Organisational Support, Knowledge Sharing and Utilisation as Correlates of Social Capital of Insurance Managers in Lagos Metropolis

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Abstract
Managers in insurance companies in Nigeria went through a difficult period after the recapitalization which was aimed at achieving a consolidation that will produce companies capable of meeting claims obligations, compete at the continental and global levels, increase the industry's low retention capacity which had stunted its growth among others. This study therefore examined the organisational support, knowledge sharing and utilisation as correlates of social capital of insurance managers in Lagos metropolis. This research adopted the correlation type of descriptive survey design to determine the direction and degree of the relationship or association between variables. Total enumeration technique called census coupled with a self-developed questionnaire was used to collect data on a population size of 280 managers in 23 insurance companies in Lagos metropolis, out of which 211 responded giving a response rate of 75.4 percent.The study found out that organisational support, knowledge sharing and utilisation had significant multiple effect on social capital of the respondent ($R = 0.656$, $p < 0.05$). In addition, each of the independent variables, namely, organisational support, knowledge sharing and utilisation significantly predicts the social capital of the respondents respectively.The study recommends among others that knowledge utilisation and information literacy education should be inculcated in the training of managers since they are the critical decision makers in the firm. This may improve the managers' ability to exploit the sum of the actual and potential resources embedded within, available through, and derived from the their network of relationships. This may also encourage the managers to freely exchange ideas, insight, information and knowledge..
Keywords: Organisational support, knowledge sharing, knowledge utilisation, Insurance companies, Nigeria.

Introduction

Insurance is a form of risk management primarily used to hedge against the risk of a contingent or uncertain loss happening. Insurance is regarded as the equitable transfer of risk of a loss, from one entity to another, in exchange for payment. The insurance rate is a factor used to determine the amount to be charged for a certain amount of insurance coverage, called the premium. Insurance is therefore the transfer of risk by an individual or organisation to the insurance company.

The insurance sector is a non-bank financial sector of the Nigerian economy. The sector passed through an eighteen-month consolidation phase in February 2007 that enforced a minimum capital base of NGN 3 billion for general insurance and NGN 2 billion for life insurance under the supervision of the National Insurance Commission. The focal points of the reform includes: increasing the industry's low retention capacity, which had stunted its growth as a result of government concerned about low local underwriting capacity for big ticket risks in the oil and gas, aviation, marine and other special risk sectors. Further, the reform seeks to achieve a consolidation that will produce companies capable of meeting claims obligations and compete at the continental and global levels.

Furthermore, the consolidation aimed at enabling operators to attract the wherewithal for strategic investments in human capital development – i.e., to attract, train and retain professionals able to utilise new technologies for greater efficiencies. In addition, creating a competitive environment which leads to brand activities and increased investment and better public awareness of the benefits of insurance to society at large and achieving the necessary economies of scale that will make insurance affordable and accessible were also salient among the aims of the reforms. Finally, the reforms further seek to encourage the industry to leverage on synergies from mergers and acquisitions and other alignments to achieve superior product innovation, deeper market penetration and product distribution among others (Obaremi, 2007).

Following the completion of the recapitalisation exercise, which also involved quite a number of consolidations, the number of insurance companies dropped to 27 as at the end of the year 2009 from 104 that had been in operation, which have brought the industry capitalisation to over NGN 200 billion from a pre-consolidation level of NGN 30 billion. Apparently, demand for insurance services in the country has historically been low due to a lack of capacity and low insurance awareness (ADB, 2007). Thus, it is expected that the financial institutions systems should be adequate to manage the risks associated with the sale of covered insurance products that are typically sold to financial institution customers. This can be achieved through an networking arrangements (through the institutions social capital), an operating subsidiary or other third-party insurance providers and the management should have the ability to implement its monitoring and reporting systems for building social capital and effective personnel management .

As earlier noted, the insurance company is a non-bank financial sector of the Nigerian economy that can be said to builds it organisational structure around the business development manager. The business manager source for investment capital through the business development officers, which may also be referred to as 'field officers'. The 'field officers' under the supervision of managers engage in brand activities and as a result spends considerable time building their network/social capital. Clearly, the place of social capital in sourcing for investment capital insurance sector cannot be downplayed.

The re-capitalisation of the Nigeria insurance sector has increased the capital base of insurance and aims at achieve seven other focal points in short and long terms. Apparently, therefore to compete favourably in the post-capitalisation era, management of insurance companies' may need to consider certain correlates of social capital, for example organisational support, knowledge sharing and utilisation.

Technically, insurance companies are now faced with daunting task post capitalisation because some insurance companies were liquidated and downsizing became the order of the day in firms that survived. However, improved organisational support, knowledge sharing and use by the managers could be a necessary input into the insurance sector of Nigeria to gear up the abilities of managers to come up with high quality product and services that will meet the customers' needs, expectations and satisfaction in a changing business environment. Be that as it may, can one be right to say that organisational support, knowledge sharing and utilisation could facilitate social capital of managers in insurance companies in Lagos metropolis?

Exploring these pertinent business issues may improve the competitive advantage of a given insurance company in a continuously changing business environment.

Literature review

Organisational support (OS) is defined as the extent to which employees perceive that their contributions are valued by their organisation and that the firm cares about their well-being. Managers receiving high organisational support have shown increased job engagement and work commitment (Mauno, Kinnunen, & Ruokolainen, 2007; Salanova, Agut, & Peiro, 2005). Organisational support theory supposes that employees infer the extent to which the organisation cares about their well-being through various policies, practices, and treatment. Employees then reciprocate such support with increased loyalty and performance (Rhoades & Eisenberger, 2002). Employees perception of a positive organisational support helps to achieve company goals (Eisenberger et al., 1986; Rousseau, 1989; Wayne et al., 1997:; Aselage & Eisenberger, 2003 & Osca et al., 2005).

Further, Eisenberger et al (1986) applied the social exchange theory (Blau, 1964) and the reciprocity norm (Gouldner, 1960) to different perspectives of employee-organisation relationship. They argued that the employee–organisation connection was a social exchange relationship in which the organisation offered employees benefits and social rewards in exchange for loyalty and work effort (Rhoades and Eisenberger, 2002). Based on the norm of reciprocity (Gouldner, 1960), when employees perceived that the organisation supported them, they would reciprocate with positive attitudes (e.g. commitment), favourable work behaviours, (Eisenberger et al., 1986, 1997) and innovation.

According to Stamper and Johlke (2003), organisations that care about employee well-being are probably more likely to explicate work norms and expectations. Thus, directly reducing the amount of conflict and ambiguity associated with various employee roles. Moreover, employees who perceive high levels of OS are more likely to remain with their companies and have greater job satisfaction than workers who experience low levels of OS. Studies have shown that the organisation is the source of support in OS and therefore employees will reciprocate toward the organisation by engaging in behaviour that is beneficial to the organisation (Wayne et al., 1997 and Aselage & Eisenberger, 2003). Similarly, Sillince (2005) argued that retention of employees could be increased through an organisation's ability to demonstrate commitment to workers. In addition, Stamper (2003) also averred that organisations that care about employees' well-being are more likely to reduce unnecessary work complications and distractions for their workers.

Work complications may be traced to the intention to share or not to share knowledge or task information among employees. Knowledge has been widely recognized as a critical organisational resource irrespective of economic sector or organisation type (Spender & Grant, 1996; Davenport & Prusak, 1998; Wang & Noe, 2010). Wilson (2002) perceived knowledge as what we know. He expanded further that knowledge involves the mental processes of comprehension; understanding and learning that go on in the mind and only in the mind, however much they involve interaction with the world outside the mind, and interaction with others.

Knowledge hoarding among employees could impede the competitiveness of an organisation in the marketplace. In the opinion of Gold et al (2001) and Zack (1999) that for an organisation to remain competitive in the marketplace, organisational knowledge and expertise must be shared. Similarly, Baily &Clark (2008) and Abili, Thani & Mehdi (2011) submitted that, the managers main purpose of introducing knowledge management in organizations is to improve knowledge sharing among people, between people and the organization in order to attain competitive advantages. Invariably, knowledge has information as a necessary medium or material for initiating and formalizing knowledge (Nonaka 1994) and experience (Davenport and Prusak 1999) that could be made available to employees in divers form.

Wong et al (2001) suggested that building a long-term positive relationship with employees would help to generate and share organisational knowledge. Consequently, knowledge management key idea is to create and share new knowledge as well as to ensure that the right people get the right knowledge in the right place at the right time (O'Dell & Grayson, 1998; Kongpichayanond, 2009). Knowledge sharing involves a set of behaviours that aid the exchange of acquired knowledge (Li et al 2006; Chow & Chan 2008). The principal aim of this arm of knowledge management is to improve the sharing of information and knowledge in organisations and some of the chief ways in which this is attempted is by encouraging brainstorming, mentoring, organisational storytelling, personal networking, knowledge weblogs use, the development of both person-to-person and online communities of practice among others. Inevitably, best practices in knowledge sharing have been gaining increased attention amongst researchers and business managers in recent years. That is because, the commercial success and competitive advantage of companies seems to lay increasingly in the application of knowledge and location of those parts of the organisation where knowledge sharing practices can assist in optimising business goals.

Moreover, researchers have shown that knowledge sharing may be facilitated by having a less centralised organisational structure (Kim & Lee, 2006), and encouraging communication across departments, and informal meetings (Liebowitz, 2003; Liebowitz & Megbolugbe, 2003; Yang & Chen, 2007).

As earlier noted, knowledge sharing is main goal is to turn individual knowledge into organisational knowledge by creating a sharing community. Knowledge is a thus critical organisational resource that provides a sustainable competitive advantage in a competitive and dynamic economy (Davenport & Prusak, 1998; Foss & Pedersen, 2002; Grant, 1996; Spender & Grant, 1996). In sum, to gain competitive advantage in our clime, it is suggested that the management of insurance companies should scale up staffing and training systems that focus on selecting employees who have specific knowledge, skills and abilities or competencies for sharing knowledge and helping co-workers acquire them. However, Markus (2001) however submitted that the source of competitive advantage resides not only in knowledge itself, but also in the application/utilisation of knowledge

Knowledge utilisation can be conceived as attitudes towards, orientation to, involvement with, production of and consumption of shared knowledge (Rosen 1994, Osmond 2006). Rosen et al (1995) averred that knowledge that is capable of influencing, transforming or changing client situations or phenomena is utilised. Similarly, Okonedo and Popoola (2012) citing Hughes (2006) remarked that as a multifaceted experience, the use of knowledge covers the user's behaviour, connecting (to the source of the knowledge), knowledge need, reactions and effects, as well as results (of learning). The use of knowledge can be characterized as an intellectual activity that is manifested through various thoughts and deeds (Limberg, 1998; Okonedo & Popoola, 2012). Invariably, the work process revolves around the application of knowledge to solve problems. However, given the dynamics of research environment, Backer (1993) argued that knowledge utilisation includes a variety of interventions aimed at increasing the use of knowledge to solve human problems through innovation emerging from research. In line with this, we posit that knowledge utilisation has to do with applying what we know and making good use of it to create value-added goods and services in organisations. Moreover, good use of knowledge on clients or customers in the insurance sector will set a foundation for effective insurance product development that could give a firm advantage over competitors.

According to Nahapiet and Ghoshal (1998) social capital is seen as the sum of the actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or team in an organisation. Individuals in organisation may have a high or low propensity to use or develop social capital embedded in the nexus of individual connections (Anderson, et al 2007). The individual's social capital has a significant impact on the degree to which the firm is embedded in the wider community, and as a result, it becomes another asset of the firm that helps link it to and embeds it in external networks. Thus, individuals often play a pivotal role in the information transfer exchange by facilitating communication within or between firms (Tushman and Katz, 1980; Tushman and Scanlan, 1981).

Apparently, Lin (2001) got round the concept rather neatly by drawing on the premise behind the notion of social capital, 'investment in social relations with expected returns in the marketplace'. Therefore, inside the organisation, social capital can reduce transactions costs, facilitate information flows, knowledge creation and accumulation (Burt, 2000; Lin, 2001; Nahapiet and Ghoshal, 1998). Moreover, social capital facilitates access to broader sources of information and knowledge and improves information quality, relevance, and timeliness, which helps enhance the outcomes of action. This may have made Popoola (2009) aver that the major oil in the wheels of organisations entails complete, accurate and timely information as the managers in the insurance business world-wide depend heavily on good information to manage risks associated with their business operations. The authors argue that the investment of an organisation in social relations among organisational employee should inextricably facilitate information and knowledge exchange which should in turn create competitive advantage for organisations in the marketplace.

Organisations need to provide a hospitable environment for the accumulation of knowledge and social capital to enhance knowledge sharing as knowledge creates a sense of order and of a social system (Prusak and Cohen 2002). Moreover, Knowledge and social capital are reciprocally related, workers seek out, and cultivate social connections within the organisation and use these to construct a socially shared understanding of their work (Sillince, 2005).

Furthermore, Nahapiet and Ghoshal (1998) argued that social capital (networks, trust, commitment) and knowledge interact within the organisation to create competitive advantage. Nahapiet and Ghoshal reiterated further that, the central proposition of social capital theory is that networks of relationships constitute a valuable resource for the conduct of affairs intra and inter organisation. Similarly, the opportunity for managers and workgroups to reap the benefits of their expertise will likely be greater where there are trusting relationships between principal and agents (Andrews, 2010). The evidence in the literature is strong that the presence of social capital can ease, enhance and solidify social interactions (Anderson, Park & Jack, 2007). Therefore, networks of connected individuals can employ the social capital present in the network to unlock or gain access to resources which may not be available outside the network.

When it comes to social capital, allowing people to meet face-to-face is only half the battle if they talk only about work. Managers also need to facilitate personal conversations. That is why libraries, cafe´s, chat rooms, kitchens, and other social spaces are important in organisations. Sure, they promote knowledge exchange, but they also spur the discovery of mutual interests that support communities. Indeed, investments in those spaces legitimize informal conversation, signalling a company's belief in the potential resources embedded within, available through, and derived from the network of relationships in an organisation.

It needs noting that there is paucity of studies on the relationship between and among organisation support, knowledge utilisation and social capital. This study will attempt to extend the frontiers of knowledge between and among these variables in the business environment.

The increasing importance of knowledge in contemporary society calls for a shift in management thinking concerning innovation in large business organisations, be it technical innovation, product innovation, or strategic or organisational innovation. Social capital encourages cooperative behaviour, thereby facilitating the development of new forms of association and an innovative organisation through the application/use of knowledge (Fukuyama, 1995, Hung et al, 2009). Through knowledge management as a platform, organisational members can easily enlarge their social capital and can further possess social capital as an asset (Hung et al 2009).

In sum, insurance companies therefore need to increasingly develop investment capabilities, attract international interest and professionals, utilise experiential knowledge, improve customer service, and rethink their business model in risk management, asset management, financial management, product innovation, personnel management and information technologies management to continually meet the new challenges posed by the post consolidation and recapitalisation.

OBJECTIVES OF THE STUDY

The following are the specific objectives of this study:

1. To find out if the relationship between organisational support and social capital of respondent;
2. To probe the relationship between knowledge sharing and social capital of the respondent.
3. To ascertain if organisational support, knowledge sharing and utilisation are related to social capital of managers

The following hypotheses guided the conduct of this study and they were tested at $\alpha = 0.01$

1. There is no significant relationship between organisational support and social capital of
2. There is no significant relationship between knowledge sharing and social capital of the respondents.
3. Organisational support, knowledge sharing and utilisation will significantly influence social capital of the respondent.

RESEARCH METHODOLOGY

This research adopted the correlation type of descriptive survey design to determine the direction and degree of the relationship or association between variables, that is, the degree to which two or more sets of measures from the same subjects vary in unison (Popoola,S.O., 2000b; Fawole, et al 2006). This study determines the degree of relationship among dependent variable (social capital) and independent variables (organisational support, knowledge sharing and utilization

The study population comprises of all the two hundred and eighty (280) managers in all the twenty-three insurance company in Lagos metropolis and those quoted on the Nigerian stock exchange as at 16th June 2012. The population was obtained through personal contact and field survey. The total enumeration (Census) sampling technique was adopted because of the small number of the population and the available resources (time and finance) permitted it.

The main instrument for collecting data for this study was the questionnaire. The choice of the questionnaire as the main instrument was prompted by the advantages derived from its use. These include: ability to gather information for gigantic investigations, low cost of data gathering and ease of collection and analysis of data collected. While some of the items in the questionnaire were designed by the researcher, others were either adapted or modified from previous studies.

The questionnaire was divided into five main sections. Part A was designed to obtain information on the background of the gender, age, marital status, job tenure, educational qualification and managerial cadre. Part B was designed to collect information on perceived organisational support of respondent, eighteen items (18) was used to measure organisational support of respondent. Part C was designed to collect data one knowledge sharing of the respondents (20 items), Part D generated data on knowledge utilisation (8 items), and Part E was designed to elicit information on social capital of managers (15 items),

In establishing the reliability of the instrument, a pilot study that consisted of 30 insurance managers was conducted in Ibadan, Oyo state Nigeria. The reliability value for organisational support scale = .614, it was calculated with Guttman's split half, reliability value for knowledge sharing inventory= .69, calculated with Cronbach's alpha reliability coefficient, reliability value for knowledge utilisation scale = .86 and .95, it was calculated with Cronbach's alpha reliability co-efficient and Guttman split-half respectively. The reliability value for organisational social capital scale = .94, it was calculated with Cronbach's alpha reliability coefficient

Copies of the questionnaire were administered to the respondents with the aid of a research assistant. In all, two hundred and eighty (280) copies of the questionnaires were administered. Out of this number, two hundred and eleven (211) copies were retrieved, and were found useable for data analysis. This represents a response rate of 75.4%. The data collection exercise lasted from 20th August, 2012 – 18th September, 2012.
The questionnaire administration and retrieval from the respondents is presented in Table 1.
Both descriptive and inferential statistical tools of analysis such as mean and standard deviation, correlation and multiple regression analysis were equally employed in analyzing the data collected.

RESULTS AND DISCUSSION OF FINDINGS

Table 1. Questionnaire Administration and Response rate

	Listed Insurance Companies	No. Of Managers/ Questionnaire Administered	Retrieved Quest-ionnaire	%
1	American International Insurance Company PLC	13	9	69.2
2	Confidential Insurance PLC	12	8	66.7
3	Consolidated Hallmark Insurance PLC	14	12	85.7
4	Continental Reinsurance Company	10	5	50
5	Cornerstone Insurance PLC	15	9	60
6	Crusader Assurance PLC	11	10	90.9
7	Equity Assurance	12	7	58.3
8	Great Nigeria Insurance	14	11	78.6
9	Guinea Insurance PLC	12	8	66.7
10	International Energy Insurance Company PLC	15	12	80
11	Investment and Allied Insurance	14	6	42.9
12	LASACO Assurance	12	9	75
13	Leadway Assurance PLC	12	10	83.3
14	Linkage Assurance PLC	15	8	53.3
15	Mutual Benefits Assurance PLC	14	14	100
16	N.E.M. Insurance PLC	15	12	80
17	Niger Insurance PLC	13	11	84.6
18	Oasis Insurance	15	9	60
19	Regency Alliance Insurance	11	7	63.6
20	Sovereign Trust Assurance	15	13	86.7
21	Staco Assurance	12	7	58.3
22	Standard Alliance	12	8	66.7
23	Universal Insurance Company	9	6	66.7
	Total	280	211	

Results

Demography of Respondents

Table 2: Distribution of the Respondents by Gender

Gender	**Frequency**	**Percentage (%)**
Male Female	131 80	62.1 37.9
Total	211	100

The gender distribution of the respondents showed that 131 (62.1%) were males, while the rest (80, 37.9%) were females. This implies that there are more male managers than female managers in the surveyed corporate insurance companies in Nigeria. This is similar to the report of Popoola (2009) on the gender distribution of managers in corporate insurance companies in Lagos state. Perhaps this may also be connected to low career interest amongst Nigerian female graduates in insurance profession as compared to their male counterparts.

Table 3: Distribution of the Respondents by Management Cadre

Cadre	**Frequency**	**Percentage (%)**
Low Middle Top	90 63 58	42.7 29.9 27.5
	121	100

Distribution of the respondents by management cadre showed that low level managers were 90 (42.7%), middle level managers were 63 (29.9%0 and top level managers were 58 (27.5%). This could not be far from government order on professionalism, and good corporate governance in insurance industry in Nigeria.

Hypothesis 1:
There is no significant relationship between Organisational support and Social capital of the respondents.

Table 4: Pearson Correlation of Organisational support and Social capital of the respondents.

Variable	Mean	Std. Dev.	N	R	P	Remark
Organisational support	21.8957	7.2787	211	.483**	.000	Sig.
Social capital	44.0142	7.0687				

** Sig. at .01 level

Table 4 showed that the relationship between organisational support and social capital of insurance managers in Lagos metropolis is positive and significant ($r = .483^{**}$, $N= 211$, $P < .01$). This indicates that the managers' organisational support positively correlates with the social capital. This implies that the availability of support from the organisational to motivates managers' to build, improve and increase the social capital through following items: having very good relationship with their organisational member; 'overcome perceived barrier in communication if a colleague has skills and knowledge that will improve their effectiveness in the organisation,' etc. This indicates that, when managers' in the insurance sector have knowledge of the availability of help in the organisation they enter into social exchange relationship with the organisation. Consequently, they tend to reciprocate with behaviours and attitudes that will foster positive social relationship among colleagues and subordinates within the organisation. This implied that the higher the organisational support for the managers in corporate insurance companies in Nigeria, the more they tend to develop their social capital. This is consistent with the findings of Liu (2004) and Eisenberger et al. (1997) who submitted that higher levels of perceived organizational support (POS) would meet individuals' needs of social identity. Moreover, this further implies the availability of organisational support spurs managers' to develop their social capital. The relationship tested significant, thus, we reject null hypothesis. Therefore, the relationship between organisational support and social capital of insurance managers in Lagos metropolis is significant and positive.

Hypothesis 2:
There is no significant relationship between Knowledge sharing and social capital of respondents.

Table 5: Pearson correlation of knowledge sharing and social capital of insurance managers' in Lagos metropolis

Variable	Mean	Std. Dev.	N	R	P	Remark
Knowledge sharing	58.5118	7.4823	211	.482**	.000	Sig.
Social capital	44.0142	7.0687				

** Sig. at .01 level

Table 5 showed that the relationship between knowledge sharing and social capital of insurance managers in Lagos metropolis was positive and significant ($r = .365^{**}$, $N= 211$, $P < .01$). This revealed that the managers' knowledge sharing positively correlates with their social capital. This connotes that as the managers share knowledge (which includes insights, ideas, experience, and reports of seminars, workshop and training; they also explore resources available through work environment, co-workers and network of professionals -probably community of practice-), they inextricably develop their social capital. This means that there is a direct relationship between knowledge sharing and social capital of the respondents. This finding corroborate the submission of Kankanhalli et al., (2005) and Nahapiet and Ghoshal (1998) who suggested that the existence of network connections and the associated social capital can facilitate knowledge sharing. The relationship tested significant, thus, we reject null hypothesis 2. Therefore, there is a significant relationship between knowledge sharing and social capital of insurance managers in Lagos metropolis.

Hypothesis 3:
Organisational support, Knowledge sharing and Utilisation will significantly influence Social capital of the respondent

Table 6a: Regression analysis of organisational support, knowledge sharing and utilisation on social capital of respondent

Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression Residual Total	4521.737 5971.221 10492.957	3 207 210	1507.246 28.846	52.251	.000

R = .656
R^2 = .431
Adj R^2 = .423

The results from Table 6a revealed that when taken together, organisational support, knowledge sharing and utilisation have significant multiple effect on social capital of respondent ($R = 0.656$, $p < 0.05$). The table further showed the R-square value of .431 which implies that 43.1% of the total variance of the social capital of insurance managers' is accounted for by the three factors. The remaining 56.9% is due to other factors. The R value of .656 is also significant ($F = 52.251$; $p < .05$). Thus, hypothesis 3 was rejected. This finding agrees with Willem and Scarborough (2006) who submitted that almost all organisations can benefit from appropriating collaborative relationships across their internal boundaries. By encouraging interaction between different departments within an organization, it becomes increasingly possible for senior managers to access vital information and knowledge 'spillovers' from across the organization to accomplish collective goals or obtain scarce resources. Thus, the relationship among the independent variables and social capital of insurance managers' is positive, strong and significant.

Table 6b: The summary of the relative effect of organisational support, knowledge sharing and utilisation on social capital of the respondent

Model	Unstandardized Coefficient		Standardized Coefficient	T	Sig.
	B	Std. Error	B		
(Constant) Organisational support Knowledge sharing Knowledge utilisation	2.563 .290 7.310E-02 .946	3.409 .064 .069 .132	 .299 .077 .437	.752 4.557 1.066 7.144	.453 .000 .288 .000

Supplemental analysis were performed in Table 5b to explore another possibility regarding the relative contribution of each of the independent variables, namely, Organisational support ($\beta = .299$, $P <.05$), Knowledge sharing ($\beta = .077$, $P >.05$) and Knowledge Utilisation ($\beta = .437$, $P <.05$) on the social capital of respondents, while organisational support and knowledge sharing were significant, knowledge utilisation was not. The finding validates the submission of Wah (2005) that sociability and the propensity of individuals to relate to another because of personal compatibility or liking, and may consequently volunteer knowledge to help another because of this compatibility. Moreover, Kankanhalli et al., (2005) found that the more time and effort employees perceived as necessary to codify knowledge in order to share knowledge the less likely they would use electronic knowledge repositories for knowledge sharing especially when there was a weak trust of other employees contributing and reusing knowledge. This further analysis revealed that organisational support and knowledge sharing prove more potent in predicting the propensity of the managers to develop their social capital than knowledge utilisation.

Conclusion

This study examined the independent and combined effects of organisation support, knowledge sharing and utilisation on social capital. No doubt, social capital within organizations is a potentially powerful resource for improving organizational performance. The social capital inherent in the social relations within and outside an organization can therefore be regarded as a potentially critical asset in maximizing organisational competitive advantage. From the findings, we can conclude that the relationship between organisational support and social capital of insurance managers in Lagos metropolis is positive, strong and significant. Further, also notable in the study was that, the relationship between knowledge sharing and social capital of participants was positive and significant. Our study also revealed that that when taken together, organisational support, knowledge sharing and utilisation have significant multiple effect on social capital. Additionally, further analysis revealed that organisational support and knowledge sharing prove more potent in predicting the propensity of the managers to develop their social capital than knowledge utilisation.

It needs noting that, the survival of corporate insurance companies in Nigeria in the knowledge age and the era of recapitalisation, mergers and acquisition may depend on increase organisational support, knowledge sharing and utilisation. This may improve the managers' ability to exploit the sum of the actual and potential resources embedded within, available through, and derived from the network of relationships possessed the managers and the organisation for competitive advantage. It is implicit in the social capital literature that, social networks (how and when people associate with each other) aid the diffusion of information and knowledge, which itself constitutes an organisational asset. This suggests that managers who build social capital utilises it to enhance organisational competitiveness.

Recommendations

Based on the findings of this study, the following recommendations were suggested:

1. The management of insurance companies in Lagos, Nigeria should increase the level of organisational support available to managers. Thus, employees will reciprocate toward the organisation by engaging in behaviour that is beneficial to the organisation in terms of building their social capital for the organisational benefit. Moreover, employees who perceive high levels of OS are more likely to remain with their companies, invariably assisting the organisation in retaining its knowledge asset.
2. Knowledge sharing and utilisation literacy education should be inculcated in the training of managers, since they are the critical decision makers in the firm this may improve the managers' ability to exploit the sum of the actual and potential resources embedded within, available through, and derived from the their network of relationships. This may encourage the managers to free exchange ideas, insight, information and knowledge. This should spur managers to develop high quality product and services that will meet the customer's needs, expectation and satisfaction for the organisational competitive advantage.
3. A functional knowledge management system should be established to supply the much-needed information on competitor's intelligence, competitive advantage and to facilitate the sharing of organisational knowledge and expertise for improved innovation.

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