). Reducing the temporal and space gap between managers and providing relevant, accurate and timely information, managers can make better, more collaborative decisions. The ability of employees to connect has significantly grown thanks to recent technological breakthroughs. It is becoming technologically feasible to achieve the objective of enabling people anywhere along the chain to communicate with one another without interruption (Fawcett, 2015). Improved connectivity has the potential to alter competitive capacities. The ability of information to replace inventory in the chain is the change that is most immediately noticeable (Riopel & Masson, 2018). Additionally, faster connectivity is reducing the time it takes to build new products and order fulfillment lead times (Nancu et al., 2020). Real-time networking also offers less obvious advantages, like how to enable managers to recognize trends and turning points in the environment early and enable employees to adapt to changing market conditions (McGee, 2004). Real-time connectivity also makes it easier for staff to continuously monitor customer behavior. The development of "smart services" can be accelerated through immediate feedback to chain participants. An unprecedented competitive advantage can come from the ability to dynamically optimize chain performance to meet changing customer demands (Haradhan, 2017). Our first premise is based on the idea that increased connectivity enables better judgment, enhanced ability and higher levels of performance lead to the first hypothesis:
H1. There is significant relationship between Connectivity and Human Capital Development.

2.1.5. Role and Impact of Willingness

The capability to transfer information is made possible by connectivity. However, it is up to the individual to decide what to say and when (Fawcett, 2015). In the modern world of business, the adage “knowledge is power” still applies. As a result, many people are hesitant to disclose information they believe could give their business an unfair competitive advantage. There is not a ton of useful information that decision makers could share to improve SC decision-making. The extent of information sharing is ultimately determined by employees' willingness to share information, i.e. employees' willingness to honestly and regularly provide relevant information (Costin et al., 2019). Huge technology investments can be wasted by refusing to share knowledge. Organizational theory suggests that a company's culture may have an impact on its employees' desire to share their expertise (Haradhan, 2017; Nancu et al., 2020; Zaheer & Trkman, 2016). This cultural influence applies to sharing inside and between departments like marketing and engineering as well as between businesses in the chain. Information exchange may actually be viewed differently by each company (Fawcett, 2015).
H2. There is positive relationship between Willingness and Human Capital Development

2.1.6. Human Capital Development

Any effort to expand human productivity, knowledge, and skills is an effort to create human capital, according to (Nkogbu, 2014). Fannam et al. (2014) defined "human capital development" as the process of acquiring and growing the population of people who have the abilities, training, and education required for the advancement of the country's economy.
Human capital development was highlighted in the Yaroson and Esew (2016) Human Development Report as a process of enhancing options and developing capabilities of the people across economic, social, and cultural activities of a wealthier, more knowledgeable, and

meaningful life by empowering as well as giving them the chance to actively participate in developing policies that have an impact on their lives. Additionally, it demonstrates that people are the focus of development and are the main force behind any appreciable expansion.

Forms/Methods of Human Capital Development

• It includes both formal (at higher education institutes) and informal education (skills acquisition, vocational education, etc.).
• Training, education, and development programs run by businesses and trade associations. Civil/public service training programs: This includes teaching given to government workers. It might happen both at work and outside of it.
• International, public, and business conferences, workshops, etc.
• Exchange programs: These include both the announcements of races made by governmental entities as well as exchange initiatives carried out by for-profit businesses (such as Chevron Nigeria Ltd., Shell Petroleum Development Company, etc.).

Human Capital Development and Education in Nigeria

Yaroson & Esew (2016) claim that there may be a widespread assumption that human capital has a positive effect on economic activity. The Ashby commission was founded in 1959 to research the post-secondary education needs. Twenty years later, it sought to underline the importance of investing in human capital development as a key driver of progress in Nigeria (Yaroson & Esew, 2016). The investigation's conclusions led to an era of massive investments in education (as education was viewed as the only means of human capital formation).
This was because, prior to this time, private individuals were responsible for paying formal education, and Christian missionaries played a role (Yaroson & Esew, 2016).

Information Exchange and Human Capital Development: A Relationship

The study found that the implementation and practices of data exchange have a significant impact on employee involvements, satisfaction, commitment, and loyalty as elements of human capital development within the local councils. This was the major finding that supported the analysis of the study and revealed that there is a robust link between information exchange and elements of human capital development (Sawaneh, 2020). Another conclusion indicates that all employees give positive reputation to the council leaders who inform them and include them in its activities. Regarding the social and professional accomplishments of such leaders, this was likewise rated well. The study also discovered that how information is perceived to be exchanged has a significant and favorable impact on participants' expectations of what they will receive from councils. This, in turn, leads to participation, which in turn fosters satisfaction, which translates into commitment and loyalty to the council's leaders. Additionally, this enhances their work orientation and attitude and increases their desire to learn more about the council's operations. This data suggests that workers value their relationship with the leader because they believe that particular local council has a good reputation. With the council's activities, these interactions foster emotional ties, and the willingness to last maintain relationships over time. Elements of human capital development demonstrate that effective leadership also enables employees to view the council's operations as significant and favorably affecting the general populace, which raises their level of satisfaction and strengthens their loyalty and dedication. Regarding the impact of perceived information exchange on employees' behavioral intentions and actual behavior, the findings show that employees' assessments of the

leadership reputation of the council have a significant impact on their allegiance, satisfaction, and commitment, attitude toward participation, as well as whether or not they seek information about what is happening within the council.

This is the foundation on which the study proposed the following hypothesis:

HO_1: There is no positive correlation between Connectivity and human capital development in the Bauchi state furniture, Bauchi State.

HO_2: There is no positive correlation between willingness to share and human capital development in the Bauchi state furniture, Bauchi State.

3.0. Methodology

The generation of data for the study used the cross-sectional survey methodology. The study's intended audience is the 285-person workforce of the Bauchi Furniture Company in the state of Bauchi (285). The minimum returning sample size for a given population was calculated using the Krejcie and Morgan (1970) table. The chart indicated that our sample size for our population was 169. (169). Therefore, 169 people will make up the sample, which will be used in the study. Purposive sampling, with a focus on owners and operators, will be the sampling technique used in this study. Descriptive statistics and Spearman's rank correlation were used for data analysis and hypothesis testing with the SPSS Package version 23.

Table 1. Instruments for Reliability statistics

S/No	Study variable Dimensions	Items Numbers	Cases Numbers	Cronbach's Alpha
1	Connectivity	4	148	0.867
2	willingness	4	148	0.828
3	Human Capital Development	4	148	0.769

Source: Research Data, 2022

4.0. Results and Data Analysis

Analysis of Bivariate

The three bivariate, null-stated hypotheses—Ho1, Ho2, and Ho3—were covered by the test of hypothesis. To conduct the analysis, we used the Pearson correlation statistic. The 0.05 significance level is used as the criterion to calculate the likelihood of accepting the null hypothesis at (p>0.05) or rejecting the null hypothesis at (p0.05).

			Human Capital Development	Connectivity	Willingness
Spearman's rho	Firm Innovativeness	Sig. (2-tailed) Correlation Coefficient	1.000	.944**	.923**
		.	.000	.000	
		N	148	148	148
	Connectivity	Corr. Coeffi.	.944**	1.000	.864**
		Sig. (2-tailed)	.000	.	.000
		N	148	148	148
	Willingness	Correlation Coefficient	.923**	.864**	1.000

	Sig. (2-tailed)	.000	.000	.
	N	148	148	148
	Sig. (2-tailed)	.000	.000	.000
	N	148	148	148

Source: *Research Data August, 2022 (SPSS, version 21.0)*

The test for the two bivariate hypothetical assertions that were previously posited is shown in the table above.

HO_1: There is no positive correlation between Connectivity & Human Capital Development.

The correlation coefficient co-efficient of 0.944 indicates that connectivity and the growth of human capital are strongly related. The link is significant, as shown by the p value of 0.000 to 0.05. As a result, the alternative is supported and the null theory is disproved or rejected. Therefore, connection and HCD have a major association in Bauchi Furniture Company, Bauchi State.

HO_2: There is no positive correlation between Willingness and Human Capital Development.

The substantial and favorable link between readiness to share and HCD, as indicated by the correlation coefficient co-efficient of 0.923, is evident. The link is significant, as shown by the p value of 0.000 to 0.05. As a result, the alternative is supported and the null hypothesis is rejected. Therefore, in Bauchi Furniture Company, Bauchi State, there is a substantial correlation between the desire to contribute and HCD.

5.0. Discussion of Findings

The findings revealed a high and significant correlation between Information Exchange and Human Capital Development in Bauchi Furniture Company Bauchi State using the Spearman's rank order correlation tool and a 95% confidence interval. The results of this study confirmed the considerable positive association between information exchange (connectivity and willingness) and the growth of human capital. The results do, however, corroborate the arguments made by Young et al. (2018), who contend that the management of this knowledge affected the efficiency of organizational learning and knowledge management, as well as the relationship between these two factors and firm innovativeness within an organization. The findings in this study relate to Young Sung et al. (2018) in that the results provide evidence in how the investment in knowledge practices in the workforce can positively affect Human Capital Development.

5.1. Conclusion and Recommendations

Firm innovativeness is developing into a key element of focus for HCD as firms use adding value based on knowledge (Ma et al., 2017). The employees of the Bauchi Furniture Company in the state of Bauchi made up the study's target population. The survey instruments were used to create the variables, which were then examined in SPSS using Spearman Rank Order. The study's findings led to the conclusion that the three information exchange factors (connectivity, readiness to share, and openness) had a substantial impact on how employees at Bauchi Furniture Company regarded the development of their human capital. The research's conclusions provide more support for the significance of the relationship between information sharing and the expansion of human capital. Despite the study's limitations, the findings add to the body of information about this link and can help businesses create value. It was suggested

that an organization seriously encourage information exchange (connectivity and readiness to share) as a result of this discovery.

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