

**INFLUENCE OF KNOWLEDGE MANAGEMENT ON EMPLOYEES' ENGAGEMENT IN ALLIANZ  
INSURANCE, LAGOS, NIGERIA**

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**(19PAC01922)**

**SEPTEMBER, 2021**

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LAGOS, NIGERIA**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE  
IN INDUSTRIAL RELATIONS AND HUMAN RESOURCE MANAGEMENT IN THE DEPARTMENT OF  
BUSINESS MANAGEMENT, COLLEGE OF MANAGEMENT AND SOCIAL SCIENCE, COVENANT UNIVERSITY,  
OTA, OGUN STATE, NIGERIA.**

**SEPTEMBER, 2021**

**ACCEPTANCE**

This is to attest that this dissertation is accepted in partial fulfillment of the requirements for the award of the degree of Masters of Business Administration (MBA) of Industrial Relations and Human Resource Management in the Department of Business Management, College of Management and Social Science, Covenant University, Ota, Nigeria.

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**DECLARATION**

I, **Ogunniyi Adeola Deborah (19PAC01922)** declares that this research was carried out by me under the supervision of **Dr. Hezekiah O. Falola** of the Department of Business Management, College of Management and Social Science, Covenant University, Ota, Nigeria. I attest that the dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this dissertation are duly acknowledged.

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**Signature and Date**

**CERTIFICATION**

We certify that this dissertation titled **“INFLUENCE OF KNOWLEDGE MANAGEMENT ON EMPLOYEES’ ENGAGEMENT IN ALLIANZ INSURANCE, LAGOS, NIGERIA”** is an original research work carried out by **OGUNNIYI, ADEOLA DEBORAH (19PAC01922)** in the Department of Business Management, College of Management and Social Science, Covenant University, Ota, Ogun State, Nigeria under the supervision of **Dr. Hezekiah O. Falola**. We have examined and found this work acceptable as part of the requirements for the award of Master of Business Administration (MBA) in Industrial Relations and Human Resource Management.

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**DEDICATION**

This project is dedicated to Almighty God, who grants wisdom, knowledge and understanding. It is also dedicated to my parents Mrs. Anike Temiloluwa Abdulkareem and Mr Abiodun Ogunniyi as well as ESV Bola Olawuyi, my grandma and my wonderful siblings (Kofoworola and Mobolaji) for their unconditional love, tireless efforts and support throughout my career.

## **ACKNOWLEDGEMENTS**

I thank God Almighty for making this work a success and seeing me through. He has been the wind beneath my wings and His Grace and Mercy has brought me this far. I deeply appreciate the Chancellor, Bishop David Oyedepo and his wife Pastor Mrs. Faith Oyedepo for establishing this great university by diligently going after the vision and mandate in which God showed him about Covenant University of which I am a beneficiary. Equally, I appreciate the Vice Chancellor Professor Abiodun Adebayo, the Registrar Dr. Olusegun Omidiora, Dean School of Post-graduate Studies and Dean of the College of Management and Social Sciences (CMSS) Prof. Uwuigbe Uwaloma for performing their work with all diligence despite its demanding nature. My appreciation goes to the Head of Department, Prof. Anthonia A. Adeniji for guiding the department to greater heights. May the Lord continue to reward and bless you. Special thanks to my God-chosen supervisor Dr. Hezekiah O. Falola, for believing in me and for his guidance, support, encouragement, constructive instructions that helped me stay focused throughout the course of this research. Your dedication, patience, expertise and knowledge shared with me are appreciated. To my wonderful lecturers Prof. A.A Adeniji, Dr. O.P Salau, Dr. Augusta, Dr. A. O. Osibanjo, Barr. Ebeguki E. Igbinoba, Prof. R.K Worlu R, Dr. O.A Oyewunmi Dr. Ayotunde S. Ibiduni and many more that have assisted me throughout my academic journey. May God bless you all (Amen). I would also like to thank the employees of Allianz Insurance Nigeria for their valuable response in providing information to facilitate the study. My special gratitude goes to my mum Mrs. A.T Abdulkareem for her love, care, support (Financially and morally) and prayers, may God continue to bless you. ESV Bola Olawuyi, thank you ma for your love and support. To my Siblings, Kofoworola and Mobolaji, thank you for your love and support. To my friends (Yusuf Adenike, Farinto Olakunle, Dapo-Thomas Moyinoluwa, Ogunyemi Opeyemi and Ekundayo Olajesu) and course mates, I love you all. Special thanks to Agboola Olatunde for the support and advice. God bless you in all ways. Thank you and God bless you.

To God Be the Glory!!!

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## ABSTRACT

The need for knowledge in an organization is important for optimal performance. Knowledge has been viewed as a vital resource to gain competitive advantage in the competitive industry. Employees are key holders of knowledge in the organization and to remain competitive, they need to be effectively engaged to deliver optimal performance. This study therefore examines the influence of knowledge management on employee engagement in Allianz insurance, Lagos, Nigeria. The study is aimed at determining the influence of knowledge acquisition, knowledge sharing behavior, knowledge creation and knowledge retention on the dimensions of employee engagement: affective, behavioral and cognitive respectively. Two theories were used for the study and empirical literatures on knowledge management. The study adopted a complete enumeration method with the use of purposive sampling technique and structured questionnaire was used for data collection. Two hundred (200) questionnaires were administered to the organization, 182 participants responded to the questionnaires. The data obtained was analyzed using Statistical Package for Social Science (SPSS) while Linear Regression was adopted for analysis. The statistical results revealed that knowledge management positively and significantly has an effect on employee engagement. The findings revealed that knowledge acquisition has a moderate relationship on affective engagement with moderate predictive capacity ( $R=.482$ ), knowledge sharing behavior has a weak relationship on behavioral engagement with weak predictive capacity ( $R=.251$ ), knowledge creation has a moderate relationship on cognitive engagement with moderate predictive capacity ( $R=.415$ ) while knowledge retention has a moderate relationship on cognitive engagement with moderate predictive capacity ( $R=.520$ ). The study concludes that the organization should improve on their knowledge sharing behavior so as to improve the flow of information in the organization. Therefore, the study recommends that organizations should adopt knowledge management processes and effectively engage their employees for increased performance.

**KEYWORDS:** knowledge, knowledge management, knowledge management processes, employee, employee engagement, performance.